

Employees' expectations from the managers: The Case of Italy

Vittorio D'Amato*, Antonio Giangreco**, Massimiliano Serati*** ,
Federica Sottrici**** and Francesca Macchi*****

Despite scholars have given much attention to research on managerial behaviours, the results have not been always consistent till today, heading thus in multiple directions. Previous studies on this area have generally adopted the point of view of managers, thus partially neglecting the perspective of their employees, who are among their most important stakeholders. In the attempt to enrich this strand of literature, in this study we aim at identifying which are the managerial behaviours that bring employees to recommend their manager as someone they should work for in the future. This is done by collecting data gathered from an online survey answered by 461 Italian employees.

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1. Introduction

Managers matter because most employees have managers, are managers, or play both roles. There are clear evidences that the difference between a bad and a good manager counts a lot (Sutton, 2010).

In the last 30 years, many HR scholars and practitioners have proposed various models listing the behaviours required from managers to be effective in their business and with their employees (Goffee & Jones 2006; Mintzberg, 2009-2013; Finkelstein 2016).

* Prof. Vittorio D'Amato, Centre on Change, Leadership and People Management, LIUC - Università Cattaneo, Corso Matteotti 22, 21053 Castellanza (VA), Italy
tel. 0039-0331-572484 email: vdamato@liuc.it

** Prof. Antonio Giangreco, Full Professor of HRM & OB and Director of Post-Graduate Programmes of IÉSEG School of Management, 3 rue de la Digue - 59000 Lille
tel. 0039-03.20545892 e-mail: a.giangreco@ieseg.fr

*** Prof. Massimiliano Serati, Centre on Territories and Sectors Development, LIUC - Università Cattaneo, Corso Matteotti 22, 21053 Castellanza (VA), Italy
tel. 0039-0331-572275 email: mserati@liuc.it

**** Prof. Federica Sottrici, Centre on Territories and Sectors Development, LIUC - Università Cattaneo, Corso Matteotti 22, 21053 Castellanza (VA), Italy
tel. 0039-0331-572275 email: fsottrici@liuc.it

***** Prof. Francesca Macchi, Centre on Change, Leadership and People Management, LIUC - Università Cattaneo, Corso Matteotti 22, 21053 Castellanza (VA), Italy
tel. 0039-0331-572557 email: fmacchi@liuc.it

Despite the large research conducted on the topic, till today the results have not been consistent, and have gone off in multiple directions (Kotter, 2013; Hamel, 2012). Overall, existing studies have pointed to the need for further exploration about what managers have to do today in order to enable their employees to work at their best (Sutton, 2009; Birkinshaw, 2013). Although a very few exceptions (e.g. Birkinshaw 2010, 2013), most of the studies on managerial behaviours have mainly adopted the point of view of managers by asking about their actions, routines, values or habits, (Berg, 2017). The clear limitation of this approach is that, through self-measured constructs, some biases might emerge. In fact, managers, when asked about their own work, might be tempted to endorse their strengths, talents and main capabilities, skipping weaknesses or past errors, in order to avoid any possible judgement (Brace, 2008). Therefore, overturning the viewpoint and asking employees to evaluate their managers' behaviours, might help to have a clearer and more genuine perspective on managerial behaviours (Parker & Axtell, 2001). A gap therefore exists in the managerial literature on this topic as the focus of research should also take into account the employees' perspective. In doing this, our study intends to shed lights on the employees' expectations from their managers in order for the latter to put the former to work at their best (Birkinshaw, 2013).

The main aim of this study is to identify which managerial behaviours are the most appreciated and recognised by employees as important and, therefore, which lead them to recommend their boss as someone they should work for in the future. Having said that, our research question can be formalised in the following way: What kind of managerial behaviours a manager has to pursue in order to enable his/her employees to work at their best?

