

CIPD

Survey report
May 2023

The importance of people management

Analysis of its impact on employees

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Survey report

The importance of people management: Analysis of its impact on employees

Contents

1	Introduction	2
2	A measure of manager quality: The line manager sub-index score	2
3	Line manager quality, employee engagement and employee performance	7
4	Line manager quality, employee health and wellbeing	10
5	Getting on with the boss: Working relationships with line managers	12
6	Line managers and career development	15
7	Support for line managers	21
8	Improving line management	26
9	Conclusions	26
10	Endnotes	27

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1 Introduction

There is growing evidence on the importance of line management.¹ This report (based on data collected from about 6,000 workers in early 2022²) adds to the evidence base with analysis of the 2022 CIPD/YouGov UK Working Lives survey, which shows that quality of line management has an impact on employees and affects their health and wellbeing.

Almost 10 million people in the UK are line managers.³ Most of them manage people alongside other duties. Some manage the stresses and strains of management well, some not so well. How well they are seen to do this has significant implications for those who they manage.

The CIPD line manager behaviour framework

As part of its suite of [manager support](#), the CIPD has identified behaviours that support health, wellbeing and engagement, namely:

- being open, fair and consistent
- handling conflict and people management issues
- providing knowledge, clarity and guidance
- building and sustaining relationships
- supporting development.

This framework was developed taking account of previous research and practitioner experience. It isn't a surprise, then, that the measure of line manager quality used in this report is consistent with these behaviours, as this report presents new and compelling evidence of the impact of line management quality on the performance, health and wellbeing of employees.

2 A measure of manager quality: The line manager sub-index score

The CIPD/YouGov UK Working Lives surveys have asked everybody with a line manager nine questions about their manager, as follows:

'To what extent do you agree or disagree with each of the following statements for your main job?

My immediate supervisor, line manager or boss:

- respects me as a person
- recognises when I have done a good job
- is successful in getting people to work together
- helps me perform well in my job

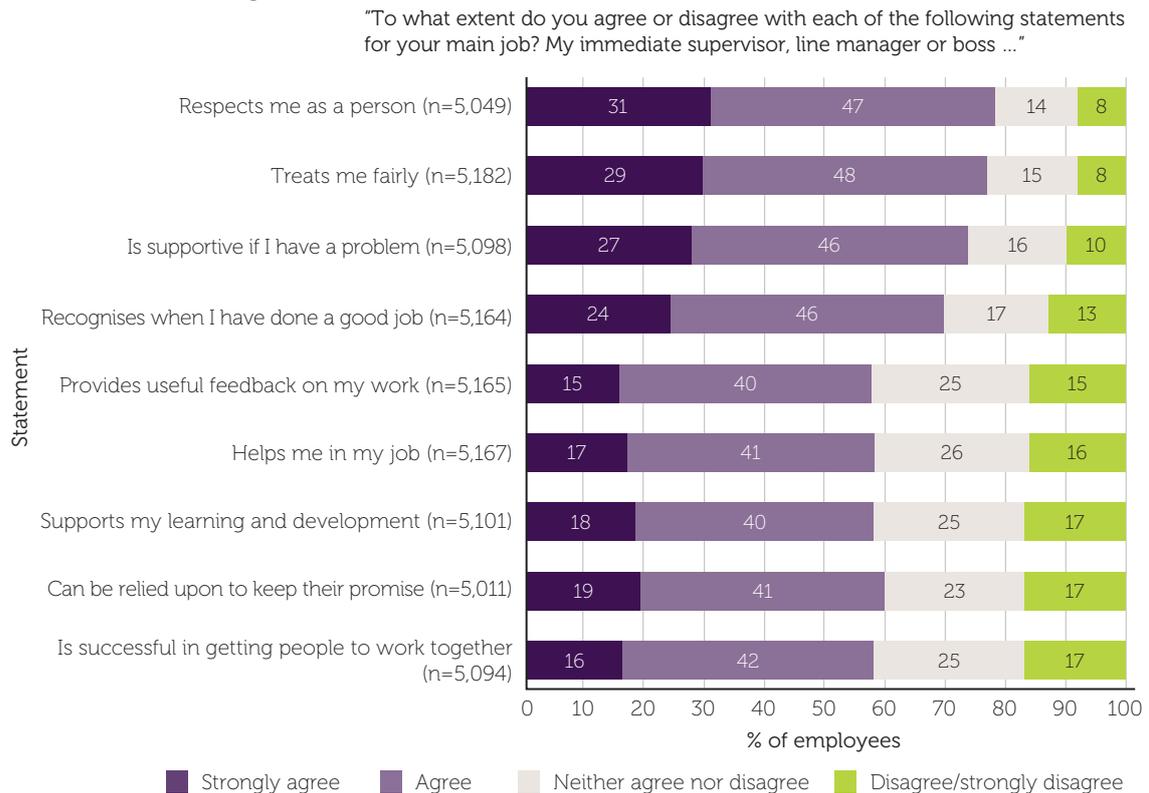
- provides useful feedback on my work
- supports my learning and development
- can be relied upon to keep their promise
- is supportive if I have a problem
- treats me fairly.'

These questions cover line managers' ability, benevolence, integrity and predictability – which together form the foundation of a manager's trustworthiness.⁴ Between them, they also measure most of the behaviours in the CIPD line manager behaviour framework.

For all nine questions, over half of employees had a favourable opinion of their manager (Figure 1).⁵ Employees were most likely to be positive about their manager's personal integrity, such as whether they treated them fairly or with respect. Employees were most likely to be equivocal (or worse) about the ability of their managers to help them improve and develop.

Figure 1: Line manager behaviour, 2022 (%)

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



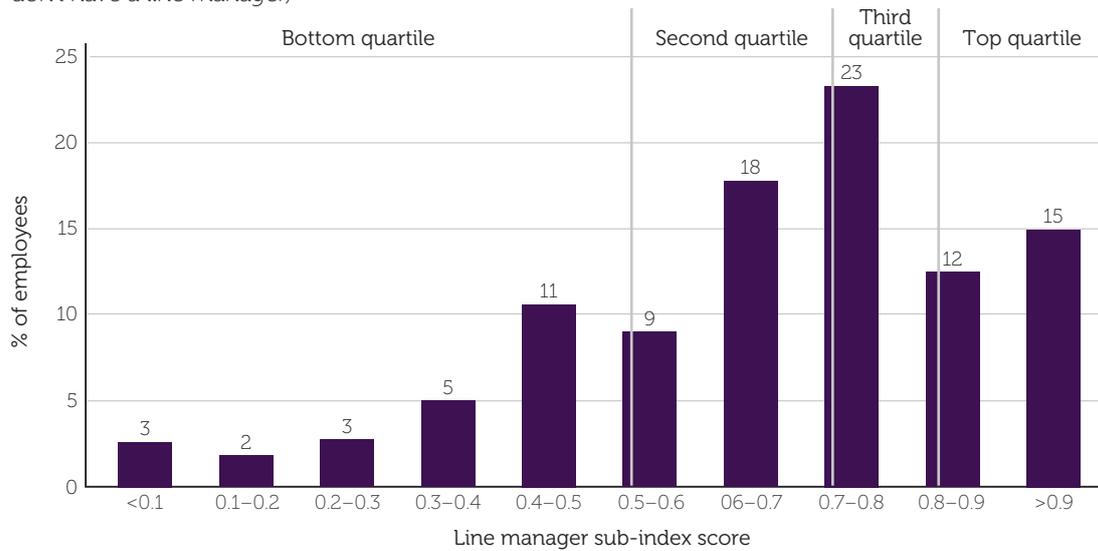
Source: CIPD/YouGov UK Working Lives survey 2022.

All nine items were highly correlated with each other, meaning that employees who had, say, a positive assessment of their manager's ability to treat them fairly also tended to have a positive view of their manager's ability to give useful feedback.

The CIPD's Good Work Index therefore combined results from all nine questions to produce a line manager sub-index, whereby everyone's line manager was assigned a score between zero (worst possible score) and one (best possible score).⁶ In 2022, the average (mean) score was 0.667 and the median score was 0.719 (Figure 2). About 8% of employees gave their manager the best possible score; however, just over 1% gave their manager the worst possible score.⁷

Figure 2: Distribution of line manager sub-index scores, 2022 (%)

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

The data was divided into quartiles. The bottom quartile consisted of employees with a line manager score below the 25th percentile (0.531), whereas the top quartile consisted of employees with a line manager score above the 75th percentile (0.806). These quartiles will be used to distinguish those employees who had a (relatively) high opinion of their manager from those employees who had a (relatively) low opinion of their manager.

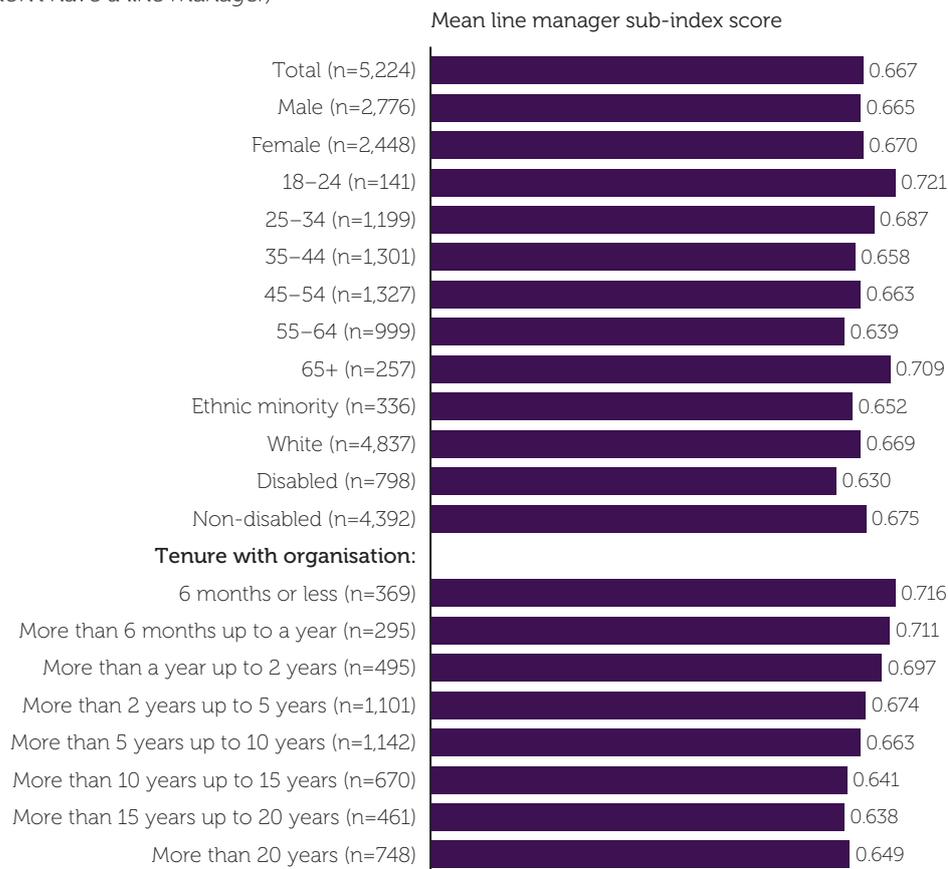
The line manager sub-index score is not just affected by the behaviour and characteristics of the individual manager. It is also affected by organisation-level factors – in particular, the policies and practices that managers were expected to implement, and the workplace climate in which interactions between the line manager and the employee took place. In addition, these data are subjective; different employees may see the same manager behaviour in a different light. Arguably, these data are also incomplete: they do not measure factors such as the employee's assessment of their manager's technical competence (something emphasised in previous research);⁸ nor do they cover all aspects of line management that some commentators think are important, such as making employees aware of their rights at work.⁹

On average, female employees rated their line managers slightly more highly than men (Figure 3). This could mean that line managers – who were mainly men – were better at managing women than men, but other interpretations

are possible: that women might be more likely to work in well-managed organisations; or, that women were slightly more inclined than men to see the behaviour of their line managers in a positive light (or to have lower expectations of their line managers).

