

Problems of Middle Managers in Enterprise Management and Their Improvement Countermeasures

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Abstract: Middle managers play an important role in the enterprise. They are the executors of enterprise strategy and team leaders. They are not only responsible for the specific business work, but also coordinate the relationship between the upper and lower levels to promote the development of the enterprise. Therefore, the role of middle managers in the enterprise is crucial. However, people's understanding of middle managers is limited to their positions and their roles, or to give them some pressure to motivate them. This is not beneficial to the enterprise, so that their ability has not been improved, and the enterprise will not complete the phased goals. This paper deeply analyzes the problems faced by middle managers in enterprise management, and puts forward specific countermeasures to improve their leadership, self-cognition ability and self-working ability. These countermeasures will not only help to solve the current problems, but also help the middle managers to better play an important role in the future work, improve the work efficiency and enterprise efficiency, and achieve the enterprise goals so as to promote the sustainable development of the enterprise.

Keywords: Middle managers, Core strength, Improve efficiency, Competence.

1. Introduction

In the management chain, middle managers are at the grassroots management level of the enterprise and under the senior leadership. They are personnel who hold important positions in the enterprise or organization. They are mainly responsible for coordination, management and communication. Middle managers are the most important role in the management chain, but also the most essential role. Therefore, I think they can better understand the work content of middle managers, so as to improve their ability, which can greatly improve the profitability of enterprises. Many authors have studied how to improve middle managers' skills, most of them through assessment, training, or salary changes. These are all fast and effective methods. I want to study the method is not only to quickly improve their ability by giving them some pressure, but also whether they can more easily improve their efficiency to achieve the enterprise goals through some methods. In this article, I first introduced some things that middle managers need to do in the enterprise chain, then explained the various problems they may encounter in management or decision making, and finally explained some countermeasures for solution and improvement.

2. Middle Managers Are the Core Force of Enterprise Operation and Decision-Making

As the great rejuvenation of the Chinese nation has entered a critical period, it is the social responsibility entrusted by The Times to scientifically allocate middle management talent resources, build a middle manager selection, promotion and training system, reasonably plan the career development of talents, and cultivate more middle management talents to adapt to high-quality development. From the perspective of enterprises, the construction of the post competency model of middle managers is an inevitable trend for enterprises to adapt to the talent work in the new era [1].

Middle managers need to have a variety of abilities, including role understanding, management by objectives, time management, and stress management.

2.1. The Role of Middle Managers

2.1.1. Decision Supporters

Middle managers need to assist senior managers in making decisions, who understand the interior of the organization and are able to provide detailed information about the business, employees and markets to help senior managers make more informed decisions. Of course, they also need to have a strong working ability and a deep knowledge reserve. For example, they need to pay attention to market trends and industry trends to promote enterprise innovation in order to remain competitive. And when enterprises encounter risks, middle managers should pay attention to the potential risks of the enterprise, formulate and implement risk prevention measures to ensure the stable development of the enterprise.

2.1.2. Coordinator and communication

Middle managers need to coordinate and communicate within the organization, and they need to ensure smooth information flow and collaboration between different departments. They also need to communicate with subordinates on behalf of their superiors, communicate policies and goals, as well as handle staff issues and disputes.

2.1.3. Team Manager

Middle managers are responsible for managing the team, which includes recruiting, training, evaluating, and motivating staff. They also need to ensure that there is a good working relationship between team members to improve team efficiency and performance. And in team building, they should understand the advantages and disadvantages of each employee as well as the ability to assign them to appropriate positions and work tasks suitable for them.

2.2. Responsibilities of Middle Managers

2.2.1. Operation Management

Middle managers play a role between the link in an

enterprise, they need to manage the whole enterprise. Middle managers should be responsible for the daily operation management of the organization, including budget setting, operating costs, planning and implementation strategies. They also need to ensure that the operation of the organization is efficient and orderly, which is also without the training and encouragement of employees, with the lowest cost to make the enterprise with the maximum profit, and achieve scale economy to achieve the profit and goal of the enterprise. As an excellent enterprise executive, first of all, we should have the theoretical knowledge of modern management and rich management practice. This requires senior managers to understand the basic theories and methods of modern management, have management knowledge and skills such as communication, planning, change, decision-making, command and control, and constantly accumulate and apply them in practice. Secondly, there should be a scientific management view [2].

