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### UNEQUAL RELATIONS BETWEEN EMPLOYER AND EMPLOYEE: A TEXTUAL ANALYSIS OF MANAGERIAL ROLES IN MILLER'S DEATH OF A SALESMAN

Dr. Shahbaz Afzal Bezar<sup>1</sup>, Munnzza Noreen<sup>2</sup>, Amna Romaisa Saeed<sup>3</sup>, Hassan Raza<sup>4</sup>

<sup>1</sup>Lecturer in English, Govt. Graduate College Satiana Road, Faisalabad

<sup>2</sup>Visiting Lecturer, Department of English, University of Sargodha

<sup>3</sup>M. Phil English Literature, Lahore Leads University, Lahore

<sup>4</sup>BS English, Department of English, University of Sargodha, Pakistan

Corresponding Author's Email: [shahbazaf@gmail.com](mailto:shahbazaf@gmail.com)

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#### ABSTRACT

Interdisciplinary research is the demand of this epoch of flux but literature has not yet been linked with Management Science that this study will attempt to conduct. Employing the research method of Textual Analysis, this study explored the Managerial Roles Approach of Management Science from Miller's *Death of a Salesman*. Good interdisciplinary research not only opens up new horizons of knowledge but also identifies new concepts and theories to expand traditional disciplines. The purpose of this study is to merge literature with Management Science in order to explore a new area of knowledge. Findings of this study are: i. reflection of unequal, authoritative, and cost-benefit trade-off relations in discourses of Howard, the manager, and Willy, the employee; ii. reflection of the orthodox Managerial Roles Approach in this play; iii. integration of the discipline of literature with Management Science. As opposed to traits of a good manager proposed by Mintzberg and Zaleznik, Howard, the employer, possesses the characteristics of an orthodox manager who has unequal and authoritative power relations with his employee, Willy, reflected in Miller's *Death of a Salesman*.

#### INTRODUCTION

In this epoch of fluidity and flux, one academic discipline is getting merged with other disciplines. Research scholars of this era have become

progressively aware of the demand of linking disciplinary fields in order to facilitate application of knowledge from one academic area to other (Aboelela et al., 2007). Though linking literature with other academic disciplines is not new: ecology has been linked with criticism vis-à-vis ecocriticism; sociology with literature through sociology of literature; psychology in form of psychoanalysis; economics with Marxist Criticism but literature has not yet been linked with Management Science that this study, employing method of textual analysis, will attempt to do.

Though several researchers i.e. Torbiorn, 1985; Guay, 1999; Balkin et al., 2000; Aswathi, 2013; Liew et al., 2016; Uddin, 2017; Al-Qassab, et al., 2017, etc. have accomplished their scholarly works on the Managerial Roles Approach of Management Science and on a renowned modern American play Arthur Miller's *Death of a Salesman* but a lot is still required to merge this managerial approach with literature. As differed strikingly from the previous researches, this study argues that the Managerial Roles Approach is reflected in the discourses of Howard, the manager, and Willy, the employee. While a few research analysts might not be in favor of reflection of the Managerial Approach in *Death of a Salesman* but Caywood and Lacziak (1986) have analyzed this play in the frame of reference to critical issues facing to sales managers and discerned sales ethics that sales managers represent but this research, employing method of textual analysis, will advance that study to unequal power relations between the employer and employee from the perspective of the Managerial Roles.

A good interdisciplinary research not only opens up new horizons of knowledge but also identifies new concepts and theories to expand traditional disciplines. In order to bring marginalized discipline of interdisciplinary study into centre, it is needed to explore the Managerial Roles of Management Science from a literary piece of Arthur Miller's *Death of a Salesman*. Interdisciplinary study integrates separate disciplinary data, concepts, theories, and methods to produce an interdisciplinary understanding of a complex problem or intellectual question (Klein & Newell, 1997). Interdisciplinary programs have often been marginalized by privileged disciplines (Augsburg et al., 2009; Bililign, 2013) but the purpose of the present study is to merge literature with Management Science in order to explore a new area of knowledge. These following research questions guide the study:

Q. 1 How are unequal power relations between employer (Howard) and employee (Willy) reflected in their discourses respectively?

