

Employee Trust in Management: Evidence from the Greek Private and Public Sectors

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Abstract

In contrast to the vast literature on trust in management, the aspect of employee trust towards managers in Greece is still under researched. This paper aims to fill this gap by exploring the factors which determine employee trust towards managers in the case of the Greek dual labor market. Primary data collected through a questionnaire survey of employees are explored in a model where employee and workplace characteristics and employee's experiences of economic depression are predictors of employee trust towards managers. The analysis of two different samples "public sector with workplace representation" and "private sector without workplace representation" allow for inferences and conclusions about the effects of the duality of the Greek labor market on employee trust towards managers. The results indicate differences in the effects of age, workplace tenure and hours worked on employee trust in management between public sector employees (trade union members) and private sector employees (not being members).

Keywords: Dual Labor Market; Employee Trust; Greece; Private/Public Sectors; Trade Unions; Global Markets

1. Economic Depression and the Deregulation of the Greek Labor Market

Trust is a critical feature of the ethical behavior of firms and institutions (Morrocchi, 2006; Brondoni et al., 2021). Its importance is due to its effect on firm performance through various ways, for example through consumer trust in brands and trust in the workplace. The literature on employee trust in management explores the subject by focusing on how the particular aspect of employee behavior may influence firm-level performance. The general consensus on a positive relationship between i) workplace performance and employee trust in management, and ii) employee trust in management and engagement has led to theoretical developments

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linking employee trust in management and firm performance (see, for example, Rubin et al., 2010; Brown et al., 2015).

This paper explores the relationship between the employee trust in management and workplace representation in the case of Greece. The peculiarity of the Greek case is attributable to the existence of a dual labor market between the public and the private sector, whose differences have expanded with the country's experience of economic recession between 2008-2016, which was caused by the global financial and economic crisis of 2008 (Anagnostopoulos & Papadimitriou, 2019; Vlachos & Bitzenis, 2019; Koratzanis, 2021; Vlachos & Bitzenis, 2022). For example, at the same time as employees in the public sector had experienced income losses from wage cuts, private sector employees (and particularly employees of smaller firms) had to adapt with salaries at considerably lower levels and comply with informal and atypical employment practices.

The Greek experience of the global financial and economic crisis may be briefly described by lengthy economic recession (henceforth depression) and sky-rocketing unemployment figures. The plan adopted by the Greek government to enhance employment and exit from the crisis, involved several structural reforms that deregulated the Greek labor market. During these reforms, employment in the public sector did not deteriorate due to job cuts and layoffs although public sector employees suffered income losses due to fiscal consolidation. On the contrary, private sector employment has borne the brunt of the Greek economic crisis and these reforms have produced a shift from sectoral/occupational agreements (which expired and were not renewed/renewed) to enterprise level agreements that have resulted in deunionization. Under the consideration (of relevant literature about Greece) that this is the effect of the link between sectoral trade unions (which are large vis-à-vis the smaller private sector firm unions) and clientelism this paper explores the differences in the factors determining employee trust in management.

In contrast to the vast literature on employee trust in management, the particular aspect of employee behavior in Greece is still under researched. This paper aims to fill this gap by exploring the factors that determine this form of employee behavior in Greece. Based on a data sample collected through a questionnaire survey of employees right before the pandemic crisis, with questions adapted from the Workplace Employment Relations Study 2011 (WERS – Survey of Employees Questionnaire) the aim is to investigate the role of workplace representation (in the form of trade union membership) in influencing the determinants of employee trust in management in a dual labor market.

The paper is organized as follows. Section 2 gives a background to this study by discussing relevant literature. Section 3 presents the method of data collection and analysis. Section 4 presents and discusses the findings. Section 5 concludes the paper.

2. Background to the Study of the Greek Labor Market

This section gives a background to this study by discussing key issues of Greece's labor market duality and presenting the main issues explored by research on employee trust in management in Greece.

2.1 Labor Market Duality in Greece: Inside and Outside Theory, Labor Division, Rent-Seeking, Clientelism and Trade Unions

In this section, we describe the basic features of Greek labor market institutions and how these are associated with inside-outside theory.

Greece's labor market started to perform badly mainly during the mid/late 1980s and early 1990s and never succeeded a stable unemployment rate lower than the respective average of the European Union (EU) 15. For example, Greece's general unemployment rate never fell below 7.8 percent the last 20 years, at the same time as the employment rates in specific groups such as females and youths have been well below the EU 15 and after 2010 well below the respective EU averages. Reports on Greece from international organizations, dated before the outbreak of the 2008 global financial and economic crisis, linked the country's poor labor market performance with strict labor market regulation (OECD, 2004, 2007) and deemed that broader labor market reforms were essential for regaining lost competitiveness and reducing the unemployment rate (IMF, 2007). The introduction of labor flexibility (less strict rules on temporary and part time contracts) in Greece was to no avail since the high coverage of collective bargaining has exacerbated the insider-outsider divide in the country's labor market.