Figure 3: Line manager sub-index scores, by various personal characteristics of those being managed, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



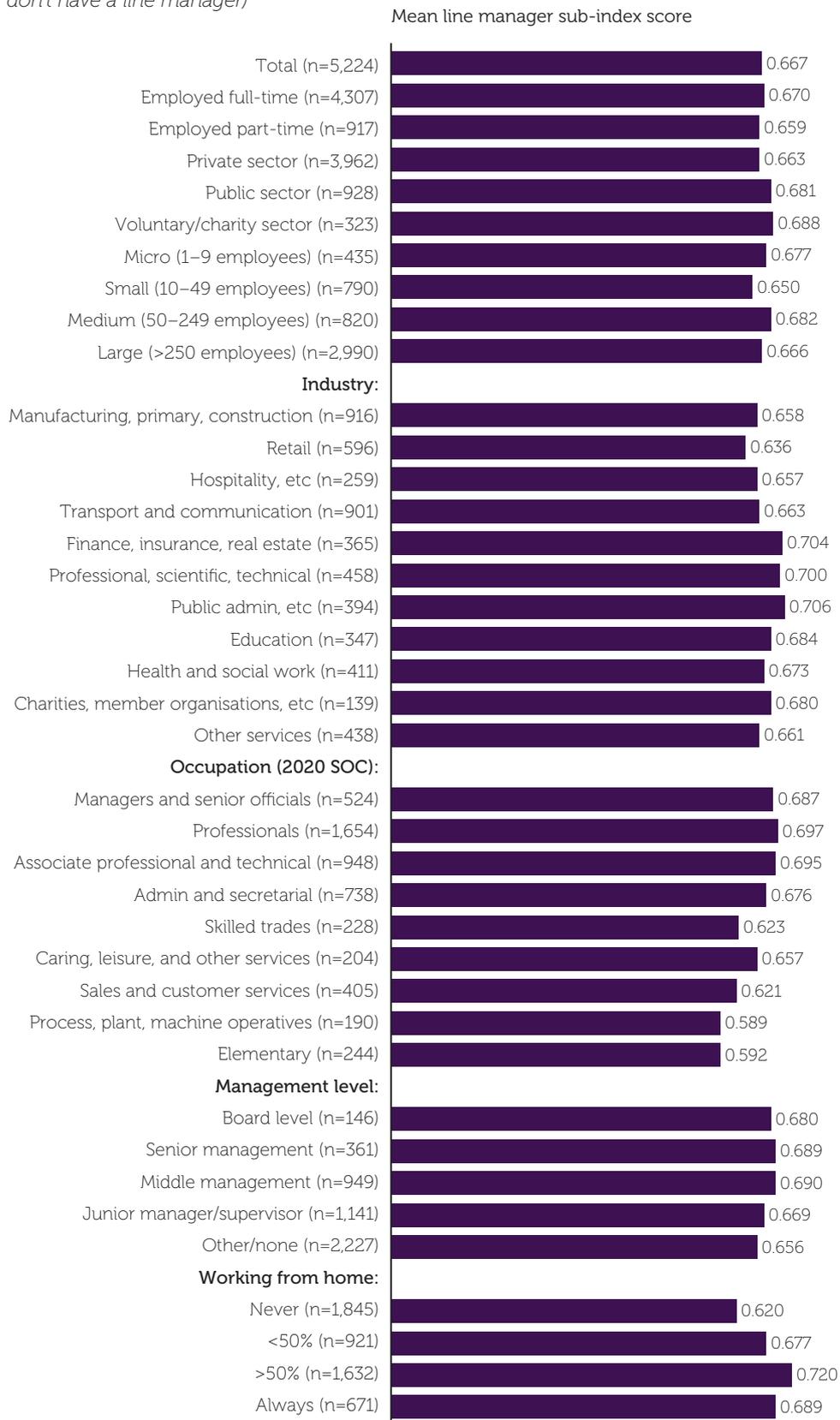
Source: CIPD/YouGov UK Working Lives survey 2022.

Employees with a disability did not rate their line managers as highly as employees without a disability. Nor did employees with an ethnic minority background rate their line managers as highly as white employees.¹⁰

Employees in the very smallest organisations – those with fewer than 10 employees – gave their line managers a higher average rating than employees in larger organisations (Figure 4). For them, the increased visibility of managers and the scope for building personal relationships with them would seem to outweigh any disadvantages arising from the informality characteristic of the smallest enterprises.¹¹ Employees in routine, low-skill occupations did not rate their line managers as highly as employees in professional and associate professional occupations. Once allowance was made for these job-related characteristics, however, the scores of ethnic minority and disabled employees were still significantly lower than their white/non-disabled counterparts.¹²

Figure 4: Line manager sub-index scores, by various job-related characteristics of those being managed, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

Employees who never worked from home gave their managers a much lower average rating than employees who did some working from home.

Employees who were themselves line managers gave their managers a slightly higher average rating than employees who weren't line managers.¹³ This may be because those who are good at managing people are more likely to move up management hierarchies, or because people who are themselves managers look at the actions of their managers in a more sympathetic light.¹⁴

3

Line manager quality, employee engagement and employee performance

Arguably the core function of line management is maintaining and (hopefully) improving the performance of employees. Indeed, the best line managers significantly increase the productivity of their teams.¹⁵

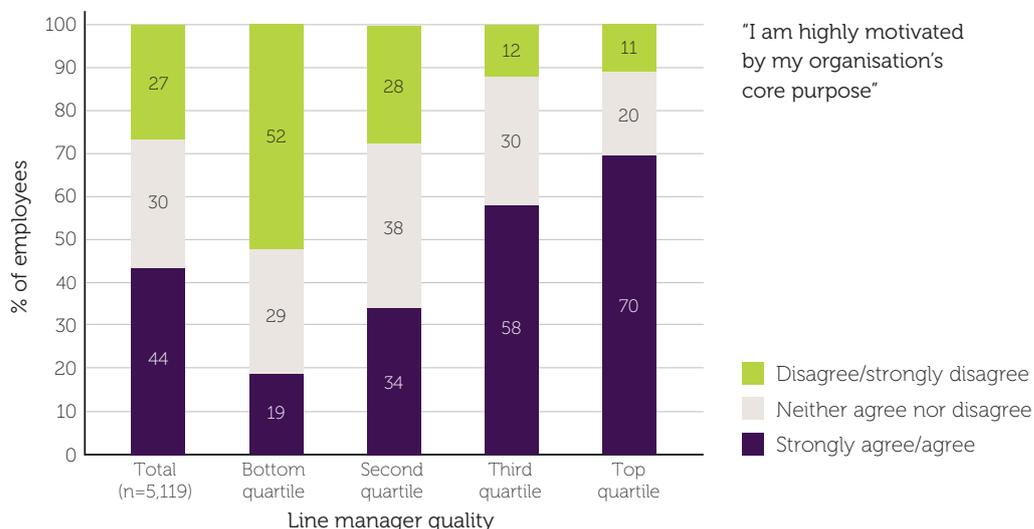
Engagement and commitment: An ingredient of performance

Engaging managers is one of the four enablers of employee engagement.¹⁶ Research has emphasised the strong positive relationship between worker commitment and labour productivity, along with the potential for worker commitment to be increased through the application of human resource management practices.¹⁷

However, employees with lower-quartile managers were much less likely to display a high level of commitment to their employer (Figure 5).¹⁸

Figure 5: Organisational commitment, by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

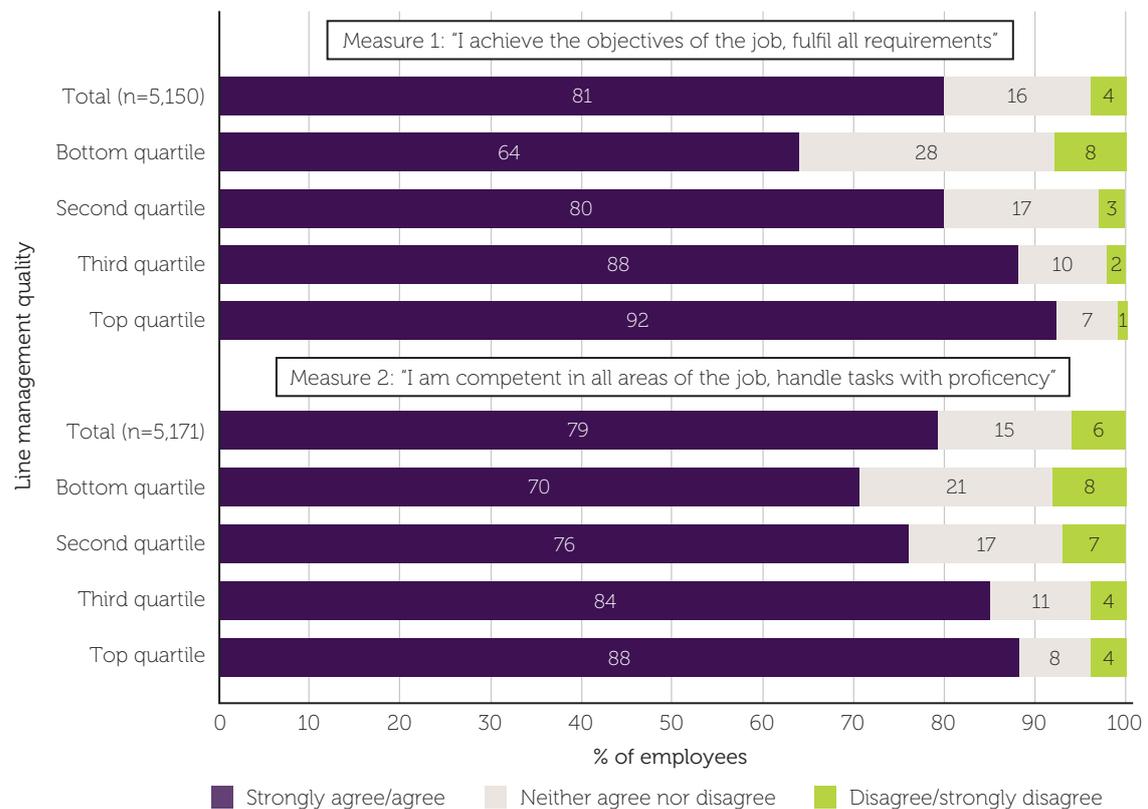
The remainder of this section shows how line manager quality is connected to measures of employee performance, using a breakdown of performance based upon a review of the scientific literature.¹⁹

Task performance

Around four-fifths of employees thought they were fully competent to perform the tasks required by their job, depending on the precise measure used (Figure 6). Employees with bottom-quartile managers were least likely to agree they were fully competent, although, even here, almost two-thirds (64%) of employees still regarded themselves as fully competent. In contrast, over 90% of employees with top-quartile managers thought they were fully competent.²⁰

Figure 6: Measures of task performance, by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

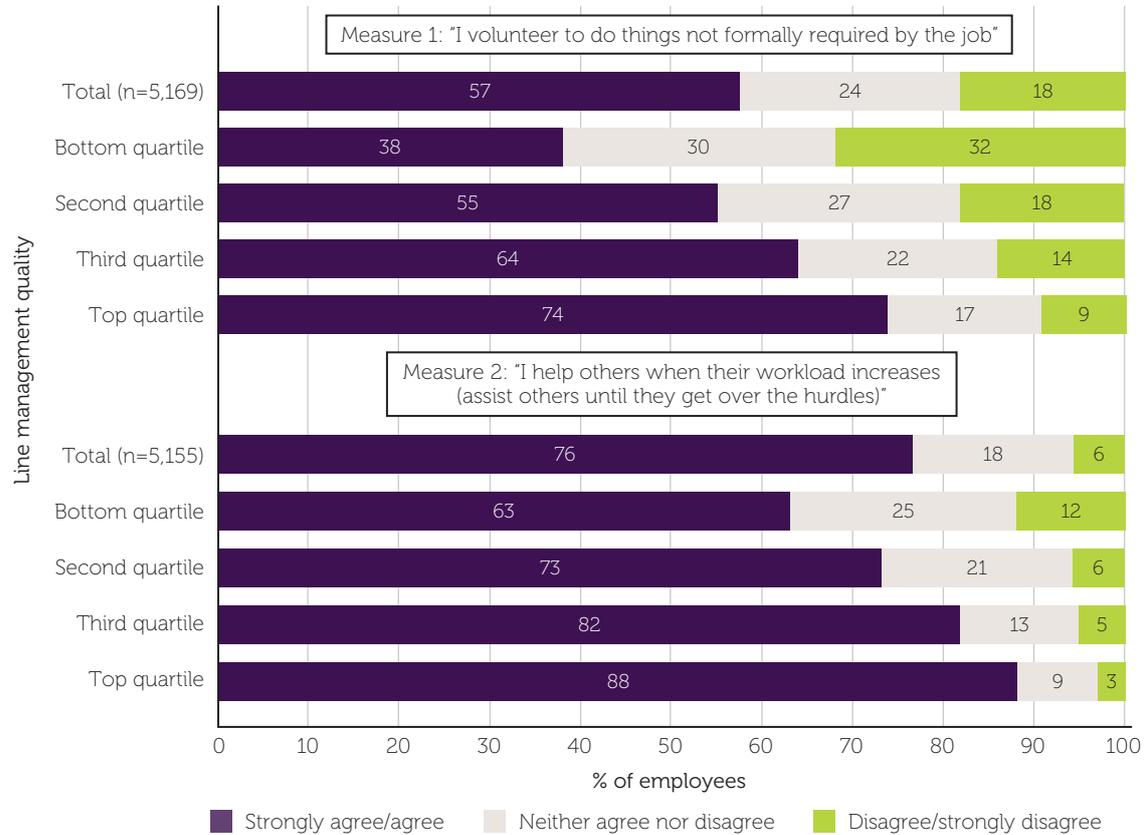
Contextual performance

A more demanding test of management is its ability to coax discretionary effort from employees, effort that is beyond that required in the employment contract or job description.