Q. 2 How is the Managerial Roles Approach of Management Science mirrored in Miller's play *Death of a Salesman* in order to show interdisciplinary relationship between these fields?

## LITERATURE REVIEW

This study moves beyond the fundamental linking of the Managerial Roles with Management Science. It extends the existing literature of literature and Management Science by investigating the concepts of the Managerial Roles and the relationship between employer and employee from Miller's *Death of a*

*Salesman* in order to integrate the discipline of literature with Management Science.

Miller's play *Death of a Salesman* has been studied in the frame of reference to exploitation of capitalism and anti-capitalistic inclination (Aswathi, 2013; Uddin, 2017; Al-Qassab et al., 2017) but it has received very little or no attention in prior researches on exploring unequal power relations between employer and employee from the perspective of the managerial roles. Few prior scholarly works have explicitly invoked a capitalist and the American Dream perspective of this play (Nahvi, 2016; Braun, 2006). Much remains unclear on making link of exploitation of capitalism with Management Science especially the managerial roles. This attempts to shed more light on discerning the authoritative and cost-benefit trade-off relationship between employer (Howard, the manager) and employee (Willy Loman).

A number of research papers on the Managerial Roles have been published over the last few decades. Though this vast body of recently published literature has identified useful insights but it has not yet explored Miller's *Death of a Salesman* from the perspective of interdisciplinary study between literature and Management Science. Torbiorn (1985) discerns different managerial roles in the frame of reference to cross-cultural settings. The three different managers i.e. parent-country nationality (PCN), host-country nationality (HCN), and third-country nationality (TCN) perform different managerial roles in different structural features. Guay (1999) has analyzed the Managerial Roles from the perspective of the convexity of the wealth-performance relations between shareholders and managers. He argues that stock options play a significant role in increasing the convexity of the wealth-performance and inducing managerial risk-taking. Balkin et al. (2000) gauge that higher-technology firms have higher levels of the managerial discretion. Siegel and Brockner (2005) evaluate the Managerial Role from the perspective of self-handicapping and find that the managers who engage in claimed external handicapping are compensated more favorably than the managers who do not engage in claimed external handicapping. Liew et al. (2016) accomplish an empirical analysis of promotion of Malaysian technologists to managerial role. They explore the need to re-look into the perspective of a proper training of the technologists to take up managerial role effectively. All these recently accomplished researches from the perspective of the Managerial Roles play a significant role in different disciplines but the managerial role has not yet been explored from any literary work or from Miller's *Death of a Salesman* which the present study will endeavor to investigate.

A number of research scholars all over the world have conducted their researches on Miller's *Death of a Salesman*. Hoeveler (1978) discerns psychomachia- a conflict of soul, from the characters of this play: Biff represents vanished frontier, the lost promise of America; Happy, Willy's son, stands for the sterile materialism and sexuality that eroded the frontier spirit; Ben, Willy's son, embodies the fantasy of success through the ruthless Darwinian spirit; and all characters are mirrors or doubles for Willy who not only represent their own failure but the failure of America to achieve its promise. Batesman (1985) evaluates Miller's play from a clinical perspective