Insider-outsider theory argues that "insiders" often enjoy more favourable employment opportunities than "outsiders" (Blanchard & Summers, 1986; Lindbeck & Snower, 2001). More specifically, the main difference is that insiders have protected jobs while outsiders have temporary positions in formal or informal employment or are unemployed. Hence, insiders have bargaining power and demand high wages while there are unemployed outsiders queuing for jobs (Gottfries & Sjostrom, 2000). One of the main characteristics which plays a vital role on the inside-outside model is the inside market power which comes from being an incumbent worker. Blanchard and Summers (1986) explore the implications of inside power in employment dynamics. They consider that membership in the insiders' group influences bargaining strategy and helps raise the insiders' wages; however, insider power is not crucially dependent on the presence of unions. Similarly, Lindbeck and Snower (2001) argue that any employee may take advantage of inside market power – though admittedly unions may give extra leverage.

Based on the arguments of the inside-outside model, Greece's labor market is characterised as dualistic. Tsakoglou and Cholezas (2005) argue that, this duality consists of two groups: i) the low-skilled, self-employed or those employed in small firms, who receive low wages, work in unstable and precarious conditions, and face a highly competitive environment; and ii) those who work either in the highly unionized public sector or in large private sector firms, and who receive relatively

high wages and enjoy far better working conditions. Several other studies agree with the inside-outside dichotomy in Greece's labor market (Labrianidis & Lyberaki, 2001; Matsaganis, 2007; Lyberaki, 2010). Within this framework, the aforementioned authors also characterize females, youth and the long-term unemployed as the main disadvantaged groups which suffer more from unemployment as an outsider group. In the presence of the inside-outside dichotomy, economic growth may not contribute to the reduction of severe material deprivation through labor and wages channels (Vlachos, 2022).

Another issue of the Greek dual labor market arises from the high “rent-related” costs. These costs arise when there is a significant connection at the political and financial levels between trade unions and the state (Zamparloukou, 2006). Moreover, as Matsagannis (2007) argues, the process of selecting union leaders further distorts representation. He considers that the primary and sectoral determinant of most congress delegates’ vote is party-political affiliation. On account of that bias, Greek unions are incapable of pursuing encompassing interests; therefore, they are prone to defending the status quo and the acquired rights of a shrinking minority of over-protected insider employees (Matsagannis, 2007).

The situation in Greece seems to conform quite well with the political insider-outsider approach since several studies attribute the failure of reforms in Greece to the political-economy level. Several surveys of the literature on Greece’s economic performance (for example, see Monastiriotis & Antoniadis, 2013; Vlachos, 2013) identify the failure of Greece's reforms in: the lack of political will, the fragmentation of organized interests, the extent of rent-seeking and the absence of positive-sum exchanges between the interested parties (Featherstone et al., 2001; Pagoulatos, 2003; Sotiropoulos, 2004); and those focusing more on socio-cultural and socio-political characteristics such as the history of clientelism, corruption and ‘inefficient bureaucracy’, low social capital and informality (Lyberaki & Tsakalotos, 2002; Lavdas, 2005; Zambarloukou, 2006; Bitzenis et al, 2016).

Workplace representation through trade unions takes advantage of the insider-outsider dichotomy and use their voting power to influence politicians against reforming the law. Trade union density was certainly one of the foundations of the wage setting process in Greece before the beginning of the Greek crisis and the country’s economic adjustment programs. Even though trade union density was low in the private sector in Greece, the extension procedures of the collective bargaining coverage through sectoral collective agreements was certainly important. Moreover, unions in the Greek public sector were (and still are) powerful and could influence private sector agreements.

Permanent, open-ended and temporary contracts employment in public sector amounted to 20 percent of the country's total employment until the beginning of the Greek crisis. In contrast to the private sector that has borne the brunt of the Greek economic crisis, employment in the public sector did not deteriorate due to job cuts and layoffs. Under the consideration that micro-level enterprises, which employ 60 percent of Greek workers and constitute approximately 90 percent of the private sector (European Commission, 2016), are quite difficult to regulate and engage in informal practices and atypical forms of employment where unionism is not strong,

the “dual” characteristic of the Greek labor market, with a large and more protected government sector, and a less protected private sector has not diminished during the Greek crisis.

The prolonged period of sovereign debt crisis had a significant negative impact on the Greek labor market. Almost one million jobs were lost during the first four years of the Greek crisis while the unemployment rate had increased over 25 percent. In order to promote employment amid fiscal consolidation, the Greek government had adopted a plan of structural reforms which involve flexibility measures that deregulate Greece’s labor market. According to the European Parliament report (Karantinos, 2013, p. 13) “...the Greek labor market, one of the most regulated and rigid markets in the EU, has been transformed within just three years, to one of the most flexible labor markets of the EU...”. The emphasis has been on the wage policies in the public sector, reforming the way the minimum wage is set and moving away from multi-layered collective bargaining (Kosma et al., 2017; Lyberaki et al., 2017). In other words, a new minimum wage is set by law (lower by 22 per cent and 32 per cent for the age group under 25 years old). Based on the Greek Labor Force Survey data, Christopoulou and Monastiriotis (2016) indicate that although public sector workers saw remarkable wage cuts, the private sector employees were more deeply affected and found that wages in private sector employees fell faster and deeper than in the public sector. These wage reductions were also driven by the increase in enterprise agreements (Koukiadaki & Kokkinou, 2017). All these changes produced a tremendous shift from sectoral/occupational agreements (which expired and were not renewed/renewed) to enterprise level agreements. Consequently, in micro-enterprises, there has been a dramatic spread of individual agreements between the employer and single employees. Following the above, and with regard to collective bargaining, the Greek trade union movement is threatened and faces one of the most difficult periods since its foundation (Kretsos & Vogiatzoglou, 2015).

