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Micromanagement and Employee Mental Well-being in the Banking Sector: The Mediating Role of Job Insecurity and the Moderating Role of Negative Affect

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ABSTRACT

Drawing on Affective Events Theory (AET), this two-wave study investigates how micromanagement (MM) undermines employees' mental well-being (MWB) in the Pakistani banking sector, directly and indirectly through job insecurity (JI), and whether negative affect (NA) intensifies these effects. Data were collected from 300 banking employees across two time points, three weeks apart. Established scales were used to measure MM, JI, NA, and MWB. Regression-based analyses in SPSS showed that MM negatively predicted MWB and positively predicted JI. In turn, JI was negatively associated with MWB, partially mediating the MM–MWB relationship. Moreover, NA strengthened the positive link between MM and JI, indicating that employees high in dispositional negativity were particularly vulnerable to micromanagement pressures. The findings highlight MM as a destructive workplace event that depletes psychological resources, heightens insecurity, and erodes well-being in the banking sector. Practically, banks should limit excessive oversight, foster autonomy, and provide emotional resilience training to protect employees' psychological health.

Keywords: *Micromanagement, Job Insecurity, Mental Well-Being, Negative Affect, Affective Events Theory*

INTRODUCTION

Micromanagement is a controlling supervisory pattern marked by tight oversight, prescriptive instructions about how work should be done, frequent checking, and reluctance to delegate authority (Limon & Dilekçi, 2020; Majhosheva, 2024). Unlike leadership that supports development and autonomy, micromanagement emphasizes process control and compliance, and it has been linked to reduced professional discretion and diminished intrinsic motivation (Slemp, Kern, Patrick, & Ryan, 2018; Lee et al., 2023). In high-demand service environments such as commercial banking where regulatory pressures, performance targets, and technological change intensify managerial monitoring, micromanaging behaviors can become chronic workplace events with consequences that go beyond short-term compliance (Monteiro & Joseph, 2023; Groulx, Maisonneuve, Harvey, & Johnson, 2024).

Affective Events Theory (AET) provides a useful lens for understanding how supervisors' controlling acts translate into employee strain and poorer functioning (Weiss & Cropanzano, 1996). AET argues that salient work events trigger affective and cognitive reactions that shape employees' attitudes, health, and behavior. When micromanagement recurs in employees' daily experience, it functions as a negative workplace event that can both deplete resources and shape appraisals about the security of one's position. Building on this logic, the present study focuses on job insecurity employees' perceptions of threat to the continuity and stability of their employment as the key mediating mechanism linking micromanagement to mental well-being. Whereas prior work often highlights emotional exhaustion and burnout as the affective pathway from toxic supervision to poor outcomes (Maslach, Schaufeli, & Leiter, 2001; Hakanen & Schaufeli, 2012), a cognitive-appraisal pathway anchored in job insecurity is also theoretically plausible in contexts where monitoring signals managerial distrust or organizational instability (Monteiro & Joseph, 2023; Hammoudi Halat et al., 2023).

Job insecurity matters because anticipatory worries about role continuity undermine psychological resources that sustain functioning and life satisfaction. Employees who interpret persistent oversight as a sign that their job is precarious are likely to experience sustained worry and reduced psychological safety, which erodes mental well-being over time (Monteiro & Joseph, 2023; Hammoudi Halat et al., 2023). Empirical studies of controlling and toxic leadership document links to stress, burnout, and reduced well-being across sectors (Ahmed, Atta, El-Monshed, & Mohamed, 2024; Bwalya, 2024), but the specific mediating role of job insecurity particularly within the banking sector of Pakistan remains underexplored. This gap is consequential because banks combine intense monitoring with performance-based evaluation systems, making perceptions of employability risk more likely and more consequential for employee mental health.

