

## THE IMPLEMENTATION OF MINTZBERG'S MANAGERIAL ROLE, A QUALITATIVE STUDY IN "SERBU" RETAIL SHOP TOMOHON

by:

Jilly Gabriella Eman<sup>1</sup>  
Sifrid S. Pangemanan<sup>2</sup>  
Merinda Pandowo<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business  
International Business Administration (IBA) Program  
University of Sam Ratulangi Manado

email: <sup>1</sup>[jillygabrielle@gmail.com](mailto:jillygabrielle@gmail.com)

<sup>2</sup>[sifrid\\_s@unsrat.ac.id](mailto:sifrid_s@unsrat.ac.id)

<sup>3</sup>[iinpan@yahoo.com.com](mailto:iinpan@yahoo.com.com)

### ABSTRACT

Manager plays an important role in achieving the goal of an organization. The success can not be separated from active role of a leader in improving human resources performance. Therefore, one of the way for the employees to be more professional and more optimal to do the job is to provide role model to educate and train. The active role of a leader is also necessary to give guidance and direction to employees as well as to supervise their work so that organizational goals can be achieved effectively. The purpose of this study is to determine how the manager's role in improving the performance of employees in reaching the organizational goal and to determine the performance of employees in the company, according to Mintzberg's Managerial Role, study case in "Serbu" Retail Shop Tomohon. The populations observed in this study are the manager and the employees who have been working along with the manager in a period of time as many as 11 respondents. The results based on data collection method processed using the In-Depth Interview. There are three main roles that the manager should play according to Mintzberg which are (1) Interpersonal Role, (2) Informational Role, and (3) Decisional Role.

**Keywords:** *management, manager, managerial roles*

### INTRODUCTION

#### Research Background

The achievement of an organization, especially a business organization or a company is affected by many factors. In general, the human resources factor, as the system is the key points. As individuals who carry out work in an organization, human resource is one that should always be considered because the quality of work performance becomes an important factor for organizations that already have a definite direction and purpose, such as profit-oriented business organizations. The existence of this individual as one of the important asset in a business organization make a manager plays an important role in managing the quality of human resources for the company to achieve its objectives effectively and efficiently.

The increasing competition in the business sector is caused the improvement performance of human resources into an essential requirement for any company, happen as well with the services sector company, the quality of human resource services reflects the credibility and image of the company and need to be improved. Regarding to that matter then a manager is required to manage and improve the performance of employees in a professional manner to achieve objectives.

There is a relationship between managerial roles and performance of employees. The management can invest in managerial roles that will influence the choice of desire performance by the employees (Wadongo, et al., 2010:28).

### **Research Objectives**

The research objective of this research is to determine the managerial role implementation in “Serbu” Retail Shop Tomohon according to Mintsberg’s Managerial Role Theory in achieving the company’s goals.

## **THEORETICAL FRAMEWORK**

### **Management**

Management in business and organizations is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Fayol (2002:11) stated to manage is to forecast and to plan, to organize, to command, to co-ordinate and to control.

### **Human Resources Management**

Human Resources are the important factor within organization for running business, where the Human Resources have potential element for the organization. Dessler (2013:58) explained that human resource management refers to the policies and practices one needs to carry out the people or human resource aspects of management position including recruiting, screening, training, rewarding and appraising.

### **Manager**

Manager is the person responsible for planning and directing the work of a group of individuals, monitoring employees’ work, and taking corrective action when necessary. For many people, this is their first step into a management career. Haimann (1978:30) stated that the manager is the source of activity and they must plan, organize, move, and control all activities in order to achieve goals.