2.2 Employee Trust in Management: Key determinants

Employee trust in management in the workplace influences the behavior of employees, which in turn affects firm performance (Brown et al., 2015). Employee trust in management has become an important topic in the workplaces since employers try to develop trust-strategies in order to improve the work climate as well as employee satisfaction and engagement (Sharkie, 2009). Table 1 presents the main findings on the factors shaping employee trust in management: unions, financial gains, development and job security, the organizational ethical climate, organizational control and communication.

Bryson (2001) refers to the positive association between managerial support for union membership and employee trust in management. Employees’ perceptions of climate are also strongly associated with employees’ perceptions of union effectiveness. Moreover, Bryson et al. (2005) indicate that unions lost their power and attention has increasingly turned to the management of employees and the organization of work. Noda (2020) also indicates that unions play an important role

in mitigating information asymmetry between management and employees, which is positively related to their trust in management. Brandl (2021) finds that only mutual trust between the employee representation and the management enables the two sides in the employment relationship to reach deals which lead to long-term mutually beneficial outcomes including increases in firms' profitability.

Table 1: Employee Trust in Management: Key Determinants

Studies	Sample	Main findings
Bryson (2001)	1116 observations, British Social Attitudes Survey 1998, United Kingdom.	Employee trust in management is higher where i) there is a balance of power between unions and management at the workplace, and ii) management supports union membership. Employees' perceptions of union effectiveness are positively associated with higher trust in management.
Brown et al. (2015)	Workplace Employment Relations Survey 2004 & 2011, 1432 & 1550 observations, United Kingdom.	Restricting paid overtime and access to training erode employee trust in management. Job or work reorganisation are associated with lower employee trust in management.
McLeary and Cruise (2015)	653 observations, national survey not dated, Jamaica.	National social values of justice and respect are significant determinants of employee trust in management.
Weibel et al. (2015)	582 observations, online survey not dated, 19 European countries.	Output, process, and normative control are each positively associated with employee trust in management.
Avgar et al. (2016)	363 observations, online survey conducted in 2012, United States (Northeast).	Labor-management partnerships influence employee trust in management.
Bansal (2016)	117 observations from 3 M&As, questionnaire survey not dated, country or region not stated.	Effectiveness of HR initiatives, communication, and cultural convergence are important determinants of employee trust in M&As.
Nedkovski et al. (2017)	6000 observations, data collection (not dated) organized in partnership with a global firm which provides HR-related services, Italy, Germany, Poland, UK, Spain and France.	Benevolent and principled organizational ethical climates are positively associated with trust in management.
Vosse and Aliyu (2018)	139 observations from 2 institutions, questionnaire survey not dated, New Zealand.	HR and communication initiatives have a positive relationship with employee trust in management.
Noda (2020)	1502 observations, questionnaire survey of 141 firms conducted by the Institute for Industrial Relation and Labor Policy in 2013, Japan.	Employees' productivity-enhancing efforts and sense of job security are both positively related to their trust in management. Management discloses high-quality information to unions, which mitigate information asymmetry and promote employee trust in management.
Brandl (2021)	6418 observations, European Company Survey conducted in 2013, European Union.	Mutual trust between the employee representation and the management leads to long-term mutually beneficial outcomes.

Brown et al. (2015) indicate that employee trust has mixed relationship with a number of human resource management practices. For example, they found that the more training hours an employee received the more satisfied is and this positively associated with employee trust. Moreover, the extra paid overtime hours follow the same line. On the contrary, the job or work reorganization experienced at either the employee or organization level is associated with lower employee trust. Noda (2020) finds that employees' productivity-enhancing efforts and sense of job security are both positively related to their trust in management.

McLeary and Cruise (2015) indicate that cultural social values of respect and justice are very important determinants of employee trust in management. Avgar et al. (2016) find that the quality of labor–management partnerships (the extent to which labor and management share information, communicate, exchange ideas, and interact in a transparent and respectful manner) can serve as a mechanism through which hospitals can increase employee trust in management. Nedkovski et al. (2017) find that the benevolent organizational ethical climate, where social exchanges are based on mutual obligations, and the principled, where social exchanges are based on obeying to the organizational rules and codes, are positively associated with trust in management because colleagues make decisions based on an overarching concern for the well-being of all organizational members.

Weibel et al. (2015) find that organizational control is positively related to employee trust in management. Their findings indicate that process (formalized written procedures), output (formal practices that monitor what is produced), and normative control (enforcement of accepted organizational norms and values) determine employee trust employee trust employee trust employee trust employee trust employee trust.

