

## Tianyu Zhang

# THE REPONSIBILITIES AND ATTRIBUTES OF MANAGERS TODAY

**International Business** 

#### VAASAN AMMATTIKORKEAKOULU

**International Business** 

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Tekijä Zhang Tianyu

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Yhteiskunnan kehittymisen myötä syntyy yhä enemmän kotimaisia ja kansainvälisiä yrityksiä. Johtamisesta ja johtajan roolista on tullut ratkaiseva tekijä liiketoiminnan menestykselle.

Opinnäytetyön tarkoituksena on määritellä johtajan vastuualueet ja ominaispiirteet nykyaikaisissa organisaatioissa ja samalla antamaan käytännön ohjeita johtajille ja työntekijöille, erityisesti niille, jotka pyrkivät johtavaan asemaan.

Teoreettisessa osassa määritellään tyypilliset johtamisrakenteet, yleiset johdon toiminnot ja taidot sekä esitellään aiempia johtamismotivaation teorioita ja tutkimuksia.

Empiirisessä tutkimuksessa sovelletaan sekä kvalitatiivisia että kvantitatiivisia lähestymistapoja. Kiinassa toteutettuun online-kyselyyn osallistui 197 vastaajaa. Myös kaksi syvähaastattelua suoritettiin erään yrityksen johtajan ja yhden työntekijän kanssa.

Kyselyyn vastanneet kokivat, että suunnittelu, koordinointi ja yrityksen edustaminen ovat johtajan päätehtäviä. Käsitteelliset taidot, kuten integrointi- ja syntetisointikyky sekä analyyttinen kyky, ovat keskeisiä johtajille. Myös rekrytoinnin merkitys on tullut tärkeämmäksi, joten suhdejohtaminen on välttämätön johtamistaito. Lisäksi korostuivat motivaatioerot työntekijöiden ja johtajien välillä.

Avainsanat: johtaminen, johtaja, tuloksellisuus, johtajien ja työntekijöiden motivaatiot, vastuu, taidot, kyvykkyys

## VAASAN AMMATTIKORKEAKOULU UNIVERSITY OF APPLIED SCIENCES International Business

#### **ABSTRACT**

Author Zhang Tianyu

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With the development of society, more and more domestic and international corporations arise. Management has become crucial in the business success as well as the role of manager.

The aim of the thesis is to determine the responsibilities and attributes of the manager in contemporary organizations, and at the same time to provide practical advice for managers as well as employees, in particular for those aiming at a manager's position.

In the theoretical section, the basic knowledge of management, such as various typical management structures and the universal functions and skills of managers will be introduced. In addition, previous theories and studies of motivations for managers and employees will be presented for the further analysis.

In the empirical research, both qualitative and quantitative approaches are applied. An online survey was conducted in China with 197 respondents. Also, two in-depth interviews were conducted with one manager and one employee in the case corporation.

We found out that the respondents consider that planning, coordinating, and representing are managers' main functions. Conceptual skills, such as integrating and synthesizing ability as well as analytical ability, are essential for managers. Also, staffing has become more vital today so that relationship management ability is indispensable for managers. In addition, the difference of motivation between employees and managers exists and will be highlighted.

Key words: Management, Manager, Better Performance, Motivations of Managers and Employees, Responsibility, Skills, Ability

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#### 1 INTRODUCTION

#### 1.1 Background of the Study

The concept of management has existed for a long time, which has already permeated in our life. In today's world, organizational behavior has been paid more attention to, and management has been considered a crucial discipline, which is not only vital for organizational operation, but something that will also help us solve problems in our daily life. Management has already become a main subject in academic study. Although many people think it is universal that most people know the principles of management from theories and even learn it from practical experience, how the implementation of management is in reality can still be uncertain, especially when the organizational structure becomes more sophisticated. (See Drucker 1990a; Hunczynski & Buchanan 2013)

Nowadays it is common to hear managers complain that their workload creates a tremendous pressure for them and even influences their private life. There is no doubt that managers have more responsibilities than other employees. Thus, recognizing their true role in the organization becomes significant for their work performance as well as the whole organizational behavior. The functions, abilities, and responsibilities of the manager, which are considered to be known by all people, are easily forgotten in the work, and there are even differences due to different management levels and departments. (See e.g. Hunczynski & Buchanan 2013)

#### 1.2 Research Objectives

Based on basic knowledge of management and managers, the research is carried out to find the essential responsibilities and attributes that the manager should have nowadays. Many previous studies about organizational behavior and management have been conducted, as well as the motivation of people. The functions of managers have been explained by many different scholars, such as Fayol and Drucker. Also, in the survey (Twentyman 2010), 10 top possible working motivations for university students in UK were listed, which is helpful to set up questions in this research. (See e.g. Drucker 1990a; Huczynski & Buchanan 2013)

Therefore, based on the previous theories and studies and on a general level, the aim of this research is:

- (1) To figure out how people think about management in reality
- (2) To define main functions of managers in reality
- (3) To define what attributes a manager should have in reality
- (4) To illustrate the differences between motivations for employees and managers
- (5) To offer practical advice in terms of management and being a manager

#### 1.3 Structure of the Study

This thesis is divided into four main parts: the introduction about the whole research, the theoretical analysis based on the existing theories about management and managers, the empirical part illustrating the research method and results, and conclusions based on this research.

The theoretical part focuses on explaining management on both organizational level and individual level. It explains the existing and universal recognition about management and attributes of managers, which provides insights for the later research.

The empirical part focuses on individual perspectives. Both the quantitative and the qualitative methods are used. The online questionnaire will be sent out randomly in

China, and two in-depth interviews will be carried out, one with a manager, another one with an employee. The questions consist of managerial skills, functions, and abilities of managers. Also, the questions about working motivations are also set up to find the difference between employees and managers. After data is collected, the analysis and conclusion will be made.

#### 1.4 Limitation of the Study

Due to the aim of the research to find out people's perspectives in terms of today's management based on well-known theories, the results are on a general level. Also, in order to eliminate the cultural difference, the respondents are all Chinese, which may make the results are only reliable in Chinese culture.

#### 2 MANAGEMENT AS A CONCEPT

#### 2.1 What is Management?

When we hear the word about management, we think "oh, it is just management". The first impression of management for many people may be simple. Nowadays, everyone knows the word of management. Actually, it exists everywhere in our daily life. For instance, for every organization, for every family, and even for ourselves, there must be one or more kind of management to control the things happen. Sometimes, it can be relatively easy for us to handle. However, in such a quick developing era with many possibilities, management is complicated. Thus, having an effective management has become a key factor for a successful organization. How can such a competitive advantage for the organization be attained? The first thing to do is to figure out what is the management.

Although the study of management starts getting popular from 19th century, we can trace it back even to the ancient time, especially in the military texts, which indicated the works related to management. During 18th and 19th centuries, the existence of management was indistinct. At that time, some economists like Adam Smith and Karl Marx, they thought the economy was impersonal and controlled by objective economic forces. The Anglo – American Kenneth Boulding (b.1910) phrases it: 'Economics deals with the behavior of commodities, rather than with the behavior of men.' Although an English classical economist, Alfred Marshall (1842 – 1924), added management as a factor of production, land, labor, and capital, it was still not a central factor. (See e.g. Drucker 1999a)

As the time went by, management gradually came into the center of economy. J. B. Say (1767 - 1832) considered that it was the entrepreneur who made the resources more productive and created values. Then one of his followers, the Comte de

Saint – Simon (1760 - 1825), figured out the emergency of organizations and saw the managerial tasks. From that time, management gradually become a separate and distinct force, which can act independently as a factor of production. (See e.g. Drucker 1999a)

Some scholars deem that management is derived from Western industrial society to make the industry prosperous. However, in some Asian countries like China, the idea of management already existed. For instance, the ancient emperors and ministers were managers for their dynasty, which is the same as managers in the company today. Thus, at that time, management can be seen as a kind of strategy, and the first comprehensive theories of management appeared around 1920. Today, the study of management becomes more thorough and has many branches. It has been used in practice in organizations and become a key factor to be successful. (See e.g. Drucker 1999a)

#### 2.2 Definition and Role

Generally, people consider that management is a procedure that an organization organizes and uses every part in the entity to achieve the objectives by using management strategies. The main idea of the management is trying to make each department cooperate with others well and achieve the highest efficiency. (See e.g. Drucker 1999a)

There is no specific definition of management, and various scholars provided different definitions. The father of scientific management, Frederick Winslow Taylor, says: "Management is about knowing exactly what you want others to do and making the best of them." (Kumar & Sharma 2000, 39) In Taylor's view, management is directing others to use the best way to work. Nobel Prize winner Herbert Simon defined the management is making decisions (Barros 2010). Peter

Drucker said: "Management is a job, it has its own skills, tools and methods; management is an organ, is to give life to the organization, active, dynamic organ; management is a science, a systematic and applicable knowledge everywhere; at the same time management is also a culture. " (Drucker 1999a). Henri Fayol believes that management is all human organizations have a kind of activity, this activity consists of five elements: planning, organizing, directing, coordinating and controlling. His view is widely accepted and respected nowadays.