To respond to this question, we run an online survey answered by 461 Italian employees operating across different sectors. We used the Net Management Promoter Score (Reichheld, 2006), along with fourteen concrete managerial behaviours identified by Birkinshaw in his studies (2010-2013).

Our findings show which are the managerial behaviours that Italian employees consider important and as a priority in order to work at their best and consequently suggest their manager as a person to work for. These include degree of freedom about how people can achieve their results; availability to listen to employees; openness to employees' opinions; daring to take tough decisions; and clarity of the objectives.

The paper is organised as follows: after this brief introduction underlying the main goals of the work, section 2 conducts a deep bibliographical analysis, in order to collect and review all the most recent, robust and relevant literature contributions on the subject. Section 3 describes the adopted methodology and give reasons about its choice. The findings of the questionnaire analysis and the statistical results of the multiple regression analysis are reported in section 4. From the results of the survey and of the multiple regression analysis, it is possible to identify the list of managerial behaviours, in order of priority, that employees expect to find in their managers. Moreover, it was also possible to recognise those behaviours which make employees not to recommend their bosses as good ones to work for. Section 5 contains conclusions and research limitations.

2. Literature Review

What should be the behaviours of an effective manager has engaged management academics and practitioners for a good part of the latest 30 years, resulting in different conclusions (Druker, 2004; Mintzberg, 2009). In addition, the fact that the list of possible behaviours required from effective managers change over time, based on the stakeholders needs (Hamel, 2009), adds complexity to the identification of a framework.

Effective managers have to understand what needs to be done and what is right for the company, in order to develop action plans. Moreover, they take responsibility for their decisions and for communicating effectively with their employees. They see problems as opportunities, involve people in fruitful meetings and have a strong team spirit (Drucker, 2004; Kotter, 2013). Mintzberg (2013) divides managerial work into three categories: interpersonal, informational and decisional roles. These roles require developing peer relationships, carrying out negotiations, motivating subordinates, resolving conflicts, establishing information networks, making decisions with little or ambiguous information, and allocating resources. Similarly, Boyatzis (2008) identifies three main clusters of managerial competencies: cognitive competencies (system thinking and pattern recognition); emotional intelligence competencies (self-awareness, self-management, emotional self-awareness and emotional self-control); and social intelligence competencies (social awareness, empathy and teamwork).

Good managers are also those who give people as much information they can about what will happen and when. When people are aware of what is going on, they manage to face challenges and changes more easily. Good managers give the reason why and demonstrate empathy towards their employees (Sinek, 2009). In such an unpredictable business world, often companies bump into bewildering challenges: good managers understand that the best solutions may come from employees, if leaved free to act and decide. Moreover, good managers are transparent and trust their people (Sutton, 2009). The job of manager is to turn one person's particular talent into performance. Capitalising on each person's uniqueness is tremendously effective because it saves time, makes each person more accountable, and builds a stronger sense of team in creating interdependence. Related to the support given to employees, Finkelstein (2016), recognized that *super bosses* have a distinct way of developing people by setting high expectations; being extremely effective delegators; offering advancement opportunities far beyond those in traditional organization; and continuing to offer advice, even after someone moves out of their organization.

All the above mentioned works are characterised by a managerial perspective. So far, the lists of competencies, skills or behaviours that managers should have basically derives from empirical studies based on the managers' point of view. An exception to this stream of literature is Birkinshaw (2013), who conducted some relevant studies on the topic by adopting the perspective of employees about the behaviours of their managers. In this Birkinshaw's work represents a turning point in inverting, the perspective by asking respondents to indicate to which extent their managers exhibited the good habits of effective managers. Fourteen different behaviours were considered as priorities (see Table 3). Along the line traced by

Birkinshaw (2013), in our study we intend to embed the point of view of employees in order to identify what are the behaviours that managers should pursue so that employees perform at their best.