Bansal (2016) finds that employees' perceptions of effectiveness of HR initiatives, communication, and cultural convergence have a positive relationship with employee trust in management. Poor management of these processes and practices during post-M&A integration phase negatively impact employee trust in the merged organization. Vosse and Aliyu (2018) also find that HR and communication initiatives have a positive relationship with employee trust in management.

With regard to studies of employee trust in management in Greece, only Nikandrou et al. (2000) and Myloni (2013) to our knowledge presents findings of determining factors. Nikandrou et al. (2000) investigate the factors affecting employees' trust in management after an acquisition, when the acquiring firm is Greek and foreign, for different rates of change and across periods, respectively. They find that the usefulness as well as frequency of information received about changes before and after the acquisition, the relation between old and new employees after the acquisition, uncertainty with economic situation and tolerance to change determine employees' trust in management after an acquisition for some of the conditions explored.

Myloni (2013) presents historical events that have affected trust levels in Greece and provides a summary of studies related to generalized trust in Greece. Myloni (2013) performs quantitative research and finds a strong positive relationship between managers' fair behavior and subordinates' trust in management, and

between managers' trust in subordinates and managers' fair behavior. Myloni (2013) also finds that firm size, the duration of the relationship between managers and subordinates, and length of tenure are very important factors in building trust. The analysis of Myloni (2013) aims to contextualize the model of Cardona et al. (2013) who investigate the manager-subordinate trust based on quantitative data gathered in 18 countries (Greece being one of them). Cardona et al. (2013) find a bidirectional relationship between managers-subordinates where subordinate trust in management has a significant indirect effect on manager trust in subordinate and manager trust in subordinate has a significant indirect effect on subordinate trust in management.

Kloutsiniotis et al. (2018) examine the indirect effects of high-performance work systems on service quality of Greek banks. They find that high-performance work systems are positively associated with employee trust in management. Kloutsiniotis et al. (2023) examine the role of transformational leadership on employees' work engagement in the Greek hospitality industry. They find that transformational leadership impacts employee trust in management and creates a social climate, which both lead to increased work engagement.

Table 2: *Key Determinants of Employee Trust in Management in Greece*

Studies	Sample	Main findings
Nikandrou et al. (2000)	133 observations (27 acquisitions), questionnaire survey conducted during 1992-1994.	Frequent communication before and after acquisition and the quality of employee relations are the most important factors shaping employee trust in management.
Myloni (2013)	184 observations, quantitative and qualitative data collection not dated.	Employee trust in management is more positively affected by the manager's age, the length of tenure and the duration the relationship between the employee and the manager.
Kloutsiniotis et al. (2018)	350 observations, questionnaire survey conducted in 2016.	Employees' perceptions of high-performance work systems are positively associated with their trust toward their managers.
Kloutsiniotis et al. (2023)	459 observations, questionnaire survey conducted in 2020.	Transformational leadership is positively associated with employee trust in management.

With regard to other studies about employee trust in management in Greece, Bourantas and Nicandrou (1998) discuss employees' trust in the management of the firm after an acquisition as a determining factor of employees' behavior following an acquisition. Kufidu and Vouzas (1998, p. 826) discuss (mis)trust in management as a factor influenced by trade unions concerns for quality improvement efforts and performance appraisal being ways of exploiting and discriminating against employees. Tomprou et al. (2012) explore the mediating role of trust in management, between psychological contract breach, feelings of contract violation and attitudinal outcomes of organizational commitment and job satisfaction in the Greek banking sector. Tomprou et al. (2012) find that trust in management partially mediates the relationship of perceived breach with organizational commitment and employee's job satisfaction.

3. Data and Method

As already mentioned above, this paper aims to investigate the role of trade union membership in influencing the determinants of employee trust in management with data collected right before the pandemic crisis. The data were collected through a questionnaire survey that was based on WERS 2011¹ because there is no national survey of people at work in Greece providing information about the state of workplace relations and employment practices. Questionnaires were filled by both private and public sector employees and the questions aimed to provide representative data on the state of workplace relations and employment practices with respect to the variables presented in Table 3. Questionnaires were filled on site because web-based data collection has lower response rates, which increase potential non-response bias (Shih & Fan, 2009). Information about the nature of the research was provided to the top management of each firm willing to participate. By agreeing to participate, information on the total number of employees and a date for filling the questionnaire on site was arranged. Private sector employees represent medium-sized firms from the economic activities of distributive trade and manufacturing. Questionnaires were not sent to small firms in order to minimize the presence of atypical employment and informal practices in the sample.² The response rates were high enough to minimize potential non-response bias: 68.8% in the public sector (310/450 employees) and 62.6% (282/450 employees) in the private sector.