There was a clear relationship between line manager quality and willingness to supply this discretionary effort (Figure 7).²¹ For example, less than two-fifths (38%) of employees with bottom-quartile line managers were prepared to volunteer for duties outside their job description, whereas almost three-quarters (74%) of employees with top-quartile line managers were prepared to do this.

Figure 7: Measures of contextual performance, by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



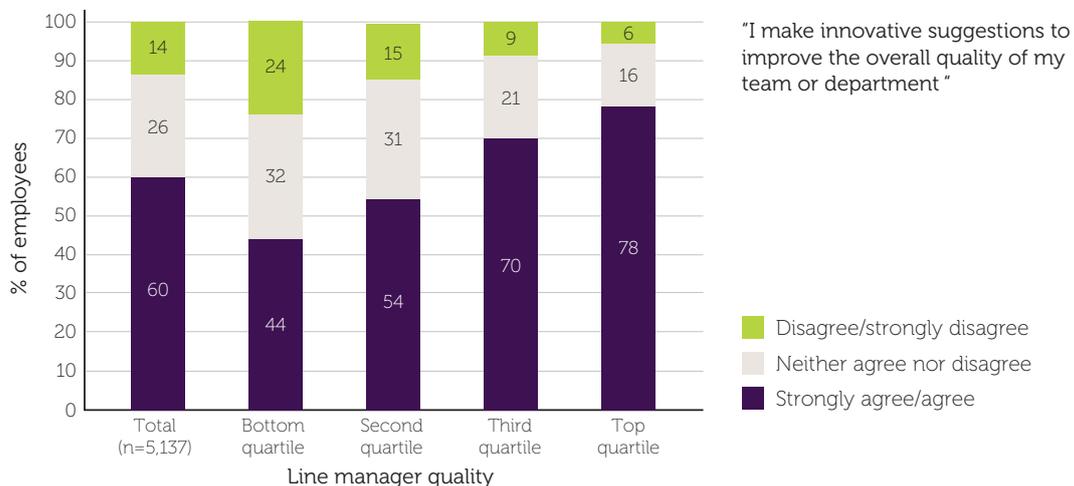
Source: CIPD/YouGov UK Working Lives survey 2022.

Adaptive performance

Line manager quality was also linked to welcoming attitudes to innovation (Figure 8). The majority of employees with bottom-quartile line managers said they would 'sit on their hands' rather than make innovative suggestions to improve quality.²²

Figure 8: Positive attitude to innovation (adaptive performance), by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

Taken together, these results suggest that line manager quality produces significant performance benefits for the organisation.

4 Line manager quality, employee health and wellbeing

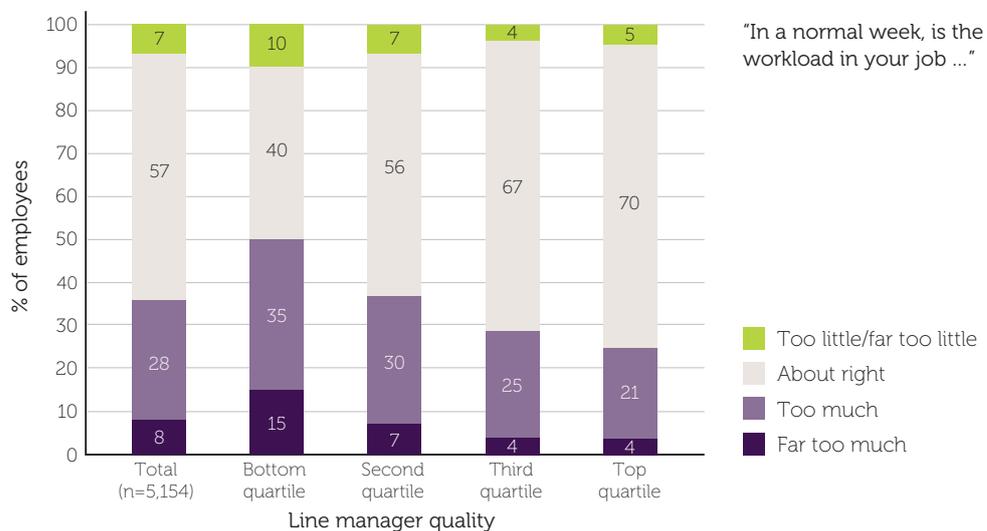
When times are tough, support from line managers is one of the key resources that can help prevent, or at least mitigate, the risk of stress and burnout.²³

Workload and stress

Half of employees with a bottom-quartile line manager thought their workload was too much (or far too much) compared with a quarter of employees with a top-quartile manager (Figure 9).²⁴ Of course, workload may be due to factors outside the line manager's control.

Figure 9: Workload pressure, by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

According to employers, workload and 'management style' were two of the most common reasons for stress-related absence,²⁵ so it is no surprise that employees with bottom-quartile line managers also found themselves experiencing work-related stress most frequently (Figure 10).²⁶

Figure 10: Stress, by line management sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



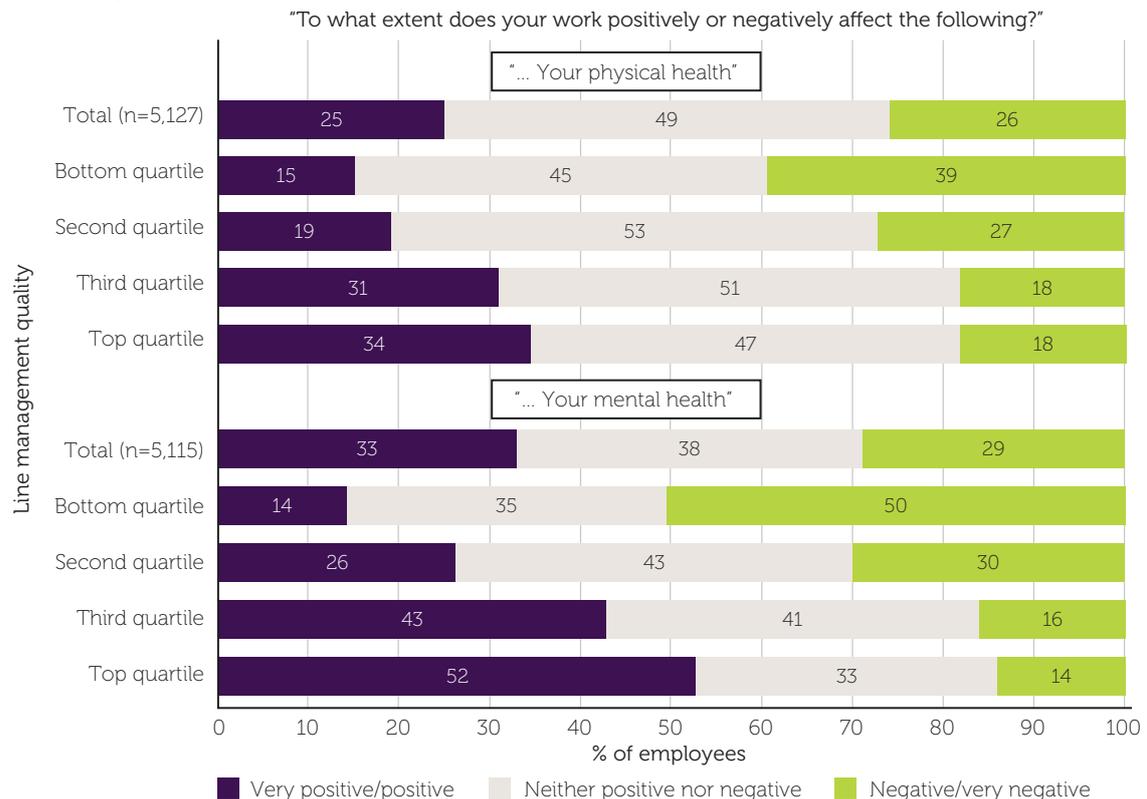
Source: CIPD/YouGov UK Working Lives survey 2022.

Health and wellbeing

There were clear links between line manager quality and employee health, especially mental health (Figure 11).²⁷ Half (50%) of employees with bottom-quartile managers thought work had a negative (or very negative) impact on their mental health, compared with one-seventh (14%) of employees with top-quartile managers.

Figure 11: Impact of work on health, by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)

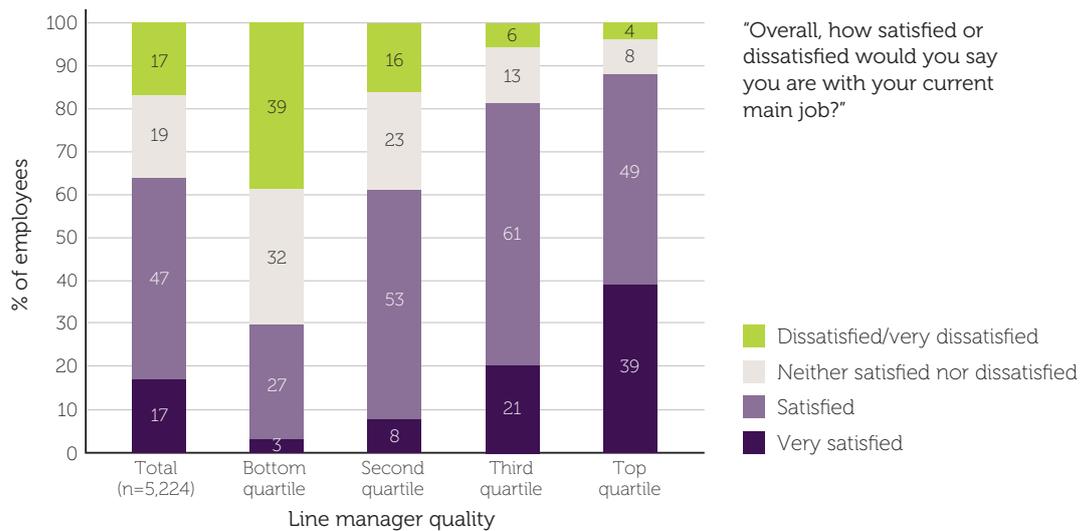


Source: CIPD/YouGov UK Working Lives survey 2022.

There was also a strong association between line manager quality and job satisfaction (Figure 12).²⁸ Employees with bottom-quartile managers were more likely to be dissatisfied than satisfied with their job, whereas the vast majority (88%) of employees with top-quartile managers were satisfied (or better) with their job.

Figure 12: Job satisfaction, by line manager sub-index quartile, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

These results are in line with previous research.²⁹ Line manager quality has a substantial impact on employee health and wellbeing.