Individual differences in affective disposition further shape how employees appraise negative workplace events. Trait negative affectivity predisposes people to experience and attend to negative emotional states and to interpret events more negatively (Watson, Clark, & Tellegen, 1988). From an AET perspective, employees high in negative affect should be more likely to construe micromanaging behavior as threatening and thereby display stronger increases in job insecurity in response to the same supervisory behavior that others may tolerate with less cognitive alarm (Lv et al., 2024). Thus, negative affect is proposed to operate as a first-stage moderator that amplifies the micromanagement to job insecurity link, producing conditional indirect effects on mental well-being.

Based on these theoretical considerations, the study tests a mediated pathway in which administrative micromanagement in banks predicts elevated job insecurity, which in turn reduces employees’ mental well-being; additionally, the study examines whether trait negative affect strengthens the initial micromanagement to job insecurity relationship. Measures and analytic choices follow validated approaches used in micromanagement and well-being research: micromanagement items adapted from an established scale (Limon & Dilekçi, 2020), dispositional negative affect measured with the PANAS (Watson et al., 1988), and mental well-being assessed with the WEMWBS (Tennant et al., 2007). Structural equation methods consistent with PLS-SEM conventions are used to estimate direct, indirect, and conditional indirect effects while testing reliability, convergent validity, and discriminant validity as recommended in the literature (Hair, Ringle, & Sarstedt, 2011).

This investigation contributes to theory and practice in three ways. Theoretically, it extends event-based models of supervisory control by testing a cognitive-appraisal mediator job insecurity alongside the more commonly studied affective depletion pathways. Empirically, it provides sector- and country-specific evidence from Pakistan’s banking industry, offering insight into how monitoring-intensive workplaces shape employees’ appraisals and mental health. Practically, the findings aim to inform bank leadership and HR policy by identifying whether reducing prescriptive oversight or improving communication about job stability would be most effective for protecting employee well-being, and whether targeted supports are needed for employees high in negative affect (Monteiro & Joseph, 2023; Hammoudi Halat et al., 2023).

The chapters that follow develop the theoretical arguments and hypotheses in detail, describe the two-wave measurement and sampling strategy used in the Pakistani banking sample, report measurement and structural model results, and conclude with implications for research and managerial practice, study limitations, and directions for future work.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Micromanagement and mental well-being

Micromanagement refers to a supervisory approach that emphasizes tight control over processes, frequent checking, prescriptive instructions about how tasks should be executed, and limited delegation of decision authority (Limon & Dilekçi, 2020; Majhosheva, 2024). Unlike autonomy-supportive leadership that fosters growth and discretion, micromanagement privileges compliance and process fidelity, which reduces professional discretion and intrinsic motivation (Slemp, Kern, Patrick, & Ryan, 2018; Lee et al., 2023). Empirical work across sectors documents the downstream costs of this style: micromanagement is associated with diminished creativity, lower job satisfaction, higher stress, absenteeism, and elevated turnover intentions (Cleary, Hungerford, Lopez, & Cutcliffe, 2015; Monteiro & Joseph, 2023). In high-monitoring, target-driven contexts such as banks, managerial reliance on detailed oversight is often justified by concerns over risk and compliance; nevertheless, repeated prescriptive supervision creates a work climate in which employees feel constrained and psychologically strained (Groulx, Maisonneuve, Harvey, & Johnson, 2024; Hammoudi Halat et al., 2023). From a well-being perspective, these chronic control events erode the psychological resources that sustain positive functioning at work and can therefore be expected to harm employees' mental well-being.

H1: Micromanagement is negatively associated with employees' mental well-being.

Micromanagement and job insecurity

Supervisory behaviors that emphasize control and surveillance also carry informational value for employees: when managers constantly monitor, correct, or dictate tasks, employees may interpret those signals as evidence of managerial distrust or organizational instability (Monteiro & Joseph, 2023; Umana-Ramírez, Silva-Atencio, & Nuño, 2023). Job insecurity denotes the perception that one's job continuity or role stability is threatened and reflects a future-oriented cognitive appraisal rather than an immediate affective state (Hakanen & Schaufeli, 2012). Controlling supervision can raise this appraisal by implying stricter performance criteria, narrower discretionary space, and potentially harsher evaluative consequences for deviations—conditions that increase the perceived probability of adverse employment outcomes. Empirical studies link authoritarian or toxic leadership to heightened worries about the job and to attitudes consistent with insecurity, including reduced commitment and elevated turnover cognitions (Syed, Rehman, & Kitchlew, 2018; Grobelna, 2021). In monitoring-intensive organizational settings such as banking, where evaluation is routine and performance metrics matter, micromanagement is therefore likely to elevate employees job insecurity perception.