2.2.2. Corporate Culture inheritance

Middle managers are the communicators and practitioners of corporate culture, responsible for shaping and inheriting corporate values, ideas and norms of conduct. Play the role of a model worker model for the enterprise. Corporate culture is an important support for the long-term development of an enterprise. It refers to inheriting the core values, business philosophy and corporate spirit of the enterprise to the next generation of employees, so that they can understand and identify with the corporate culture and practice the corporate culture in their work. The inheritance of corporate culture is of great significance to the long-term development of an enterprise. Middle managers need to have a profound influence on their employees and promote the sustainable development of the enterprise.

2.2.3. Risk control

Middle managers need to pay attention to the potential risks of the enterprise, such as market risk, which refers to the intensified competition, reduced demand and reduced income of the enterprise due to market changes. Middle managers need to have enough ability to predict the coming of risks and make changes to the current situation of the enterprise, reduce the cost caused by risks, and formulate and implement risk prevention measures to ensure the stable development of the enterprise.

In short, middle managers play a vital role in the enterprise. They are both participants in decision-making, executors, and key forces in team building and cultural inheritance.

3. Problems Faced by Middle Managers in Enterprise Management

3.1. Blurred Role Positioning

Middle managers often need to coordinate the relationship between superiors, subordinates and colleagues, so they need to understand their role and responsibilities for timely communication and correction. Some managers are unable to effectively organize and coordinate team members because they do not know their responsibilities, resulting in weak team cohesion, low efficiency and the inability to achieve corporate profit goals. The structured interview / observation method can be used: select leaders randomly selected across the organization for one-on-one conversation and observation to determine what capabilities they actually use and what

abilities are most important for them to perform their responsibilities [3].

3.2. Insufficient Communication Skills, Lack of Leadership, And Low Team Cohesion

Leadership refers to the ability of managers to motivate and guide team members to achieve goals together. Some middle managers lack enough leadership to stimulate the enthusiasm and creativity of team members, and lack the deterrence of leaders to enable them to complete their tasks. Some managers lack communication skills, for example, they are not good at communicating with employees and explaining their shortcomings, and they are not good at reporting subordinates to superiors, which leads to poor information transmission and affects work efficiency.

3.3. Lack of Innovation Ability

In the fierce market competition, enterprises need to constantly innovate continuously to maintain their competitive advantage. However, some middle managers lack innovation ability, it is difficult to promote enterprises to achieve breakthroughs. If the lack of innovation ability will lead to the decline of the enterprise competitiveness, the development of the enterprise or the enthusiasm of employees, which will cause adverse development of the enterprise.

3.4. Lack of Psychological Endurance

Middle managers are faced with great work pressure, and some managers have weak psychological endurance, which may lead to the decline of work efficiency and even affect their physical and mental health. And managers should have an indomitable will, be able to maintain a positive attitude and confidence in the face of difficulties and setbacks, and constantly strive to seek solutions. Take a leading role for the lower class.

Finally, there are many ways to solve and improve these problems to improve middle managers:

4. Suggestions and Countermeasures for Improving the Ability of Middle Managers

Training programs that can use competency to improve leadership leadership competency assessment are designed through building

Establish a leadership competence model, evaluate the leadership quality of managers, so as to design the training content and training methods, improve the leadership and management level of human resources development activities. Yi company research report shows that Huawei company through the analysis of the company mission, vision, strategy, key success indicators, combined with tasks and business processes, build the company's leadership quality model and the model throughout the human resources management activities, finally realize the identification of top talents and the cultivation of great leaders [1].

