

Research on Function Positioning of Grass-roots Management Posts based on Role Theory

-- Statistical Analysis based on SPSS

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Abstract: Grassroots management posts involve various industries, and the determination of specific functional tasks plays a significant role in personnel training. Role theory has a long history, among which the representative is the management decision theory of the American scholar Mintzberg. It is of innovative significance to explore the application of statistical analysis method in the study of the role determination of managers.

1. Introduction

From the perspective of role, role theory analyzes and studies a person's social behaviors. In psychology, it is called role theory [1]. As far as individuals are concerned, the roles they play in the society are various. Here we only focus on the roles related to the occupation, that is, the roles brought by the post. In recent years, in the research field, people have paid enough attention to the role, and applied the role theory in teaching and organization management. This study attempts to apply the role theory to the functional positioning of management positions.

2. Theoretical Model of Typical Roles

2.1 Kahn's "Overlapping Role Group" Model

R. k. kahn used the concept of "role groups" in social psychology to explain an organization: every person in an organization has a position, and the people he collaborates with make up his "role group," and the whole organization can be seen as consisting of many overlapping "role groups." "The behavior of organization members can be analyzed from three aspects: first, role conflict, that is, different people in the role group have different expectations for the central figure. Second, the role is unknown, that is, the person in the corner group does not convey the information required by the central character to him, so the central character does not know whether to react and how to react. In this case, the discomfort experienced by the individual is intense; Third, the role is overloaded, that is, the central character meets the expectations of many members of the cast and cannot meet the requirements in a limited time. Kahn broke through the traditional definition of organization by using concepts such as position, role expectation, understanding of role expectation, way of responding to conflicts, effectiveness of performing role tasks and the interrelationship between organizations and external organizations.

2.2 Mintzberg's Management Role Theory

American scholar Mintzberg's management role theory has become an important school of management. Mintzberg through empirical study, points out the characteristics of the managers, such as a lot of work, hurried pace, concise short pieces, diverse and complicated work activity, the activity on one of the most important status, like to talk with expression, etc., according to these characteristics, and the role of managers can be divided into three categories of ten kinds of each

other, inseparable: interpersonal roles, information transmission and decision-making role. Interpersonal roles include nominal leader, leader and liaison officer; The role of information transmission includes monitor, communicator and spokesman; Decision-making roles include entrepreneur, troubleshooter, resource deployer, and troubleshooter.

2.3 Belbin's Team Role Theory

Belbin's team role theory is a theory summarized by Dr. Belbin and his team after years of research and practice. A Team, they argue, should consist of nine roles: Plant, Resource Investigator, Monitor Evaluator, co-coordinator, Shaper, Team worker, Implementer, Completer Finisher, Specialist, and Specialist. According to Belbin's team role theory, effective team work depends on tacit cooperation. Team members are not allowed to understand the roles played by others, and learn how to make up for each other's shortcomings and give play to their advantages. Successful teamwork boosts productivity, morale, and innovation.

From the conclusion of the above typical role theory model, it can be found that the research path of role theory is to classify roles from different perspectives and combine them with practice to form fixed role types. Therefore, in combination with the research path of role theory, when determining the functional positioning of grass-roots management posts, an empirical study should be conducted on the basis of investigation and analysis, and on the basis of the actual work content of grass-roots managers, so as to draw a conclusion. The method of questionnaire survey and SPSS statistical software were used for data analysis.

3. Questionnaire Design

3.1 Role Setting

This study is mainly based on Mintzberg's management role theory. We first design the questionnaire based on the work which the grassroots managements did, as shown in the following table 1:

3.2 Topic Setting

The questionnaire is decomposed according to the three roles, and corresponding questions are set for the daily work of managers. The Likert scale is adopted to ask respondents to evaluate their daily management work in five dimensions of never, rarely, sometimes, often and always, with corresponding scores ranging from 1 to 5.

Table 1. Management Roles

Role	Describe	Characteristics of the activity
Interpersonal relationship		
1. Name collar sleeve	The symbolic leader is responsible for performing a series of legal or social daily tasks	Greet visitors and sign legal documents
2. The leader	Responsible for staffing, training and communication, motivating and motivating subordinates	Engage in virtually all activities involving the participation of subordinates
3. The liaison officer	Maintain a self-developed network of contacts and contacts with the outside world, providing favors and information to people	Send thank-you notes, work on external committees, and participate in other activities involving external staff
Information transmission		
4. Monitoring	Seek out and obtain a variety of specific information, many of which are current, so that you can have a thorough understanding of the organization and environment	Read journals and reports, and maintain personal contact as a nerve center within and outside the organization
5. Communicators	Information received from outsiders and subordinates is passed on to other members of the organization - some of it factual, some of it interpreting and synthesizing the various media perspectives of influential people in the organization	Hold informational meetings and send messages by phone
6.A spokesman for the	Communicate to the outside world information about the organization's policies, plans and actions; Be an expert in the industry in which the organization is based	Hold a board meeting and release information to the media
Decision making		
7. Entrepreneurs	Seek opportunities in the organization and environment to develop "improvement programmes" to initiate change and oversee the planning of these programmes	Develop strategies, review the implementation of conference decisions and initiate new projects
8. Trouble shooting	When an organization is faced with unexpected and major disturbances, it is responsible for taking remedial measures	Develop a strategy to examine The Times of chaos and crisis
9. Resource distributors	Be responsible for allocating the organization's resources -- in fact, approving all organizational decisions	Inquire, dispatch, authorize, conduct various activities related to budget and arrange subordinate work
10. Negotiators	Participates in major negotiations as a representative of the organization	Participate in union contract negotiations

4. Summary

SPSS software is used for analysis. Firstly, descriptive statistical analysis is carried out to sort management roles. Secondly, reliability analysis is carried out. Reliability refers to the reliability of the questionnaire and the consistency of the measurement results of the questionnaire data. It is an index that reflects the stability and consistency of questionnaire data. The reliability of the questionnaire cannot be measured directly, but needs to be estimated through indirect measurement. Finally, the validity analysis, in order to test the validity of the scale construction, factor analysis should be carried out. "The purpose of factor analysis is to find out the underlying structure of the scale, reduce the number of items, and make it into a small set of variables that are more correlated with each other."

The management post involves a wide range of aspects. The role theory and statistical analysis are used to determine the functional tasks of the manager post. For the determination of function orientation, the upward direction can determine its training direction, while the downward direction can determine its management and use measures, laying a foundation for further research on management talents.

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