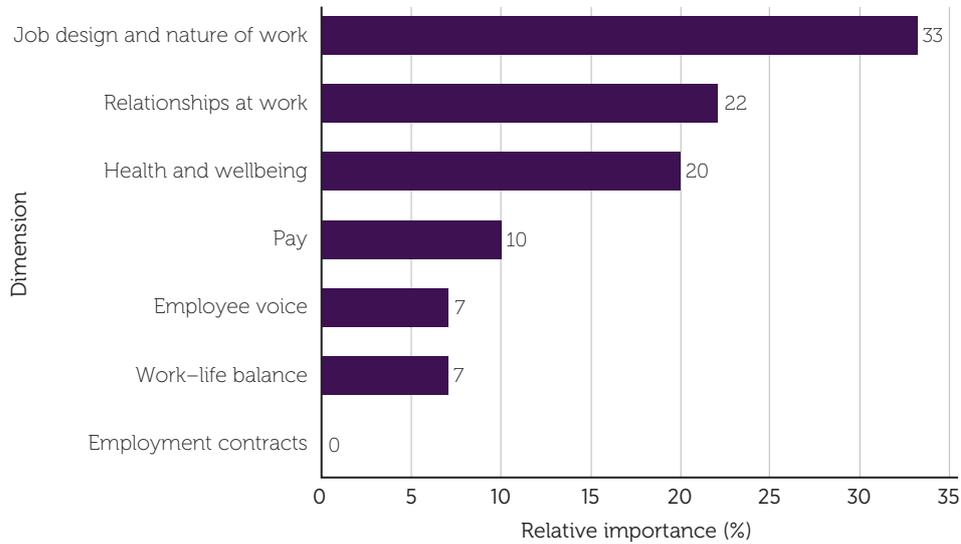
5

Getting on with the boss: Working relationships with line managers

Relationships at work were one of the most important dimensions shaping overall employee wellbeing (Figure 13).³⁰

Figure 13: Relative importance of different dimensions of good work in explaining job satisfaction, 2022
 (UK, excluding self-employed, owners/proprietors or partners in a business)

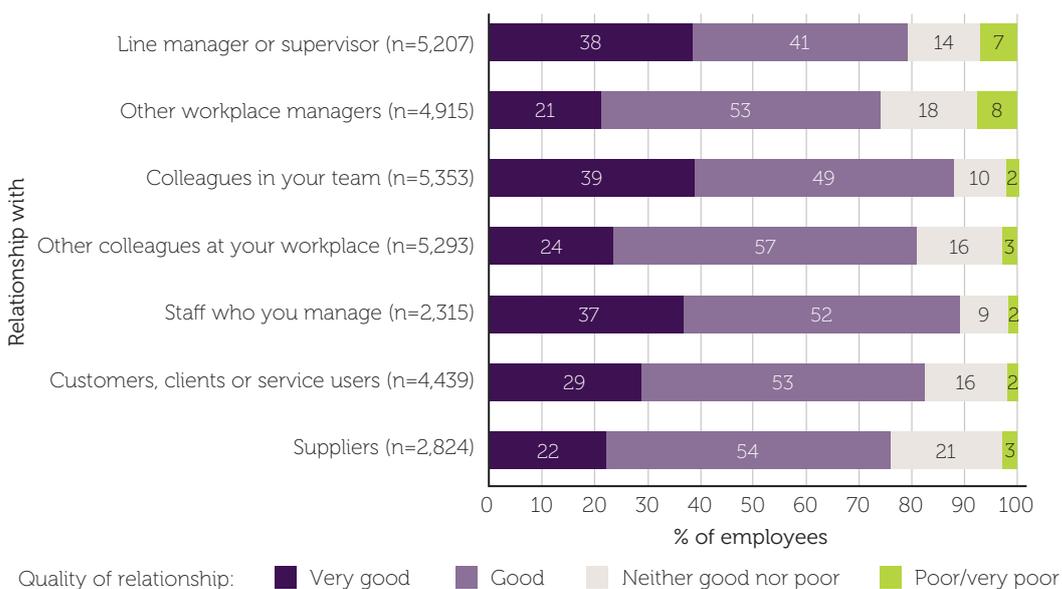
31



Source: CIPD/YouGov UK Working Lives survey 2022.

Almost four-fifths of employees described their relationship with their line manager or supervisor as good or very good (Figure 14). Employees were even more positive about relationships with close colleagues, as were managers about how they got on with the people they managed. However, a small proportion of employees did not enjoy such a positive experience: 7% of employees described their relationship with their line manager as poor or very poor.

Figure 14: Quality of workplace relationships, 2022
 (UK, excluding self-employed, owners/proprietors or partners in a business)

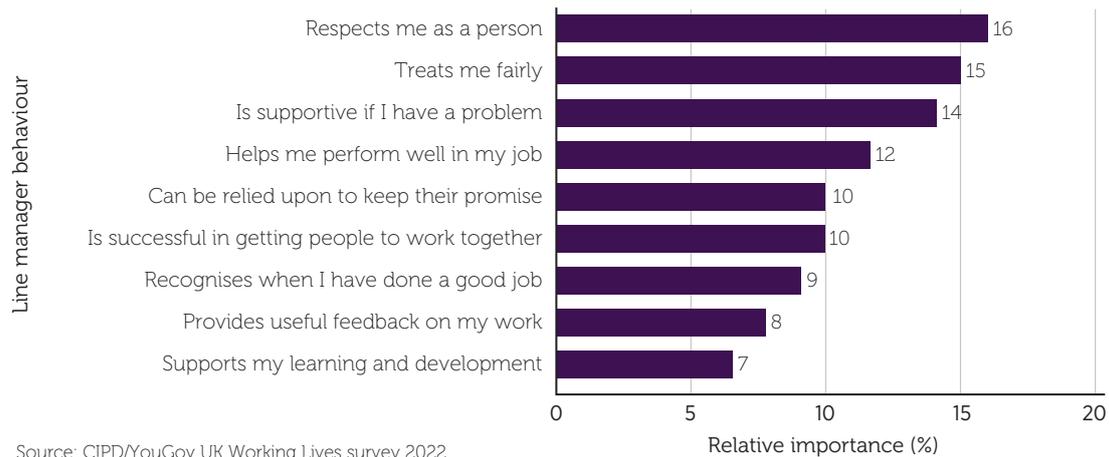


Source: CIPD/YouGov UK Working Lives survey 2022.

Employees seemed to value more highly the personal qualities of managers – such as whether they treated them fairly or with respect – rather than instrumental factors such as whether they helped employees with learning and development (Figure 15).

Figure 15: Relative importance of different line manager behaviours in explaining quality of relationship with line manager, 2022³²

(UK, excluding self-employed, owners/proprietors or partners in a business)



Source: CIPD/YouGov UK Working Lives survey 2022.

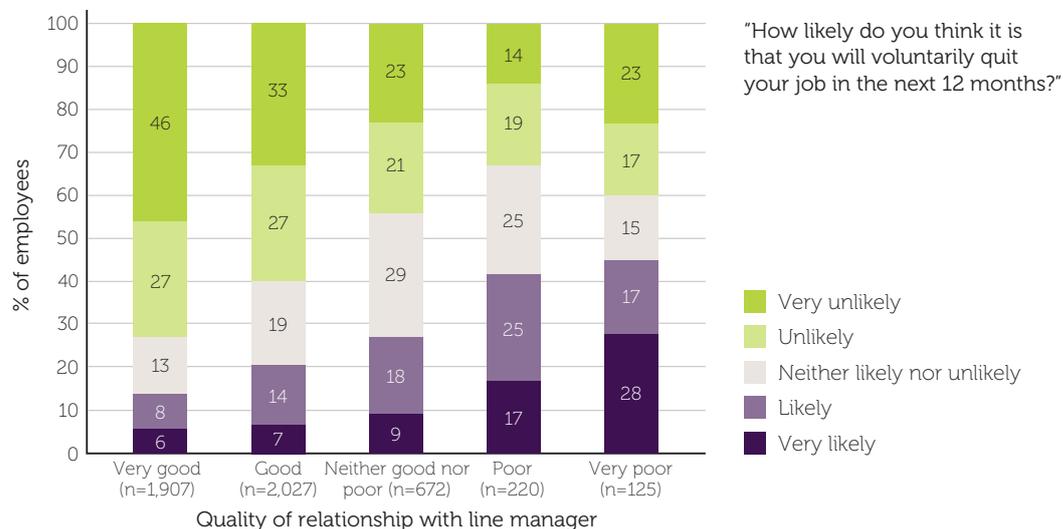
There is clearly a connection between successful working relationships and another element of the CIPD line manager behaviour framework – being open and honest.

Line manager quality and employee quitting

Falling out with the boss can give employees itchy feet. Among the small group of employees with a very poor relationship with their line manager, 45% thought it likely (or very likely) that they would quit their job in the coming year, compared with just 14% for employees who said they had a very good relationship with their line manager (Figure 16).

Figure 16: Intention to quit, by quality of relationship with line manager, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business)

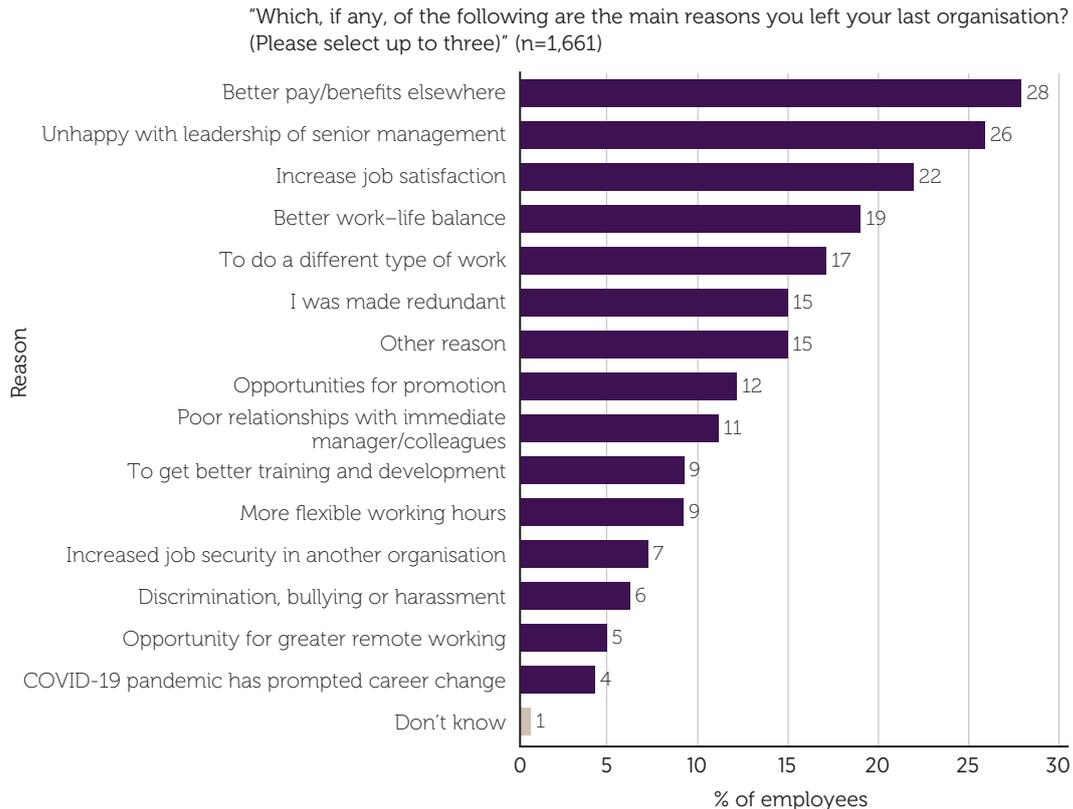


Source: CIPD/YouGov UK Working Lives survey 2022.

Nevertheless, the rarity of relationships breaking down led to only a tenth of employees who had left their employer in the previous five years saying that disagreements with their immediate manager or colleagues were an important reason for their changing employers (Figure 17).³³

Figure 17: Reasons for having changed employer, 2022

(UK, employees who had changed employers in the previous five years, excluding self-employed and owners/proprietors or partners in a business)



Source: CIPD/YouGov UK Working Lives survey 2022.

While most employees leave for reasons such as better pay and conditions or a more rewarding job, how an employee gets on with their manager is often critical to their wellbeing, even when it doesn't cause the employee to quit.