When referring to the management, it is common that people will connect it with any organization or institution in the society, especially the business enterprise. Management is reflected on the organizational behavior which covers the environmental issues as well as group and individual factors. Also, organizational behavior has become the study of the structure and management of organizations, in terms of their environment, and the actions and interactions of their groups and individual members (Huczynski & Buchanan 2013). The aim of management is trying to solve issues arising from wrong organizational behavior, and using limited resources effectively and productively.

In the past, we used to consider "capital" and "labor" when establishing an enterprise. However, for now, we consider "management" and "labor" when we try to develop further. It is not difficult to find that management has become more emergent and attracted more attention. It has even become a professional discipline to cultivate more talents with managerial skills, and also to conduct further study in management discipline. (See e.g. Drucker 1999a)

Management is not only grounded in the modern society and in the needs of business enterprises to make full use of existing material and human resources. It also illustrates the belief in the possibility of controlling human resources through a systematic organization. It expresses the belief that economic change can be made into the most powerful engine for human improvement and social justice (Drucker 1999a). For people, resources are considered as a limitation to human's activities, and economic changes are a danger to the society for both corporations and individuals. Therefore, management arises to reduce those limitations and dangers by using scientific strategies. Effective management can be a competence and the improvement of management can reduce the organizational dilemma between individual needs and organization purposes. Moreover, the society, even the whole world, can have an immense benefit in the competence, skill and responsibility of management. (See e.g. Drucker 1999a; Huczyski & Buchanan 2013)

#### 2.3 The Structure of Management

#### 2.3.1 Organizational Structure

Organizations are considered as social arrangements to achieve controlled performance for collective goals. One aspect of these social arrangements is creating a suitable structure (Huczynski & Buchanan 2013). As we all know, organizational structure of an organization is a foundation for any institution or corporation, which means when establishing an organization, no matter how big or small it is, the first thing to do is to figure out what structure it should have. This is first and indispensable step that makes the following work possible.

So what is the organizational structure? According to Pugh (1990), the organizational structure is to determine how the organization activities are directed to fulfill the organization's objectives. These activities are mainly about task allocation, coordination and supervision. In Huczynski and Buchanan (2013), organizational structure is defined as the formal system of task and reporting relationships that control, coordinate, and motivate employees to work together to

achieve organizational goals.

In the organizational structure, one of essential elements is management structure, which illustrates the hierarchy or levels of management in the organization (Huczynski & Buchanan 2013). As for management structure, it mainly refers to the authority of the organization hierarchy, which makes the responsibility clear.

Firstly, organizational structure establishes a basic relationship among every department in the organization, which expresses the allocation of responsibilities and processes for different entities. Based on this, where the authority, responsibility and accountability are established, management structure will define a flow of responsibility and reporting within the organization. (See e.g. Goodman, Fandt, Michlitsch & Lewis 2007; Pugh 1990)

In addition, except the management structure, there are other elements should be concerned, such as work specialization, span of control, departmentalization, and so on (Huczynski & Buchanan 2013). Thus, it is hard but vital for a company to make a comprehensive analysis to create an appropriate organizational structure.

#### 2.3.2 How to Define the Organizational Structure?

As mentioned above, organizational structure is first and indispensable step so that it is significant to define a right structure. In reality, the first thing a manager or a top executor will do to manage the organization is to figure out what kind of a structure he needs. An effective, optimal and durable structure should be built for achieving different organization's aims.

The existence of organization is for the business performance and business results. If the structure is not proper for the business performance, it may destroy all things let alone getting satisfied results. Thus, the starting point for the discussion of

structure should be the analysis of business, which means the primary thing is to clearly understand what our business is and how it should be. A proper structure can make it possible for the organization to attain the objectives for five, ten years and more. Generally, there are three specific methods help us to find out a proper and optimal structure for a specific organization: activities analysis; decision analysis; and relations analysis. (See e.g. Drucker 1999a)

#### 1) Activities Analysis

To figure out what activities the business needs seems such an obvious thing to do that many people actually do not spare much time on it. Just because most traditional theories assume that any business has those "typical" functions that can be applied without pre-analysis. For instance, marketing, selling, accounting, engineering, purchasing and so on, these could be typical functions of majority of business. It is also easy for the enterprise to label these functions in their business no matter it actually needs or not. Thus, in activities analysis for building a proper structure, we not only need to identify those typical functions, but also have to find out other functions which may be ignored. It is crucial to ensure that each function is appropriate for the specific business activities. (See e.g. Drucker 1999a)

In addition, activities analysis should be conducted regularly. The structure of an enterprise has to change during its development, so do the activities. Thus, the functions are the variables which will change in different stages. When it happens, it is vital for the organization to realize it and take reaction timely. (See e.g. Drucker 1999a)

#### 2) Decisions Analysis

Decision making is a significant part in organization management since every step

of business procedure needs a right decision to keep it forward. Decision analysis is fundamental for decision making, which not only includes figuring out what decisions are needed in the business performance, but also includes determining specific person who should participate in and take responsibilities. (See e.g. Drucker 1999a)

It is easy for people to argue that figuring out decisions that may happen in the future is a kind of impossible thing. However, as leaders in the organization, they should have the ability to predict what problems could have during the business performance. Actually, according to some surveys, most of decisions that managers will make can be categorized into some major groups, which seems typical. Thus, before placing responsibility and authority for various decisions, the first thing is to classify them. Here are four basic characteristics to determine the nature of business decision:

- ➤ The degree of futurity in the decision: means to find out for how long the decision will affect the company, and how fast it can be reversed. If it can be immediately reversed, the decision making should be on a low level.
- The impact of the decision: a decision may not only affect one function. So it is important to think about whether it has impact on other functions. If so, the decision making should be on a higher level where all the affected functions can be considered.
- The number of qualitative factors: figuring out what qualitative factors may be involved in the decision, such as principles of conduct, ethical values, human beings, and so on.
- The frequency of the decision: to think about how often the same decision may be made can simplify the process. If the decision is recurrent, a general rule can be established, which could transform a high-level decision to a lower level.

When making a decision, it is useful to remember to make it at the lowest possible level and as close to the action as possible. In addition, remember that a decision should be made on a level considering all affected activities and objectives. Analyzing predictable decisions can present what management structure the enterprise needs and what responsibility and authority different management levels should have. (See e.g. Drucker 1999a)

#### 3) Relations Analysis

Relations analysis is to consider all the relationships in during the business performance. For a manager, his job is not only to lead and control the activity he heads, but also he need to think about upward relationship, which his contribution is made for. What's more, the relations among different departments should also be analyzed. The result a manager makes is important for other managers of other activities. Thus, analyzing relations is not only vital for deciding the structure, but also necessary for the organization management, which is the key for possible intelligence and successful staffing. (See e.g. Drucker 1999a)

The above three analyses are basic steps to define an appropriate structure of organization. No matter how big or small the organization is, these three steps should be as simple and brief as possible but never be skimped. A right management structure is the foundation for the further business.

#### 2.3.3 Types of Structure

In the above section, three basic ways have been given to determine an optimal structure for the organization. Now, we should recognize several common organizational structures.

Generally, it can be divided into two basic categories – mechanistic management

structure and organic management structure, which also can be understood as centralized and decentralized management structure. Figure 1 shows the basic logic and relationship in these two structures:

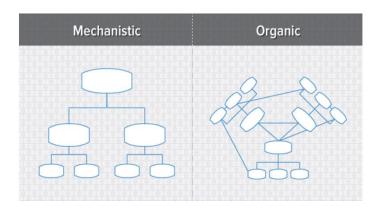


Figure 1. Two types of structures (Devaney 2014).

We can see that the mechanistic structure has a higher formalization, specialization and centralization than organic structure. In mechanistic structure, it has a specific task definition, vertical communication, high degree co-ordination and a narrow span of control. The upper layer has more authority. It is the traditional top-down structure. It is well used in the organization which has high complexity and specialized tasks, like building bridges and mass production. The highest leader and senior managers determine how the business will go. (See e.g. Bombaci 2009; Devaney 2014)

However, because of its inflexibility and rigid task allocation, it slowly adapts to the environment changes. Thus, it may not be suitable for today's competitive and uncertain market conditions so that the structure is developing toward another end. Organic structure is reverse to mechanistic structure. It is less formalized and specialized. It is decentralized and have horizontal communication, which means individuals should be involved in the decision making and problem resolving. Collaboration is significant in this kind of structure rather than authority. It will be

more flexible to adapt to the changes. (See e.g. Bombaci 2009; Devaney 2014)

Mechanistic and organic structure are like two ends on the spectrum, so there are many other structures between them. Next, three other kinds of organizational structure will be illustrated: *bureaucratic*, *matrix*, *and circular structure*.

