



Should I Stay or Should I Go?

Research conducted by the Kenexa® Research Institute (KRI) evaluated workers' views of their immediate managers and the impact they have on their intent to leave the organization.

The results from the latest cross-culture study indicate that among the six countries surveyed, 12% of workers state their manager is ineffective. Workers in the United Kingdom are more likely to rate their immediate manager unfavorably, while workers in India report the highest levels of satisfaction with their manager.

Employees view their manager as ineffective if they do not practice ethical behavior, provide useful feedback, treat people fairly and effectively manage the workload. For all workers studied, poor managers have a significant, unfavorable impact on how these workers 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 dissatisfied with their manager state a much higher intention to leave the organization versus those who are satisfied.

Results among the six countries surveyed dramatically indicate an employee is three times more likely to state an intention to leave the organization if they have a manager who is doing a poor job in leading their team or organization. In India and China, the impact is even higher.

“Given the high cost of employee turnover, it is clear that poor managers within an organization dramatically increase the cost of operations. Managers who demonstrate ethical conduct, show consideration and respect, and have an open, proactive relationship with their employees can create

high performing units and also do a better job of retaining talented employees,” said Jack W. Wiley, Ph.D., executive director, Kenexa Research Institute.

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

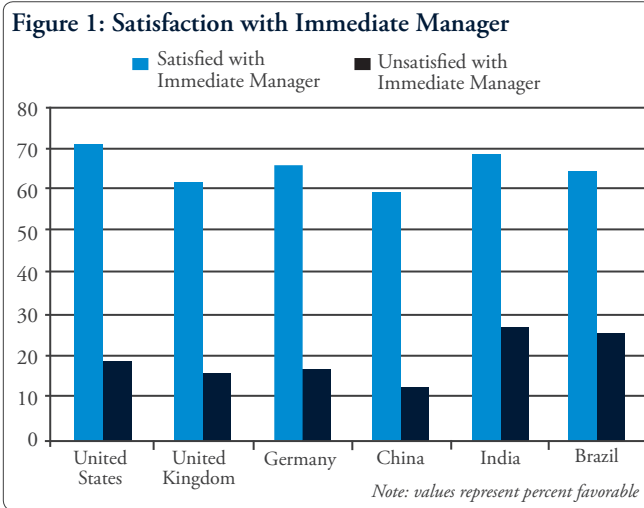
The WorkTrends survey question was designed specifically to evaluate how workers view their immediate manager. The question asked was: Overall, how good a job do you feel is being done by your manager?

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 (Figure 1).

Manager Effectiveness (See Figure 2)

- Sixty-three percent of subordinate employees rate their managers as effective.
- Twelve percent of subordinate employees rate their managers as ineffective.

Figure 2: Manager Effectiveness on Key Items by Country

U.S.	Manager Effectiveness Item	Effective	Ineffective
	My manager treats employees fairly	91	8
	My manager gives useful feedback	83	9
	My manager does a good job at managing the work	84	7
	My manager is ethical	81	16

CHINA	Manager Effectiveness Item	Effective	Ineffective
	My manager treats employees fairly	79	4
	My manager gives useful feedback	86	19
	My manager does a good job at managing the work	78	7
	My manager is ethical	62	15

UK	Manager Effectiveness Item	Effective	Ineffective
	My manager treats employees fairly	94	15
	My manager gives useful feedback	82	5
	My manager does a good job at managing the work	81	7
	My manager is ethical	77	21

INDIA	Manager Effectiveness Item	Effective	Ineffective
	My manager treats employees fairly	91	11
	My manager gives useful feedback	83	0
	My manager does a good job at managing the work	78	7
	My manager is ethical	62	15

GERMANY	Manager Effectiveness Item	Effective	Ineffective
	My manager treats employees fairly	87	4
	My manager gives useful feedback	76	4
	My manager does a good job at managing the work	76	4
	My manager is ethical	63	17

BRAZIL	Manager Effectiveness Item	Effective	Ineffective
	My manager treats employees fairly	80	12
	My manager gives useful feedback	64	4
	My manager does a good job at managing the work	73	5
	My manager is ethical	68	9

Impact of Managerial Effectiveness on Employee Retention

As the results dramatically indicate, an employee is three times more likely to state an intention to leave the organization if they have a manager who is doing a poor job in leading their team or organization.

Figure 4: Intent to Leave

Country	Employees who intend to leave the company if manager is rated as:	
	Poor	Good
Brazil	66	10
China	66	12
Germany	55	14
India	73	5
United Kingdom	52	19
United States	63	15
<i>Overall</i>	<i>63</i>	<i>12</i>

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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