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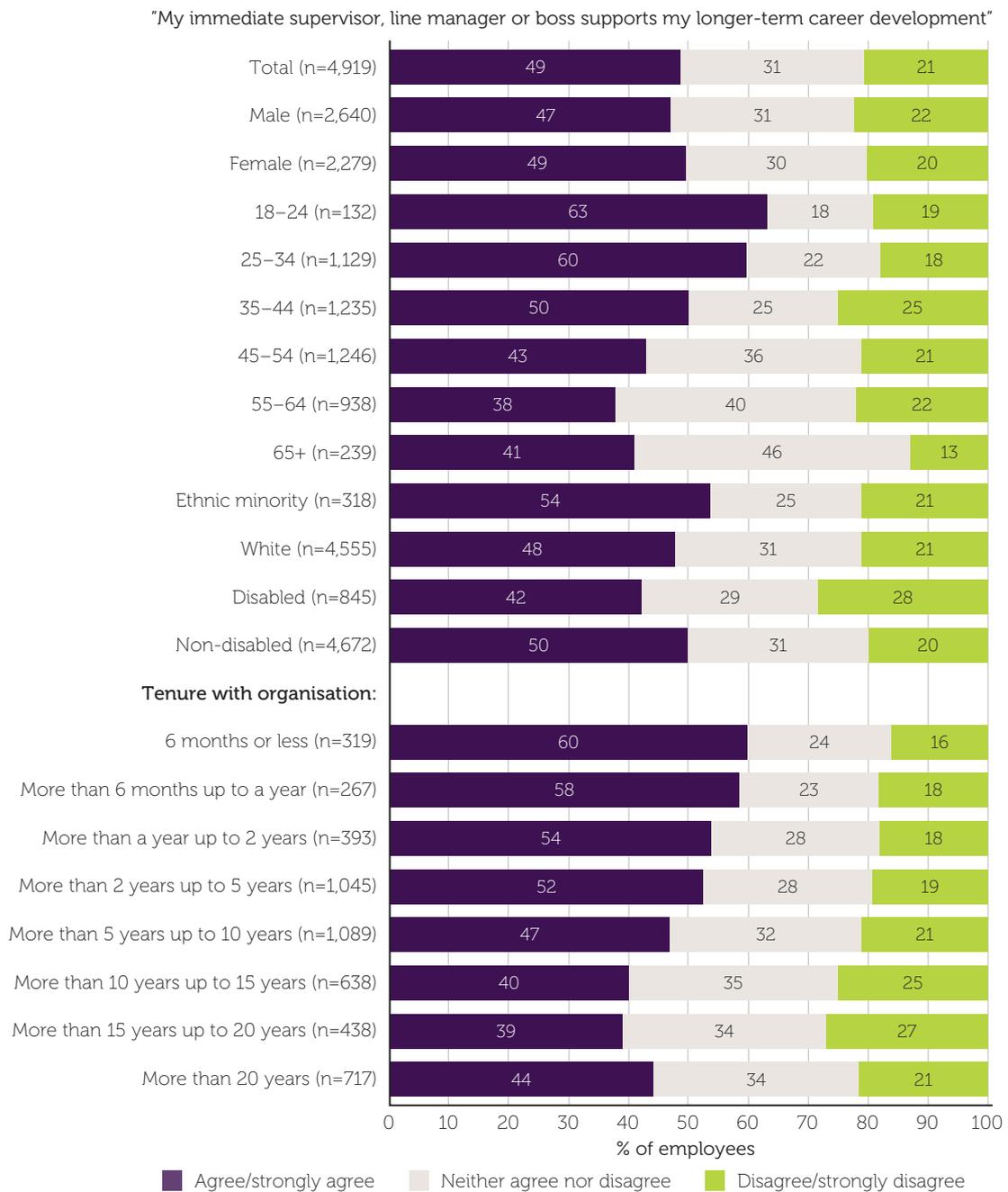
Line managers and career development

Managers have a strong influence on the careers of those they manage – either through formal responsibility or through their roles as adviser, coach, confidante and role model. The 2022 survey included new questions that shed further light on the impact of line managers – for good or ill.

Just under half (49%) of employees thought their manager supported their career development (Figure 18). A fifth actively disagreed with the statement. This is a less positive assessment than for any of the other management behaviours. Indeed, career development has been a longstanding (relative) weakness of UK managers alongside coaching and feedback.³⁴

Figure 18: Assessment of line manager career support, by personal characteristics of those being managed, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

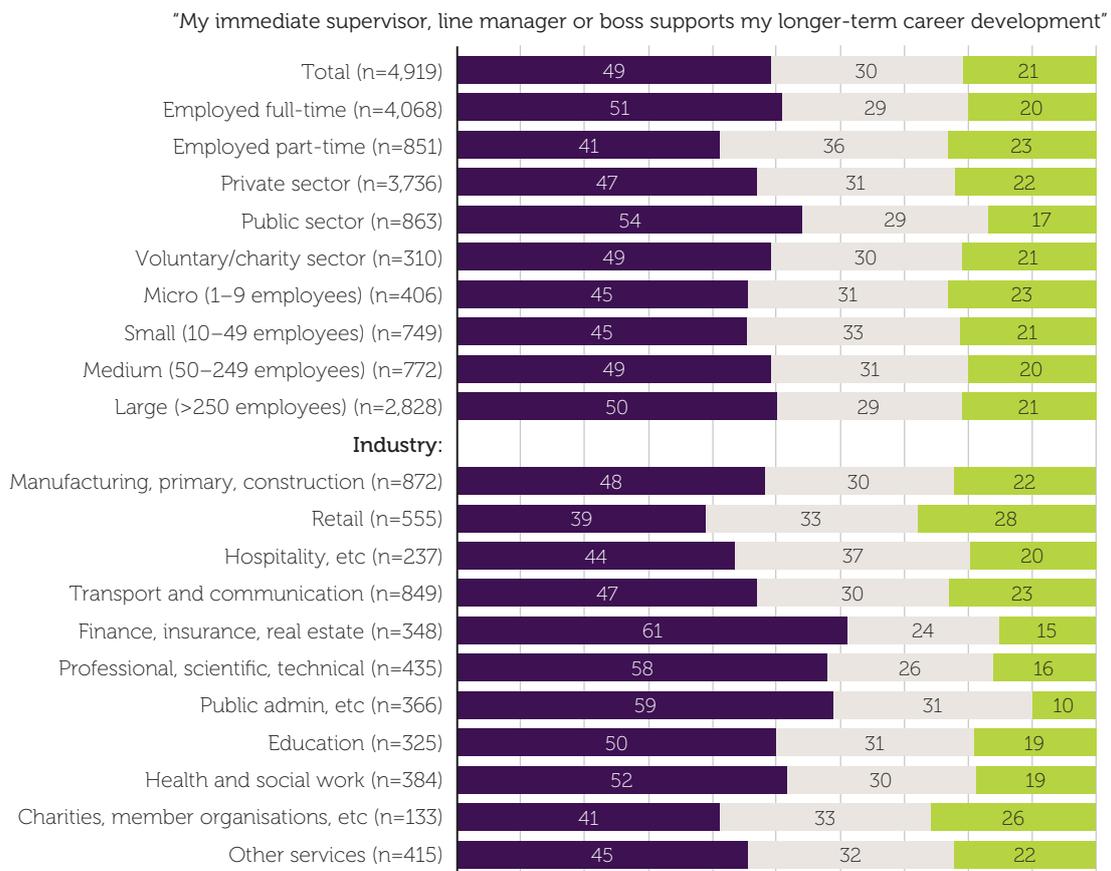
Employees aged under 35 were more likely to rate their managers highly than older employees. This may be because young employees move more often between employers and are more likely to be covered by formal development schemes (such as graduate trainee programmes) with defined career pathways. They also have less experience of the extremes of good and bad management to base these judgements on.

People from an ethnic minority background were more likely to think managers supported their career development than white employees, whereas disabled employees were 8 percentage points less likely to think managers supported their career development than non-disabled employees.

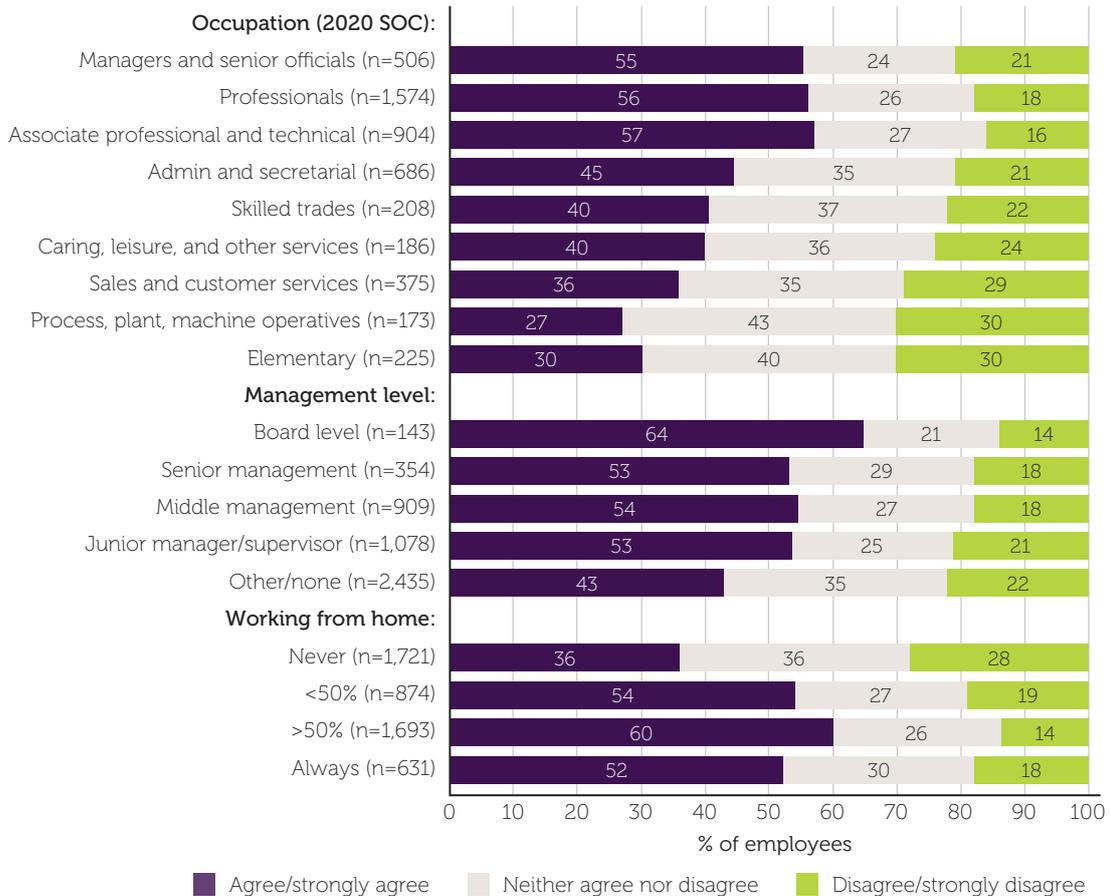
Assessments also varied substantially depending on the type of job done (Figure 19). Employees working part-time hours were 10 percentage points less likely than their full-time counterparts to have a positive view of their managers. In contrast, public sector employees had a much more positive view of managers than those in other sectors.

Figure 19: Assessment of line manager career support, by various job-related characteristics of those being managed, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



The importance of people management: Analysis of its impact on employees



Source: CIPD/YouGov UK Working Lives survey 2022.

Those in managerial and professional occupations were most likely to have a positive view of their managers’ support, as were employees who had already become a manager. In contrast, those in routine occupations did not see managers tending to their career development.

Adjusting for various demographic and job-related factors, however, disabled employees were still 7 percentage points less likely to have a positive view of line managers than other employees.³⁵ It seems that some managers of disabled employees were unable to understand the career aspirations of their disabled employees.

Unsurprisingly, managers rated highly for other aspects of management were also rated highly for supporting career development (Figure 20).³⁶

Figure 20: Assessment of line manager career support, by line manager sub-index quartile, 2022
 (UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)

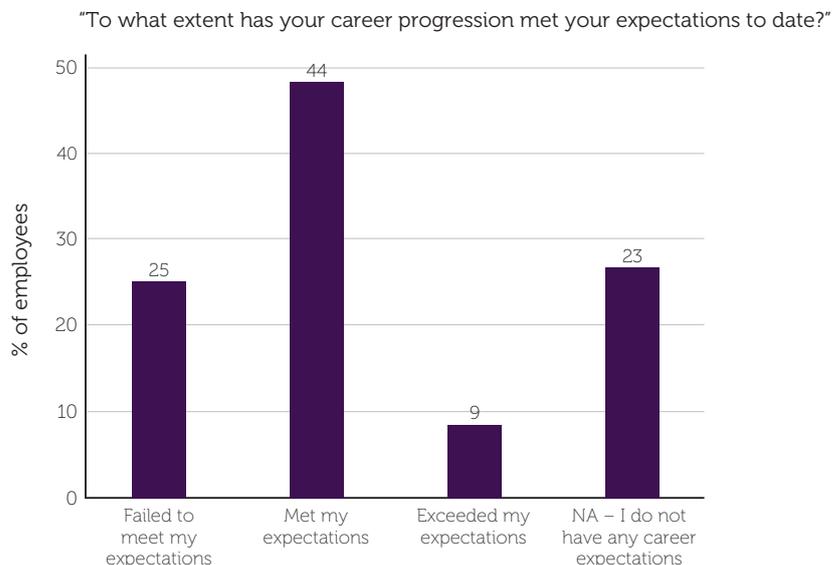


Source: CIPD/YouGov UK Working Lives survey 2022.