H2: Micromanagement is positively associated with employees' job insecurity.

Job insecurity and mental-well-being

Perceived job insecurity exerts a sustained drain on psychological resources through worry, rumination, and reductions in perceived control, producing adverse effects on mental health indicators such as anxiety, depressive symptoms, life satisfaction, and overall well-being (Hakanen & Schaufeli, 2012; Maddock, 2024). From an Affective Events perspective, once job-continuity concerns are activated by repeated negative events, they create a chronic cognitive-affective state that undermines coping and recovery, increasing vulnerability to longer-term declines in mental-well-being (Weiss & Cropanzano, 1996; Silva, 2024). Recent reviews and sectoral studies show consistent associations between perceived employment threat and worse psychological functioning across occupations (Hammoudi Halat et al., 2023; Aldabbour et al., 2025). Given these theoretical and empirical patterns, job insecurity is expected to be a robust predictor of lower mental-well-being among employees operating under sustained managerial control.

H3: Job insecurity is negatively associated with employees' mental well-being.

Micromanagement, job insecurity, and mental-well-being (mediated process)

Affective Events Theory integrates the above pathways by framing repeated micromanaging episodes as negative workplace events that trigger cognitive appraisals (e.g., job insecurity) and affective responses that accumulate into strain and impaired functioning (Weiss & Cropanzano, 1996). Where prior micromanagement research often emphasizes affective depletion or burnout as the mediator (Maslach, Schaufeli, & Leiter, 2001; Ahmed et al., 2024), a cognitive-appraisal route is equally plausible and theoretically meaningful: micromanagement signals may be processed as indicators of evaluative threat, elevating job insecurity that then sustains worry and erodes mental-well-being (Monteiro & Joseph, 2023; Hammoudi Halat et al., 2023). Empirical work linking controlling leadership to both job-related worry and lower psychological functioning supports this integrative view (Syed et al., 2018; Grobelna, 2021). Testing job insecurity as the mediating mechanism therefore clarifies whether the harmful effects of micromanagement operate primarily through cognitive anticipatory processes (concern about the future) rather than only through immediate affective depletion

H4: Job insecurity mediates the relationship between micromanagement and employees' mental well-being.

Micromanagement, negative affect, and job insecurity (first-stage moderation)

Individual dispositions shape event appraisal and reactivity. Trait negative affectivity predisposes people to experience and attend to negative emotions and to interpret ambiguous events more negatively (Watson, Clark, & Tellegen, 1988). Studies show that high negative affect amplifies emotional and cognitive responses to adverse work events, producing stronger strain reactions under comparable conditions (Lv et al., 2024; Silva, 2024). Applied to the current model, employees high in negative affect are more likely to read micromanaging behaviors as threatening to their job continuity and therefore should experience larger increases in job insecurity in response to the same level of managerial control. This first-stage moderation implies that the indirect micromanagement to job insecurity to well-being pathway will be stronger for affectively vulnerable employees, highlighting the importance of dispositional boundaries in event-based processes.

H5: Negative affect strengthens the positive relationship between micromanagement and job insecurity.

The model diagram and hypothesis can be seen in Figure 1.