The exploration of the data is based on the analysis of the determinants of employee trust by Brown et al. (2015, p. 371). An ordered probit specification is used to model employee trust in management as follows:

$$t_{ew} = Z_{1e} + Z_{2w} \quad (1)$$

where the unit of analysis is the employee e in workplace w and the explanatory variables are the employees' personal characteristics in vector Z_1 and the work-related characteristics in vector Z_2 . In order to capture how the employees have been affected by the hardships of the economic depression we expand equation (1) as follows:

$$t_{ew} = Z_{1e} + Z_{2w} + Z_{3r} \quad (2)$$

where the experience of recession is given by the measures r in vector Z_3 . Each employee's experience of recession in Greece may not be related with trust in management, since Greek policies amid depression have fostered the dual labor market. Therefore, both estimations have to be performed in sequence in order to determine whether experience of recession in Greece is related with trust in management.

We run our model for two data samples representing the Greek private and the public sector, respectively. The public sector employees of the sample are members of a trade union while those in the private sector are not. Table 3 presents the frequencies and descriptive statistics of the data. Most variables are binary except from "employee trust in management" variable ordered index, which is capturing the extent to which employees agree with the statement: managers here can be relied upon to keep their promises (1 is strongly agree and 5 is strongly disagree). The responses to this question are used to create a trust index, where the lower the value

of the index the higher is the level of employee trust. Therefore, a negative coefficient would imply a positive relationship between an independent variable and the level of employee trust.

Table 3: *Frequencies and Descriptive Statistics*

Variable/Statistic	N	Min.	Max.	Mean
workplace*	592	1	7	4.449
trust	573	1	5	3.229
<u>job characteristics</u>				
tenure <1 (year)	592	0	1	0.066
tenure 1-2	592	0	1	0.059
tenure 2-5	592	0	1	0.135
tenure 5-10	592	0	1	0.181
tenure >10	592	0	1	0.559
training none	588	0	1	0.558
training <1 (day)	588	0	1	0.119
training 1-2	588	0	1	0.180
training 2-5	588	0	1	0.073
training 5-10	588	0	1	0.034
training >10	588	0	1	0.036
log weekly hours	587	0.850	1.780	1.580
log wage	587	2.480	3.260	2.984
job changes (informed about)	545	0	1	0.501
staff changes (informed about)	523	0	1	0.618
organisation changes (informed about)	545	0	1	0.565
<u>experience of depression</u>				
workload increased	493	0	1	0.615
work re-organised	493	0	1	0.030
moved to another job	493	0	1	0.140
wages frozen or cut	493	0	1	0.623
non-wage benefits reduced	493	0	1	0.099
contracted work hours reduced	493	0	1	0.028
access to paid overtime restricted	493	0	1	0.325
required to take unpaid leave	493	0	1	0.037
access to training restricted	493	0	1	0.280
<u>employee characteristics</u>				
Gender (female)	590	0	1	0.519
log age	543	1.280	1.810	1.641
single	584	0	1	0.176
married	584	0	1	0.716
divorced	584	0	1	0.075
widowed	584	0	1	0.033
primary	589	0	1	0.009
secondary	589	0	1	0.207
college (post-secondary)	589	0	1	0.141
university graduate	589	0	1	0.514
university post-graduate	589	0	1	0.129

* 282 cases (47.6 percent) come from private sector workplaces and are not trade union members.

The three hypotheses to be tested are based on the discussion of the previous section:

1. The job characteristics (tenure, training, hours worked, wage, information about changes) determining employee trust in management have different signs between samples.
2. The employee characteristics (age, marital status, education) determining employee trust in management have different signs between samples.
3. The experiences of depression determining employee trust in management do not have different signs between samples.

The three hypotheses are tested under the assumption that sectoral trade unions, which are larger than private sector firm unions, act within the context of clientelism. Hypothesis 1 is expected to be true under the consideration that workplace tenure and sum of hours worked represent higher job security in the private sector amid economic depression at the same time as employment in the public sector is secured by trade unions through clientelism. Hypothesis 2 is expected to be true under the consideration that the bulk of personal experiences may question the firm performance, which is important in the private sector amid economic depression. The lack of evaluation practices in the public sector could make personal experiences less important. Hypothesis 3 is expected to be true under the consideration that the impact of economic adjustment stems from government policies and not by the management of the firm (assuming that employment in the private sector is typical).

4. Empirical Findings on Trust in Management

Table 4 presents the findings regarding the determinants of employee trust in management in the private sector where employees are not members of a trade union. Table 4 presents two sets of estimates. Training is not being estimated in the second set (right) due to multicollinearity (variance inflation factor was higher than 10). The exclusion of variables is preferred from exclusion of cases due to the sample's size. With regard to job characteristics:

- Workplace tenure is positively associated with employee trust in management. The reference category coefficient has a negative sign (not presented in Table 4) and the coefficients on the other categories become deviations from this effect. The findings agree with Myloni (2013), where employee trust in management is more positively affected by the length of tenure. The difference in tenure of 1-2 years and over 10 years is statistically significant and indicates a lower level of employee trust in management for the particular category.
- The amount of training received by employees is positively associated with employee trust in management. The reference category coefficient has a negative sign (not presented in Table 4) and the coefficients on the other categories become deviations from this effect. The findings agree with Brown et al. (2015), where restricted access to training has a negative effect on employee trust in management.