3. The Methodology and Model

3.1 Data collection and sample

This study is based on an online questionnaire as conducting survey research, since it provides access to groups or individuals who would be difficult, or even impossible, to reach through other channels (Gratton, 2011). The questionnaire was designed between September and November 2016. The questionnaire was published on the 11th November 2016 on the website of LIUC – Università Cattaneo for eleven months. Data collection ended on the 30 September 2017, which represents the end of the first step of the study. Therefore, the results presented in this paper refer to the period that goes from November 2016 until September 2017. The questionnaire is lean and requires no more than 15 minutes to be completed.

The researchers accessed potential participants by posting invitation to contribute to the study on the university's social channels and by using e-mail campaigns. In addition to online communications, the research has been presented to all the participants to the executive education courses held by LIUC – Business School from November 2016 to September 2017, who have been invited to offer their contribution and filling the questionnaire. Their participation was voluntary and anonymous.

All in all, 461 valid questionnaires have been collected (64.78% men and 35.22% women). The sample consists of Italian employees, satisfactorily different in terms of role, age, seniority and working for companies of diverse industries and dimensions. Sample is detailed described in table 1.

Table 1: Characteristics of the Sample

Sample description			
Role of the respondents		Age of the respondents	
Executive	43.33%	Up to 29	7.19%
Employee	47.9%	30 - 40	19.75%
Workman	3.83%	41 - 50	44.27%
Other	4.94%	Over 51	28.79%
Functional area of the respondents		Industry of the company	
Human Resources	12.68%	Hotel	0.97%
IT	4.29%	Banking/Assurance	5.89%
Administration and Finance	10.67%	Pharmaceutical	3.42%
Sales	36.4%	Large Retailers	3.92%
Marketing	8.33%	Mechanical Industry	37.58%
Research and Development	4.04%	Services	19.87%
Production/logistics	7.64%	Textile/Clothing	3.54%
Other	15.95%	Transports and telecommunications	5.83%
		Other	18.98%
Seniority of the respondents (n° of years working for the company)		Dimension of the company (n° of employees)	
Up to 5	29.21%	Up to 50	17.15%
6 – 10	21.41%	From 51 to 200	35.22%
11 – 20	28.61%	From 201 to 400	12.87%
Over 20	20.77%	Over 400	34.76%

3.2 Measures

3.2.1 Dependent Variable

The dependent variable, employees' propensity to recommend their manager (EPRM), was measured through the Net Management Promoter Score (NMPS), a scale applied to the employee-manager relationship in the Swiss pharmaceutical group Hoffmann-La Roche Ltd. for the first time by Birkinshaw (2010). This scale originates from the marketing concept of Net Promoter Score (NPS), introduced by Reichheld (2003). The Net Promoter is a metric based on the key question: "How likely is it that you would recommend your brand/company to a friend or colleague?" (0=not at all likely – 10=extremely likely) (Keiningham et al., 2007-2008). Reichheld recognised that a company's best customers are those who likely recommend their company to their friends (2003). As employees are active recipients of managers' efforts to create a great place to work; potentially, they can be the managers' greater promoters (Birkinshaw, 2010). Concerning the NMPS, the original single-item scale was reworded as follows: "How likely is it that you would recommend your line manager to a colleague, as someone they should work for in the future?" (1=not at all, 10=extremely likely). Respondents are divided into promoters (9 or 10 out of 10), neutral (7 or 8 out of 10) and detractors (1 to 6 out of 10). Following Reichheld

metrics (2003), NMPS was calculated by subtracting the proportion of firm's detractors from its proportion of promoters.

3.2.2 Independent Variables

The independent variables representing the set of managerial behaviours, were taken from the list of 14 concrete managerial behaviours (See Tab. 2) identified by Birkinshaw in his previous studies (2010-2013). Thinking about their direct hierarchical supervisor, respondents were asked to indicate which, among the 14 presented behaviours, made them to recommend him/her to others as a good manager to work for.