The bureaucratic structure is one of the most traditional structures, and it could also be the first formal organizational structure that was widely used during the twentieth century. At the beginning of twentieth century the business environment in the United States was prosperous. Some thinkers, such as Frederick Taylor in the United States and Henri Fayol in France, began to study and develop a more efficient and productive structure for the organization which was much like a machine (Papa, Daniels & Spiker 2008, 81-83). However actually, before them, Max Weber, a German sociologist and engineer, had concluded that bureaucracy is the inevitable result when societies combined with capitalism. Weber gives the analogy that "the fully developed bureaucratic mechanism compares with other organizations exactly as the machine compares with the non-mechanical modes of production. Precision, speed, unambiguity ... strict subordination, reduction of friction and of material and personal costs- these are raised to the optimum point in the strictly bureaucratic administration." (Dolan & Rosenbloom 2015,8)

Thus, the bureaucratic structure has a hierarchy, specific roles and responsibilities, which is similar to the mechanistic structure. Literally, bureaucracy means 'rule by office or by officials', which is the form of organization structure associated with legitimate authority which carries with 'position power' (Huczynski & Buchanan 2013). The authority is at the top, and the decision making as well as information has to pass through many layers, from top to bottom. It was an appropriate structure at that time and it seemed as "one best way" to do the job. In the traditional

bureaucratic structures, departmentalization is a typical feature. There are five kinds of departmentalization:

#### a) Functional Basis (Figure 2):

This kind of structure is departmentalized by different functions of jobs. It groups activities and people from the bottom to the top based on their similar work (Huczynski & Buchanan 2013). This kind of structure has high specialization, and to some extent, it can also increase the efficiency within the department and develop greater expertise. However, the conflicts between organizational goals and departmental goals could arise, as well as the conflicts between different departments. The sufficient communication and coordination of work among the organization become challenges.

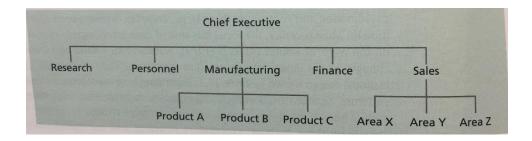


Figure 2. Functional basis (Huczynski & Buchanan 2013).

#### b) Product Basis (Figure 3):

This structure is often used by large, diversified enterprises, which departmentalize based on different products. It splits the organization into several self-contained entities (Huczynski & Buchanan 2013). The personnel in one department just need to dedicate to one particular product, which can decrease the product development time. But it could increase the cost of resources because of the duplication. Each department could require same resources, so that the top manager of the organization needs to decide how to

assign it.

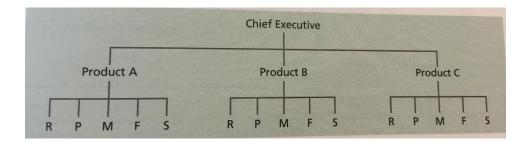


Figure 3. Product basis (Huczynski & Buchanan 2013).

#### c) Geographical Basis (Figure 4):

Geographical-based structure groups the product or service within a limited distance, which is more suitable for wide area spread companies. This structure can help the organization meets customers' needs effectively and economically (Huczynski & Buchanan 2013). It is easy for the organization to decentralize authority to different divisions in order to get more efficient decision making. Thus, it becomes a challenge for the top leader to take charge of the whole organization.

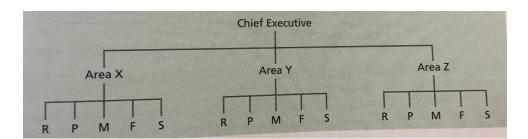


Figure 4. Geographical basis (Huczynski & Buchanan 2013).

#### d) Market/Customer Basis (Figure 5):

This kind of structure is based on main market segments or types of customers it services (Huczynski & Buchanan 2013). It can facilitate the company to get more market shares if it has advanced knowledge of some segments. For the

personnel in the organization they will become proficient to meet different customers' demands. However, these divisions will be incompatible with each other, which can also create more expenditure.

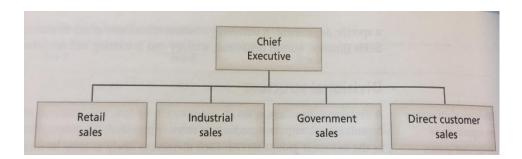


Figure 5. Market/Customer basis (Huczysnki & Buchanan 2013).

Above are four basic bureaucratic structures. However, with increasing growth, it has an increasing complexity. These traditional structures are not enough to face that more competitive and complex situation. Thus, some more complex structures arise.

Being different with structures above, matrix structure does not use that traditional hierarchical model which is inadequate for today's complicated organizations. Unlike traditional bureaucratic structures, this structure usually combines two different structures resulting in an employee having two reporting relationships simultaneously. Generally, it combines a vertical structure with a strong horizontal overlay (Huczynski & Buchanan 2013). It can facilitate the use of specialized resources and reduce the duplication. This organizational structure is more flexible and more balanced for decision making because of the dual relationship. However, it is the dual relationship that can make the employee confused. The power struggle between different managers can also prevent the efficient implementation of matrix structure. Thus, it is critical that the organization's top managers clearly allocate the authority and responsibility, and establish proper reporting procedures and clear

Product
Manager
(Suncreams)

Product
Manager
(Suncreams)

Product
Manager
(Suncreams)

Product
Manager
(Suncreams)

communication channels. (See e.g. Devaney 2014)

Figure 6. Matrix structure (Huczysnki & Buchanan 2013).

Although it seems drastically different with other structures, circular structure still depends on hierarchy. As we can see in Figure 7, the central is top leader or executive, followed by different managers and personnel. Instead of sending directives down, the top leader or executive just spread their vision outward. Thus, the transparency of information and free communication become critical. In circular structure, each division is a part of the same whole, unlike being an individual, semi-autonomous branch in those traditional structures. However, from a practical perspective, it does not have clear division of responsibilities that may be confused to employees. (See e.g. Devaney 2014)

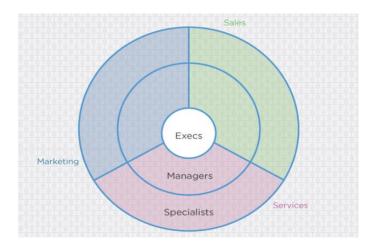


Figure 7. Circular structure (Devaney 2014).

Above all are typical organizational structures which are widely used. It is worth remembering that in reality most organizations often use hybrid structures to fit their business needs, which makes the management more complicated. That is why the need of organization management and managers becomes more and more indispensable.

#### 3 MANAGER DEFINED

Generally, there is a simple but comprehensive definition of management, "the art of getting things done through people". With the rapid development of society and economy, the more complex organizational structure makes the existence of a manager or a leader essential because of manager's task, which is to facilitate efficient and effective cooperation in order to achieve the organizational objectives. Meanwhile, the position of manager has been desired by many people not only because it sounds decent, but also it has power to some extent. Thus, before becoming a manager, it is necessary to understand what a manager is, and what a manager should do. (See e.g. Melé 2012)

When people talk about "manager", the first thing comes to their mind will be "the boss". To some extent, the boss is a manager. However, a manager does not only mean a boss. In early history of management, a manager was defined as a person who is responsible for the work of other people. This definition gives us a basic recognition about the manager, which illustrates the basic function of a manager.

However, this definition is not at all satisfactory with the development. When more and more large, international enterprises arise, people begin to consider a manger as the main body of the process of management behavior, who generally has the corresponding power and responsibility, with certain management ability to engage in real management activities of the people or groups. Managers coordinate and monitor the work of others in order to achieve the goals of organizational activities. (See. e.g. Drucker 1990b)

Thus, nowadays, managers are considered to be responsible for contribution to and results of the enterprise, who should have positive impact on the company's wealth – producing capacity, the direction of its business and performance. (See. e.g.

Drucker 1990b) The modern view emphasizes that managers must be accountable to the organization, not just have power and be responsible to others' work.

"Individual professional contributor" is used to describe a manager. From this name, we can figure out that a manager also should have professional knowledge rather than only depend on and be responsible for others' work. (See. e.g. Drucker 1990b)

Therefore, we can say that a manager should be a person who has the authority to in charge of the specific part in an organization by using his/her professional knowledge and skills to guide and control personnel in order to achieve the objectives and contribute to the organization.

#### 3.1 Jobs and Responsibilities of the Manager

Management is a human activity which is carried out by people and for people who is conscious and free beings, other than mechanical activity. Thus, how managers carry out these activities becomes critical. We should find out what actually a manager should do and what responsibilities a manager should take. (See e.g. Melé 2012)

First, in "Management: Contingencies, Structure, and Process" written by Tosi and Carroll (1976), he points out as a manager, there are at least two characteristics:

- 1. He makes decisions about how other people, primarily subordinates, use resources.
- 2. He is responsible to a higher supervisor for the supervision of subordinates.

Meanwhile, according to Peter Drucker's "*The Practice of Management*" (1990), generally there are two specific tasks as a manager:

1. Creating a true whole that is larger than the sum of its part, a productive entity

that turns out more than the sum of the resources put into it.

2. Harmonizing in every decision and action that is required by immediate and long-range future.

Thus, what a manager does or what a role a manager plays in the business enterprise is to balance and harmonize these three functions: managing a business, managing managers, and managing workers and work. (See. e.g. Drucker 1990b; Tosi & Carroll 1976)

To be more specific, Henri Fayol divided management activities into five management functions: planning, organizing, commanding, coordinating, and controlling, which is similar with Drucker's five basic operations for a manager: setting objectives, organizing, motivating and communicating, measuring, and developing people. These five functions almost include all jobs that the manager should do, as well as roles the manager plays: roles for interpersonal relationship, information, and decision. (See. e.g. Drucker 1990a)

- 1) Setting Objectives (Planning): Determine the objectives and goals in each area of objectives, as well as decide what to do to achieve these objectives, by communicating with people whose performance is needed.
- 2) Organizing: Analyze the decisions, activities, and relations needed, then arrange the work to the right person.
- 3) Motivating and Communicating (Commanding): Make cooperative teams, consider their salary, placement, and promotion. Communicate with subordinates, superiors, and colleagues to convey information continually up, down, and around the organization.
- **4) Measuring (Controlling):** Establish targets and yardsticks to analyze and interpret the performance to ensure all things moving in the right direction.