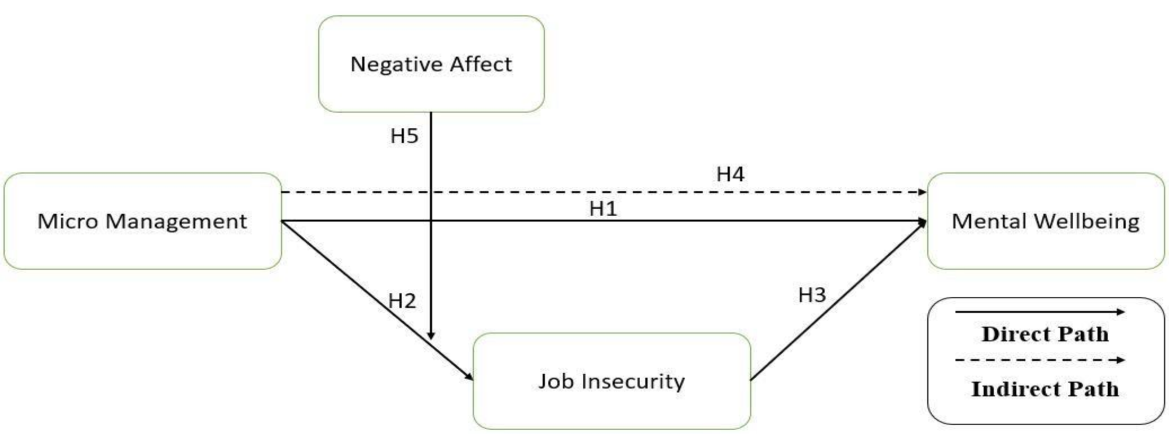

Figure 1. *Conceptual model*

METHODOLOGY

Research Design

The present study employs a quantitative research design using a longitudinal two-wave survey method to establish temporal precedence and minimize common method bias (Podsakoff et al., 2003). The sampling technique adopted for the present study was convenience sampling due to budget and resource constraints. Data were collected from employees working in commercial banks in Islamabad, Pakistan. The first wave (T1) measured micromanagement, job insecurity, and demographics, while the second wave (T2), conducted three weeks later, assessed mental well-being and negative affect. This design allowed testing of direct, mediating, and moderating relationships while ensuring a logical time gap between predictor and outcome variables.

Population and Sample

The population of this study comprised employees of private and public commercial banks in Pakistan, including staff from operations, customer service, loans/credit, and back-office units. To ensure adequate statistical power, a total of 600 questionnaires were distributed at T1. Out of these, 334 responses were received. At T2, 300 respondents completed the follow-up survey. Thirty-four cases were dropped due to incomplete replies, resulting in a final valid sample of 300 respondents. This final response rate represents 50% of the originally distributed questionnaires, which is considered satisfactory for longitudinal organizational research.

Measures

All constructs were measured using previously validated instruments.

1. Micromanagement was measured using the 15-item Micromanagement Scale developed by Limon and Dilekçi (2020).
2. Job Insecurity was assessed using items adapted from prior validated job insecurity scales (Hakanen & Schaufeli, 2012; Jeung, Kim, & Chang, 2018).
3. Negative Affect was measured using the PANAS scale (Watson, Clark, & Tellegen, 1988).
4. Mental Well-being was measured using the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) developed by Tennant et al. (2007).

All items were rated on a five-point Likert scale ranging from 1 = *strongly disagree* to 5 = *strongly agree.*

Procedure

Data collection was carried out in two waves. At T1, respondents provided information on micromanagement, job insecurity, and demographics. To enable matching across waves while maintaining confidentiality, participants were asked to provide their organizational email IDs, which served solely for tracking purposes. After three weeks, the T2 survey was distributed to the same respondents, measuring mental well-being and negative affect. Out of 334 participants at T1, 300 completed the T2 survey in full. A total of 34 participants were excluded from the final dataset due to incomplete responses at T2. Thus, the final usable sample comprised 300 respondents, yielding a 50% overall valid response rate from the initially distributed questionnaires.

DATA ANALYSIS

The data were analyzed using SPSS. Descriptive statistics were computed to summarize demographic variables, and correlation analysis examined the relationships between constructs. Reliability was assessed through Cronbach's alpha, while factor analysis was conducted to ensure construct validity. Regression-based techniques were applied to test direct relationships. Mediation and moderation hypotheses were examined using the PROCESS macro for SPSS (Hayes, 2018), which enables estimation of indirect and conditional effects with bootstrapped confidence intervals.