Table 4: Determinants of Private Sector Employees Trust in Management

Variables	With training			Without training		
	Coef.	St. Er.	p-val.	Coef.	St. Er.	p-val.
<i>job characteristics</i>						
tenure <1	0.130	0.592	0.827	0.166	0.605	0.784
tenure 1-2	0.330	0.110	0.003	0.421	0.132	0.001
tenure 2-5	-0.207	0.280	0.461	-0.105	0.269	0.697
tenure 5-10	0.215	0.213	0.313	0.318	0.203	0.117
tenure >10	<i>tenure ref. cat.</i>			<i>tenure ref. cat.</i>		
training none	0.803	0.354	0.024			
training <1	0.766	0.857	0.032			
training 1-2	0.134	0.202	0.156			
training 2-5	0.068	0.936	0.942			
training 5-10	-0.196	0.861	0.820			
training >10	<i>training ref. cat.</i>					
log weekly hours	-0.262	0.122	0.032	-0.250	0.107	0.020
log wage	-0.548	0.916	0.550	-0.121	0.851	0.887
job changes	-0.922	0.226	0.000	-0.921	0.218	0.000
staff changes	-0.316	0.197	0.108	-0.268	0.192	0.163
organisation changes	-0.039	0.230	0.865	-0.384	0.218	0.079
<i>experience of depression</i>						
workload increased	0.254	0.215	0.236	0.421	0.209	0.044
work re-organised	0.369	0.594	0.535	0.014	0.575	0.981
moved to another job	0.041	0.310	0.895	0.179	0.294	0.543
wages frozen or cut	0.347	0.206	0.093	0.316	0.195	0.105
non-wage benefits reduced	0.895	0.364	0.014	0.794	0.367	0.031
contracted work hours reduced	0.189	0.339	0.577	0.258	0.321	0.422
access to paid overtime restricted	0.357	0.197	0.070	0.279	0.204	0.171
required to take unpaid leave	0.303	0.472	0.520	0.206	0.477	0.666
access to training restricted	0.316	0.324	0.329	0.276	0.291	0.342
<i>employee characteristics</i>						
gender	-0.233	0.230	0.311	-0.345	0.221	0.118
log age	-0.376	1.531	0.806	-0.871	1.475	0.555
<u>marital status</u>						
single	-0.035	0.010	0.001	0.967	-0.323	0.003
married	-0.840	0.219	0.000	0.832	-0.234	0.000
divorced	-0.880	0.272	0.001	0.941	-0.288	0.001
widowed	<i>marital status ref. cat.</i>			<i>marital status ref. cat.</i>		
<u>education</u>						
primary	-0.914	0.506	0.071	-0.048	0.019	0.013
secondary	0.156	0.432	0.719	0.082	0.406	0.840
college (post-secondary)	0.237	0.421	0.573	0.361	0.425	0.396
university graduate	0.023	0.346	0.946	0.106	0.342	0.757
university post-graduate	<i>education ref. cat.</i>			<i>education ref. cat.</i>		
cut point 1	-11.119	4.313	0.010	-8.712	3.738	0.020
cut point 2	-10.315	4.298	0.016	-7.941	3.724	0.033
cut point 3	-8.877	4.277	0.038	-6.568	3.710	0.077
cut point 4	-6.920	4.247	0.103	-4.809	3.706	0.194
Log likelihood	-172.841			-185.111		
No. of cases forecasted	57.7 percent			51.4 percent		
Jarque-Bera normality test	3.252		0.197	3.256		0.196

The findings also agree with Kloutsiniotis et al. (2023), in the sense that employee training is part of transformational leadership, which is positively associated with employee trust in management. The differences in a) no training and the reference category and b) training of less than 1 year and the reference category are statistically significant and indicate a lower level of employee trust in management for the particular categories.

- Hours worked and wages are positively associated with employee trust in management. The findings on the effect of hours worked is statistically significant. The findings on wages agree with previous studies (Brown et al. 2015). The findings on hours worked agree with previous studies in the sense of paid overtime (Brown et al. 2015) and transformational leadership Kloutsiniotis et al. (2023).
- Being informed about changes is positively associated with employee trust in management. The effect of being informed about changes is statistically significant. The findings agree with those of previous studies (Bansal, 2016; Vosse, and Aliyu, 2018).

The set of variables relating to experiences due to the economic depression, are negatively associated with employee trust in management. However, only the findings on the effect of non-wage benefits reduced are statistically significant. The findings agree with Brown et al. (2015).

With regard to employee characteristics, females, age, and educational attainment are positively associated with employee trust in management, while marital status is not. The reference category coefficient on educational attainment has a negative sign and is not presented in Table 4 and the coefficients on the other categories become deviations from this effect. The difference in primary education and post graduate education is statistically significant and indicates a higher level of employee trust in management for the particular category. The reference category coefficient on marital status has a positive sign and is not presented in Table 4 and the coefficients on the other categories become deviations from this effect. The differences in all marital status categories and the reference category are statistically significant and indicate a higher level of employee trust in management.

Table 5 presents the findings regarding the determinants of employee trust in management in the public sector where employees are members of a trade union. Table 5 presents two sets of estimates. The variables capturing the experience of depression are not being estimated in the second set (right) due to multicollinearity (variance inflation factor was higher than 10) and issues with residuals' distribution (the Jarque-Bera normality test of the first set is statistically significant at 10 percent level). The exclusion of variables is preferred from exclusion of cases due to the sample's size.

