

Research on Team Building Ability of Middle-level Managers in Enterprises Based on Leadership Theory

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ABSTRACT

Leadership theory is often used in the development and planning of enterprises. The decision and planning of business leaders affect the development of the enterprise. In an enterprise, middle-level managers are a relatively special management group. They not only have to face the challenges issued by their superiors, but also learn how to coordinate the work of their subordinates. Therefore, this article uses leadership theory as the theoretical basis to study the team building capabilities of middle-level managers in enterprises to help enterprises develop better.

Keywords: *leadership theory; middle managers; team building ability*

1. Leadership Theory

1.1. Overview of leadership theory

With the gradual deepening of research on leadership theory, the research has experienced a process of development and transformation from fragmentation to system. In the 21st century, people realized that promoting the two-way interaction between the theoretical and practical circles is the only way for leadership theoretical research in the new century with the advent of economic globalization. Because it can improve the exchange and cooperation in the field of Western leadership research. The leadership theory researchers realize that the ability of leadership is becoming more and more important and it relate to the future of the enterprise. As we all know, it can improve the leaders ability if we development the leadership. According to the survey, the research on leadership is almost synchronized with the emergence of human civilization. Over the past century, the leadership research model has undergone many changes, and the accumulated knowledge is extremely large. luckily there is a relatively solid theoretical foundation in the end. And people think the effective leadership can cultivate followers who pursue lofty goals and it also can get results through ethical means.

Leadership is the most studied phenomenon in the social sciences, because leadership behavior is common in humans and animals [1]. In fact, the focus on leadership through the classical literature of the East and the West. People generally believed that the leadership is essential to the development of the organization and society. Although the leadership is easy to identify in a specific environment,

there is no exact definition because of the leadership's complexity. Leadership theory as a discipline is defined as leadership theory as a discipline is defined as the mutual influence of leaders and followers to produce results.

1.2. Leader development in different situations

1.2.1. Female leader development

According to statistics, women accounted for 16% of managers in 1970 and in 1983, female leader's participation ratio had accounted for 40.9%. And 49.5% of management positions in the United States were occupied by women in 1999[2]. It can be seen that the ratio of men and women in the management world is changing. Therefore, people began to wonder whether the traditional leadership development approach designed for men can cater to female managers. The following will discuss the development of female leaders from the two aspects of their work background and development reasons.

(1) The working background of female leaders.

First, the power to form the career of women in management mainly comes from women's sense of reality, integrity, sense of belonging, self-clarity, and sense of control over their destiny [3]. They are also several factors that affect the development of female leadership. The second is the obstacles which face in the workplace, such as the prejudice against women, differential treatment of promoted positions, loneliness (the pressure of being lonely in the promotion process), and the comfort of getting along with the same kind, the challenges of integrating career and family and so on .

Analysis of the reasons for the rise of female leaders

On the one hand, the female human capital investment has changed. In recent years, there have been some changes in the division of labor, and there has been a trend towards equality in the family, which has caused the employment rate of women to rise. In terms of education, women's education status has also made great progress compared with men. For example, in the United States in 2000, 57% of bachelor's degrees and 58% of master's degrees were obtained by women. These proportions are expected to continue to rise in the next few years. Similar situations are also obvious in other countries.

On the other hand, women's thinking has become more and more masculine. As more and more women take time out of domestic labor to engage in paid labor, they exhibit some of the characteristics necessary for new roles, making people feel that women are becoming more and more masculine. For example, women's emphasis on freedom, challenge, leadership, dignity, and rights is getting closer to women than men; the job-hunting intentions of female college graduates are becoming willing to do more challenging work [4].

Finally, there are many women becoming leaders. With the rapid development of science and technology, the increasingly diversified labor force, and the continuous shrinking of geopolitical boundaries, more and more management consultants and organization experts believe that management is more in line with women's gender roles, because of the shared quality characteristics that women especially reflect. Such as democratic relations, participatory decision-making, decentralization and team leadership skills.

1.2.2. Interracial Leader Development

There are quite a few leaders believe that they have created a workplace suitable for leader development, but non-traditional professionals (such as people of color) may have different views on the facts. Everyone may think that the organization should provide a good environment for the development of leaders, but they may have their own opinions on whether the organization's atmosphere is effectively regulated and managed. The development of leaders in organizations often ignores ethnic factors.