and explores the difficulties of the Lomans in the development of separate identities, separation-individuation, and solid sense of self. Davis (1985) gauges the death of Willy with lens of trademark. He explores that Howard, Willy's boss, did as much as anyone to kill Willy because the boss fired him on the afternoon of Willy's committing suicide. Howard was responsible for his tragic end because the salesman's price was too high for the boss. Wellek (1993) investigates Heinz Kohut's framework of psychology and Andrew Morrison's concept of shame from the character of Willy, a tragic hero. Braun (2006) discerns that believing in the American Dream is not only a pitfall for Willy's family but 'death' for whole society as well. Janardanan (2007) explores the image of loss from four plays i.e. William's *The Glass Menagerie*, Miller's *Death of a Salesman*, Norman's *night, Mother*, and Vogel's *How I Learn to Drive*. She accomplishes her analysis of these modern American plays at three levels: the loss of physical space, loss of psychological space, and loss of moral space. Aswathi (2013) analyzes this play from the perspective of capitalistic discourse and explores how discourse works for taming the individuals in capitalist societies. Nahvi (2016) identifies the illusion of the American Dream from the characters of this play who struggle to achieve it but all in vain. Uddin (2017) exposes ugly face of capitalism—a system in which productions are owned by private boss or institutions that produce class conflicts in society. Willy, the salesman, who served thirty six years for Wagner Firm was fired by the manager, Howard, without any prior notice that he remained no longer productive. Al-Qassab et al. (2017) discern the destructive effects of capitalism reflected in Miller's *Death of a Salesman* and Mamet's *Glengarry Glen Ross*. All these recently accomplished studies have not yet explored interdisciplinary relationship between literature and Management Science, especially the managerial roles from *Death of a Salesman* which the present study will attempt to explore.

## **THEORETICAL FRAMEWORK**

Theoretical framework of the Managerial Roles was used for guiding this study. Managers in the Managerial Roles play a significant role in which they "do things right" (Bennis, 1989, p.40). Mintzberg (1973) suggests eight Managerial job styles i.e. contact man, political manager, entrepreneur, insider, real-time manager, team manager, expert manager, and new manager. A good manager has equal power relations with his subordinates. He imposes structure and clarity upon ambiguous events and provides direction, procedures, adequate coupling, clear data, and decision guideline for participants (Daft & Lengel, 1983). A manager who believes in orthodox Managerial Roles keeps unequal power relations of authority with his employees. The theoretical framework of this study will provide a background into the Managerial Roles, which will help to explore the traits of orthodox Managerial Roles in Miller's *Death of a Salesman*.

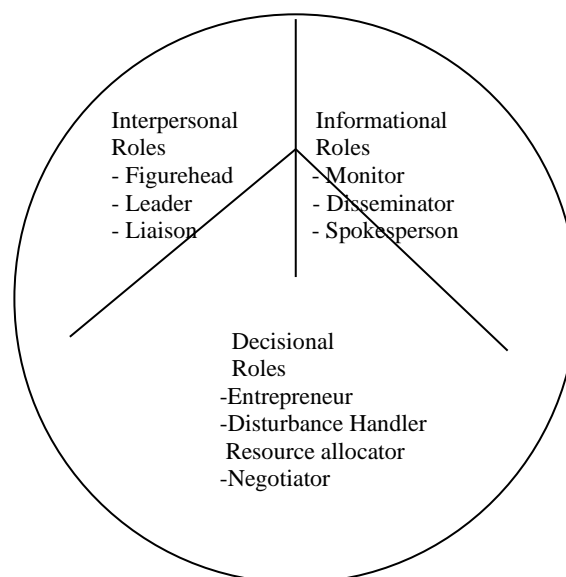
### ***The Managerial Roles***

The Managerial Roles approach falls into the category of The Work-Activity School that is one of the salient approaches of managements. Management and studies of management trace back thousands of year but the systematic development of management dates back from the last decades of nineteenth

century in which industrial organizations emerged. There are several approaches to Management Science i.e. Empirical or Case Approach, Interpersonal Behavior Approach, Group Behavior Approach, Co-operative Social Systems Approach, Socio-technical Approach, Decision Theory Approach, Mathematical Approach, Contingency or Situation Approach, Managerial Roles Approach, Mckinsey's 7-S Framework, and Operational Approach. Mother school of the Managerial Roles Approach is The Work-Activity School that deals with the systematic analysis of the actual activities of the managers supported by the empirical evidence and inductive methodology (Burger, 1997).

Mintzberg's (1973) study plays a significant role in empirical and inductive development of the Managerial Roles in Management Science. He divides the Managerial Roles into three sub-categories, i. interpersonal roles ii. informational roles iii decisional roles.