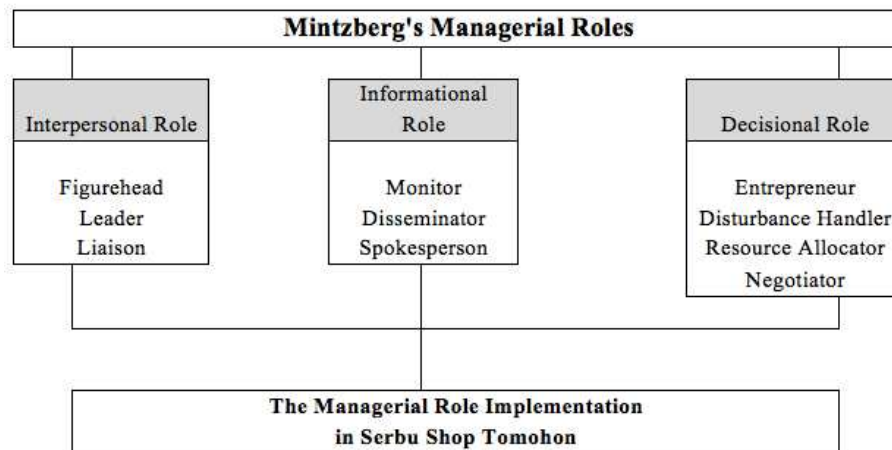
### **Managerial Roles**

Manager plays a number of roles in order to evolve the organizations to the goal that wanted to be achieved and these roles need to be mastered by the manager. Mintzberg (1994) defined that there are 10 identified roles of a manager played in organization which fall into three basic categories, which are (1) Interpersonal role that consist of implementation as figurehead, leader, and liaison, (2) Informational role that consist of implementation as monitor, disseminator, and spokesperson, and (3) Decisional role that consist of implementation as entrepreneur, disturbance handler, resource allocator, and negotiator.

### **Previous Researches**

Wadongo et al., (2010:28) stated that there is a strong positive relationship between managerial roles and performance of employees. The management can invest in managerial roles that will influence the choice of desire performance by the employees. Organizations that want to implement effective performance management systems can use managerial roles to influence manager’s performance measurement practices. The organizations can also invest in management training programs that will make their managers perform managerial roles effectively.

Gottschalk (2002:8) study shows that from the ten roles implementation of Mintzberg’s Managerial Role, the most important role was the entrepreneur role because it is increasing maturity, administrative effectiveness, personnel responsibility and education.



**Figure 1. Conceptual Framework**

*Source: Research Methodology*

### Type of Research

This research uses qualitative research methods that will determine how the manager's role in improving the performance of employees in reaching the organizational goal and to determine the performance of employees in the company, according to Mintzberg's Managerial Role, study case in "Serbu" Retail Shop Tomohon.

### Place and Time of Research

This research conducted inside the Serbu Shop Tomohon on 14 – 20 of August 2014. The place in conducting the interview could be different based on the respondents' location on the day or base from the employees' free time that allowed by the manager.

### Data Collection Method

This research will use In-Depth Interview as the data collection method to get the data from the participants. In-depth interviews are interviews in which participants are encouraged and prompted to talk in depth about the topic under investigation without the researcher's use of predetermined, focused, short-answer questions (Given, 2008:422). The informants in this study are as much as 11 participants, which consist of the manager and the employees who have been working along with the manager in a period of time.

In-depth interviews are often referred to as semi structured interviews because the researcher retains some control over the direction and content to be discussed, yet participants are free to elaborate or take the interview in new but related directions. The other data is from some of resources such as journals, books, relevant literature from library, Internet, etc.

### Operational Definition

Operational definition is a certain explanation about some issues that measured by certain terms, in this research by "Serbu" Shop itself.

1. Manager is a planner, organizer, leader, and supervisor of the organizations. Manager has the role for the survival of the entire activity of the company.
2. Manager's role is to set target and make effort to achieve it, organizes activity, monitors, leads, motivates and communicates, develop employees, and represent and build a harmonious relationship with outsiders.

## Data Analysis Method

This research uses descriptive method with qualitative approach. Hencock (2009:9) defined the qualitative research as the attempts to broaden and/or deepen our understanding of how things came to be the way they are in our social world. The qualitative researcher seeks to discover the meanings that participants attach to their behavior, how they interpret situations, and what their perspectives are on particular issues (Woods, 2006).

## Data Analysis Process

This research used a description analysis tool to analyze the managerial roles in “Serbu” Shop Tomohon. In descriptive analysis, the data will organize through interview with the help of tools like recorders or by typing the whole interviews. After that, the data will be transcript from the recorded data to written data. The next step is data reduction, where the researcher will do the selection of data and make the classification which data is not significant and which data that are significant to support this research. The selected data can be processes to the next step in the presentation of the data and then taken the withdrawal of conclusion.

## RESULT AND DISCUSSION

### Result

#### 1. Interpersonal Role

##### a. Implementation as Figurehead

Informant 1, a female employee who has been working in Serbu Shop almost 5 years, she said that the manager has always been doing the routine tasks every day unless when he got sick or any other trouble that cause him couldn't go to work. On that case, the assistant of manager did the manager's task. The explanation from the manager of Serbu Shop, a 33 years old male who has been working there for more than 5 years; about the routine tasks he did everyday for the shop he said that every morning he came and open the shop. Then he started to check the attendance list and so he can assess the discipline of the employees. Then check the products on the display, start to monitor the employees' performance towards customer, arranging the shop appearance that doesn't look good, checking the cleanliness of the shop or try to clean up some part that is missed by employees, and then start serving customer.