In the United States, equality is a widely supported value. People always think that everyone is treated the same, and the so-called difference does not exist because of this concept. However, this is not the case. For example, white managers benefit more from structured learning experiences than African American managers, African American managers gain knowledge in a very different field. African American managers often cause trouble for them because of their ethnic identity, so they are more critical of the workplace.

It can be seen from the above that in the development of leader theory, there are always some prejudices, such as gender discrimination, racial discrimination and luckily with the development of the times, these concepts have become better.

1.3. Cross-cultural issues in leader development

With the increasing opportunities for people from different cultures to contact each other and work together. For many companies, what they need to focus on is no longer whether they are in a global industry and whether they have achieved international operations. Nowadays, leaders are faced with an arduous task in an international company, which is leaders confidently convey corporate culture and development prospects to employees. This requires leaders to master certain knowledge and skills in order to demonstrate cultural sensitivity in practice and decision-making. The methods to improve leadership mainly include the urgent need for training in cross-cultural leadership, improving the collaborative leadership of managers, effectively identifying and recruiting leaders with cross-cultural potential, and developing global leaders.

2. Leadership development

2.1. Leadership development of the organization

Organizations exist to achieve organizational goals, and leadership is an important factor in achieving organizational goals. The task of leadership is to determine the organization's development goals and create alliances between members to help employees actively engage in work. Therefore, it is very necessary to develop leaders with high potential. There are many ways to improve the development of organizational leadership. The author believes that the most important point is to show everyone's abilities and give full play to the role of personal leadership. It should be noted that organizations mainly rely on individuals or some designated groups to carry out leadership work. And because people mainly focus on individuals who have leadership responsibilities, people often fail to see a broader context.

2.2. Explore the road of future development

Nowadays, the challenges faced of organizations are becoming more and more complex. For example the speed of scientific discovery is accelerating and there is new business models and economic situation. It requires the leaders reducing regulations and try to set a more inclusive leadership position, form broader development goals, and view results from multiple angles.

3. Definition of the relevant meanings of middle managers' team building management ability

3.1. Definition of related concepts

3.1.1. The connotation of middle managers

In any organization, the reason why there are leaders is because if the organization wants to exert the power of the group, it needs someone to formulate common strategic goals and design corresponding work plans in the organization, and it needs someone to solve and handle the work in the distribution. To coordinate the various problems that may be faced in the work, someone needs to check the progress of the work and correct the deviations that may occur. The leaders in the organization are divided according to the management level, including senior managers, middle managers and basic managers. The main research object of this article is the middle managers of enterprises. Middle-level managers play the role of bridges. They are workers between senior managers and grass-roots managers. They must not only obey the instructions of senior managers, but also lead to complete or participate in leadership-related tasks[5]. They are a collection of communication, coordination, and business. The work content of middle managers is mainly divided into two parts according to their responsibilities. On the one hand, the senior managers provide an organization's decision-making, and the middle-level managers provide the decision can be executed. On the other hand, middle-level managers should supervision and coordination of basic management personnel work activities and do some plans, guidance and implementation of specific work.

If the organization is a tall building, middle-level managers represents the image of the organization. The external structure and roof are the top managers of the organization, and the pillar buildings represent the middle managers of the organization. This metaphor can vividly illustrate that middle managers are supporting the connection between organizations, operating and developing organizations, and contacting the interests of multiple stakeholders.

3.1.2. Connotation of the team

In 1994, Stephen Robbins put forward his own views on the concept of team for the first time. He believed that a team is composed of two or more interacting and interdependent individuals for a specified goal, following a certain organization and rules. After that, other scholars expressed and understood from different levels in the process of defining the research team. Some scholars believe that in order to achieve common performance goals, a group of people who trust each other, support each other

which have the same goals and complementary abilities form a cooperative relationship of tacit cooperation. Some scholars have also proposed that a team is a formal group formed by cooperating individuals in order to achieve specific goals[6]. The scholars believe that a team is a group formed by employees and managers, using the knowledge and skills of each member to work together to achieve a common goal. The team is generally composed of the following five elements:

First, the goal. The goal can help the team members find the way forward. If you lose your goal, you will be at a loss. If you can't find the value of existence, you will lose the value of building a team. A clear goal is the basis for building a team and team success. And big goals can be broken down into small goals, which are specifically assigned to each team member, and team members can work together to achieve the common goal. Of course, the goal needs to be effectively and timely disseminated, diffused and explained, so that each team member can understand the guidelines and strategies required by the goal in a timely manner. These goals can also be implemented in the surrounding environment of the team members, such as on the desk, in the meeting room or posted on the wall of the office, so as to encourage the team members to work hard for this purpose and achieve the goal.