Figure 1. The Managerial Roles



***Interpersonal Role***

Interpersonal role deals with the contact between the managers and the employee or subordinates around him. There are some roles that are concerned with the manager in interpersonal contact. He is expected to play a role of figurehead as a head of an organization or department. As a leader, the manager develops and motivates staff by providing a positive work environment. The manager is expected to be a liaison—a cooperation which helps a close working relationship between the employer and the employees. As a liaison, he is to maintain self-developed network of outside contacts and informers who provide favors and information.

***Informational Role***

As a monitor, the manager seeks and receives wide variety of special information. The manager is expected to be a disseminator who transmits information received outside or from other subordinates.

### ***Decisional Role***

An authoritative manager inclines to make decisions independently but a good manager plays the role of a decisional officer who is expected to make right decisions on the right occasion. As an entrepreneur, he is in search of introducing 'improvement projects' to bring about change. He is also responsible for handling disturbance or expected disturbance. A good manager has always a problem-detecting and problem-solving approach. As a resource allocator, he is responsible for the allocation of organizational resources of all kinds and taking right and necessary decisions on right occasion. A good manager is a good negotiator and believes in a democratic way of negotiation (Mintzberg, 1973).

Mulder (2016) derives ten tools for managerial roles from Mintzberg's 1973 work. The following ten Mintzberg's Managerial Roles provide a tool for the managers:

- i. Directing subordinates
- ii. Attending meetings as a liaison
- iii. Representing the organization
- iv. Transmitting information
- v. Analyzing information
- vi. Allocation of resources
- vii. Negotiating resources
- viii. Problem solving
- ix. Developing new ideas
- x. Promoting the interests of the organization

Zaleznik (1977) makes a difference between manager and leader. A good manager has process-orient approach. He always tries to seek stability and control. He always attempts to resolve problem quickly. In contrast, a good leader tolerates chaos and disorder. He believes in time-taking approach to understand the issues more thoroughly. According to Zaleznik, an organization needs both managers and leaders as well.

### ***Unequal Power Relations in Managerial Roles***

Dysfunctional characteristic of traditional employment still exists in the form of unequal power relations between the manager and his subordinates. Apart from orthodox unequal power relationships when there is an authoritative and unequal power relation between the employer and the employees, the efforts of the employees are not forgotten on the part of the managers. Balle quotes Miles and Bennett who state that employers assure "employees that better days are ahead and their effort today will not be forgotten tomorrow" (Para 5). On the other hand, unequal power relations between the manager and the employees put the company into expensive problems vis-à-vis violence, employees' sharing trade secrets to other companies, and poor reputation of the company. Equal power relations between the employers and the employees give birth to the former's promising money and job support that makes the

company a highly productive and happy workshop for the company and the employees as well.

## RESEARCH METHODOLOGY

In this section, employing research method of textual analysis for this qualitative research, unequal power relationship between the employer and employee was investigated from Miller's *Death of a Salesman*. In order to fulfill the purposes of this study, textual analysis was used. Textual analysis contains four approaches: Rhetorical Criticism (a systematic method for describing, analyzing, interpreting, and evaluating the persuasive force of messages embedded with texts); Content Analysis (analysis of occurrence of specific messages embedded in texts); Interaction Analysis (analysis of individual communicators' behaviors with others containing linguistics traits i.e. linguistic features, type of topics, accurate understanding of the choice-making situation, positive and negative associated with alternative choices, effectiveness of socio-demographic traits i.e. gender, class, personality traits, defensiveness- depression, extroversion); and Performance Studies (the process of dialogic engagement containing six steps i.e. selecting, playing, testing, choosing, repeating, and presenting) (Frey et al., 1999).