Demographics of Respondents

Table 1 shows the demographic profile of the final 300 respondents. The sample consisted of 55% males and 45% females, reflecting the generally male-dominated but increasingly gender-diverse workforce in the Pakistani banking sector. In terms of age, the majority of respondents (58%) were under 32 years old, indicating that banks employ a relatively young workforce. Regarding educational background, most participants held a Master's degree (47%) or a Bachelor's degree (38%), consistent with the qualification requirements of the sector. Work experience was more evenly distributed, with the largest group having 4–7 years of experience (32%), followed by 0–3 years (28%). This distribution suggests that the study captured both early-career employees and more experienced staff. Overall, the demographic characteristics demonstrate that the sample is diverse and well-suited to represent employees across different levels of the Pakistani banking sector.

Table 1. Demographics

Variable	Category	Frequency	Percentage
Age	20–25 years	75	25%
	26–31 years	100	33%
	32–37 years	75	25%
	38 years and above	50	17%
Gender	Male	165	55%
	Female	135	45%
Education	Bachelor's degree	115	38%
	Master's degree	140	47%
	Other qualifications	45	15%
Experience	0–3 years	85	28%
	4–7 years	95	32%
	8–11 years	70	23%
	12 years and above	50	17%
Total		300	100%

ANALYSIS

Data Screening

Out of 334 respondents at T1, 300 completed both waves, resulting in a final sample size of 300. Missing values and outliers were checked and addressed prior to analysis. All variables met assumptions of normality, linearity, and homoscedasticity.

Reliability and Validity

Table 2 indicates that all study variables demonstrated strong internal consistency, with Cronbach's alpha values ranging from .87 to .92. Specifically, micromanagement (α = .91), job insecurity (α = .88), negative affect (α = .87), and mental well-being (α = .92) all exceed the recommended threshold of .70 (Nunnally & Bernstein, 1994). These results confirm that the measurement instruments used in this study are reliable and suitable for further analysis.

Table 2. *Reliability Statistics for Study Variables (N = 300)*

Variable	Items	Cronbach's α
Micromanagement	15	.91
Job Insecurity	6	.88
Negative Affect	10	.87
Mental Well-being	14	.92

Note. All values exceed the recommended threshold of .70 (Nunnally & Bernstein, 1994).

Descriptive Statistics and Correlations

Table 3 shows that micromanagement (M = 3.41, SD = 0.72) is positively correlated with job insecurity (r = .47, $p < .01$) and negative affect (r = .28, $p < .01$), and negatively correlated with mental well-being (r = –.41, $p < .01$). Job insecurity is also positively related to negative affect (r = .34, $p < .01$) and negatively related to mental well-being (r = –.45, $p < .01$). Finally, negative affect is negatively correlated with mental well-being (r = –.30, $p < .01$). These correlations are consistent with expectations, suggesting that higher levels of micromanagement are associated with insecurity and poorer well-being, while negative affect further exacerbates these associations.

Table 3. *Means, Standard Deviations, and Correlations of Study Variables (N = 300)*

Variable	M	SD	1	2	3	4
1. Micromanagement	3.41	0.72				
2. Job Insecurity	3.22	0.81	.47**			
3. Negative Affect	2.98	0.76	.28**	.34**		
4. Mental Well-being	3.51	0.69	–.41**	–.45**	–.30**	

Note. *p < .01*

Direct Effects

The first three hypotheses focused on the direct relationships between variables. H1 predicted that micromanagement would negatively affect employees' mental well-being. H2 proposed that micromanagement would positively predict job insecurity. H3 suggested that job insecurity would negatively predict mental well-being.

Regression results in Table 4 demonstrate that micromanagement significantly reduced mental well-being ($\beta = -.41$, $p < .001$), supporting H1. Micromanagement was also a strong positive predictor of job insecurity ($\beta = .47$, $p < .001$), supporting H2. Finally, job insecurity significantly decreased mental well-being ($\beta = -.38$, $p < .001$), confirming H3.