Hence only 5% of employees with bottom-quartile managers thought their managers supported career development, whereas the equivalent figure for top-quartile managers was 87%.

Managers often had a long-lasting impact on the careers of those being managed. Two-thirds of those with any expectations for their working lives thought they had met or (less often) exceeded expectations, whereas about one-third had failed to meet those expectations (Figure 21).

Figure 21: Whether career expectations had been met, 2022
 (UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager)



Source: CIPD/YouGov UK Working Lives survey 2022.

Among those whose careers met or exceeded expectations, good-quality line managers were the factor mentioned most often by employees (Figure 22).

Figure 22: Career progression enablers, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager and whose career had met or exceeded expectations, n=2,861)

"What workplace factors, if any, have helped your career progression to date? Please select up to three."



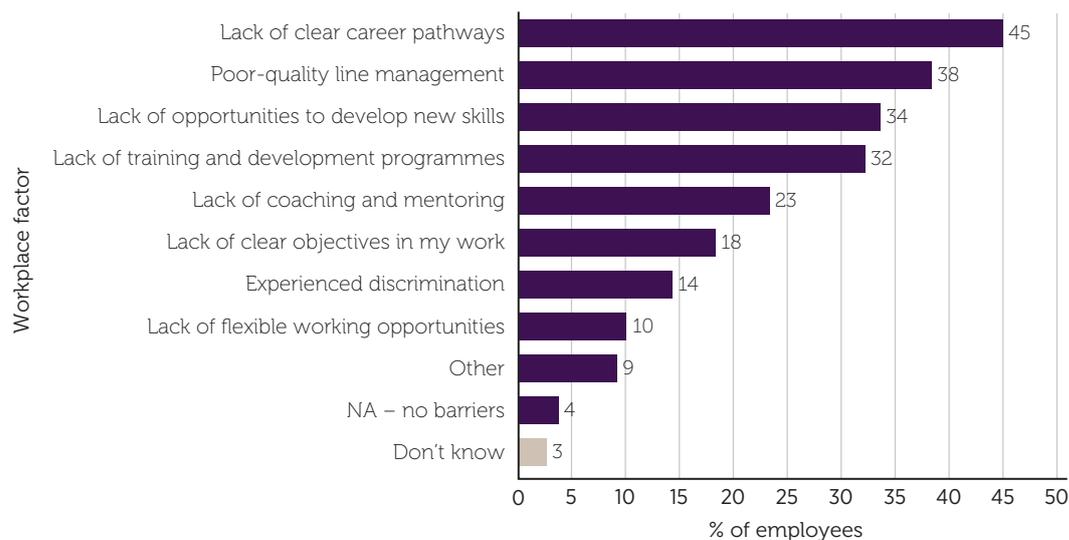
Source: CIPD/YouGov UK Working Lives survey 2022.

Similarly, poor-quality line management was high up the list of factors among those whose career had failed to meet expectations (Figure 23).

Figure 23: Career progression barriers, 2022

(UK, excluding self-employed, owners/proprietors or partners in a business, and those who don't have a line manager and whose career had failed to meet expectations, n=1,311)

"What workplace factors, if any, have been a barrier to your career progression to date? Please select up to three."



Source: CIPD/YouGov UK Working Lives survey 2022.

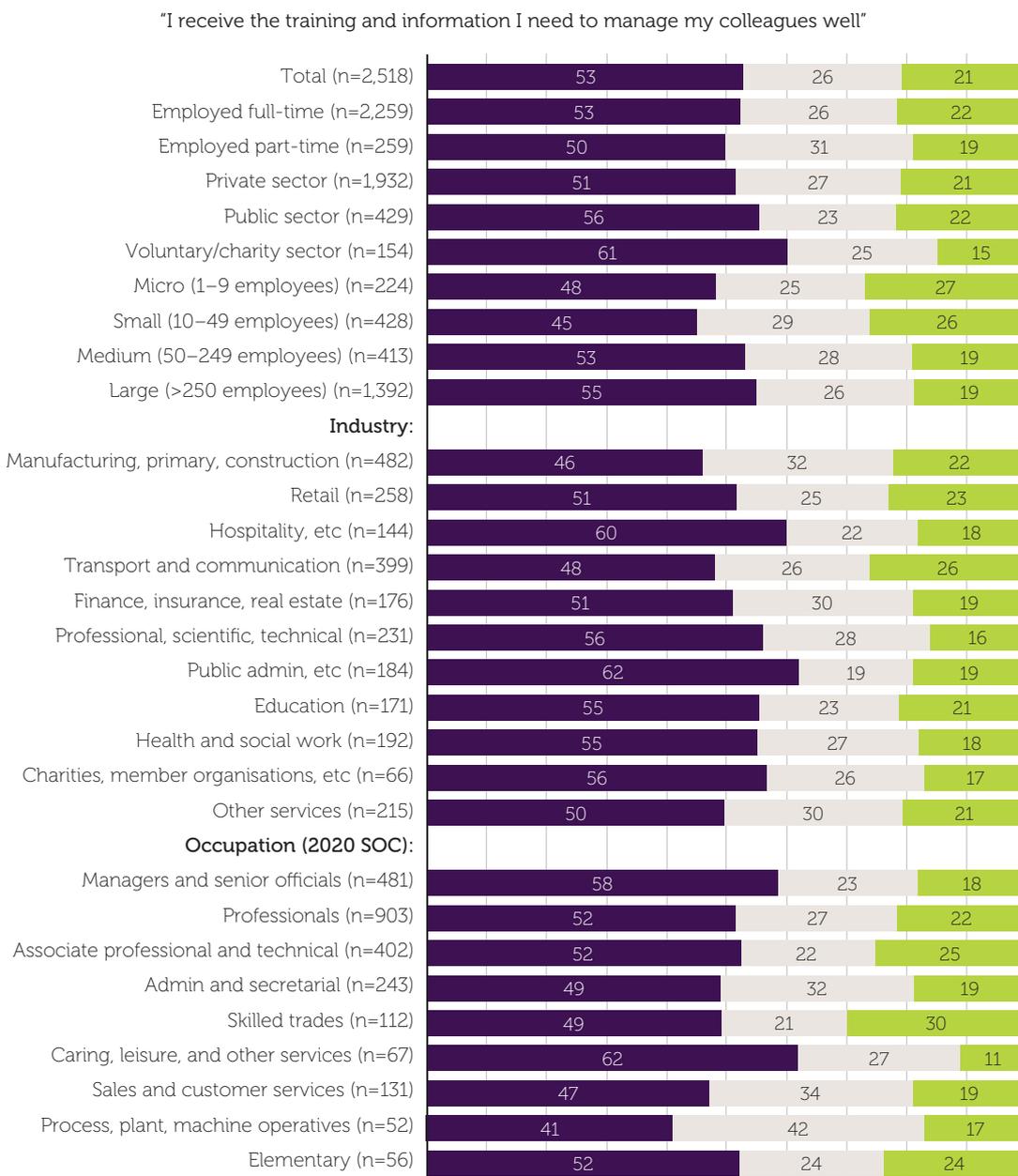
Only half of employees thought their current line manager was able or willing enough to provide them with the support they wanted for developing their career.

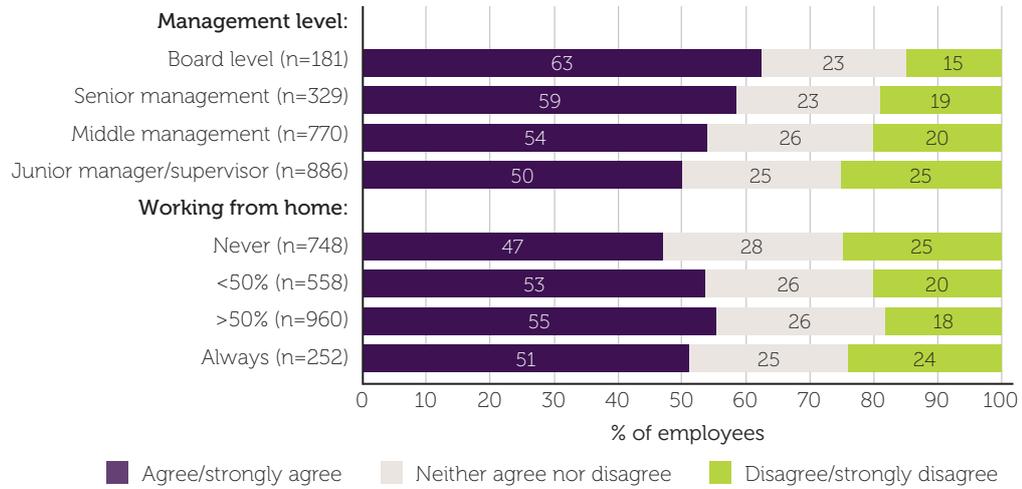
7

Support for line managers

Just over half (53%) of line managers thought they received enough support (via training and information) to carry out their people management responsibilities well (Figure 24). However, just over a fifth (21%) thought the support they received was inadequate.

Figure 24: Adequacy of people management training, by various job-related characteristics, 2022
(UK, line managers, excluding self-employed and owners/proprietors or partners in a business)





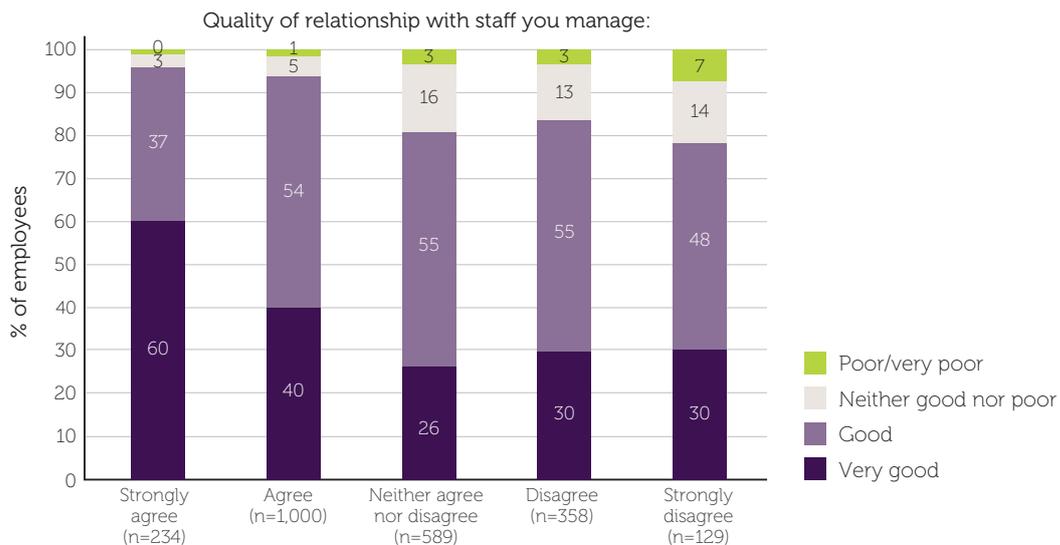
Source: CIPD/YouGov UK Working Lives survey 2022.

Line managers in organisations with fewer than 50 employees were less likely to think they received enough training and information. Dissatisfaction with support provided was also greatest among those on the lowest rungs of the managerial ladder (junior managers and supervisors).

Receipt of adequate support meant that managers were slightly more likely to say they got on well with those they managed (Figure 25).³⁷ This was because most managers thought they had a good relationship with their staff regardless of how much training they had received.