In order to conduct this qualitative study, two approaches were followed: (a) data collection, (b) the procedures of the analysis. Primary data were collected from the text of Miller's *Death of a Salesman* and secondary data were collected from published books, articles of journals, articles presented in conferences, and theses. In order to conduct this study, the following procedures of analysis were followed:

### Step 1.

In the first step, text of Miller's *Death of a Salesman* was studied and marked by taking into account the 'words and phrases' of the portion of conversation between the employer (Howard) and employee (Willy).

### Step 2.

In the second step, the Managerial Roles were studied from published books and articles of Management Science.

### Step 3.

In the third step of the procedure of the analysis, the marked out 'words and phrases' of discourses of the manager and the employee (Willy) were analyzed with regard to textual analysis.

### Step 4.

In the fourth step, textually analyzed discourses of Howard and Willy were scrutinized from the perspective of the Managerial Roles.

### Step 5.

In the final step, unequal, authoritative, and cost-benefit trade-off relations of Howard (the manager) with Willy (employee) were sought out from *Death of a Salesman* for seeking the findings of this study.

## FINDINGS AND DISCUSSION

Traditional way of management was replete with authority and unequal power relations between the manager and the subordinates but Mintzberg (2009) seeks to change it and advocates the decentralization of the managers in which

they involve the subordinates in problem-solving. In order to merge the discipline of literature with Management Science, reflection of the orthodox and authoritative power relations of the manager with his employee has been sought out from Miller's *Death of a Salesman*. There were three findings of the present study: i. reflection of unequal, authoritative, and cost-benefit trade-off relations in discourses of Howard, the manager, and Willy, the employee; ii. reflection of the orthodox Managerial Roles Approach in this play; iii. integration of the discipline of literature with Management Science.

Arthur Miller who is known as father of modern American drama, originally published his well-known play *Death of a Salesman* in 1949. This play deals with disillusionment of the American Dream and evils of capitalism that as a system forces individuals to act only out of self-interest regardless of the suffering and hardships of the others. In this play, Willy Loman, a travelling salesman of the Wagner Company, returns home early from his Brooklyn trip, exhausted after his state of mind, hallucination, and problems of driving. This old man of sixty-three who lost his salary first working on commission only, stands baffled by his failure. His son, Biff a farmhand, who has been ranching throughout the West for more than a decade, returns home with the plan of starting a sporting goods business with his brother, Happy, with borrowed money from Bill Oliver, his previous employer. On Happy's sharing Biff's plan of starting new business, overjoyed Willy sleeps with the expectation of getting local job and Biff sleeps with the expectation of getting business from loan. The next day, everything goes wrong. Confident Willy meets his boss, Howard, but this authoritative and rude manager fires him instead of transferring him to New York. While waiting for their father at the restaurant, Biff tells Happy about indifferent attitude of Oliver who even refuses to recognize him. Willy comes to join his sons to getting good news from Biff, becomes dejected on failure of Biff's plan. When Willy starts drifting into dreamy past, his sons come to know about his affairs with a woman in Boston. In order to do the greatest contribution towards the success of his sons, he commits suicide leaving 20,000 dollar insurance for his family. Besides Willy's family, Charley, and Bernard nobody attended his funeral not even his boss, Howard.

Employing the rhetorical criticism approach of Textual Analysis, discourses of persuasive force of Howard, the manager, are analyzed in the frame of reference to the Managerial Roles. In this approach of Textual Analysis, discourse of powerful force embedded with the text is evaluated. Cathcart (1991) states that rhetoric deals with "what he says and how he says it" (p. 17). Rhetorical criticism is the systematic analysis of the acts and artifacts for the purpose of understanding the rhetorical processes and "uncovering the meanings that are produced, not the intended meaning" (Foss, 1999, p. 44). Different modes of Howard's authority and his discourses of powerful force are reflected in the conversation between Howard and Willy. When Willy comes to talk to him, Howard very authoritatively asks him to wait, "Sorry to keep you waiting" (Miller, 1949:1998, p.57). The manager's unequal power relations with Willy are reflected when the former indifferently treats the latter's request of just one minute, Willy asks "can we talk a minute?" (ibid.). But indifferent manager keeps talking on the wire recorder, "Records things.