3.2.3 Control Variables

We used a number of control variables in the analysis designed to capture basic demographic factors and job-related information that might be related to NMPS as well as to the main predictor variables in the model. These includes: seniority in the company (in years); gender (female = 1; male = 2); and company's size (number of employees).

3.2.4 Statistical Analysis

In order to determine which managerial behaviours have a statistical significant influence on the employees' propensity to recommend their manager as someone they should work for in the future, we run a multiple regression model to examine the data. we choose as independent variables the 14 managerial behaviours in order to evaluate the relation with the dependent variable, represented by the employees' propensity to recommend their manager.

Additionally, we use the OLS technique to estimate the model. The choice of such a framework is due to the peculiar nature of our dependent variable. Indeed, being it an ordinal variable the OLS technique suites our research aim better than logistic regressions. This is because the latter allows to estimate the probability of the dependent variable to have a certain realization, disregarding the hierarchy that might characterize them. This constitutes a significant bias when dealing with an ordinal dependent variable.

3.2.5 Robustness Check

We assessed the robustness of the regression model by checking for multicollinearity, heteroskedasticity and residual diagnostic. We perform the VIF test (Variance Inflation Factor) to check for multicollinearity. The VIF is calculated with the formula $1/(1-R^2_i)$ and has an intuitive interpretation in terms of the effects of R^2_i on the variance of the estimated regression coefficient for the independent variable (O'Brien, 2007). All antecedents scored well above Field's (2005) threshold of .10.

Therefore, there is no reason for concern that the predictive variables excessively influence each other and we can include all the 14 variables in the model.

The last analysis was conducted on the residuals, which represent the differences between the observed and predicted responses. Examining residuals is an essential part of all statistical modelling, because it's possible to understand whether our

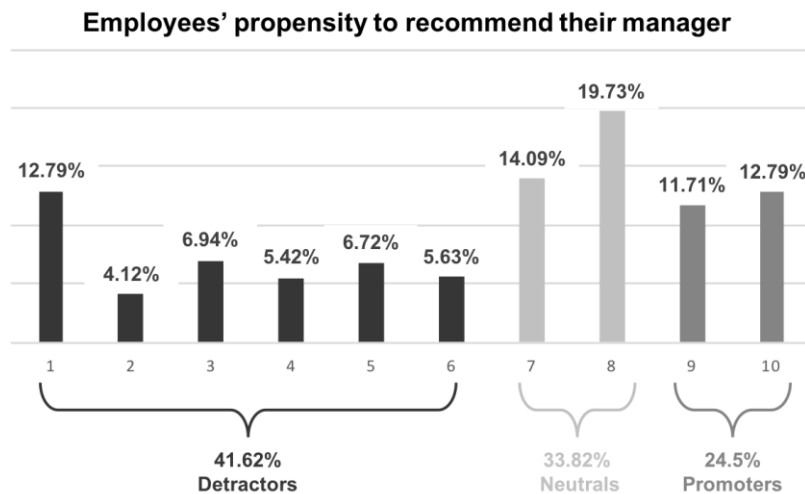
assumptions are reasonable and our choice of model is appropriate. Classical regression analysis assumes the normality, homoscedasticity and serial independence of regression residuals (Jarque & Bera, 1980). We have solved the problem of heteroskedasticity using standard errors, thus we need to check for normality of regression residuals. In order to evaluate whether sample data have the skewness and kurtosis matching a normal distribution, Jarque–Bera test (1980) was performed.

4. The Findings

4.1 Descriptive Results

As far as EPRM is concerned, quite alarming is the percentage of detractors that emerges (41.62%), which is not far from the half of the sample. 33.82% of the respondents correspond to the category of neutrals, who are considered as “passively satisfied” employees. The percentage of promoters is lower (24.5%), in contrast. On the basis of these results, it is possible to calculate the NMPS, which is obtained by subtracting the percentage of detractors (41.62%) to the percentage of promoters (24.5%). The INMPS obtained is a negative one, equal to -17.12 and it is synonym of a general dissatisfaction of Italian employees with their managers (see Fig. 1).