Figure 25: Quality of relationship with staff, by adequacy of people management training, 2022

(UK, line managers, excluding self-employed and owners/proprietors or partners in a business)



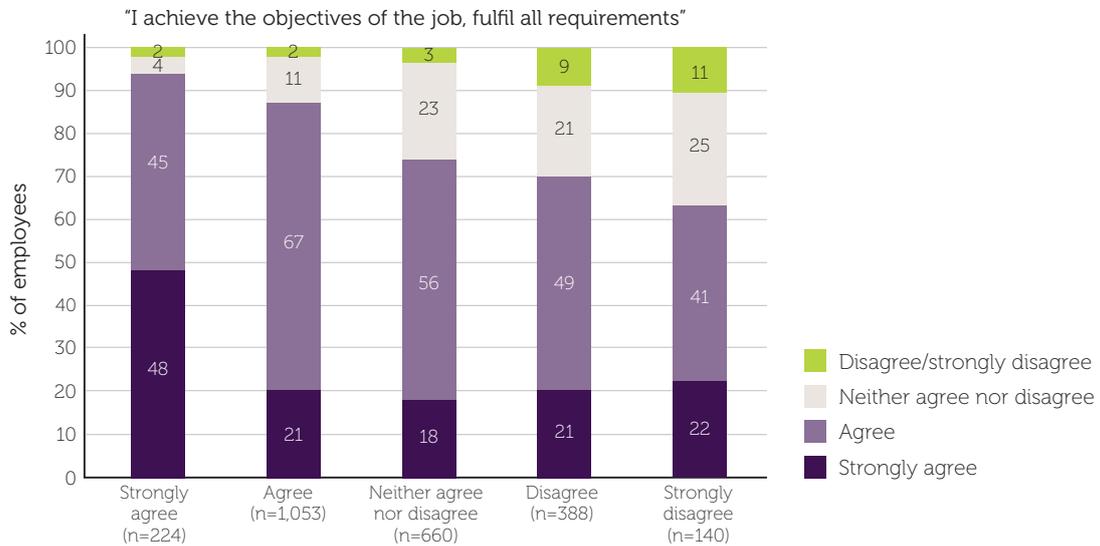
"I receive the training and information I need to manage my colleagues well"

Source: CIPD/YouGov UK Working Lives survey 2022.

Managers who thought they got the support they needed to manage people well were also more likely to feel they were fully competent to perform all their duties – which presumably included managing people (Figure 26).³⁸

Figure 26: Task performance, by adequacy of people management training, 2022

(UK, line managers, excluding self-employed and owners/proprietors or partners in a business)



"I receive the training and information I need to manage my colleagues well"

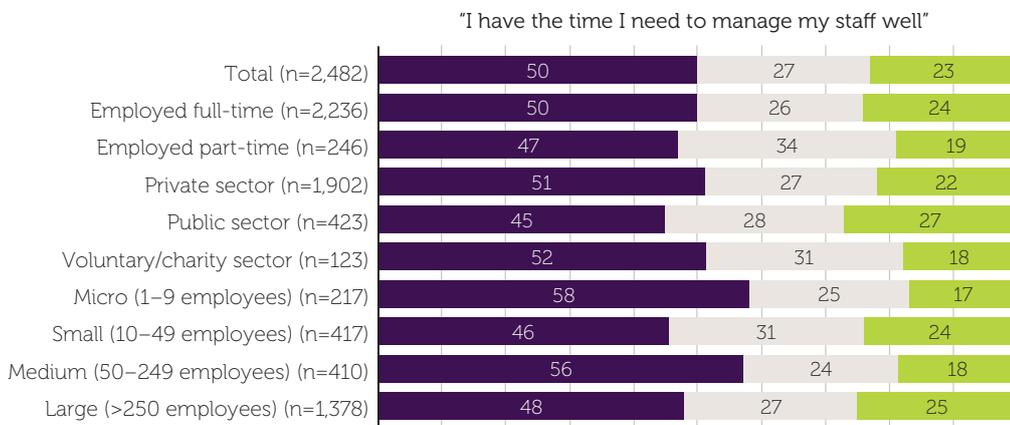
Source: CIPD/YouGov UK Working Lives survey 2022.

Supporting line managers is about more than information and training on the mechanics of managing people. It is also about organisations valuing the role of line managers and putting the processes and systems in place that help – rather than hinder – them, such as giving them enough time to do the people management part of their job.

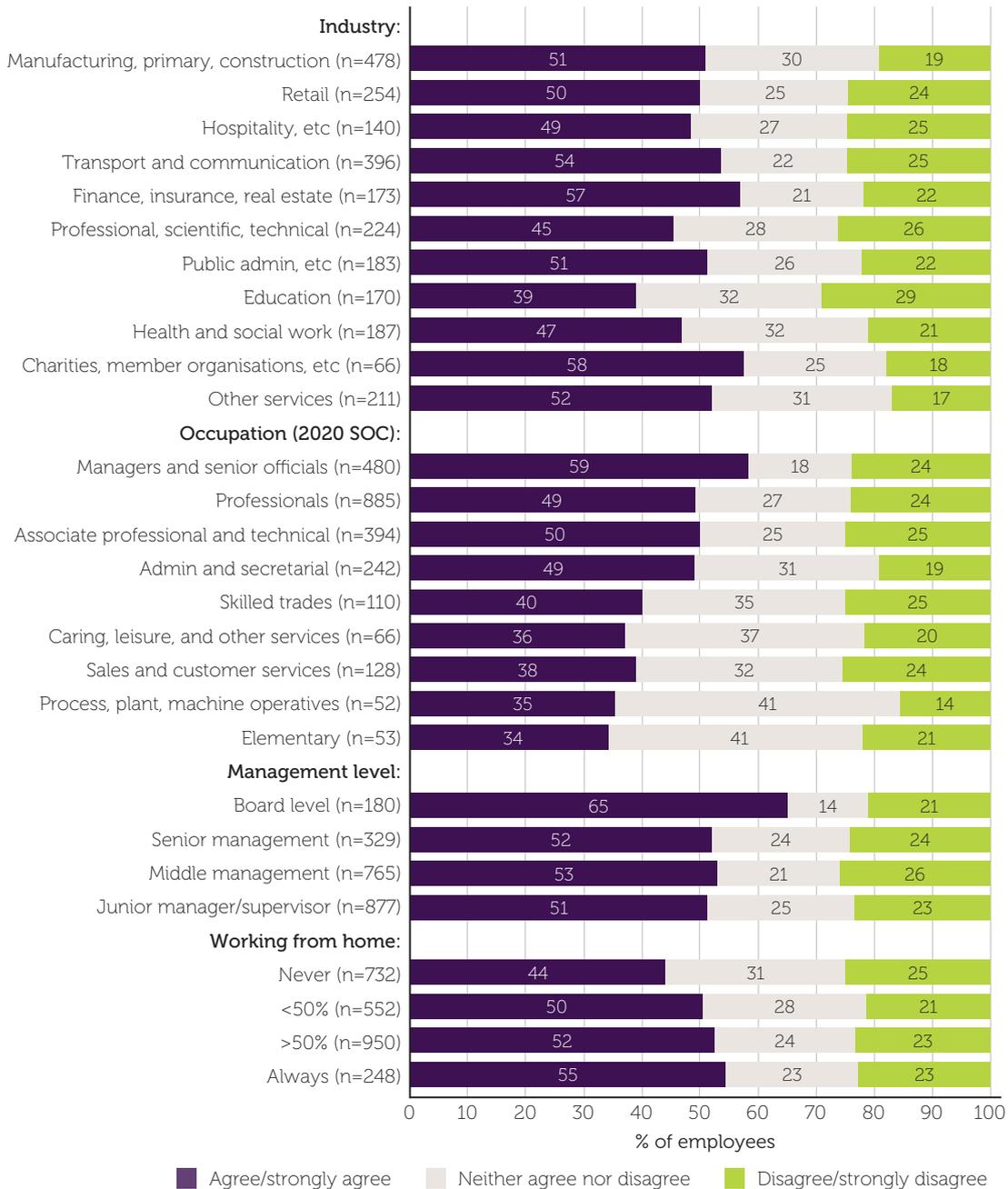
Exactly half of all line managers agreed (or strongly agreed) that they had the time they needed to manage people well (Figure 27). About a quarter weren't sure, but another quarter felt they didn't get the time they needed.

Figure 27: Adequacy of time for people management, by various job-related characteristics, 2022

(UK, line managers, excluding self-employed and owners/proprietors or partners in a business)



The importance of people management: Analysis of its impact on employees



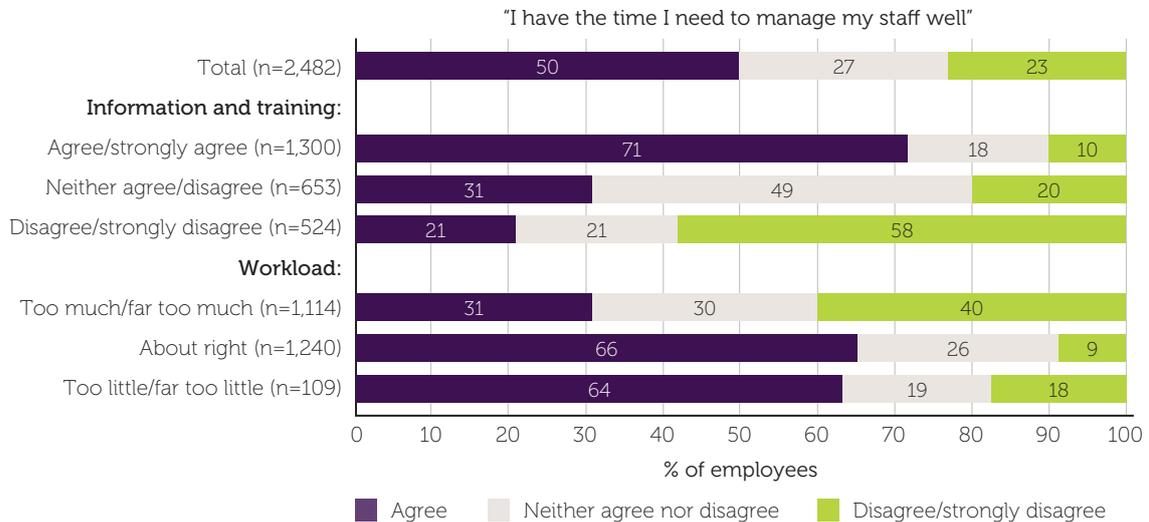
Source: CIPD/YouGov UK Working Lives survey 2022.

Managers at the top of organisations, who presumably had the most say over their duties, were more likely to think they had enough time than people lower down management hierarchies. In contrast, line managers in education were less likely to think they had enough time than managers in other industries.

There was a strong link between support for line managers through information and training and support for line managers through being given the time to do the job (Figure 28).³⁹

Figure 28: Adequacy of time for people management, by adequacy of people management training and by overall workload, 2022

(UK, line managers, excluding self-employed and owners/proprietors or partners in a business)



Source: CIPD/YouGov UK Working Lives survey 2022.

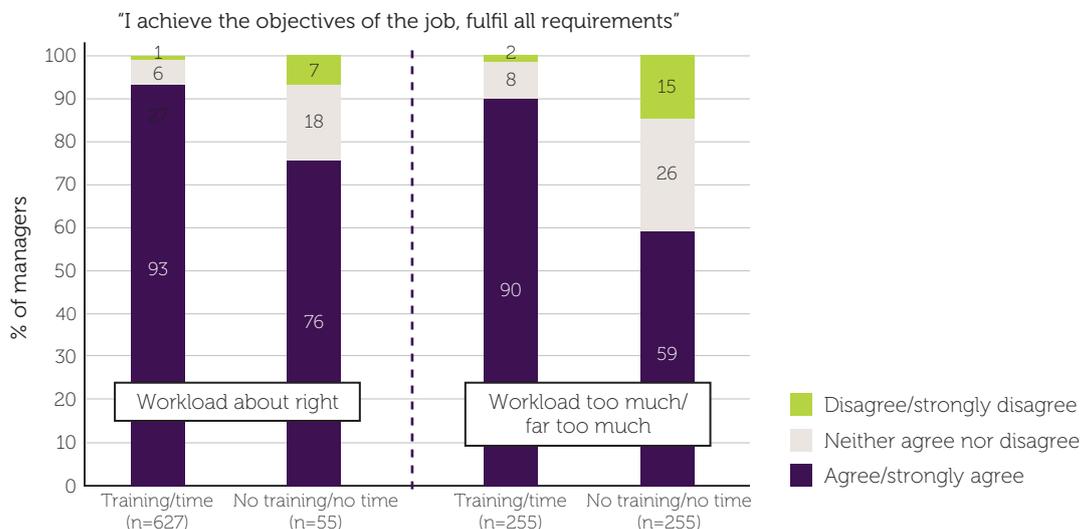
Adequate information and training went hand in hand with adequate time for people management: 71% of managers who had received enough information and training thought they had enough time for management; whereas among those dissatisfied with the information and training given, just 21% thought they had been given enough time for management.

Managers who felt their workload was too much (or worse) were far more likely to be unhappy with the time they had for management.

These factors combined to affect managers' views on their own competency (Figure 29).

Figure 29: Task performance, by adequacy of support for managers and workload, 2022

(UK, line managers, excluding self-employed and owners/proprietors or partners in a business)



Source: CIPD/YouGov UK Working Lives survey 2022.

Among those line managers who lacked adequate support and who thought they were overworked – about a quarter of all line managers – only just over half (59%) thought they were achieving all their objectives.