With regard to job characteristics:

- Workplace tenure is negatively associated with employee trust in management. The findings contradict previous studies (Myloni, 2013).

Table 5: Determinants of Public Sector Employees Trust in Management

Variables	Coef.	St. Er.	p-val.	Coef.	St. Er.	p-val.
<i>job characteristics</i>						
tenure <1	0.294	0.091	0.001	0.289	0.090	0.001
tenure 1-2	0.461	0.533	0.387	0.591	0.477	0.216
tenure 2-5	0.991	0.437	0.023	0.923	0.501	0.066
tenure 5-10	0.065	0.298	0.828	0.081	0.267	0.761
tenure >10	<i>tenure ref. cat.</i>			<i>tenure ref. cat.</i>		
training none	-0.075	0.437	0.864	-0.010	0.386	0.980
training <1	-0.197	0.558	0.724	-0.138	0.512	0.788
training 1-2	-0.285	0.438	0.515	-0.314	0.390	0.421
training 2-5	-0.371	0.474	0.434	-0.267	0.440	0.543
training 5-10	-0.300	0.572	0.600	-0.154	0.620	0.804
training >10	<i>training ref. cat.</i>			<i>training ref. cat.</i>		
log weekly hours	0.623	0.563	0.269	0.555	0.471	0.238
log wage	-0.546	0.414	0.203	-0.273	0.231	0.237
job changes	-0.949	0.236	0.000	-0.858	0.207	0.000
staff changes	-0.056	0.282	0.842	-0.043	0.233	0.854
organisation changes	-0.033	0.008	0.000	-0.673	0.195	0.001
<i>experience of depression</i>						
workload increased	0.007	0.193	0.972			
work re-organised	0.769	0.659	0.244			
moved to another job	0.118	0.246	0.632			
wages frozen or cut	0.172	0.224	0.441			
non-wage benefits reduced	0.257	0.255	0.313			
contracted work hours reduced	0.291	1.053	0.782			
access to paid overtime restricted	0.177	0.170	0.298			
required to take unpaid leave	0.545	0.258	0.035			
access to training restricted	0.142	0.177	0.421			
<i>employee characteristics</i>						
gender	0.036	0.201	0.858	0.205	0.176	0.245
log age	0.729	0.765	0.354	0.039	0.032	0.231
<u>marital status</u>						
single	0.112	0.369	0.761	0.730	0.500	0.145
married	0.150	0.309	0.628	0.409	0.456	0.370
divorced	0.521	0.587	0.375	0.571	0.575	0.321
widowed	<i>marital status ref. cat.</i>			<i>marital status ref. cat.</i>		
<u>education</u>						
primary	-0.774	0.308	0.012	-0.044	0.017	0.013
secondary	-0.166	0.258	0.519	-0.544	0.345	0.115
college (post-secondary)	-0.409	0.230	0.076	-0.704	0.306	0.021
university graduate	0.312	0.263	0.235	-0.428	0.250	0.087
university post-graduate	<i>education ref. cat.</i>			<i>education ref. cat.</i>		
cut point 1	-4.189	3.784	0.268	-2.587	3.445	0.453
cut point 2	-2.377	3.774	0.529	-0.708	3.434	0.837
cut point 3	-0.936	3.763	0.804	0.536	3.433	0.876
cut point 4	0.092	3.776	0.981	1.486	3.442	0.666
Log likelihood	-218.255			-264.892		
No. of cases forecasted	55.3 percent			50.2 percent		
Jarque-Bera normality test	4.967		0.083	1.360		0.507

The reference category coefficient has a positive sign (not presented in Table 4) and the coefficients on the other categories become deviations from this effect. The difference in tenure of 1-2 years and the reference category is statistically significant and indicates a higher level of employee trust in management for the particular category.

- The amount of training received by employees is positively associated with employee trust in management. The findings agree with previous studies (Brown et al., 2015). The reference category coefficient has a negative sign (not presented in Table 5) and the coefficients on the other categories become deviations from this effect. The differences in categories of training up to 1 year and the reference category are statistically significant and indicate a lower level of employee trust in management.
- Hours worked are negatively associated with employee trust in management. The findings on wages agree with previous studies (Brown et al. 2015).
- Wages are positively associated with employee trust in management. The findings on wages agree with previous studies (Brown et al. 2015).
- Being informed about changes is positively associated with employee trust in management. The effects of job and organizational changes are statistically significant. The findings agree with those of previous studies (Bansal, 2016; Vosse & Aliyu, 2018).

The set of variables relating to experiences due to the economic depression, are negatively associated with employee trust in management. However, only the findings on the effect of required to take unpaid leave are statistically significant. The findings agree with Brown et al. (2015).