Second, the people. People are the core element of the team. Goals must be achieved through people, and the choice of people is one of the most important aspects of team building. In teamwork, someone needs to come up with ideas, someone to make plans, someone to implement the plan, someone to arrange work, someone to coordinate and communicate, someone to monitor the progress of the work and evaluate the team. These people work together to achieve team goals. Therefore, the individual abilities of the team members must be considered in the selection of people, and the role of complementary assistance must be played [9] in order to maximize the benefits that can be created by teamwork.

Third, the positioning of the team. One is about the positioning of the organization, and the other is about the individual positioning. The former is to determine who is responsible for the entire team and how to motivate team members and the latter is for team members, it require that the team members need to clarify the responsibilities of the team, whether it is to make a plan or implement it or supervise and evaluate.

Fourth, the permissions. The ability of the team manager has a certain relationship with the stage of team development. Generally speaking, the more mature the team, the smaller the ability of its manager. In the early stage of team development, the manager has more concentrated power and greater authority. The team authority is related to the decision-making power that the team has in the enterprise, such as financial decision-making power, business decision-making power and the personnel decision-making power. The other is related to the basic characteristics of the organization, such as the size of the organization.

Finally, the plan. Including two meaningful plans. On the one hand, team members need to achieve the ultimate goal, which requires a specific and detailed action plan to ensure. On the other hand team members should prepare to carry out various tasks and execute them as planned. Under the guidance of the company, successfully complete the tasks and bring the whole team closer to the ultimate goal.

3.1.3. Definition of the connotation of team building ability

This paper combs through relevant literature on the definition of team building ability, and finds that Chinese scholars' research on team building ability is more analyzed from the management ability, but their definition of team building ability is mostly descriptive, it cannot accurately and clearly express the essence of team building. Therefore, the definition and consideration of team building ability in this article is based on the personal qualities, management skills, management ability and competence of middle managers. This article believes that team building ability means that managers exert their own influence or personal charm by setting goals, clarifying tasks, assigning member roles reasonably, and clarifying member responsibilities.

3.2. Status of domestic research

Our country is in the initial stage of studying the theory of team building. Because of the daily work and time requirements, most of the references are foreign theories and methods. Although our country's attempts and research on team building are aimed at some enterprises and public sectors, there is still a lot of space for research on team

building for middle-level managers in enterprises. Our country's research experts continuously practice and analyze management innovation, and also absorb the essence of foreign excellent teams and team building theories. Chinese traditional customs and culture and conservative values affect whether our corporate teams can make breakthroughs and progress in team building to absorbing new management ideas and methods emerging from foreign countries and selectively learn from and absorb them[7].

As the middle-level managers of an enterprise, they need to have a firmer grasp of the relevant theoretical knowledge of team building, which can enable the enterprise to have more humane management measures and management systems, and better mobilize the enthusiasm of employees and complete the organizational goals with the highest speed and the highest quality[8], so as to improve the team building level and level of contemporary Chinese middle managers as soon as possible.

4. Research on the team building ability of middle-level managers

4.1. Research and design of the elements of the team building ability of middle-level managers

Before determining the elements of the team-building capabilities of the middle-level managers of the enterprise, this author passes trial investigations and group discussions, and initially determines the elements of the indicators in Table 1:

Table 1 Elements of Team Building Capacity for Middle-level Managers

Project	Level I indicators	Secondary indicators
Team building ability of middle-level managers	Command capability	1. Make advance plan, rank according to the importance of work. 2. Clear the focus of the work, so that subordinates perform their respective duties. 3. Match the ability, will and tasks of subordinates in the division of labor
	Incentive capacity	1. often recognize and praise subordinates. 2. Let subordinates get resources and be able to make full use of it. 3. Be good at listening to subordinates and exploring their advantages.
	Control capability	1. observe the progress of the work at any time, if necessary to correct know . 2. Predict the emergency, let the subordinates do a good job of prevention 3. Define subordinates timely feedback work results. 4. Clear working standards, determine the completion period. 5. Make accurate judgment on the development trend of events and put forward reasonable countermeasures.

