



The Kenexa® Research Institute Finds What Good Managers Mean To Their Employees

Research conducted by the Kenexa® Research Institute (KRI), a division of Kenexa, a global provider of business solutions for human resources, revealed results of its employee opinion study for the GCC. 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 his/her immediate manager has a significant impact on his/her engagement level and overall opinion of the company. The data come from an analysis of the WorkTrends™ database, an annual survey of worker opinions conducted by KRI.

The latest results from the study indicate that 57% of subordinate employees in the GCC rate their managers as effective. Kuwait (62%) reported the highest rating of managerial effectiveness, followed by Bahrain and Qatar (58%), Oman (56%), the United Arab Emirates (55%) and Saudi Arabia (54%). Employees' evaluations of their manager are driven by the extent to which the manager displays the fundamentals of managerial competence: doing a good job at managing the team's work and the team itself, and being perceived as a leader.

For employees in the GCC, an effective manager treats employees fairly, evaluates employees' performance fairly, makes use of employees' ideas, solves problems quickly and practices open, two-way communication.

For all workers studied, good managers have a significant impact on the workers' employee engagement levels. Employee engagement is the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks important to the

achievement of organizational goals. Engaged employees favorably rate their pride in their organization, willingness to recommend it as a place to work and their overall job satisfaction.

Additionally, those employees who are satisfied with their manager state a much higher intention to stay with the organization versus those who are dissatisfied. Those who rate their managers as good also feel they have a promising future with the company and have confidence in the organization's future.

"Effective managers are respectful, considerate and fair, as well as good organizers who can clearly communicate work expectations and provide feedback. While this is easy to grasp conceptually, many managers struggle with implementation but for those who get it, there are large benefits," said Vernon Bryce, Managing Partner Kenexa Middle East, based in DIFC Dubai.

Database Overview

The WorkTrends database is a comprehensive normative database of employee opinions on topics including leadership, employee engagement and customer orientation. In 2009, approximately 10,000 U.S. citizens, and 1,000 individuals in each of the following countries/regions took the WorkTrends survey online: Brazil, Canada, China, France, Germany, India, Italy, Japan, Spain, and the United Kingdom, and 750 individuals in Russia. The Gulf Co-op Council (GCC) countries of the Middle East were also surveyed to a lesser extent due to surveying limitation in that region of the world. The GCC countries include the Saudi Arabia, United Arab Emirates, Qatar, Bahrain, Oman and Kuwait. Altogether, 21,920 employees were surveyed in 2009.

Study Details

The WorkTrends survey questions were designed specifically to evaluate how workers view their immediate manager. The questions asked were:

- Overall, how good a job do you feel is being done by your manager?
- My manager does a good job at ‘people management,’ that is, dealing with the people who work for him/her.
- My manager does a good job at ‘managing the work,’ that is, making appropriate work assignments, setting priorities, scheduling, etc.
- My manager is an outstanding leader.

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

Survey Results

The Manager Effectiveness Index measures employees’ ratings of their immediate managers. Employees’ evaluations of their manager are driven by the extent to which the manager displays the fundamentals of managerial competence: doing a good job at managing the team’s work and the team itself, and being perceived as a leader.

Figure 1: Survey Results

	Bahrain	Kuwait	Oman	Qatar	Saudi Arabia	United Arab Emirates
Overall, manager does a good a job	74	74	72	72	70	68
Manager good at ‘people management’	56	58	53	57	53	53
Manager good at ‘managing the work’	53	58	53	55	50	51
Manager is an outstanding leader	49	57	48	47	43	46
<i>Manager Effectiveness Index</i>	<i>58</i>	<i>62</i>	<i>56</i>	<i>58</i>	<i>54</i>	<i>55</i>

Employee Engagement

Employee engagement is defined as the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals. An engaged employee has pride in, advocates for, is loyal to his/her employer and exerts discretionary effort toward achieving employer goals.

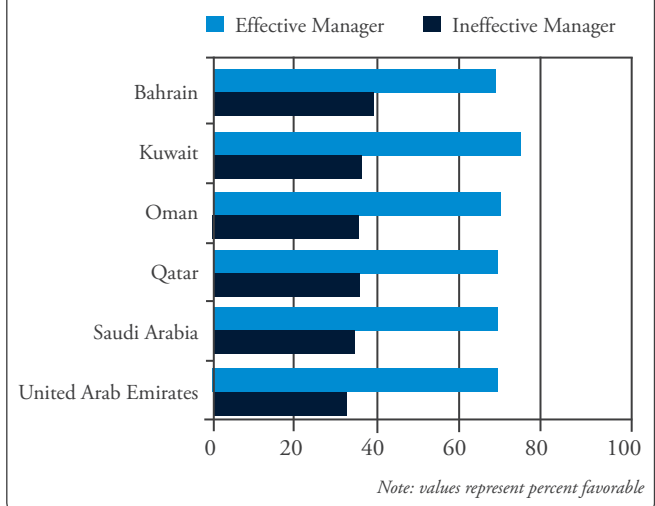
The Employee Engagement Index is the average level of agreement for:

- I am proud to tell people I work for my company.

- Overall, I am extremely satisfied with my company as a place to work.
- I would recommend this place to others as a good place to work.
- I rarely think about looking for a new job with another company.

Employees who feel that their manager is effective rate their engagement with their organization much more favorably than do employees who feel that their manager is ineffective.

Figure 2: Employee Engagement and Manager Effectiveness



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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