Figure 1: The Italian Net Management Promoter Score



Regarding the descriptive results of the independent variables, in Table 3, the set of 14 managerial behaviours which may influence employees' propensity to recommend their manager are presented in order of preference.

**Table 2: Managerial Behaviours That Enable Italian Employees to Work at Their Best
(Birkinshaw, 2010-2013)**

1	Leaves a large degree of freedom about how people can achieve their results	55.74%
2	Is always available to listen to his/her employees, when they need to confront	51.19%
3	Listens to his/her employees' opinions	46.63%
4	Is not afraid to make tough decisions	35.79%
5	Clarifies the objectives	35.57%
6	Contextualises the task in a broader perspective	29.06%
7	Provides timely feedback	28.19%
8	Recognises and rewards results and behaviours	26.89%
9	Has clear lines of action about how to achieve goals and develop his/her area	24.94%
10	Provides employees with constant opportunities/challenges to grow	22.99%
11	Ensures that employees have all the resources to work	22.77%
12	Knows how to manage his/her own emotions and those of others	21.90%
13	Defines with employees the criteria on which their performance will be evaluated	21.47%
14	Defines roles and responsibilities clearly	19.30%

4.2 Test of Model

We use the OLS technique to estimate the model and choose as independent variables the 14 managerial behaviours in order to evaluate the relation with the dependent variable, represented by the employees' propensity to recommend their manager. Residuals show that the Skewness is -0.06 and the Kurtosis is 2.67. The probability of the test is 0.32 and thus we can't reject the null hypothesis of normal distribution and so we can assert that the residuals of the regression have a normal distribution and that the model chosen is appropriate.

All these tests have assessed the good quality of the model used in this research. Thus, it's possible to study the results of the regression and to interpret them.

Table 3: Regression Results for Propensity to Recommend Your Manager**Regression analyses**

	<i>Model 1</i>	<i>Model 2</i>
Seniority	0.02 (0.01; 0.36)	0.00 (0.00; 0.01)
Company's size	-0.15 (-0.00; 0.02)	-0.05 (-0.00; 0.00)
Gender	0.05 (0.36; 0.00)	0.04 (0.26; 0.21)
Manager capability to contextualize the task in a broader perspective		0.04 (0.30; 0.22)
Manager capability to clarify the objectives		0.09* (0.61; 0.24)
Manager capability to be available to listen to his/her employees, when they need to confront		0.22** (1.34; 0.22)
Manager capability to listen to his/her employees' opinions		0.18** (1.09; 0.23)
Manager capability to provide timely feedback		0.00 (0.02; 0.24)
Manager capability to ensure that employees have all the resources to work		0.11** (0.78; 0.26)
Manager capability to define with employees the criteria on which their performance will be evaluated		-0.00 (-0.01; 0.26)
Manager capability to be not afraid to make tough decisions		0.13** (0.84; 0.20)
Manager capability to provide employees with constant opportunities/challenges to grow		0.11** (0.83; 0.22)
Manager capability to leave a large degree of freedom about how people can achieve their results		0.19** (1.13; 0.21)
Manager capability to recognize and reward results and behaviours		0.07* (0.51; 0.25)
Manager capability to know how to manage his/her own emotions and those of others		0.08* (0.59; 0.23)
Manager capability to define roles and responsibilities clearly		-0.00 (-0.02; 0.27)
Manager capability to have clear lines of action about how to achieve goals and develop his/her area		0.07* (0.52; 0.25)
R ²	0.02	0.54
Adj. R ²	0.02	0.52
F	4.14**	29.96**

Figures in table are standardized regression coefficients; unstandardized coefficients and standard errors in parentheses.

†p < 0.10; *p < 0.05; **p < 0.01 (1-tailed).

N = 461.