##### b. Implementation as Leader

Informant 2, a 22 years old female who has been working in Serbu Shop for 4 years, about given motivation from manager she said that the manager is always motivate them privately or publicly, when the shop opens or when the shop is closed. She said that the manager always encourage them to work with dignity and sincerity, to serve customer well and treat each other right and he also always fix employees mistaken action by the end of the day. She also said that their manager is like a leader for them because the manager has been carrying out duties and responsibilities well, he can lead employees, receive complaints from employees, and he once objective but also flexible.

The manager said about giving the employees motivation; he thinks that giving a motivation to the employees is one of the important things to do because it will give them spirit to work hard and diligent. He said that he quite sure that he is a leader for them since he is not a figure to be feared. It can be felt when he was in the middle of all employees, he did not feel has any fear for the employees and so the employees act like they don't fear to the manager. He wants the employees to work comfortably no pressure, and he also wants to be a figure as friend to the employees, so with a healthy working environment, the goals there can be achieved.



### **c. Implementation as Liaison**

Informant 3, a 26 years old male, who has been working there for more than 5 years, when asked about whether the manager is able to hear complaints from the employees regarding to work related, he said that the manager is quite good in collecting the information. It's just that sometimes the manager is not responding to that and that's a disappointment. In his opinion the manager is quite able to maintain a good relationship with the relations especially in neighborhood and suppliers. He said that there is communication between them everyday and sometimes the shop is helping each other in technical matter and that is quite helpful.

The manager said regarding to complaints inside the shop, he said that when there is employee who come to consult he always give them his consideration whether they will take it or not. The important thing is whether those things the employees have been complaining about is good for the shop or not. The manager said that he does maintain a good relation with the neighborhood, suppliers and customers. He said that it is an important thing to have good relations with other parties.

## **2. Informational Role**

### **a. Implementation as Monitor**

Testified by informant 4, a female employee age 37 years old and has been working in Serbu shop for more than 5 years, she said that the manager has been monitoring them well. There is always a control and monitoring whether the employee has completed the work well, or there are obstacles in the finish.

Confirmation from the manager about monitoring the employees he said that pretty sure that it is what managers are for; to monitor and supervise the employees. Monitoring the performance of the employee is one thing that will improve the quality of the shop because the way employees serve customer will affect the satisfaction of the customers.

### **b. Implementation as Disseminator**

Informant 5, 19 years old female employee, who is just working there almost a year, the manager always let them know about anything work-related that needed to know by the employees. Through the meeting, the manager always delivering new things to us and in the next meeting manager will check whether the target of our work has been accomplished in accordance with what have been told before or not.

The manager said about gathering information from outside party that he always find information from competitor or ask customers' feedback for the improvement of the shop. Information obtained from external parties, he always conveys to all employees either directly or indirectly; through the meeting or by announcing board. While to know whether the information has been received by all employees or not, he can check through the examination of their work targets.

### **c. Implementation as Spokesperson**

Informant 6, a female 35 years old who has been working for 6 years, she said that manager always describe and convey to all employees about the action plans from the top management, the policies, the next steps and the results achieved for a particular period of time but for parties outside the organization, it seems not so often, except for the special customer manager always remind them if there will be sale for the upcoming event.

The manager describes that he always describe the information from the top management to the employees what they need to know and rarely inform to parties outside the organization about those things, even if there are outsiders who must be know about the plans, policies, measures, and results.

### **3. Decisional Role**

#### **a. Implementation as Entrepreneur**

Informant 7, a 44 years old female who has been working there for 5 years, said that the manager always take initiative to innovative in the shop, for example about the way the employees serve customer. He always adds something innovative that looks interesting so the customer would be happy to buy it. He also takes initiative to the products in the shop to sell.

The manager said about being initiative and innovative for the shop that he thinks he had been innovative and initiative enough because he always find a way to make the shop can run better both in products and services. For example he always find information about what products that is trending so he can provide it in the shop or evaluate what kind of products that is not interested customer so he will eliminate it and change it with another products.