4.1. Training and Education and Accumulation of Talents to Improve Efficiency

The concept of competence can distinguish the good performance in the organization from the average performance. In other words, excellent employees and ordinary employees will show significant differences in competency. The organization can take competency

indicators as one of the main bases for the recruitment of employee, evaluation and improvement [4]. This belongs to the more rigid, but also the middle management to become a qualified enterprise manager must experience. Provide professional training and educational activities for middle managers to strengthen their skills in management, leadership, communication, decision-making, etc. The training content can include strategic planning, human resource management, financial management, marketing and other courses. Clear promotion standards and competition mechanisms can also be set up to encourage middle managers to constantly improve their abilities. At the same time, set challenging goals for them to constantly improve themselves as they complete the task. Companies can also give more benefits to make not just middle managers more motivated to finish work efficiently or with high quality.

4.2. More Practice of Accumulated Experience

Encourage middle managers to participate in more practical projects, do more social practice, go to other companies or learn in life, and accumulate management experience and practical skills. In practice, they can better understand the operation rules of the enterprise and improve their ability to solve problems. And make a summary and feedback on the work after the activity. Establish an effective feedback mechanism to let middle managers understand their strengths and weaknesses in their work. Encourage them to reflect on themselves on a regular basis to find ways to improve their abilities. You can hold a summary meeting every week to let the senior leaders point out the shortcomings, and you also find the shortcomings and progress little by little.

4.3. Cross-departmental Cooperation to Increase Work Enthusiasm and Freshness

Middle managers are encouraged to participate in cross-departmental cooperation projects, so that some risks allow them to learn to coordinate and communicate between different departments. Cross-departmental cooperation helps to improve the comprehensive ability of middle managers and enhance the overall synergistic effect of enterprises. The advantages outweigh the disadvantages and contribute to the future development of the enterprise. This can also increase the innovative thinking of managers can help them better cope with challenges in management work and improve the competitiveness of enterprises.

5. Case Analysis

Middle managers may encounter problems in staff training and development, such as insufficient training resources and low staff enthusiasm.

In order to solve this problem, middle managers need to pay attention to the growth needs of employees and make full use of the internal and external resources of the enterprise for training. For example, to develop a variety of training forms, such as internal lectures, external training, etc., to improve the comprehensive quality of employees. At the same time, establish an incentive mechanism to encourage employees to actively participate in training activities and enhance their enthusiasm.

Manager Zhang, the middle-level manager of a medium-sized enterprise, when faced with the enterprise transformation, actively promotes inter-departmental cooperation, regularly holds cross-departmental meetings to share the work progress and resource needs of each department. At the same time, he attaches great importance to staff training, organized a series of internal training and external learning activities, and improved the comprehensive quality of the staff. After a period of efforts, Manager Zhang successfully promoted the transformation process of the enterprise, and was recognized by his superiors and colleagues to make the company's ability become more and more powerful. Such a real case is also the famous industry Coca-Cola. Founded in 1953, the Coca-Cola Company is one of the most famous beverage companies in the world. The drink once dominated most of the global beverage market. In the 1980s and 1990s, Coca-Cola had highly successful advertising and marketing strategies, and its brand awareness and sales peaked. In 2008, however, a financial crisis triggered a global stock market turmoil. The Coca-Cola company has falling sales and stock prices, and the company faces huge financial difficulties. In 2009, Coca-Cola had to lay off workers, close some production lines, and start cutting costs. In the case of the financial crisis, Coca-Cola wants to come back from the dead without middle managers to lead innovation. Coca-Cola has taken aggressive steps, such as merging with Pepsi to reach new markets and attract consumers with innovative products such as "sugar-free" and "low-carbon". In 2010, the Coca-Cola Company's sales first recovered, and it quickly grew to become a national company. Now, Coca-Cola is a global company.

6. Conclusion

In short, in the process of improving their management ability, middle managers need to pay attention to goal setting and communication, team building and collaboration, employee motivation and care, and performance evaluation and feedback. Through continuous learning and practice, middle managers can improve their management ability and make greater contributions to the development and success of the organization.

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