From the regression analysis, it is possible to note that the control variables (seniority, gender and company dimension) are not significant. Otherwise, ten out of the fourteen managerial behaviours which explain employees' choice to recommend their manager as someone to work for have a positive and significant impact on the

dependent variable. The manager attitude to be available to listen to the employees and to listen to their opinions are behaviours with a positive and significant impact at the 1% level. Other four managerial behaviours show significant levels of 1%: ensure that employees have all the resources to work, his/her attitude to be not afraid to make tough decisions, provide employees with constant opportunities/challenges to grow and leave a large degree of freedom about how people can achieve their results.

Four predictive variables of behaviours (manager competencies) are shown to be significant at the 5% level: clarify the objectives, recognize and reward results and behaviours, know how to manage his/her own emotions and those of others, have clear lines of action about how to achieve goals and develop his/her area, have a positive influence on the propensity to recommend their manager.

All these behaviours have a positive impact on the employee propensity to recommend their manager.

5. Conclusions and Limitations

The paper provides a unique contribution to the literature on the topic, as it fills a large research gap. Indeed, to the best of our knowledge, no previous studies or research had investigated managerial competencies from an employees point of view. Moreover, the choice of overturning the viewpoint and asking employees to express their opinion about managers helps researchers to collect pure data and obtain a clearer and more objective perspective on the topic. Previous research investigating managers competencies taken from a sample of managers themselves risk being biased. Complete truthfulness is almost impossible to obtain in surveys where respondents are asked to self-assess and judge their own competence or attitudes (Birkinshaw, 2013). As already described in the findings, the paper also differs from the previous one because our study is the only one that has identify, with an empirical research, which are the managerial behaviours that bring Italian employees to recommend their manager as someone they should work for in the future. Several theoretical contributions and managerial implications might emerge from the results of our study.

5.1 Theoretical Contributions

study builds on the results of Birkinshaw's inputs (2010-2013) and makes some progress on this front along a few directions.

First, our investigation goes beyond those of previous studies, till the moment that with very few exceptions (Birkinshaw 2010, 2013), most of the studies on managerial behaviours have mainly adopted the point of view of managers. Overturning the viewpoint and asking employees to evaluate their managers' behaviours might help to have a clearer and more genuine perspective on expected behaviours from managers, contributing therefore to the development of this academic debate. Second, we were able to identify which, among the managerial behaviours defined by Birkinshaw, are the more desired and have strongest impact on employees' propensity to recommend their managers (EPRM) as someone to work for. Six behaviours show a significant effect on the dependent variable (levels of 1%): the manager attitude to leave a large degree of freedom about how people can achieve

their results, to be available to listen to the employees and to listen to their opinions, his/her attitude to be not afraid to make tough decisions, to provide employees with constant opportunities/challenges to grow and the capability to ensure that employees have all the resources to work.

Among those, autonomy is perceived as the most important managerial behaviour by employees as the latter consider essential obtaining freedom to act and to organise their own work (Garg & Rastogi, 2006). Our results also show that employees also look for bosses who care about what they think and have to say. When their managers listen to them, employees feel important, feel recognised as part of the company, which has a great impact on their level of engagement and, consequently, on performance (D'Amato 2015). The results of our study also show that managers' propensity to take tough decisions is considered quite important too. People appreciate managers' behaviour to take matters into their own hands, particularly in difficult situations. Our findings also point to the fact that, the real qualitative leap is obtained when employees are pushed towards new challenges, which oblige them to abandon their "status quo." Employees tend to adapt their behaviours and efforts to their employers' expectations (Hamel, 2012). Our results reinforce the idea that not only material resources are crucial to perform a task, but knowledge and competencies are essential too. Employees are more satisfied with their job and more affectively devoted to an organization when they perceive their employer's commitment towards the development of their skills and competency (Men, 2017). Four predictive variables of behaviours are shown to be significant at the 5% level: the manager capability to clarify the objectives, the manager capability to recognize and reward results and behaviours, has clear line of action about how to achieve goals and develop his/her area, and the manager capability to know how to manage his/her own emotions and those of others.