#### **b. Implementation as Disturbance Handler**

Informant 8, a male 25 years old who has been working for more than 4 years, he said that the manager in his opinion is quite incompetent in handling a disturbance. For example when the shop is very crowded, sometimes there is thief in the shop and when the manager found it out he is not bold enough to warning the thief or threat the thief to be reported to the police. The manager just kicks the thief off the store without warning. In his opinion, the thief will not be feared of that act and possibly will do the same thing once the shop is in crowd again.

The manager said that about handling disturbance in the shop, he said that he tries to be as objective as he could. For example if there is thief in the shop, which is a common situation when the shop is very crowd, the manager said that the thief will successfully shop-lift because of the employees fail in keep an eye to the customer. The manager said that it is part of the shop fault. So if that case happens, the manager said that the more proper thing is not warning the thief instead to correct the employees' behavior in serving and eyeing the customers.

#### **c. Implementation as Resource Allocator**

Informant 9, male 29 years old and been working more than 5 years, when asked about whether the manager has position the employees according to their skills, he said that the manager has been allocating the employees quite properly. The manager can see the ability of each of the employees and place them in section where they will be good.

Manager answers about allocating resources he said that the top management of Serbu Shop is not giving him the right to manage the financial. So in this case, he is only allocating resources like human resources, equipment and time. In human resources, he is allocating the employee according to their skills. He said that placing the right person in the right place could improve the quality of performance. So the manager knows which person belongs to which place.

#### **d. Implementation as Negotiator**

Informant 10, female 26 years old has been working for 2 years, when asked about whether the manager do negotiating with outside party for the sake of the shop she said that the manager does it in some cases. Most of the times he did not negotiating. Manager said that he always do it for the profit of the shop. The manager said that negotiating is not always ask for discount price but also about the way to transact or deliver it to make the shop easier to operate. Another case, the manager said that he always consult with the top management about the employees welfare. About negotiating with supplier, the manager said that actually he is only can negotiate with local supplier about the price and other thing and there is not much local supplier the shop uses. Many of them are out of the city or country so the top management handles it. The only thing the manager can negotiate about the price is the security fee.

## Discussion

### 1. Interpersonal Role

Interpersonal role of a manager divided into three roles in detail that must be run by a manager; the manager's role as figurehead, leader, and liaison. As a figurehead, the manager has been carrying out routine tasks such as monitoring the employees' work from the attendance, performance and the ability to reach target; the availability of the products in store, evaluate the most salable products and eliminate the not-sold products; arranging the appearance of the shop include the cleanliness of the shelf and displays. Eventually because of manager has done his routine task well, the work performance of the employees are also going well and even improving. Employees' perception of the figurehead's characteristic seems to be important for a successful and ultimate change process (Roberts and O'Reilly, 1974:3). This means that the manager has carried out the role of interpersonal role as a figurehead who gives a positive impact on employee performance and improvement.

As a leader, the manager is always in the middle of its employees to always keep the work situations not stressful, so it becomes a comfortable work atmosphere for all employees. The manager is also able to lead his employees, because the employees claimed that the manager is also able to motivate the employees to keep up a good work. With the expertise of the manager as the leader, then the employees were also able to enjoy their work atmosphere so the employees can focus to improve their ability in working. Zielnicky (in Cieslinska, 2007) stated that leader will be evaluated before everything for one's effectiveness in reaching intended purposes. This understanding of lead is based on four pillars, which are providing the leader's efficiency. Eventually the manager's role as a leader has done well and improves the performance of the employees and the quality of the shop.

As a liaison, the manager could receive their complaints related to work and sometimes give some action of helpful solution. Vance et al., (2009:650) explained that liaison role may ultimately have a significant impact on knowledge acquisition and decision making. The manager has been guiding the employee to work well and inform them things they should've known. Though sometimes the employees experienced the manager was not responding to some issues. The manager also is able to gather information from outside party to evaluate the shop performance, whether it is from the suppliers or customers. Proved that the role of a manager as a liaison has run quite well and can improve performance of the shop.

Therefore by analyzing the data that has been submitted, it can be seen that the role of manager in interpersonal role as a figurehead, leader, and liaison has been run well and the results have a positive impact on increasing both employee performance and shop quality.

### 2. Informational Role

Informational role of a manager are divided into three roles that should be run together; manager as monitor, as a disseminator and managers as a spokesman. As a monitor, the information related to the employee's performance has always been a main concern. The monitoring by manager is performed every working day to determine whether the target of employee during the working day has been achieved or not, and if found any obstacles in the work of the employee, the manager will be looking for solutions to solve. With this kind of action from the manager the employees become motivated to finish their job well every day. So the informational role of manager as monitor has been implemented and can improve employee performance.