5) **Developing People (Coordinating):** Find, train, and nurture employees as well as improve himself/herself. (See. e.g. Drucker 1990a)

Although, nowadays there are many detailed lists to explain what managers do in the enterprise, they are also based on five basic functions above. In the reality, in the business enterprise, there are different types of managers, whose job and responsibility have a little different with each other. Basically, there are three types of managers (See e.g. Tosi & Carroll 1976):

- 1) Frontline Manager: This kind of manager is the only one who are supervised by other managers. They are at a low-level management and only have responsibility for operative employees or specialists.
- 2) Middle Manager: As this kind of manager, individuals need to supervise frontline managers, sometimes as well as operative employees. They need to convey the policies and objectives made by senior managers to the lower level of management.
- 3) Senior Manager: These people are a small group of employees at the highest level of the organization. At this level, their main task is to make right decisions to adapt to the unstable environment. Usually they include the board of directors, president or chief executive officer, and immediate groups related to decision making.

Through these explanations, it is easy to find a responsibility that a manager should take is to manage other people and their work. It is true but narrow definition. The first responsibility of a manager is upward: to the enterprise. The relationships and communications with the superior and fellow managers are necessary for a manager's performance to take responsibility for the subordinates. This also means that a manager not only need to take responsibility for what he is in charge of, but

also he has the responsibility for the whole organization, which means he needs to contribute for the development of organization. (See e.g. Drucker 1990a)

#### 3.2 Who can be a Manager?

According to several management theories, a manager should have the following attributes or abilities (See e.g. Drucker 1990b; Tosi & Carroll 1976):

- 1. Analytical ability
- 2. Synthesizing ability
- 3. Social ability
- 4. Integrity, and justice
- 5. Human perception and insight
- 6. Self-control or measurement
- 7. Experience
- 8. Interpersonal relationship management

Analytical, synthesizing, and social ability are obvious, based on what we already know about the five basic operations as a manager, which all need the ability of analyzing, especially for setting objectives, organizing, and measuring. Analysis is the first step for the business if the enterprise wants to succeed. Sufficient analysis will help the leader to make right decisions and lead to the right direction. It is not only necessary for general business management, but also for people management. In order to make individuals perform their best and keep developing, manager should have analytical ability and integrity as well as human perception and insight. These are involved in the organizing which is critical for the efficiency. (See e.g. Drucker 1990b; Tosi & Carroll 1976)

For an organization, effective communication is vital for spreading vision, mission,

and any specific goals within the entity. Information transparency becomes more and more important for the organization. This undoubtedly involves dealing with human beings. Thus, the social ability and interpersonal relationship management, especially communication ability, are necessary for a manager. A manager should be good at contacting and getting along well with people, no matter if it is for work or private affairs. As a manager, he/she can never be arrogant to abuse his/her power because of his/her own authority. Being a manager, he/she should recognize that he/she is also an employee. Although they are at different management levels, they still need to have the ability to measure themselves, as well as to give integrity and justice to everyone. It is because of their power that they have more responsibilities than others. They should perform better. (See e.g. Drucker 1990b; Tosi & Carroll 1976)

Sometimes, a person who has management experience may be more prepared to be a manager. However, it is undeniable that every manager can become a manager after he/she has been an ordinary employee. No one is born to be a manager. Any manager also learns step by step. The only thing not to be forgotten when becoming a manager is that you are still an employee who has more power as well as responsibilities. It is important to use your power well instead of abusing it. (See e.g. Drucker 1990b; Tosi & Carroll 1976)

#### 3.3 Managerial Skills

We have already illustrated the jobs, responsibilities, and abilities or attributes that a manager should have in detail. It is common for us to recognize that a person needs to be more competent and comprehensive as a manager than as an ordinary employee. In this section, three main types of managerial skills will be explained.

Managerial skills refer to the ability to use the relevant procedures, techniques and

knowledge in a particular area of expertise to fulfill managerial activities or tasks. These skills are needed for managers because it can help managers to manage people and technology to achieve high efficiency and effectiveness in the working tasks. According to the article "Skills of an Effective Administrator", written by Robert L. Katz in 1974, there are three basic managerial skills: human, technical and conceptual skills.

- 1) Human Skills: Human skills are primarily concerned with people which are required for all hierarchical levels of management. Managers should have knowledge about human behavior and interpersonal processes. It implies the ability to grasp, establish, and deal with interpersonal relationships, the ability to understand the feelings, attitudes, and motivates of others, and the ability to communicate clearly and effectively. A manager should coordinate relationships with the superior as well as the equal. Meanwhile, being impartial, democratic, and honest when working with subordinates is also critical, which is related to how your own work will be done and how the objectives will be accomplished. (Yukl 2006)
- 2) Technical Skills: Technical skills means understanding and being proficient in a particular area, especially involving methods, processes or techniques. But techniques skills are not only related to people who handles machines or tools, but also needed for increasing sale, marketing products and services, and so on. This kind of skills is important especially for lower level management. For first-level managers, whose main tasks are more specialized than other levels' managers, they need this skill to deal directly with the work of employees. (Yukl 2006)
- 3) Conceptual Skills: Conceptual skills refer to the ability of abstracting and conceptualizing complex situations to see the whole through analyzing and diagnosing different states, which are primarily concerned with ideas and

concepts. According to Yukl (2006), the abilities should involve analytical ability, logical thinking, competence in concept formation and conceptualization of sophisticate relations, as well as opportunities and potential problems recognition. Right decision making is highly depend on conceptual skills. Thus, they are vital for top managers as well as who are involved in decision making (Katz 1974). The following figure illustrates the need of these three skills in different levels:

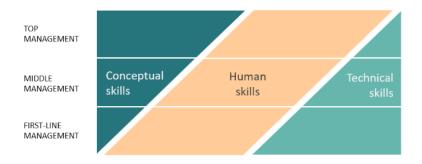


Figure 8. Managerial skills (Katz 1974).

These three managerial skills are fundamental and have been universally recognized. Although it sounds not very detailed and clear, it actually almost involves everything that a manger should consider. In terms of managerial skills, Perter Drucker (1990b) also lists five which seems more specific:

- Making effective decisions
- Communication within and without the organization
- The proper use of controls and measurements
- Skill in budgeting and in planning work
- Skill in using analytical tools, that is, the management sciences

These five skills are more specific for us to understand. But those are actually concluded in the former three managerial skills. These skills can be learned and

practiced. They also can be acquired through the implementation of specific activities and tasks. Therefore, these managerial skills should be continuously developed during the business operation.

#### **4 MANAGEMENT OF EMPLOYEES**

As mentioned before, management is a human activity. Thus, the role of employees is as significant as the role of managers. They are the group of people whose performance is critical to the success of the business.

It is easy to find that when managers fulfill their functions, their action can have both external and internal effects, which is shown in Figure 9:

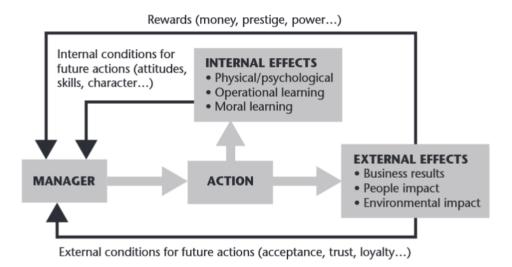


Figure 9. Managers' actions (Melé 2012).

Personal motivation is a kind of internal effects. To activate the employees' potential and lead them to perform at a high level, the manager should figure out what the employee needs exactly. Therefore, this part will introduce motivations for employees, as well as managers who to some extent are also a kind of employee. (Melé 2012)

#### 4.1 General Human Needs

#### 4.1.1 Maslow Hierarchy

As human beings, we all have our own objectives which we want to achieve. There

is always a reason before we take an action. This is motivation, which inspires us to do something to get what we want. Before focusing on employees' motivation, first let us look at the general needs of humans according to Maslow's hierarchy of needs.

This hierarchy of needs is familiar to us, which can reflect individual needs at different stages. There are five levels in this hierarchy as shown in figure (See e.g. Chapman 2001):

- **Physiological needs:** It is the most basic needs for any human being to be alive, such as the needs for food, drink, sleep, air, and so on.
- Safety needs: Because of the development of society, unknown and unpredictable things increase, which gives humans a sense of unsafety. Thus, humans want to ensure that they are protected under such circumstances. These needs include the secure of health, environment, stable employment, property, and so on.
- Needs of belongingness and love: These needs reflect that people want to find
  a place for themselves, such as building a family, having friendships, having
  relationships with others, being loved, and so on.
- Esteem needs: Everyone in the society, inside his/her mind, desires to have a high evaluation of him/herself. Maslow divides it in terms of, first, the desire for achievement, for strength, for confidence, and for independence, and second, the desire for recognition, reputation, attention, and appreciation. When these needs are met, the sense of self confidence, self-esteem and respect will arise.
- Self-actualization: It is the highest level of human needs. It shows that a human wants to realize all his/her potential. It is a desire to seek personal growth, to accomplish anything that he can, and to do the most that he/she can.