This highlights the importance of getting the job design of managers right, especially the balance between personal performance requirements and the time spent enhancing the performance of those they manage.

8 Improving line management

One-sixth (17%) of organisations thought improving line managers' people management capabilities was one of their top people priorities.⁴⁰

The significance of personal qualities and behaviour suggests that more thought may need to be given to the selection of who becomes a line manager, their precise role, how many are needed and so on. In particular, any implicit or explicit brigading of managerial responsibility with rewards and status may need to be reconsidered.

However, there is still plenty of room for organisations to improve the impact of their line managers, given the provision of information and advice, training and a supportive environment. HR functions can aid their line managers in their implementation of HR practices by, for example, involving them (line managers) in their design.⁴¹

What is suitable for one employer may also need adaptation in different circumstances (such as different sectors, different industries, and different sizes of employer).

In addition, how line managers are seen – and the impact they have on employees – may vary systematically according to employee characteristics such as age, ethnic background or whether they have a disability.

9 Conclusions

The evidence in this report highlights how important it is that managers are equipped with the skills to manage and develop people effectively in order to support their health and wellbeing and to help boost employees' performance and commitment.

It shows clearly that managers who treat people fairly and provide effective feedback and support, while also developing their staff and helping employees to work together, are likely to have happier, healthier and higher-performing teams.

Employees who rate their managers highly on these measures are more likely to report they are motivated by their organisation's purpose and to say they meet their objectives and are fully competent in their job.

Managers whose people management skills are highly rated are also more likely to have staff who say they will 'go the extra mile at work', for example, helping colleagues struggling with workload, voluntarily doing things beyond the scope of their jobs or coming up with ideas. There is also a strong link between management quality and employees' health and wellbeing, particularly their mental health and whether they are likely to be looking for a new job.

Given the critical importance of people management skills, the research underlines that many employers need to do more to ensure that their managers receive the training and support needed to manage people effectively. Only about half of managers think they receive the training and information they need to manage their colleagues well or have sufficient time for this.

Organisations need to consider carefully how they select and develop managers, as well as the underlying workplace culture and the example set by senior leaders, if they want to create an environment in which good-quality line management can flourish.

10

Endnotes

- 1 Shaw, K. (2019) *Bosses matter: The effects of managers on workers' performance*. *IZA World of Labour*. No 456, January.
- 2 Since 2018, the CIPD has been measuring job quality in the UK through a comprehensive survey of around 6,000 workers across different sectors. The survey is carried out by YouGov, using its UK panel of adults, is run annually, and forms the basis of the CIPD's Good Work Index. The 2022 survey was carried out in January–March 2022 using an online questionnaire. The quota used and subsequent weighting give a sample which, based on the latest Office for National Statistics (ONS) figures, was representative of the UK workforce in terms of gender, full- or part-time work status, organisation size within each sector, and industry. All the survey results presented in this report have been weighted except for cell sizes, identified by (n=xxx), which are generally unweighted. Throughout this report, the guidelines issued by YouGov have been followed regarding not reporting any results based on fewer than 50 respondents (unweighted n<50), to ensure reliability in the analysis of the data collected. In addition, in the (few) cases where results are based on fewer than 100 respondents (50<n<100), special care should be taken in interpreting these results. The survey report and appendices can be found at cipd.co.uk/knowledge/work/trends/goodwork
- 3 Calculated as follows. Number of employees in the UK in January–March 2022 (seasonally adjusted) = 28.246 million. Multiplied by the proportion of employees who said they were managers or supervisors (Labour Force Survey, January–March 2022) = 34.8%, which gives an estimate of 9.83 million.

- 4 CIPD. (2013) *Are organisations losing the trust of their workers?* London: Chartered Institute of Personnel and Development.
- 5 Throughout this report, 'employee' is used as a term of art to refer to people in employment who were not self-employed. No inference can – or should – be drawn about status in UK employment law.
- 6 Full details were given on page 13 of Sarkar, S. and Gifford, J. (2018) *CIPD/YouGov UK Working Lives: Appendix 2*. London: Chartered Institute of Personnel and Development. As with previous years, the 2022 data was highly suited for a scale of this kind (Cronbach's alpha = 0.9531).
- 7 A score of one would mean that the employee strongly agreed with all these statements, whereas a score of zero was only possible if employees strongly disagreed with all of them.
- 8 Artz, B., Goodall, A. and Oswald, A. (2017) Boss competence and worker wellbeing. *ILR Review*. Vol 70, No 2.
- 9 TUC. (2019) *Improving line management*. London: Trades Union Congress.
- 10 Because of small sample sizes, comparisons can only be made between white employees and all employees from an ethnic minority background.
- 11 Atkinson, C., Lupton, B., Kynigho, A., Antcliff, V. and Carter, J. (2017). *People Skills: Building ambition and HR capability in small firms*. London: Chartered Institute of Personnel and Development.

Of course, those employees who prefer informal employee relations may well gravitate towards employers who offer this style of working.
- 12 This was examined by way of a tobit regression of line manager score on age, gender, ethnicity, disability status, tenure, managerial status, sector, size of employing organisation and occupation (n=5,055, pseudo R²=0.1628).
- 13 The mean score for employees who were line managers was 0.676; the mean score for employees who were not line managers was 0.66.
- 14 The finding that managers themselves, on average, rate their bosses more highly is consistent with Artz, B., Goodall, A. and Oswald, A. (2020) How common are bad bosses? *Industrial Relations: A Journal of Economy and Society*. Vol 59, No 1, pp3–39.
- 15 For example, Lazear, E., Shaw, K. and Stanton, C. (2013) *The value of bosses*. *NBER Discussion Paper*, No 18317.
- 16 <https://engageforsuccess.org/engaging-managers>
- 17 Addison, J. and Teixeira, P. (2021) *Worker commitment and establishment performance*. *IZA Discussion Paper*. No 14290.

- 18 A measure of the strength of association between these two variables is the Spearman's rank correlation coefficient r_s . In this case, $r_s = -0.4599$ ($n=5,119$, $p<0.01$) [The negative sign is because organisational commitment was reverse coded, that is, strongly agree = 1, agree = 2, etc.] This means that a higher score on the line manager sub-index was associated with greater organisational commitment.
- 19 Gifford, J. and Wietrak, E. (2022) *People performance: An evidence review. Practice summary and recommendations*. London: Chartered Institute of Personnel and Development.
- 20 Relationship between task performance measures and line manager sub-index was: measure 1, $r_s = -0.2734$ ($n=5,150$, $p<0.01$); measure 2, $r_s = -0.1653$ ($n=5,171$, $p<0.01$) [The negative signs are because both task performance measures were reverse coded, that is, strongly agree = 1, agree = 2, etc.] This means that a higher score on the line manager sub-index was associated with a more positive assessment of task performance.
- 21 Relationship between contextual performance measures and line manager sub-index: measure 1, $r_s = -0.2827$ ($n=5,169$, $p<0.01$); measure 2, $r_s = -0.2566$ ($n=5,155$, $p<0.01$). [The negative signs are because the contextual performance measures were all reverse coded, that is, strongly agree = 1, agree = 2, etc.] This means that higher scores on the line manager sub-index were associated with greater willingness to supply discretionary effort.
- 22 Relationship between adaptive performance and line manager sub-index: $r_s = -0.298$ ($n=5,137$, $p<0.01$). [The negative sign was because the adaptive performance measure was reverse coded, that is, strongly agree = 1, agree = 2, etc.] This means that higher scores on the line manager sub-index were associated with more positive attitudes towards innovation.
- 23 The findings in this section provide strong support for the well-known job demand-resources model, which is "one of the most widely used and influential models in industrial and occupational (IO) psychology". (Barends, E., Rousseau, D. and Wietrak, E. (2022) *People performance models: An evidence review. Scientific summary*. London: Chartered Institute of Personnel and Development.)
- 24 Relationship between workload and line manager sub-index: $r_s = 0.1787$ ($n=5,154$, $p<0.01$). [The positive sign is because the excess workload measure was reverse coded, that is, far too much = 1, too much = 2, etc.] This means that a higher score on the line manager sub-index was associated with a lower chance of reporting an excessive workload.
- 25 CIPD. (2022) *Health and wellbeing at work 2022*. London: Chartered Institute of Personnel and Development.

- 26 Relationship between frequency of feeling stress and line manager sub-index: $r_s = 0.2474$ ($n=5,224$, $p<0.01$). [The positive sign is because the frequency of stress measure was reverse coded, that is, always = 1, often = 2, etc.] This means that a higher score on the line manager sub-index was associated with a lower chance of reporting excess pressure on a regular basis.
- 27 Relationship between effect on physical health and line manager sub-index: $r_s = -0.2264$ ($n=5,127$, $p<0.01$). Relationship between effect on mental health and line manager sub-index: $r_s = -0.3929$ ($n=5,115$, $p<0.01$). [The negative signs are because the effects on health measures were reverse coded, that is, very negative effect on physical/mental health = 1, negative effect on physical/mental health = 2, etc.]. This means that a higher score on the line manager sub-index was associated with a higher chance of reporting a positive effect on physical/mental health.
- 28 Relationship between job satisfaction and line manager sub-index: $r_s = -0.5331$ ($n=5,224$, $p<0.01$). [The negative sign was because job satisfaction was reverse coded, that is, very satisfied = 1, satisfied = 2, etc.] This means that a higher score on the line manager sub-index was associated with a higher chance of being satisfied (or better) with the job.
- 29 affinityhealthhub.co.uk/explore-evidence-and-tools/healthy-leadership/academic-research
- 30 Relative importance was measured using Shapley values, which, in a regression model, estimate the relative contribution of various independent variables to overall goodness of fit. See Huettner, F. and Sunder, M. (2012) Axiomatic arguments for decomposing goodness of fit according to Shapley and Owen values. *Electronic Journal of Statistics*. Vol 6, pp1239–1250. In this case, because of the (ordinal) nature of the dependent variables, pseudo R^2 was used as the measure of goodness of fit. Shapley values were computed using the shapley2 module in stata.
- 31 Relative importance was measured using the Shapley values from a decomposition of the pseudo R^2 of an ordered logit regression, where job satisfaction was regressed on the seven component elements of the CIPD Good Work Index ($n=5,405$, pseudo $R^2 = 0.2007$).
- 32 Relative importance was measured using the Shapley values from a decomposition of the pseudo R^2 of an ordered logit regression, where quality of relationship with line manager was regressed on the nine measures of line manager behaviour and characteristics listed in Figure 1 ($n=4,609$, pseudo $R^2 = 0.3459$).
- 33 Figure 17 excludes employees with five or more years' tenure with their current employer because their memory of the reasons why they changed employers may have faded. However, the pattern of responses for employees with longer tenure is very similar to Figure 17.

- 34 CIPD. (2014) *Are UK organisations getting better at managing their people?* London: Chartered Institute of Personnel and Development.
- 35 This was examined by way of an ordered logit regression of the answers to the career development question on age, gender, ethnicity, disability status, tenure, managerial status, sector, size of employing organisation, occupation and industry (n=4,765, pseudo R²= 0.0303). The coefficient on ethnic minority status was no longer significant, whereas that on disability remained highly significant.
- 36 Relationship between support for career development and line manager sub-index: $r_s = -0.7715$ (n=4,919, p<0.01). [The negative sign was because job support for career development was reverse coded, that is, very satisfied = 1, satisfied = 2, etc.] This means that a higher score on the line manager sub-index was associated with a higher chance of being satisfied (or better) with support for career development.
- 37 Relationship between quality of relationship with subordinates and whether line manager received adequate training and information: $r_s = 0.3337$ (n=2,412, p<0.01). This means that a manager who got the training and information they needed was more likely to rate highly their relationships with the people they managed.
- 38 Relationship between task performance and whether line manager received adequate training and information: $r_s = 0.2124$ (n=2,485, p<0.01). This means that a manager who got the training and information they needed was more likely to rate their personal competence highly.
- 39 Relationship between whether manager received enough time to manage people well and whether line manager received adequate training and information: $r_s = 0.5207$ (n=2,477, p<0.01). This means that a manager who got the training and information they needed was much more likely to also get the time they needed.
- 40 Crowley, E. and Overton, L. (2021) *Learning and skills at work survey 2021*. London: Chartered Institute of Personnel and Development.
- 41 Trullen, J., Stirpe, L., Bonache, J. and Valverde, M. (2016) The HR department's contribution to line managers' effective implementation of HR practices. *Human Resource Management Journal*. Vol 26, No 4, pp449–470.



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