As a disseminator of information always convey the information obtained from outside the employees. Information and new things that acquired by managers will be delivered to all employees either directly or indirectly through meeting through notice boards. Then, employees immediately follow the information that they get, process it and act according to what have told. Not only to the extent that, the manager will still monitor whether the information conveyed was well received or not. As for knowing whether such information has been received well by the employees through checks on employee work results evaluated on a meeting in the next day or when the shop closed. The effort that manager do to constantly monitor the success of the absorption of the information submitted to the employee making the employees are motivated to immediately run the existing information and show that they had actually been able to take it well. So therefore, the effort of



manager in running informational role as a disseminator of information can improve the performance of employees.

Spreitzer (in Damirel, 2014) explained that only when the information flows freely and shared by every employee then the employees would feel empowered. As a spokesperson, managers has always describe the information about the planned activities of the organization, policies, measures, and results to be achieved from the top management to the employees, and any other information that necessary to be inform to outside party like suppliers and customers. So in Serbu Shop, the manager has tended to been active in presenting and conveying information, but more likely just to the organization's internal environment. Thus, it can be said that the manager's role as disseminator need to be empowered again in order to increase the achievement of the target and to organization's profits can be achieved with more optimal.

### **3. Decisional Role**

The manager's role as decision-maker consists of four roles in detail for the manager to implement; manager as an entrepreneur, manager as a disturbance handler, manager as a resource allocator, and manager as negotiator. As an entrepreneur, the manager always has the initiative to empower employees to increase their performance so that the targets can be achieved by working more optimally. The manager has also came up with some creative idea and innovative to make the shop still competent in the market. In addition, to reduce boredom on the job, the manager is also switching position between employees. It is done to stimulate and increase employees' work motivation to always face new things.

As a disturbance handler, the manager is very attentive to all the problems that exist in the shop. If the manager found employees with a bad performance, that indicated by not able to reach the target, the manager will find the obstacle that impact to employees' performance. Not only to that extent, the manager is also trying to help find solutions and help the employees to do it. Of course, in determining the best alternative solution the manager directly communicates with the employees concerned. It works same way with other problem that exist in the shop, for example conflict between employees and thief in shop caused by the lack of supervision of employees. All that makes the employee does not feel alone in the face of their constraints, so that when the problem has been resolved, motivation to concentrate on the job will also be recovered. It is proved that the managers in decisional roles as disturbance handler can improve the performance of employees.

As a resource allocator, managers must be able and keen in providing the tasks and to whom these tasks are more appropriately delegated. In carrying this role, the manager has been allocating the employees well. The manager has been observation the employee before he places them in the current position. Though sometimes the manager has his own concern in switching their position but overall the employees are happy with their position now and they think it is suitable for their skills. However, the role of this manager directly provides opportunities for employees to develop themselves and automatically experiencing improvement in their skills. Several employees said that if at any time the manager implement a working system all round, they will always be ready to run. Manager as the resource allocator must be able to provide opportunities, and providing infrastructure for employees, so the ability of employees can be improved. In order to carry out its role as resource allocator the manager has done it quite well so it can improve the work performance of employees in marketing the products in the shop.

As a negotiator, the manager will be said has run that role if the company has successfully made a deal with parties outside the organization in order to increase company profits. In Serbu Shop, the manager has done it in the area he could. Since most of the vendible in the shop are ordered outside North Sulawesi and some of them are imported from outside Indonesia, the manager cannot do a lot of negotiation with suppliers because the top management handles it. But the manager can negotiate with local supplier about the price, the delivery and the payment time. If these negotiations have deal, then the manager will make a planning and work programs and inform it to the employees to be implemented and the manager always control whether it has been running according to the deal. Sometimes the manager also negotiates about extra expense that is not necessary to be expended by the shop to the related officer, like security informal fee. Though sometime some employees thought that manager still can do more negotiate but the manager refuge because of the manager's lack of skill to negotiate. Sometimes the manager also negotiates with the top management about giving bonuses to the employees who deserved it and to make a cut to those who are often come late to work. The goal is the



expansion of the company's operations in the form of increasing profits. With that kind of actions from the manager, the employees are able to work in system that has control by the manager and the employee are also will be motivated to give the best performance to serve the customers knowing that the manager will appreciate their hard work. So overall the manager's role as a negotiator has done well and improves the performance of the employees and quality of the shop.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The implementation of all managerial roles has basically been run well by the manager. Some roles are very significant in improving the performance of the employees and automatically improving the shop performance too. For example the role of interpersonal relationships, especially as a figurehead is very influential on employee performance improvement. In the other hand, the informational roles as monitor and as a disseminator also have a positive impact on increasing performance. For the role of decision makers as an entrepreneur and disturbance handler also contributed in efforts to increase profits and improve the quality of the shop.