Table 4. *Regression Results for Direct Effects (N = 300)*

Predictor	Outcome	β	SE	t	p
Micromanagement	Mental Well-being	–.41	.06	–6.83	<.001
Micromanagement	Job Insecurity	.47	.05	9.40	<.001
Job Insecurity	Mental Well-being	–.38	.06	–6.33	<.001

Note. Standardized coefficients reported.

These results suggest that micromanagement harms well-being both directly and indirectly, while also heightening employees' sense of insecurity in their jobs.

Mediation Analysis

H4 proposed that job insecurity mediates the relationship between micromanagement and mental well-being. Mediation was tested using PROCESS Model 4 with 5,000 bootstrap samples.

As shown in Table 5, micromanagement strongly predicted job insecurity ($\beta = .47$, $p < .001$), and job insecurity in turn negatively predicted mental well-being ($\beta = -.38$, $p < .001$). The indirect effect was significant ($\beta = -.18$, 95% CI [–.26, –.11]), indicating partial mediation.

Table 5. *Mediation of Job Insecurity Between Micromanagement and Mental Well-being (N = 300)*

Path	Effect	SE	t	p	95% CI (LL, UL)
Micromanagement → Job Insecurity	.47	.05	9.40	<.001	[.37, .57]
Job Insecurity → Mental Well-being	–.38	.06	–6.33	<.001	[–.50, –.26]
Direct Effect (MM → MWB)	–.23	.06	–3.83	<.001	[–.35, –.11]
Indirect Effect (via JI)	–.18	.04	-	-	[–.26, –.11]

These findings indicate that micromanagement decreases employees' mental well-being not only directly, but also indirectly by increasing job insecurity. Job insecurity therefore acts as a key psychological mechanism linking controlling managerial practices to reduced well-being.

Moderation Analysis

H5 predicted that negative affect would strengthen the positive relationship between micromanagement and job insecurity. Moderation was tested using PROCESS Model 7. As shown in Table 6, the interaction term (MM × NA) was significant ($\beta = .12$, $p = .003$). Conditional effects presented in Table 7 show that the impact of micromanagement on job insecurity was stronger for employees with high negative affect ($\beta = .55$, $p < .001$) compared to those with low negative affect ($\beta = .39$, $p < .001$).

Table 6. *Moderation of Negative Affect on Micromanagement → Job Insecurity (N = 300)*

Predictor	β	SE	t	p
Constant	2.10	.12	17.50	<.001
Micromanagement (MM)	.39	.06	6.50	<.001
Negative Affect (NA)	.28	.05	5.60	<.001
Interaction (MM × NA)	.12	.04	3.00	.003

Table 7. *Conditional Effects of Micromanagement on Job Insecurity at Levels of Negative Affect*

Level of Negative Affect	Effect (β)	SE	t	p
Low (–1 SD)	.39	.07	5.57	<.001
Mean	.47	.05	9.40	<.001
High (+1 SD)	.55	.06	9.17	<.001

These results confirm that employees who are more prone to negative emotions are especially vulnerable to micromanagement. High negative affect amplifies the perception of job insecurity in response to controlling managerial behavior.

All hypotheses were supported. Micromanagement directly reduced employees' mental well-being and indirectly undermined it through job insecurity. Negative affect further strengthened the micromanagement–job insecurity relationship, pointing to a moderated mediation pathway. Overall, the findings highlight the psychological risks of micromanagement in the banking sector and underscore the importance of addressing job insecurity and individual affective vulnerabilities.

DISCUSSION

This study examined how micromanagement undermines employees' mental well-being in the Pakistani banking sector, both directly and indirectly through job insecurity, and whether negative affect intensifies these effects. Guided by Affective Events Theory (Weiss & Cropanzano, 1996), we proposed that micromanagement acts as a negative workplace event that erodes psychological resources, increases perceptions of insecurity, and ultimately reduces mental well-being. Data collected in two waves from 300 banking employees provided robust evidence for the proposed model. All five hypotheses were supported.