With regard to employee characteristics, females, age, and marital status are negatively associated with employee trust in management, while educational attainment is not. The reference category coefficient on marital status has a positive sign and is not presented in Table 5 and the coefficients on the other categories become deviations from this effect. The differences in all marital status categories and the reference category are not statistically significant. The reference category coefficient on educational attainment has a negative sign and is not presented in Table 5 and the coefficients on the other categories become deviations from this effect. The difference in primary education and the reference category, and post-secondary education and the reference category are statistically significant and indicate a higher level of employee trust in management.

The differences between the estimates presented in Tables 4 and 5 regard the job characteristics of workplace tenure and hours worked, and the employee characteristics of age and gender. These differences lead to the acceptance of the three hypotheses set in the previous section.

An explanation for the positive association between workplace tenure and employee trust in management in the private sector can be possible under the assumption that the increase of tenure is linked with management positions and skills

contributing to higher job security. Job security is of particular importance in the private sector in times of economic depression, where firms have to cut costs. In the public sector, job security is probably not linked with tenure. Job security might be influenced by the presence of the union, as implied by previous studies (Noda, 2020). Similarly, the positive association between hours worked and employee trust in management in the private sector may be related with higher job security, as well as increased income.

The negative association between age and trust in management in the public sector may be explained under the assumption that age represents personal experiences which question the performance in the public sector, possibly due to the lack of performance appraisal practices contributing to target setting in quality management (the opposite taking place in the private sector). Age in the private sector may also represent the distrust effect of temporary, flexible or atypical forms of employment represented by younger populations (being new entrants in the private sector labor market).

5. Conclusions

The Greek sovereign debt and political crisis that was spurred by the global financial crisis, led the country's economy into depression and sky-rocketing unemployment figures. The materialized plan of gradual deregulation of the Greek labor market adopted by the Greek government to enhance employment failed to date to decrease the unprecedentedly high levels of unemployment until the pandemic crisis, and concerned primarily the private sector labor market. Employment in the public sector did not deteriorate due to job cuts and layoffs but due to hiring freezes, and public sector employees suffered income losses due to fiscal consolidation. Private sector employment experienced a shift from sectoral/occupational agreements to enterprise level agreements that have resulted in deunionization and rising levels of atypical forms of employment. The unprecedented unemployment levels portray a dual labor market consisting of a public sector where "employee entrance" was restricted by the economic adjustment programs, and a private sector where excess supply of labor favors the supply of atypical forms of employment (particularly in smaller firms). Under the consideration that the presence of this duality is due to the link between sectoral trade unions (which represent the public sector and are large vis-à-vis the smaller private sector firm unions) and clientelism, this paper explores the differences in the factors determining employee trust in management.

Based on a data sample collected right before the pandemic crisis through a questionnaire survey of employees, which was constructed with questions adapted from WERS 2011 this paper aims to investigate the role of trade union membership in influencing the determinants of employee trust in managers amid economic depression. Following Brown et al. (2015), an ordered probit specification is employed in order to model employee trust in management with employee and workplace characteristics and employee's experiences of economic depression as explanatory variables.

The findings indicate differences in the effects of age, workplace tenure and hours worked on employee trust in management between public sector employees (trade union members) and private sector employees (not being members). The findings can be linked with the differences in performance appraisal practices and the requirements for job security between the public and the private sector, for which the literature indicates the importance of trade unions and clientelism. Differences in the effect of employee's experiences of economic depression on the level of their trust in management, is not detected.

The findings of this study are analysis-based evidence to managers about the specific steps that can be taken to enhance employee trust. First, in line with the findings of previous studies (Noda, 2020) public sector policymakers may follow modern trust-strategies, in cooperation with trade unions, in order to increase motivation for public employees. With regard to managerial implications for the private-sector and in the absence of trade union membership, employees may feel less secure in their workplaces. Thus, managers may take different employee engagement strategies in this case, through the practice of transformational leadership. In addition, both in private and public sectors, managers should not neglect the role of HR and communication initiatives in fostering employee trust amid organizational changes.

With regard to academic implications, the attempt of this study to investigate employee trust in management through the lens of the inside-outside model of labor amid economic depression in Greece indicates the importance of the findings. The effects of key determinants of unionized public sector's employees (insiders) trust in management are different for outsiders (non-unionized private sector's employees).

The study has the following limitations. First, although the findings are expected to be generalizable across Greece, they may differentiate across regions with differences in the workload and the work ethics (for example, between urban and rural regions). Second, the findings will be meaningful across other European countries that share cultural similarities with Greece. Third, the findings may not be meaningful in cases where the private sector is unionized.

Finally, on recommendations for future research, the primary focus should be on cross-national level and compare research outcomes across EU States. Except from employee trust, attention should also be brought upon how to increase employees' perceptions of fairness, commitment and engagement in the workplace. With regard to the case of Greece, an analysis of a sample that would be representative of the employee behavior in small and micro-enterprises and/or of trade union membership in the private sector would overcome the limitations of this research.

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Notes

¹ See the Workplace Employment Relations Study (WERS) available online:
<https://www.gov.uk/government/publications/the-2011-workplace-employment-relations-study-wers>
(accessed on 28th June 2023).

² Small firms in Greece engage in informal activities (Vlachos and Bitzenis, 2016) and the self-employed are not opportunity driven (Vlachos, 2016).