	Decision-making capacity	<ol style="list-style-type: none"> 1. Be able to predict the person, money, material and time required for the work. 2. Master your own direction of work and goal. 3. Master the direction of work at the lower level, goal. 4. There are alternatives for important work. 5. Establish clear goals and order of achievement.
	Communication and coordination skills	<ol style="list-style-type: none"> 1. Understand the main points expressed by superior and subordinate. 2. Coordinate the relationship between superior and subordinate.
	Implementation capacity	<ol style="list-style-type: none"> 1. receiving the assignment, make clear the intention of the superior in time. 2. Follow up in time to understand the working condition in time and ensure the implementation.

4.2. Investigation method

The author chooses to use the questionnaire survey method when conducting research and survey on the team building ability of middle-level managers in the enterprise, and will use statistical software to collect statistics. Before doing the questionnaire survey, it is necessary to design the questionnaire to make the whole design process is more rigorous.

This article is divided into three stages to design the questionnaire. In the first stage, the author has determined the primary and secondary indicators of the questionnaire based on the research on the relevant literature. The second stage is to prepare a pre-test questionnaire, initially distribute it, and sort it out after collecting the questionnaire. The third stage is to conduct meeting discussions, confirm and modify the results of the questionnaire analysis, conduct further research and form a formal questionnaire.

The author judged the objective validity of the questionnaire by three criteria. First, all questions in the questionnaire must be completed, and if one or more questions are not completed, the questionnaire is considered invalid. Second, all questions in the questionnaire are single-choice questions. If there are multiple choices, then the questionnaire is invalid. Third, if there are 10 consecutive questions with the same answer, then this questionnaire is abolished. The questionnaire uses a Likert's five-point scale. The value 1 means very unimportant, 2 means not important, 3 means fair, 4 means important and 5 means very important.

And a total of 500 questionnaires were issued during the survey, of which 419 were valid questionnaires, with an effective rate of 83.8%. All questionnaires are anonymous, and are filled out by middle, senior and grassroots managers from all walks of life based on their work experience and personal feelings.

As can be seen from the above table, in the 419 valid questionnaires, the vast majority of managers chose the three options of "very important", "important" and "general", while for the latter two "not important" and "very important" accounted for a very small proportion. Therefore, it is necessary to further scientifically analyze

the questionnaire through statistical analysis software to form the table that can be used effectively in actual work.

It can be seen from Table 4 that the average score of the 24 items is more than 4 points, and the item "Pre-planning and sorting according to the importance of work" has the highest score of 4.5274 points. "Using various methods and apply it to work" has the lowest score, which is 4.0119 points.

And from the form we know that the average value is generally high and there are two main reasons. On the one hand, it may be that most of the survey subjects are concentrated in the scope of the middle-level managers of the enterprise[9], and the middle-level managers themselves may evade or conceal their team building capabilities. On the other hand, it may be among the companies surveyed. The overall level of the team building ability of the managers is relatively good.

5. Conclusion

According to the questionnaire survey and statistical analysis, most of the main influencing factors in team building will have a greater impact on the company. Therefore, business leaders and managers need to start from the actual situation and use a rigorous attitude to formulate the company's strategic goals, which must be both feasible and scientific[10]. Team members should complete their own work under the guidance and help of this goal and the correct value concept should be used as a guide when setting corporate goals. Therefore, it is very necessary for middle managers to establish correct values. At the same time, it is also very helpful to the value trend of the company, allowing team members to reach an evaluation of things. Consensus, forming a unified team value. In this way, middle-level managers can lead team members to work together for the value goals they identify, and finally achieve the company's strategic goals. As an experienced senior leader, you must not only learn to use some strategies to support middle managers and their team members to complete the strategic goals of the enterprise, but also learn to improve themselves in this process and have higher requirements for themselves. And with the support of senior leaders, middle-level managers will

gradually become more confident. After the high-level advice and clear thinking, they can realize more problem-solving and achieving goals. The method and method of the team gradually improved the team building ability.

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