

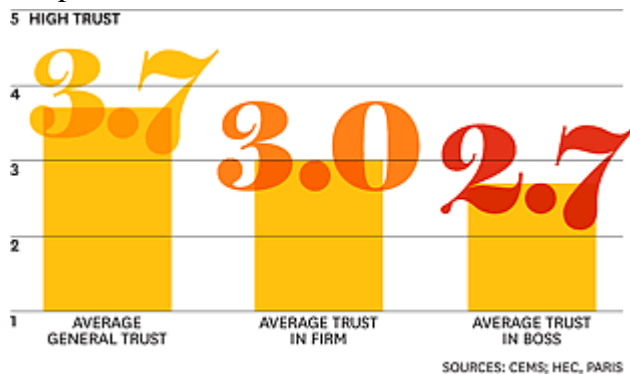
Faith in Firms—as Low as You’d Expect

by Michael Segalla

Employees’ trust and loyalty naturally decline in market downturns, when layoffs and other abrupt strategic changes are required. Early results from my ongoing research on this topic indicate that a trust problem has indeed accompanied the latest recession. Survey data collected in 2009 (including responses from more than 700 managers in dozens of countries) show that workers have a worrisome lack of faith in their companies and direct bosses. Here are some highlights.

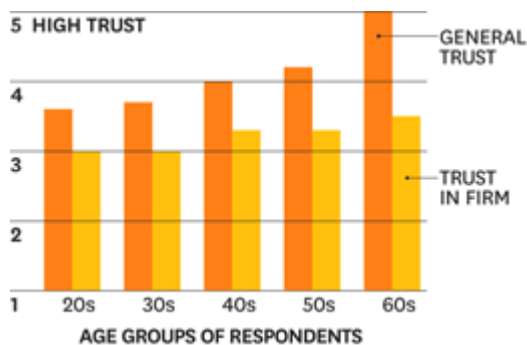
Trust in Firm and Boss

People rate their firms low and their bosses even lower.



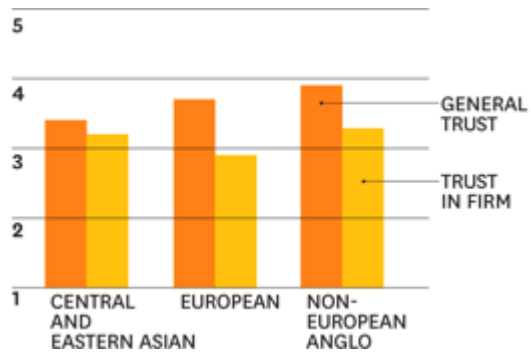
Trust in Firm: By Age

Trust in the company does increase with a person’s age (and somewhat with ascent in hierarchy). But for all age groups, it remains lower than trust in others generally.



Trust in Firm: By Culture

The trend holds when you look at the data regionally, but Asian respondents trust their firms only slightly less than they do others; Europeans display a much wider gap.



Trust in Boss: By Age

Overall, employees don't feel that their bosses are looking out for them. Younger workers are especially skeptical.