Just got delivery yesterday. Been driving me crazy, the most terrific machine I ever saw in my life" (ibid.).

Employing the Interaction Analysis Approach of Textual Analysis, conversation between Howard, an authoritative manager, and Willy, an employee, is analyzed from the perspective of the Managerial Roles. Individual communicator's behavior with others, linguistic features i.e. type of topic, positive or negative choices, and traits of class and personality, are analyzed in Interaction Analysis. In the discourses of individual communicator, Howard's behavior as an authoritative and rude manager is sought out. Howard has a dominating behavior with Willy that is reflected through his interrupting him again and again. Interrupting one communicator manifests interrupter's authority. According to Fairclough (1989), interruption is one of the four devices of a powerful participant's putting constraints on the contributions of the less powerful participants. For Fairclough (1994) power is "implicit within everyday social practices" and that it is predominant "at every level in all domains of life" (p.50). Interruption as a social activity is not devoid of power. During conversation between Howard and Willy, the manager interrupts him ten times that reflects powerful manager's putting constraints on his weak employee, Willy. From the perspective of the Managerial Roles, ten times interruptions on the part of the manager reflect his orthodox, unequal and, authoritative relations with Willy.

Using the Interaction Analysis Approach, the manager's behavior with his employee has been explored from the discourses of Howard and Willy in order to discern unequal power relations between them. Interaction Analysis is used for studying knowledge in practical activities of people engaged together (Stevens & Hall, 1998). Howard and Willy's conversation starts from the topic of the wire recorder to the employee's request for adjusting him in New York. Topics of Willy's deep acquaintance with his father, his getting tired of road job, his financial problems as contrasted with other salesmen like Dave Singleman, and employer's firing Willy from job, come under discussion during Howard-Willy conversation in this play. Topic of Willy's request for adjusting him in New York rather than Boston can be noted when Willy says to the manager, "Well, tell you the truth, Howard. I've come to the decision that I'd rather not travel any more" (Miller, 1949:1998, p.59). Topic of Willy's tiredness from road job as a salesman is reflected when he says, "Speaking frankly and between the two of us, y'know— I'm just a little tired" (ibid.). Willy's old acquaintance with the firm and Howard's father is seen when he says to the manager, "But I was with the firm when your father used to carry you in here in his arms" (ibid.). The employee's financial problems are reflected when he informs the manager, "Howard, all I need to set my table is fifty dollar a week" (p. 60). Topics of Willy's prosperous past and adverse present are reflected in his discourses when he states, "your father—in 1928 I had a big year. I averaged a hundred and seventy dollars a week in commissions" (p. 62). His poor financial condition can be noted when he says, "...I put thirty- four years into this firm, Howard, and now I can't pay my insurance!" (p. 61). The above mentioned topics that have been analyzed with the help of Interaction Analysis Approach, reflect unequal power relations between an authoritative manager and his employee, Willy. Furthermore,

topics of the above mentioned conversation manifest manager's indifference to Willy's financial condition.

Employing the Interaction Analysis Approach of Textual Analysis, traits of Howard's personality i.e. cost-benefit trade-off thinking, selfishness, rudeness, coldness, and indifference are explored from the perspective of the Managerial Roles. Personality is a way of thinking, feeling or behaving that is for some theorists as being "set like plaster" (Costa & McCrae, 1994), and for others, personality "doesn't lie there, but is active, with processes of some sort" (Carver & Scheier, 2004). As per Sterling (2008), the impersonal nature of capitalism is expressed in various parts of Miller's *Death of a Salesman*. Howard, being follower of impersonal and inhumane nature of capitalism, is a callous, indifferent, and authoritative manager who has no emotional attachment with his long-served employee, but 'business is business' is everything for him. As contrasted to Mintzberg's (1973) notion of the managerial personality, Howard has the personality of cost-benefit trade-off. It is "desirability of a product or service in terms of the expected benefit relative to cost" (allbusiness.com). Howard being a business-minded personality does not consider Willy's request for adjusting in New York because he does not remain productive for the manager. He fires him because he does not see expected benefit from Willy's end. He has impersonal and business-like relations with his long-served employee. The manager tells Willy, "you gotta admit, business is business" (p. 60). The manager's business-like thinking is revealed again when he says to Willy, "it's a business, kid, and everybody's gotta pull his own weight" (p. 60). In this discourse, the word 'kid' for an old salesman manifests the manager's rudeness.