Hypotheses Discussion

The results confirmed that micromanagement is negatively associated with employees' mental well-being. This finding aligns with prior studies showing that excessive managerial control and lack of autonomy undermine psychological health and increase stress (Lee, Ahn, Henning, van de Ridder, & Rajput, 2023; Monteiro & Joseph, 2023). In the banking sector, where decision-making speed and client interactions are critical, micromanagement deprives employees of autonomy, reducing motivation and eroding overall well-being.

As expected, micromanagement significantly increased employees' perceptions of job insecurity. This is consistent with previous research that associates authoritarian or toxic leadership with heightened stress and anxiety about job stability (Bwalya, 2024; Shamspour, Kamali, & Narouei, 2024). In banks, where performance monitoring is already intense, micromanagement amplifies employees' fears of being constantly evaluated, which fuels job insecurity.

The analysis further revealed that job insecurity is a strong negative predictor of mental well-being. These findings are in line with earlier research linking insecurity to psychological strain, reduced life satisfaction, and poor workplace health outcomes (Grobelna, 2021; Hakanen & Schaufeli, 2012). In the context of banking, where job competition is high, feelings of insecurity translate into anxiety and loss of motivation, directly harming employees' well-being.

The mediation analysis showed that job insecurity partially mediates the relationship between micromanagement and mental well-being. This confirms the argument that micromanagement creates insecurity, which in turn deteriorates well-being, consistent with earlier findings that stressors in organizational settings operate through strain-based pathways (Ahmed, Atta, El-Monshed, & Mohamed, 2024; Maddock, 2024). Our study extends this literature by empirically demonstrating this pathway in the banking sector of Pakistan.

Finally, results supported the moderating role of negative affect. Employees high in negative affect reported stronger job insecurity in response to micromanagement compared to those low in negative affect. This aligns with prior work showing that dispositional affectivity intensifies emotional responses to adverse workplace events (Lv et al., 2024; Silva, 2024). In practice, this means that employees who are more prone to negative emotions are particularly vulnerable to the harmful effects of micromanagement.

Theoretical Contributions

This study makes several contributions. First, it positions micromanagement as a distinct negative workplace event within the Affective Events Theory framework, extending its application to the banking sector in Pakistan. Second, it clarifies the mechanism by which micromanagement undermines well-being, demonstrating job insecurity as a central mediator. Third, by including negative affect as a moderator, the study highlights the importance of individual differences in shaping employees' reactions to controlling leadership.

PRACTICAL CONTRIBUTIONS

From a practical standpoint, the findings urge banking institutions to reduce micromanagement practices that strip employees of autonomy and increase job insecurity. Managers should be trained in empowering leadership styles that emphasize delegation, support, and trust. Organizations may also benefit from providing emotional resilience and stress-management programs, particularly for employees high in negative affect, to buffer the harmful consequences of micromanagement.

LIMITATIONS

Despite its contributions, the study has limitations. First, the sample was restricted to banking employees in Islamabad, Pakistan, limiting the generalizability of results to other sectors or countries. Second, the reliance on self-report surveys may have introduced common method bias. Finally, while job insecurity and negative affect were examined, other boundary conditions such as job control, leader support, or organizational culture were not included.

FUTURE RESEARCH DIRECTIONS

Future research should replicate this model in other service-oriented sectors such as healthcare, education, and hospitality, where micromanagement is also prevalent. Comparative studies across cultures may shed light on how cultural norms shape perceptions of micromanagement and insecurity. Further, experimental or longitudinal research designs could test causality more rigorously. Finally, scholars may explore positive moderators such as organizational support or autonomy to identify protective factors that can mitigate the negative consequences of micromanagement.

CONCLUSION

This study provides empirical evidence that micromanagement is a destructive leadership style that undermines employees' well-being in the banking sector. It operates both directly and indirectly through job insecurity, with stronger effects for individuals high in negative affect. By situating these dynamics within Affective Events Theory, the study highlights the psychological pathways through which managerial behavior impacts employee outcomes. For organizations, reducing micromanagement and fostering supportive leadership are essential steps toward safeguarding employee mental well-being and sustaining organizational performance.

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