Our results support the need for employees to have goals specifically defined. Generally, those employees who are given clear objectives are more efficient than those who receive vague indications (Latham & Locke, 1979). We demonstrate also that right recognitions are guaranteed to employees, especially when they are asked to provide extra-performances or run the so-called extra-mile (Bolino et al., 2003). Furthermore, although employees privilege a good degree of autonomy, managers don't have to forget that they have clear responsibilities, which can't be delegated, as defining the macro-strategy of the company or the team and the organisational asset, managing people (roles and responsibilities, objectives, rewards), managing crisis and representation (Drucker, 2004). Relations inside the team become even stronger when managers are able to empathise with their employees. Employees understand how much emotions may influence the working environment and the relations among the team. When employees' emotions are channelled in the right direction, the team's efficiency grows and the final goal is reached faster (Boyatzis and McKee, 2005). Quite surprisingly, defines with employees the criteria on which their performance will be evaluated and defines roles an responsibility clearly, that are recognised as essentials managerial behaviours from traditional literature on the topic, as in Herzberg's motivational theory (1968), are not considered significant to explain employees choice to recommend their manager. This might due to the fact that these factors are perceived as so essential, that they are taken for granted by employees. It could be the case of the two managerial behaviours that we have mentioned before: employees perceive these behaviours as so unavoidable, that they can't rate them as bosses' exceptional attitudes to me remarked.

All in all, the results of our study suggest that adopting the employees point of view should greatly add to our understanding of which are the main behaviours that are most appreciated by employees that are the principal managers' clients and consequently that should be adopted by managers.

5.2 Practitioner Implications

Several important implications for practitioners might derive from the results of our study. First, it is clear that autonomy is perceived as extremely important. Employees don't like being forced and strictly controlled by their supervisors. Instead they appreciated obtaining freedom to act and to organize their own work inside they role. Second, effective communication is considered one of the most important managerial behaviour by Italian employees. In fact, among the list of the ten managerial behaviours which have a positive and significant impact on the choice to recommend their manager, four can be consider as part of the so called communication cluster: *is always available to listen to his/her employees', when they need to confront; listens to his/her employees' opinions; clarifies the objectives; ensures that employees have all the resources to work*. All these four behaviours, as well recognised by literature, imply listening and two ways communication capabilities. In order to clarify goals, to listen to employees' needs, define performance criteria and clarify goals, managers have to communicate and dialogue in an effective way with their employees. There is no doubt that effective communication is a suitable concern for managers who intend to enable their employees to work in a better way. At the same time our findings also suggest that managers' propensity to take tough decisions is considered quite important too. Employees appreciate managers that do not hesitate for a long time to make tough decisions. Our findings also suggest that employees, in order to work well need that their managers recognise and reward results and behaviours, ensures them all the resources to carry out their work. Finally, our findings suggest that effective managers are resonant managers, know that emotions are contagious, and that their own emotions are powerful drivers of their people's moods and, ultimately, performance.

For managers, these results can be a useful starting point for establishing a better working relationship with their employees.

5.3 Conclusions and Limitations

Our study show that ten out of the fourteen managerial behaviours indicated by Birkinshaw have a positive and significant impact on employees' propensity to recommend their manager. These ten behaviour can be divided into main clusters: communicational/informational (*clarifies objectives, is always available to listen to his/her employees, when they need to confront, listen to his/her employees' opinion, has clear lines of action about how to achieve goals and develop his/her area*); decisional (*leaves a large degree of freedom about how people can achieve their result, is not afraid to make tough decisions, provides employees with constant opportunity/challenges to grow, recognises and rewards results and behaviours*); emotional (*knows how to manage his/her own emotions and those of others*).

