



# Good Managers...What They Mean to Their Employees

**R**esearch conducted by the Kenexa® Research Institute evaluated workers' views of their immediate managers.

According to the latest research, an immediate manager has more influence on their employees beyond their role as delegator, evaluator and motivator. The results suggest that an employee's view of their immediate manager has a significant impact on their engagement level and overall views of the company.

For those employed in the United Kingdom, good managers positively affect an employee's job satisfaction. Managers who contribute to job satisfaction do an overall good job of managing people and projects, treat people fairly and provide useful feedback. Managers such as these have a significant, favorable impact on how these workers rate their pride in their organization, willingness to recommend it as a place to work and their overall satisfaction. Additionally, those employees who rate their manager highly intend to stay with the organization versus those who are dissatisfied with their manager.

However, not all organizations have a pool of such talented managers. Favorability regarding an employee's immediate manager varies notably among industries. Employees in the banking and accounting industries are the most favorable, whereas those workers in the light manufacturing and the transportation industries have the least favorable opinions.

Similarly, people in different jobs rate their managers differently. Those in managerial and executive positions as well as clerical and technical workers have notably more favorable opinions of their immediate managers than do workers who are operators or in the crafts and skilled trades.

Those who are newer to an organization have significantly more favorable opinions of their immediate manager than do those who have been with the organization longer. In terms of age, the youngest workers are the most favorable with their immediate manager.

"Effective managers do a better job of retaining talented employees because they manage the workload, treat employees fairly and provide useful feedback," said Vernon Bryce, European Operations Director, Kenexa.

## Database Overview

The Kenexa WorkTrends™ database is a comprehensive normative database of employee survey results with comparisons on topics including leadership, employee engagement and customer orientation from workers in Brazil, China, Germany, India, the United Kingdom and the United States.

## Study Details

The WorkTrends survey question was designed specifically to evaluate how workers view their immediate manager. The question asked was: Overall, how good a job do you feel is being done by your manager?

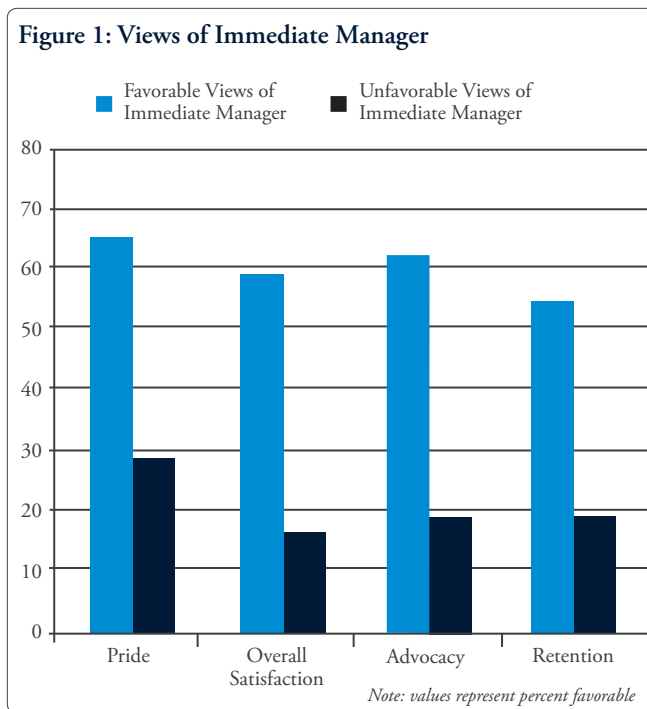
## Employee Engagement

The WorkTrends survey questions were designed to evaluate employee engagement. The questions asked were:

- I rarely think about looking for a new job with another company.
- I would gladly refer a good friend or family member to my company for employment.
- Overall, I am extremely satisfied with my company as a place to work.
- I am proud to tell people I work for my company.

Opinion items were rated using a 5-point Likert-like scale. The percent favorable is the percentage of people who chose either of the two most positive answers (typically “strongly agree” or “agree”).

Employee engagement is calculated by averaging the percentage of favorable responses across these four items. This results in a single score that reflects the overall employee engagement (see Figure 1).



**Key Drivers Across Countries**

KRI asked a representative sample of over 1,000 workers from Brazil, China, Germany, India, the United Kingdom and the United States to rate the overall effectiveness of their immediate manager. We then identified the key “drivers” of managerial effectiveness. They are shown in Figure 2.

The universal results for the six countries indicate that subordinate employees rate their managers favorably if the manager treats employees fairly, does a good job at managing the work, provides useful feedback and is a “people manager.”

**Figure 2: Manager Effectiveness Components by Country**

Index Component	Brazil	China	Germany	India	UK	U.S.
Manager treats employees fairly	•	•	•	•	•	•
Manager does a good job of managing the work	•	•	•	•	•	•
Manager provides useful feedback	•	•	•	•		
Manager is good at people management	•	•			•	•
Overall job satisfaction			•			
People are motivated to do their best				•		
Rating of job security				•		
Manager is ethical	•					

In addition to the cross cultural drivers of managerial effectiveness, there are unique differences among the six countries.

1. German workers feel that an immediate manager is influential over an employee’s job satisfaction.
2. Indian workers associate an employee’s willingness to do their very best and an employee’s sense of job security with having an effective manager.
3. Brazilian workers rate ethics as a driver of managerial effectiveness.

**Figure 3: Manager Effectiveness by Job Function**

Job Function	Percent Favorable
Executive/Senior Manager	91
Manager	57
Clerical	56
Technical	55
Professional	55
Service	52
Supervisor	50
Sales	49
Laborers	48
Operative	33
Crafts/Skilled Trades	28

Figure 4: Manager Effectiveness by Industry

Industry	Percent Favorable
Banking Services	68
Accounting/Legal	67
Healthcare Products/Pharmaceuticals	62
Heavy Manufacturing	62
Communication Services	62
Government/Public Administration	57
Construction/Engineering	57
Financial/insurance/Real Estate	56
Education	54
Business Services	54
Retail/Wholesale Trade	51
Hi-Tech Manufacturing	50
Personal Services	47
Healthcare Services	46
Food Industry Retail/Wholesale	40
Light Manufacturing	33
Transportation Services	33

Figure 5: Manager Effectiveness by Tenure

Tenure	Percent Favorable
< 1 year	62
1 – 2 years	60
3 – 5 years	45
6 – 10 years	57
11 – 15 years	48
> 15 years	45

Figure 6: Manager Effectiveness by Age

Age	Percent Favorable
18 – 24 years	61
25 – 34 years	53
35 – 44 years	52
45 – 54 years	48
55+ years	48

**About Kenexa**

Kenexa provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

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