It is also proved that a good implementation of Mintzberg's Managerial Role can give a good impact to the shop especially in the field of its human resources performance. As for the role that is considered to empower more are the manager interpersonal role as liaison and the manager decisional role as resource allocator and negotiator. These three roles run by the manager are not so striking in attempt to improve the performance of the employees of Serbu Shop Tomohon.

### Recommendation

There are several recommendations suggested to the company:

1. As liaison in the interpersonal role, the manager has already implemented it well but it is needed to reconsider to be correctively done. The manager must be more proactive in responding the reports of the employees especially related to the stock of the vendible. In case if the manager thinks that the complaints of the employees are not too necessary to be considered then the manager can at least explained the reasons of why the manager take that actions so the employees will gain understanding instead of disappointment.
2. As the resource allocator in decisional role needs to be maintained. The way the manager observed has actually works and the allocation of the human resources, equipment and time has been accurately done but the consideration of switching positions of some employees too often is need to be changed because some employees experienced difficulties in making their skill to excellent if there are too much switching positions.
3. As the negotiator of the shop, though overall the manager has already implemented it well but the manager must also improve the ability to negotiate with the parties outside the shop for improving shop's profits. The manager must be more active in arranging a solutions that will make a mutual benefits to both side. If the manager is improving the skill of negotiating then the profits of the shop will be increased as well.

## REFERENCES

- Cieslinska, Katarzyna., 2007. *The Basic Role of Manager Roles in Business Organizations*. Department of Economics of August Cieszkowski Agricultural University of Poznan, Poland. Pp.10.
- Demirel, A. Gönül., 2014. *A Study on the Relationships between the Information Disseminator Role of the Manager, Empowered Employees and the Company Performance*. University of Yeditepe, Turkey. Pp.100.
- Dessler, Gary., 2013. *Human Resources Management*. Pearson, Florida.
- Fayol, H., 2002. *Industrial and General Administration*. University of Michigan, USA.
- Given L., 2008. *The SAGE Encyclopedia of Qualitative Research Methods* Vol. 1&2. SAGE Publications, Singapore.
- Gottschalk, Petter., 2002. *The Chief Information Officer: A Study of Managerial Roles in Norway (online)*. Available on [http://www.hicss.hawaii.edu/hicss\\_35/hicsspapers/pdfdocuments/ositg01.pdf](http://www.hicss.hawaii.edu/hicss_35/hicsspapers/pdfdocuments/ositg01.pdf)., acces on July 15, 2014. Pp.8-9.
- Haimann, Theo., 1978. *Managing the Modern Organization (online)*. Available on [http://www.goodreads.com/author/show/1486221.Theo\\_Haimann](http://www.goodreads.com/author/show/1486221.Theo_Haimann). Retrieved on July 16, 2014.
- Hancock, B., 2009. *National Institute for Health Research (online)*. Available on <http://www.rds-yh.nihr.ac.uk/wp-content/uploads/2013/05/5-Introduction-to-qualitative-research-2009.pdf>. Retrieved on July 15, 2014. Pp.9.
- Mintzberg, H., 1994. *The Nature of Managerial Work*. Harper and Row, USA.
- Roberts, and O'Reilly., 1974. *Organizational Communication (online)*. Available on <http://www.slideshare.net/lysbeth/figurehead-and-success-of-organisational-change-ao-m-f04>. Retrieved on July 16, 2014. Pp.3.
- Vance, M., Charles, and Vaiman, V., and Andersen, T., 2009. *The Vital Liaison Role of Host Country Nationals in MNC Knowledge Management*. Wiley Interscience, USA.
- Wadongo, B., Edwin, O., and Oscar, K., 2010. *Managerial Roles and Choice of Performance Measure in the Kenyan Five – Stars Hotel Using a Cross – Sectional Correlations Design*. Taylor and Francis, USA. ISSN 1360-6719 print/ISSN 1466-450X. Pp.28-29.
- Woods, P., 2006. University of Plymouth, Faculty of Education (online). Available on: <http://www.edu.plymouth.ac.uk/resined/qualitative%20methods%202/qualrsh.htm>. Retrieved on July 17, 2014. Pp.15.