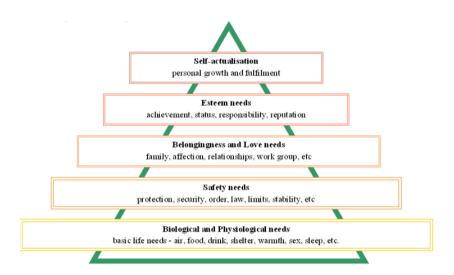


Figure 10. Maslow's Hierarchy (Chapman 2001).

These five levels are usually shown in a hierarchy pyramid, which is clearer for people to understand. The first four levels are all considered physiological needs, which are also a kind of deprivation needs. Maslow suggests that once the lower level needs are met, the higher needs emerge. One need cannot always be dominant, especially the one that has been satisfied. Thus, it is also significant to meet the needs and allow other higher needs to emerge.

However, the top level of the pyramid is considered as growth needs. A human being is not satisfied if only the basic needs are met. What he/she wants is to get self-fulfillment or self-realization to achieve personal growth. (See e.g. Knights & Willmott 2007)

Maslow thinks that, "a healthy man is primarily motivated by his needs to develop and actualize his fullest potentialities and capacities" (Knights & Willmott 2007, 46). This allows us to think about employees in the organization, whose performance is affected by their motivation, meanwhile, has critical influence on the result of organizational goals.

## 4.2 Motivation for Employees

A motivated workforce can result in a successful organization (Huczynski & Buchanan 2013). Based on pervious hierarchy of human needs, we can figure out the needs for employees. As we all know, the operation of organization depends on employees' performance. Employees should be motivated to deliver effective performance (Ashdown 2014). Thus, how to motivate employees to do their best and have expected performance becomes important in the employee management.

Generally, motivation refers to people's willingness to make high level of effort to reach the goals or satisfy the needs (Perkins & Raisa 2013). First and foremost, the manager and the organization, as well as employees themselves, should figure out what exactly employees want and need. A recent survey found out (Twentyman 2010) the top career goals for UK university students, such as to have work-life balance, to be competitively or intellectually challenged, and so on. Most of time, managers and organization just focus on the result that they get, rather than how employees work on that. It is understandable because it is the managers' responsibility to ensure that they achieve the goals. However, in order to achieve the objectives, the manager should make sure that every part works harmoniously and efficiently, which depends on individual performance. Everyone is motivated before he acts. It is the same on the employees' performance, which is motivated by employees' needs. Here are three different situations which impacts motivation for employees. (See e.g. Huczynski & Buchanan 2013)

### 4.2.1 Manager's Wrong Assumption

Douglas McGregor has two sets of motivational propositions – Theory X and Theory Y. They are two opposite theories. Theory X is a set of negative

assumptions towards employees' attitudes and capabilities, while Theory Y is more positive. In the Theory X, managers believe in giving orders and direct supervision, and the motivation of money. This kind of thinking will demotivate people so that they will have less enthusiasm and passion. Wrong assumptions towards employees and wrong recognition about employees' needs could result in inappropriate conduct of manager and motivation problem of employees, which all influence the final performance and result. (See e.g. Knights, Willmott & Brewis 2012; Huczynski & Buchanan 2013)

However, if managers conduct based on Theory Y, it will have a reverse result. When managers giving autonomy and responsibility to employees and believing the motivating power of interesting job, the employees are more motivated. It gives a sense of being trusted and encouraged. Managers should think that employees have the appropriate skills and knowledge to carry out their roles (Ashdown 2014). These create an environment where employees can achieve their highest needs of esteem and self-actualization, which will motivate them to have better performance. (See e.g. Knights, Willmott & Brewis 2012; Huczynski & Buchanan 2013)

### 4.2.2 Wrong Job Assignment / Wrong Job Design

Basically, for employees, the best thing to motivate them is that what they are doing is well matched. They will feel rewarded and satisfied when they are doing the job so that hard working and well performing can happen simply. This consistence of person and job are considered as "internal motivation". According to Hackman and Oldham (1980), there are three key conditions create such motivation:

The work should be "meaningful" which matters to the person. It will be different from person to person. There are three characteristics of work are necessary: skill variety, task identity, and task significance.

- The work must have the experience of "responsibility" for the result. It involves substantial freedom, autonomy and discretion.
- The employee should have "knowledge of the results" of what he has done, which also means feedback. This feedback should come from the work directly, rather than from the superior.

In the working circumstance, a right job assigned and managed has stronger motivation for the employees. (See e.g. Knights 2012)

# 4.2.3 Personnel Own Expectation

In Maslow's theory, it seems that most of those needs come from "human nature" which seems unconscious. However, Victor Vroom comes up with "expectancy theory" which indicates that the employee is a self-conscious person who can choose among alternatives due to their expectation of the results. There are three variables in this theory:

- Expectancy: It is a belief that one can achieve a specific performance goal with efforts.
- Instrumentality: Instrumentality means that the attainment of one thing will lead to something else. It is a belief that one can be rewarded or have a specific outcome if the performance expectation is met.
- Valence: It is the value that a person places on the outcome, which is based on the needs, values, goals, etc. This is the large emotional orientation for people to find a relation with a specific outcome.

Thus, the behavior of employees is considered as a conscious decision-making process. The best motivation is the willingness to do (Ashdown 2014). Different people could have different motivations and behavior. Therefore, in the work,

managers' conduction and job assignment can have influence on employees' expectations and choice, which will lead their actual performance. (See e.g. Knights 2012; Huczynski & Buchanan 2013)

Above three situations are commonly seen in the organization. Employee is self-conscious entity having their own needs and expectations and being able to choose the way they act. To have good performance from employees, managers should have a right recognition of their employees. Figure out what exactly they need, give them substantial space to develop themselves, and encourage them to realize all potentials.

### 4.3 Motivation for Managers

Although managers are also considered as employees, there is still some difference. As interpreted above, for employees, the most influential aim or motivation is that they want to satisfy their needs, get recognition, and finally get self-actualization. Although most of time they are under the supervision and control by the superiors, they still need some extent of freedom to satisfy their needs. However, as managers, they are superiors who manage employees. Their needs or motivations could be completely different with employees. (See e.g. Knights 2012; McClelland & Burnham 2003)

According to a study conducted by David McClelland and David Burnham, which focuses on managers' motivation, there are three basic motivations for managers – the need for achievement, the need for power, and the need to be liked. (See e.g. Knights 2012; McClelland & Burnham 2003)

The need for achievement seems to relate to individual motivation that a feeling of making accomplishment and get personal improvement. However, in terms of managers whose work is to manage others, this need could reflect on the managerial method to encourage employees to focus on their work and needs and satisfy themselves, so that the whole work could be successful. This is the most basic need a manager should have. If a manager wants to be more successful, he should also have the need for power. (See e.g. Knights 2012; McClelland & Burnham 2003)

Power has two sides. We all know that if the power is abused, the organization will run in trouble. However, with the positive side of power, it could be an effective motivation for managers in their work. The power can provide them a sense of control which can led them to create a more efficient team and have effective team work. The morale of a team is also significant to the business success. Thus, the need to be liked could be considered as the highest – level motivation for the manager, which is the main driver to the high morale. To be liked as a manager means a lot of things which is based on how he treats others. The feeling of fairness is very critical to the employees. (See e.g. Knights 2012; McClelland & Burnham 2003)

Therefore, except those fundamental needs in the Maslow's theory, as a manager, he/she should need power in a mature and nonegocentric way, which helps he/she to manage well, be liked by the team, and achieve the goals finally.

### 4.4 Self-Motivation

In the previous part, the motivations for both managers and employees have been presented, which can be used to seek for higher performance in the organization. Most of time, managers can realize employees' needs and use these motivations to manage them to achieve the success. However, there is a new approach or a better approach for the manager on how to motivate the employees, which is self-motivation. (See e.g. Knights 2012; McClelland & Burnham 2003)

Traditionally, managers try to find out employees' needs, and then control their motivations to achieve the goals. However, the best way for managers to motivate the employees is to recognize that they have the ability to manage themselves. Under a particular condition created by managers, which could be more flexible, employees actually can commit their energies to their work as well as the organization. (See e.g. Knights 2012; McClelland & Burnham 2003)

Inside human minds, we all have our own needs, wished, and aspirations, all of which can lead us to achieve our goals. It is the self-management that controls us. However, if a person usually under control of others who often give his instructions or requisitions to do things, soon he may lose this ability and rely on others' conduction. Moreover, probably he will forget his aims and lose his enthusiasm for the work even the life. (See e.g. Knights 2012; McClelland & Burnham 2003)

Thus, it is critical for individuals to recognize their own efficacy, which is the most effective factor to aspire people to do the things with all their effort. People should realize that they have the ability to make achievement, as well as the unique role in the entity. Sometimes, empowerment can increase the feeling of self-efficacy, which can give person a feeling of they are competent, impactful and meaningful. All these feelings have significant effect on the self-motivation. (See e.g. Knights 2012)

### 5 EMPIRICAL STUDY ON MANAGERIAL ATTRUBUTES

As mentioned before, this research is designed to figure out how people think about management, especially in reality how a manager should be. There are more and more people who want to be managers, as well as entrepreneurs to establish their own businesses, it is significant for people to know how to manage as a leader or a manager, how to be a leader or manager, and how to balance the work and management especially in the starting phase.