Howard as contrasted to Mintzberg's managerial problem-solving and negotiating approach, possesses a cold and indifferent personality. According to Bigsby (1990), "Howard's values are those of business. He is a man for whom time is money, who has no time for the man who served the company for most of his life" (pp.133-134). His employee, Willy, is light as feature for him. He does not hesitate to fire him but he himself confesses, "Kid, I can't take blood from a stone" (p. 61). Means, the manager cannot get benefit from Willy. Seeing Howard's inhumane nature and indifferent attitude, Willy says to him, he "can't eat the orange and throw the peel away—a man is not a piece of fruit" (ibid.). He laments to the manager that in contemporary business, "it's all cut and dried, and there's no chance for bringing friendship to bear—or personality" (ibid.).

As opposed to Minzberg's notion of the Managerial Roles, the manager is a rude and self-centered personality who has unequal power relations with his employees. He rudely asks Willy, "Geez, you had me worried there for a minute. What's the trouble?" (Miller, 1998, p.59). He has not politeness of a good manager. He becomes ruder to Willy and starts to call 'kid' to this old man. He calls him 'kid' six times in order to present his authority and Willy's smallness from economic perspective.

Howard as a manager is totally different from Zaleznik's (1977) concept of a good manager in which he/she has tendency to resolve problems quickly. For

him, a good manager's focus is on problem resolving and getting good results. Howard lacks this salient trait of the Managerial Roles. Instead of resolving problems, he lingers them on. Willy requested him adjusting in New York on Christmas also. He reminds him, "Remember, Christmas time, when you had a party here? You said you'd try to think of some spot for me here in town" (Miller, 1998, p. 59).

Employing Interaction Analysis, the manager's using negative approach associated with alternative choices has been explored from the employer-employee conversation portion because instead of taking choice of adjusting Willy in New York, he mercilessly fires him without any notice. Authoritative manager adopts negative choice. According to Handrick (2017), an authoritative style of management is a traditional style in which a manager considers himself as 'the boss'. A manager who has equal power relations with employees adopts positive choices but Howard believing in orthodox Managerial Roles and adopting negative choices, throws his long-served employee like a peel of fruit. He fires him telling, "I don't want you to represent us. I've been meaning to tell you for a long time now" (Miller, 1998, p.63).

As opposed to traits of a good manager proposed by Mintzberg and Zaleznik, Howard possesses the characteristics of an orthodox manager who has unequal and authoritative power relations with his employees. A good manager is an embodiment of interpersonal contact, liaisoning, tolerance, problem-detecting, and problem-solving, whereas Howard is a paragon of authority, rudeness, intolerance, incongruousness, and indifference. Possessing these traits of orthodox Managerial Roles, Howard has unequal power relations with his employee, Willy, whom he fired without any notice. The poor creature commits suicide by means of wrecking his car but the manager does not attend his funeral because this poor creature has no financial benefit for his company.

## CONCLUSION

Boundaries are blurred between academic disciplines in a good interdisciplinary study. It is the demand of this era of flux to bring change in existing body of academic disciplines i.e. literature and Management Science by merging them through applying the concepts, methods, and approaches of one discipline to another. Using the method of Textual Analysis, reflection of orthodox, authoritative, and unequal Managerial Roles have been investigated from Miller's *Death of a Salesman*. This study is an initiative for opening up new realms of research on interdisciplinary relationship between literature and Management Science. The research scholars of future might explore the Managerial world of Silas Lapham from William Dean Howell's novel *The Rise of Silas Lapham*.

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