The respondents and the regression results also suggest that autonomy is indicated as the first reason to recommend a manager. This is not surprising, till the moment

that we are moving from the Management 1.0 - Tailored-based approach aimed at driving productivity and efficiency - to a new Management 2.0, where principles such as collaboration, meritocracy, purpose and autonomy prevail (Hamel, 2012). Authority is distributed, decisions are taken on the basis of knowledge rather than a formal position in organizational hierarchy and organization are managed holistically as complex adaptive systems (Hamel, 2009).

Finally, our work contributes to a broader research agenda that recognises to adopt an employees' point of view, asking employees to evaluate their managers' behaviours. This approach might help to have a clearer and more genuine perspective on managerial behaviours. However, the study is not free from limitations. Our aim is to enlarge the cross-section also in order to strengthen our findings and obtain a more complete view of the Italian reality.

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Appendix A Correlations and descriptive of the study's variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Seniority	1																
2. Company's dimensions	0.08	1															
3. Gender	-0.01	0.11*	1														
4. Manager capability to contextualize the task in a broader perspective	0.02	0.04	0.04	1													
5. Manager capability to clarify the objectives	0.11*	-0.08	0.06	0.25**	1												
6. Manager capability to be available to listen to his/her employees, when they need to confront	-0.02	-0.12**	0.03	0.15**	0.26**	1											
7. Manager capability to listen to his/her employees' opinions	0.07	-0.10*	0.00	0.14**	0.31**	0.42**	1										
8. Manager capability to provide timely feedback	0.04	-0.01	0.00	0.18**	0.33**	0.28**	0.31**	1									
9. Manager capability to ensure that employees have all the resources to work	-0.08	-0.08	0.03	0.13**	0.24**	0.17**	0.22**	0.21**	1								
10. Manager capability to define with employees the criteria on which their performance will be evaluated	0.01	-0.01	0.01	0.22**	0.22**	0.08	0.15**	0.17**	0.24**	1							
11. Manager capability to be not afraid to make tough decisions	0.02	-0.07	0.02	0.20**	0.30**	0.19**	0.21**	0.24**	0.03	0.05	1						
12. Manager capability to provide employees with constant opportunities/challenges to grow	-0.08	-0.07	0.02	0.26**	0.16**	0.21**	0.20**	0.24**	0.17**	0.15**	0.21**	1					
13. Manager capability to leave a large degree of freedom about how people can achieve their results	0.01	-0.07	0.02	0.20**	0.10*	0.19**	0.27**	0.09*	0.09*	0.14**	0.07	0.11*	1				
14. Manager capability to recognize and reward results and behaviours	-0.00	-0.04	0.01	0.22**	0.23**	0.28**	0.26**	0.32**	0.18**	0.25**	0.16**	0.26**	0.20**	1			
15. Manager capability to know how to manage his/her own emotions and those of others	-0.00	0.01	0.01	0.20**	0.17**	0.18**	0.12**	0.14**	0.07	0.19**	0.10*	0.09*	0.15**	0.15**	1		
16. Manager capability to define roles and responsibilities clearly	-0.02	-0.05	0.11	0.22**	0.38**	0.18**	0.25**	0.26**	0.26**	0.27**	0.16**	0.19**	0.09*	0.20**	0.14**	1	
17. Manager capability to have clear lines of action about how to achieve goals and develop his/her area	0.01	-0.05	0.01	0.19**	0.35**	0.14**	0.20**	0.21**	0.24**	0.20**	0.27**	0.20**	0.17**	0.19**	0.12**	0.26**	1
Mean	11.02	227.95	0.64	0.29	0.35	0.51	0.46	0.28	0.22	0.21	0.35	0.22	0.55	0.26	0.21	0.19	0.25
Standard deviation	6.76	147.72	0.47	0.45	0.47	0.50	0.49	0.45	0.41	0.41	0.47	0.42	0.49	0.44	0.41	0.39	0.43

*p < 0.05; **p < 0.01.

N = 461