This research will focus on individual perspective, which is directly from a personal feeling. All the research wants to find is how management is implemented in the real work based on those theories. What essential attributes should a manager have in reality is a part of the research aim as well. The outcome of this research can provide a guideline to those who are in the management level or who want to be a manager or leader in the future.

### 5.1 Research Method

Generally, there are two basic research methods in business research. One is the quantitative method, the other is the qualitative method. These two methods are fundamentally different. The quantitative method uses numerical statistics to find out the result, while the qualitative method is based on personal interpretation which requires the researcher to make a conclusion. In this research, both two methods will be implemented. The main approach of this study will be the quantitative method, combining several specific interviews at the meantime. The questions in the questionnaire and interview all focus on the individual level, and on defining how people actually perceive and look at these issues.

### 5.1.1 Quantitative Method

Usually, the quantitative method attempts to transform all questions and answers into numerical format. The collected data is numerical and can be explained by mathematical methods. The focus of this method is on the comparison of measurements and amounts, such as more or less, similar or different, and so on. Most of time, the aim of quantitative research is to produce generalizable results. (Murray 2003)

In this study, the questionnaire is used as a quantitative method. The structed questions are designed to figure out how people consider management in their life and work. The aim for these questions is to produce a general idea from individual perspective, to point out the most important things in the management for the manager as well as common employees. During the research, the questionnaire was sent out online. I used personal relationships to get more respondents, which was very effective. The detailed questionnaire can be found in the Appendix.

### **5.1.2 Qualitative Method**

In contrast to the quantitative method, the qualitative method needs the researcher's description and interpretation of characteristics of findings, rather than comparing them in terms of measurements or amounts (Murray 2003). Based on Ghauri and Gronhaug (2005), the qualitative method involves the rational, explorative and intuitive. It needs high level of understanding and analysis of the researcher. It is more useful in the inductive and exploratory study. Data for the qualitative research is often derived from interviews, observations, and personal experiences.

In this study, the main approach is the quantitative method. However, two targeted interviews are conducted and support to get more specific data. The aim for

interviews is to complete the findings of questionnaire. The questions for the interview are almost designed in advance, which can be seen in the Appendix. Before the interviews, I contacted two persons in my practical training company personally to ask them if they were willing to help me. Then, I arranged time and did the interviews online.

## **5.2 Research Sample**

The research is on a general level, so that the sample in this survey is random, except two interviewees who come from the same company. One is the manager of financial department, while the other is an ordinary employee in a general department. All the respondents live and work in China in order to eliminate the influence of culture difference. The respondents can be divided into several groups based on their age, working fields, and working experiences when analyzing.

# 5.3 Data Collection and Analysis

Data collection is one of the main research processes. Generally, there are two sources of data – primary and secondary data. Primary data is collected directly from the respondents, which can straightly reflect personal opinions. Secondary data is generated by previous researches and studies.

In this research, all the data is collected in China, which reduces the influence of cultural differences. All empirical data can be considered as primary data. The questionnaire is made and sent via the Internet. So, all the answers can be collected and analyzed online. As for interviews, the interviewees are contacted in advance, who are working in the same company – *Taiping General Insurance Co. Ltd, Wuhan Branch*. The interviews are conducted online, and the researcher writes down the answers during the interview. After that the researcher has written the

transcript of interviews, it is sent to interviewees to check and revise.

### 5.4 Reliability and Validity

In this research, all the data is primary data, which improves the reliability and validity of the analysis results. According to the data collected, most respondents have management experience, which increases the accuracy of the result on a general level. Also, one respondent only answered the questionnaire once which means all the questionnaire answers are valid. However, one shortcoming is that the answers from interviews could be subjective to some extent and limited, which decreases the reliability of the interview results. All the findings are more specific than the previous universal theories, which makes them more practical for people to understand and implement.

In the empirical research, the questionnaire was answered by 197 respondents and the interview was carried out with 2 individuals. Next, the outcome of the questionnaire and interviews will be presented separately before making the whole summary.

### 5.5 Analysis of the Survey Respondents

### **5.5.1 Background Results of the Respondents**

From the answers of the respondents, it can be found that the sample of research is reliable and valid due to the wide range of respondents. 110 of respondents are females, 87 of respondents are male, and they have a wide span of age. More than half of respondents (103 respondents) are over 40 years old, followed by the group of 21 to 25 years old which accounts for 26.4% of all respondents. There are more than ten respondents in each group between 26 to 40 years old as well. The detailed data is shown in Table 1.

**Table 1.** Age of respondents.

	Age₽									
₽.		Frequency <i>↔</i>	Percent₽	Valid Percent₽	Cumulative Percent <i>↔</i>					
Valid₽	Under 20 (Include 20)ಳ	3∢	1,5+	1,5	1,5					
	21 - 25 ↔	52+	26,4+	26,4	27,9					
	26 - 30 ₽	17∻	8,6+	8,6	36,5					
	31 - 35₽	11∢	5,6+	5,6	42,1					
	36 - 40 ↔	11∢	5,6+	5,6	47,7					
	Over 40€	103∢	52,3+	52,3	100,0					
	Total.₽	197∢	100,0+	100,0	ته					

The first part of the questionnaire focuses on a general background of the respondents. It is worthy to mention that more than three quarters of the respondents, 173 respondents to be exact, have work experience, which also improves the reliability and validity of the study, since the focus of the study is about functions and skills of the manager. Meanwhile, the majority of respondents engage in management, financing, engineering, and marketing, which are relatively more related to management discipline.

**Table 2.** Work type of respondents.

		Work Typ	e₽		
₽		Frequency <i>₽</i>	Percent ₽	Valid Percent ₽	Cumulative Percent₽
Valid₽	Customer Service ₽	12 4	6,1	6,9	6,9
	Marketing ₽	31	15,7	17,9	24,9*
	Financing ₽	37	18,8	21,4	46,2*
	Management ₽	41 <	20,8	23,7	69,9+
	Research and Development	Þ٠	1,0	1,2	71,1+
	Techniques ₽	34 (	17,3	19,7	90,8+
	Others ₽	16	8,1	9,2	100,0*
	Total &	173 -	87,8	100,0	47
Missing @	System.	24 (	12,2	₽	₽
Total ₽		197	100,0	₽	₽

It can be found that most respondents, 121 in total, have been a manager or a leader in their life. Among the respondents who have work experience, 104 of them have been managers in their work, while 17 of people without work experience have been leaders in teamwork or projects.

**Table 3.** Respondents with work and lead experience.

φ	Number of respondents₽	Have been a manager/leader.		
Have working experience &	173₽	104₽		
No working experience ₽	24₽	17₽		
Total &	197₽	121₽		

### 5.5.2 The Role of Managers and Basic Managerial Skills

As mentioned in the management structures in the previous part, three main structures – *Bureaucratic, Matrix, and Circular Structure,* are selected to find their impact on managers' role. From the respondents' answers, around a half of people (49.75%) think in the bureaucratic structure, where the role of manager is more important than other two structures. It is quite understandable that in the bureaucratic structure, the instructions of managers are critical for the whole process because of the existence of hierarchy and relatively unclear information flow. Employees should be clearly led by the supervisors. It also can be considered that managers in bureaucratic structure company have more workload than managers in other two structures. They not only need to instruct and supervise the subordinates, but also need to consider the whole vision and mission of the company.

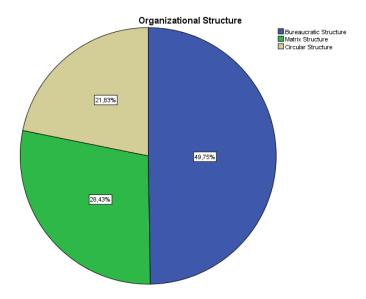


Figure 11. Role of managers in three structures.

In terms of three basic managerial skills – *Human, Technical, and Conceptual Skills*, over a half of the respondents think conceptual skills are the most significant for a manager. 67 people chose human skills as the most critical ones, while only 17 persons think technical skills are important for a manager. In case that people who have no work experience, it is also analyzed by two groups based on the work experience.

**Table 4.** Managerial skills analysis based on work experience.

Count ₽								
			Managerial Skills €					
ę.		Human Skills <i>₽</i>	Technical Skills₽	Conceptual Skills∻	Tota1.			
Work Experience ₽	No₽	5+	0+	19+	24+			
	Yes↔	62+	17+	94+	173∢			
Tota1₽		67∢	17+	113+	197∢			

Work Experience \* Managerial Skills Crosstabulation₽

As we can see from Table 4, the work experience has no influence on the choice of managerial skills. In two groups, conceptual skills get the most votes. However, as for technical skills, only minority of respondents who have work experience may

think they are indispensable.

## 5.5.3 Motivations for Employees and Managers

Question 7 and Question 8 were designed based on Maslow's hierarchy, providing nine potential reasons that motivate employees and managers to perform well. In order to differentiate employees and managers, 121 respondents, who have been managers or leaders in their work or any teamwork, have been classified into the manager group. Other 76 respondents are in the employee group.

From Figure 12 and Figure 13, it is easy to find that 59.2% respondents in the employee group (45 of 76 people) chose the needs for a stable life as one of motivational factors, while only 36.7% people (44 of 121 people) in the manager group chose this reason.

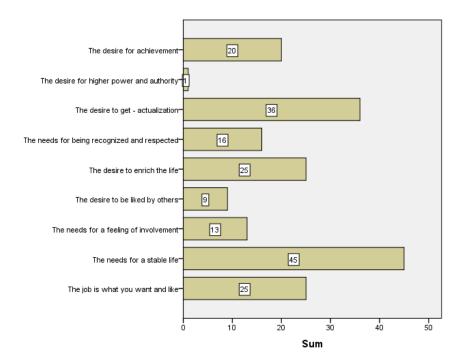


Figure 12. Motivations for employees.

More people in the manager group, 42.9% of them, consider the desire for

achievement and self-actualization stimulates them to have a better performance. It is obvious that, in reality, there is difference between motivations for employees and managers. For employees, they are more concerned about their basic life needs than managers. However, to some extent, both of them have needs in the higher level of hierarchy, which leads them to get self-development and achievements.

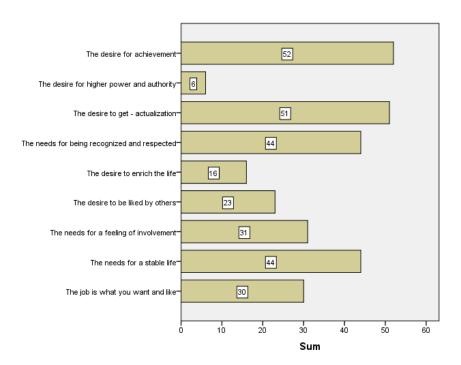


Figure 13. Motivations for managers.

It is worthy to mention that the work type can have impact on the motivations of individuals. In Figure 14, it is easy to find out the difference of motivations ranking in different work fields. For instance, in the management department, the needs for being recognized and respected is a key motivation, while in the financing department this motivation is not effective than the needs for a stable life.

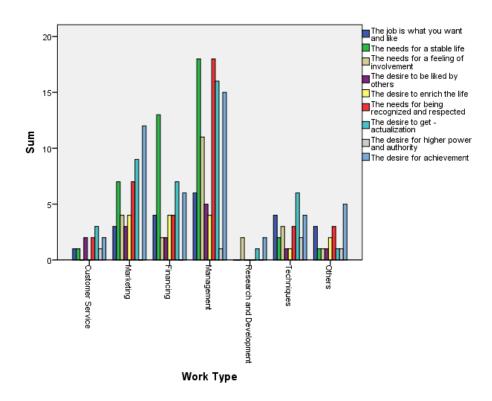


Figure 14. Motivations for managers in different work type.

# 5.5.4 Functions of Manager

In the questionnaire, five basic functions of managers are divided into more specific aspects, which are *planning*, *coordinating*, *negotiating*, *investigating*, *representing*, *evaluating*, *supervising*, *and staffing*.

According to the collected data, the three most essential functions for the manager are planning, coordinating, and representing. Only these three functions get over 100 votes. To be exactly, planning has 138 votes, coordinating has 137 votes, and representing has 105 votes. It is also distinguished by work experience variable. Table 5 indicates that both groups get almost the same ranking of the main functions, except for a slight difference between the planning and coordinating function. Overall, it is no doubt that planning, coordinating, and representing are essential and typical functions for managers from general perspective.

**Table 5.** Ranking of functions.

#### Case Summaries

Juili									
Work Exp	perience	Planning	Coordinating	Negotiating	Investigating	Representing	Evaluating	Supervising	Staffing
No		16	22	10	1	14	5	3	0
Yes		122	115	55	8	91	23	22	50
Total		138	137	65	9	105	28	25	50

Also, staffing is important for a manager. Although only 50 people with work experience chose it as an essential function, it cannot be denied that employee management and development is also the work for managers.

### **5.5.5** Abilities of Managers

In the theoretical part, three basic managerial skills were presented. In the last question, those three skills were divided into more specific abilities as well, in order to figure out what kind of abilities and attributes a manager should have.

Overall, the data shows that the relationship management ability is the most essential one for managers. It is the only one choose by over 100 respondents (117 respondents). No matter whether the respondent has working experience or not, or in any age group, this ability is at the top of the list.

**Table 6.** Overall ranking of abilities.

	Case Summaries ₽										
S	um ₽										
ı					Human	Relationship	Integration and				
ı	Technical	Analytical		Better personal	management	management	synthesizing				
L	ability ₽	ability₽	Social ability ₽	characters₽	ability₽	ability₽	ability.₽				
	79∢	85∢	72+	34∢	81∢	117∢	89+				

The following are integration and synthesizing ability as well as analytical ability. Especially those who have work experience or is over 40 years old think this integration and synthesizing ability is indispensable.

**Table 7.** Ranking of abilities based on work experience.

#### Case Summaries

Sum

Work Experience	Technical ability	Analytical ability	Social ability	Better personal characters	Human management ability	Relationship management ability	Integration and synthesizing ability
No	8	9	11	4	14	17	9
Yes	71	76	61	30	67	100	80
Total	79	85	72	34	81	117	89

However, for almost half of respondents, who have no work experience or in the younger age group like 21 to 25 years old, they put more concerns on the social ability of managers.

The specific data is presented in Table 6, Table 7 and Table 8.

Table 8. Ranking of abilities based on age.

#### Case Summaries

Sun

Age	Technical ability	Analytical ability	Social ability	Better personal characters	Human management ability	Relationship management ability	Integration and synthesizing ability
Under 20 (Include 20)	1	1	1	1	1	2	2
21 - 25	21	23	24	8	22	39	19
26 - 30	10	5	7	4	6	11	7
31 - 35	4	2	8	4	6	6	3
36 - 40	5	5	4	2	5	5	7
Over 40	38	49	28	15	41	54	51
Total	79	85	72	34	81	117	89

### 5.6 Analysis of the Interviews

During the research, two individual interviews were conducted separately. Two interviewees are working in the *Taiping General Insurance Co. Ltd, Wuhan Branch*, which is the secondary subsidiary of *China Taiping*. *China Taiping* is an integrated financial insurance corporate founded in 1929, which now has almost 1200 subsidiaries including agencies in the world. Two interviewees come from the

Wuhan Branch, which has about 200 employees and is under the charge of Hubei subsidiary. One of the interviewees is the manager in the company, while the other is an ordinary employee. In this section, the answers of the interviewees will be presented as well as a brief analysis.

### **5.6.1** Interview of the Manager

The first interviewee is the manager in financial department. She has been in this position for 8 years. Generally, her work can be divided into two categories. One focuses on the departmental duties, such as assigning the tasks to employees, supervising, and evaluating the results. Another one is on the organizational level, which can be considered as her main work. For instance, communicating with other departments in terms of financial issues, planning and instructing financial work for subordinate agencies, participating management meeting to understand the whole situation of the organization, and reporting and predicting the company's financial situation.

In terms of her work, she said she felt being under great pressure about it. Because of the level of organization, she should support the organization, which she belongs to, as well as subordinate companies, to get further development. However, meanwhile she is supervised by the upper subsidiary, whose requirements might be contradictory with their development needs. She felt it was hard to balance these conflicts.

When asked about a manager's responsibilities and attributes, she said,

"First of all, a manager should be excellent in the field he/she charges of. Secondly, he/she should be willing to make more efforts, take more pressure as well as responsibilities. Thirdly, it is important to have leadership to create more values for

the organization, for the employees. Last, it is critical that he/she can take all responsibilities for what decisions he/she has made."

From her perspective, the sense of responsibility is the most significant thing for managers in all levels. Only if a manager has this awareness, can he/she use all potentials to finish the work well. For the top manager, it is important to have the sense of mission, which means he/she should have commitment to the work.

When she was promoted as a manager, she said,

"I felt that I have more responsibilities. Meanwhile, I changed the way to analyze the things. There was no conflict between work and management if you merge these managerial concepts with your daily work."

She also wants to pursue a higher position. However, she thinks it needs more comprehensive professional knowledge, the stronger ability to analyze, coordinate and integrate, as well as a tough mind to take the pressure.

## 5.6.2 Interview of the Employee

The second interviewee is an ordinary employee, who has been working in the general department for one year. Because of the organizational structure and size, his work is not very specific and fixed. His work is about workplace management, assets management, human resources management, information technology, collecting and sorting data, and writing administrative reports.

Thus, due to those various tasks which are significant for the following process in other departments, he feels being under pressure occasionally. Also, he has pressure because he wants to create a good impression and prove himself. As an employee who is a part of the organization, he thinks the pressure and the willingness to learn

new knowledge motivate him to finish tasks well. He considers personal performance to be a kind of medium to present personal values.

When asked him about becoming a manager, he said,

"Of course, I also want to be a manager, to be in a higher position. It is the recognition of my ability and my values. Also, I can get more income if I am in a higher position. I think a manager has a critical role in the team work, who can create the highest efficiency of the work. So, he/she should have professional knowledge in his/her management area. I think as a manager the most important thing is that he/she can assign the right task to the right person. A manager should help employees to recognize their own values, to get self-development, to find their all potentials. Therefore, it is also significant for a manager to have excellent ability of communication and emotional management. All these can help a manager to effectively lead and control the team to achieve the goals efficiently."

### 5.7 Summary

Overall, based on the results of questionnaire and interviews, the different cognitions of management indeed exist between employees and managers, especially in terms of the motivations for better performance.

For managers, the desire of recognition, achievements and self-actualization can be the effective motivations. However, the most important one is the sense of responsibility, which has a critical impact on manager performance as well. According to the interview with the manager, the sense of responsibility is critical in her work. Because as a manager, he/she has more aspects to concern and control, which also has been reflected in the questionnaire data. If the manager has no such awareness, he/she cannot finish the work well, let alone to realize self-development

and get achievements.

In terms of employees, the motivations for them are in a lower level of the hierarchy of human needs, most of which are fundamental needs. However, meanwhile with the development of society, there is a tendency that people begin to pursue the higher hierarchy of needs. Even for common employees, they indeed have the desire of self-actualization inside their minds, even sometimes they have no awareness. It is a great change in contemporary organization. The enterprise should start to pay more attention to realize individuals' values.

Although through the data, it is hard to prove that power is a critical thing for a manager, it is a basic requirement that a manager has some extent of authority to facilitate the whole working process. The pivotal thing is how a manager uses it. Planning, coordinating, and representing are considered as three most essential functions of the manager, which are consistent with three main abilities of the manager – relationship management, integration and synthesizing, and analytical ability. Because of higher needs of employees, staffing becomes more vital in managers' work to help subordinates recognize and realize their own values.

## **6 CONCLUSIONS**

## **6.1 Summarizing the Main Results**

As mentioned at the beginning, the aim of this thesis is trying to find out the most essential functions and attributes the manager should have. Generally, the basic functions of managers are planning, organizing, commanding, controlling, and coordinating, and the three main managerial skills are human, technical, and conceptual skills. People who have majored in a management related discipline may remember and apply these functions well in their work. However, for most employees, even some managers, these concepts seem relatively abstract and vague. It is vital for managers, as well as employees, especially those who intend to become a manager in future, to rightly recognize their responsibilities and strengthen those essential abilities.

From the results of the survey, in terms of the specific functions of managers, generally the top three are:

- Planning
- Coordinating
- Representing

These three functions can be considered essential to any manager. Planning is the first requirement for the manager since it provides instruction to all subordinates. It is also the fundamental and indispensable step in business success. In different management levels, the planned subjects can be different. Thus, among managers, the coordination is crucial for the whole process of business, which is the second requirement for managers. It is included in both organization level and department level. Managers not only need to make their different goals consistent with the

corporation objectives, but also need to make subordinates in different departments cooperate well. Therefore, the third typical function is representing, which means that managers should take corresponding responsibilities for their actions. They are the leader of the team, who represents the whole team. They are also the manager of the organization, who should take responsibilities for their decisions. According to the interview of the manager, the sense of responsibility is indispensable and crucial for managers, which stimulates them to fulfill their functions.

These three functions should be fulfilled firstly when being a manager. It does not mean that other functions are not important, which also should be remembered. In addition, from the data, one function that should be thought highly of is staffing. Finding the right person to do the right job can increase the efficiency of the process. Also, how to motivate employees is what a manager should think about in order to get good performance. It is the manager that should care more about their subordinates and help them to realize all potentials.

As for specific skills and abilities of managers, conceptual skills are typical and essential for managers, which means that managers should have abilities to understand and even predict the whole situation of the organization. It was reflected that three main abilities for managers are:

- Relationship management ability
- Integration and synthesizing ability
- Analytical ability

The two latter abilities are conceptual skills, which are useful for planning. These two abilities are vital for top managers, who are the leader of the organization and set up organizational objectives. They should be competent to analyze different situations of the enterprise, and to find out the solution for the problem. Also,

relationship management is also an essential ability for managers especially middle managers, since they are the connection between the organization and employees. Moreover, there are many other relationships that the manager has concern about, such as the relationship with other departments, the relationship within employees, and so on. When disputes arise, the manager is responsible to find a good solution to solve them. Harmonious and effective relationships in the organization can improve the working efficiency and create a better working environment for staffs.

It is important to remember that managers are also a kind of employees in the corporation. As human beings, managers and employees all have motivations for their performance. Based on the practical research, employees care more about their basic needs of life than managers. They want to get a suitable job for their stable life, while managers more desire to have achievements and self-actualization. When an employee becomes a manager, improving those skills and abilities and playing the right functions are important. However, it is critical to realize the change of your motivation. When a new manager sets up the new goal of work and life, he/she still needs to remember employees' needs. Being a manager means taking more responsibilities. They are responsible for both organization and employee development.

It is should be recognized that more and more people want to get self-actualization no matter managers or employees. It also reflects that staffing have become more significant today. Thus, paying attention to human behavior is critical in management. One of the main task of management is managing people. In order to have efficient and harmonious performance to achieve the objectives, the organization should try to figure out and fulfill their staffs' needs.

Overall, it is critical for the organization to choose an appropriate organizational

structure and make the management levels clear. Meanwhile, for all managers, it is important for them to recognize their essential functions. Planning is the first thing that they should do, which gives a clear picture of the whole process and instruments to the subordinates. This is the first step for the business success. They should have the ability to analyze and integrate different situations, and make right decisions,

Due to the role of managers, the first indispensable ability is the relationship management. No matter for working procedure or private relation, the ability to get along well with others is vital. Good cooperation between different departments as well as different employees is the key for the working efficiency. Also, harmonious and simple relationships within the organization can provide a relaxing working environment.

Moreover, managers should notice that developing employees' potential has become one of main tasks. Due to the increasing desire to get self-actualization, employees should be given more freedom to develop self-management. Managers should pay attention to employees' motivation, and try to reach their needs and help them to realize their values.

### **6.2 Recommendations for Further Studies**

This research is carried out at a very general level, which only focuses on the main functions and abilities of managers, and the difference between motivations of managers and employees.

During the research, it was found out that the results were different based on people's experience, working fields, and even the age. Also, this research was only conducted in China, which is a limitation for the results.

Further studies can focus on the factors which have impacted on the people's choice about management. The sample of respondents can be narrowed to one or two specific groups. Also, if taking cultural differences into consideration, the sample of survey should be broadened. In different countries, the outcomes could be different.

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# **APPENDICES**

# **APPENDIX 1** THE QUESTIONNAIRE

- 1. Your gender:
- a) Female
- b) Male
- 2. Your age:
- a) Under 20 (Include 20)
- b) 21 ~ 25
- c)  $26 \sim 30$
- d)  $31 \sim 35$
- e)  $36 \sim 40$
- f) Over 40
- 3. Do you have any work experience?
- a) Yes --- to Q4 and Q5
- b) No --- to Q6
- 4. What kind of work do you do? (the one lasts longest)
- a) Customer service
- b) Marketing
- c) Financing
- d) Management
- e) Research and development
- f) Techniques
- g) Others
- 5. Have you been a manager in you work?

- a) Yes --- to Q8
- b) No --- to Q7
- 6. Have you been a leader in any teamwork or project?
- a) Yes --- to Q8
- b) No --- to Q7
- 7. If you are at work as a common employee, choose three most effective motivation for your better performance:
- a) The job that you do is what you want and like
- b) The needs for a stable life
- c) The needs for a feeling of involvement
- d) The desire to be liked by others
- e) The desire to enrich the life
- f) The needs for being recognized and respected
- g) The desire to get self actualization
- h) The desire for higher power and authority
- i) The desire for achievement
- 8. If you are at work as a manager, choose three most effective motivation for your better performance:
- a) The job that you do is what you want and like
- b) The needs for a stable life
- c) The needs for a feeling of involvement
- d) The desire to be liked by others
- e) The desire to enrich the life
- f) The needs for being recognized and respected
- g) The desire to get self actualization

- h) The desire for higher power and authority
- i) The desire for achievement
- 9. In which organizational structure you think manager plays the most important role?
- a) Bureaucratic Structure (Has a hierarchy as well as departmentalization, the roles and responsibilities of staffs are very specific)
- b) Matrix Structure (Combination of two or more structures, which is more flexible and has a dual reporting system even more)
- c) Circular Structure (Although also has hierarchy, it looks more like an entity. The information and communication in the organization are transparent to everyone)
- 10. Which managerial skills do you think is the most significant for a manager?
- a) Human Skills (How to deal with people)
- b) Technical Skills (The professional knowledge of specific area)
- c) Conceptual Skills (The ability to analyze the company situation, then make right decision)
- 11. Choose three functions that you think are essential for a manager:
- a) Planning
- b) Coordinating
- c) Negotiating
- d) Investigating
- e) Representing
- f) Evaluating
- g) Supervising
- h) Staffing

- 12. If you transform from a common employee to a manager, which aspects you think is critical to improve (choose three):
- a) Technical ability
- b) Analytical ability
- c) Social ability
- d) Better personal characters (Like integrity, justice)
- e) Human management ability
- f) Relationship management ability
- g) Integration and synthesizing ability (Analyze things comprehensively)

# **APPENDIX 2** THE INTERVIEW QUESTIONS

- 1. What is your position and how long have you been in this position?
- 2. What do you usually do during the work?
- 3. Do you have pressure during you work? Why?
- 4. Do you want to pursue a higher position? Why?
- 5. What do you think is motivate you to perform well during the work?
- 6. How do you think about a manager? Like the job, responsibilities and abilities.
- 7. When you transformed from a common employee to a manager, how did you feel? How you balance your work and management? (Question for the manager)
- 8. What you think is the most important to be a manager?