



Kern Economic Journal

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Association for Local Economic Development

2025 Third Quarter



Featured Articles:



The Economics Data
Institute at
California State
University Bakersfield



The Importance of
Managerial Trust

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**Center for Economic
Education and Research**

KERN ECONOMIC JOURNAL is a quarterly publication (February, May, August, November) of California State University, Bakersfield. Its purpose is to track local trends and analyze regional, national, and global issues that affect the economic well-being of Kern County. The journal provides useful information and data that can help the community make informed economic decisions. Sources of funding for this journal include university contributions and sponsorship and subscription fees.

Editorial and analytical articles on important local, regional, national, and international issues and trends are invited for *consideration* of publication in the journal. Articles (not exceeding 800 words in length) must be submitted to the Managing Editor in electronic copy. Individual authors are responsible for the views and research results.

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Kern Economic Journal



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Economy at a Glance!

2025 THIRD QUARTER
BY DR. NYAKUNDI MICHIEKA
& DR. RICHARD S. GEARHART III

National Economy¹

Real GDP increased at an annual rate of 4.3 percent in the third quarter of 2025. In the second quarter of 2025, real GDP increased by 3.8 percent. This increase reflected increases in consumer spending, exports, and government spending that were offset by a decrease in investment. Imports also decreased.

Current-dollar GDP increased by 8.2 percent in the third quarter of 2025. In the second quarter of 2025, current dollar GDP increased at an annual rate of 6.0 percent.

Current-dollar personal income increased by \$94.5 billion in September 2025. This rise reflected increases in compensation and personal income receipts on assets.

Real disposable personal income, which is adjusted for inflation and taxes, increased by 0.1 percent between August and September of 2025.

Personal saving was \$1.09 trillion in September 2025 compared with \$1.01 trillion in June 2025.

Personal saving rate, defined as personal saving as a percentage of disposable income, was 4.7 percent in September 2025. In June 2025, personal saving rate was 4.5 percent.

The Conference Board's Index of Leading Economic Indicators (LEI) – a measure of future economic activity – decreased by 0.3 percent in September 2025 to 98.3 (2016=100), following a 0.3 percent decline in August. The LEI has fallen by 2.1 percent in the six-month period between March and September 2025.

The University of Michigan's Consumer Sentiment Index increased from 55 in the second quarter of 2025 to 58.3 in the third quarter of 2025. The index in the first quarter of 2025 was 64.5.

¹U.S. economic numbers were obtained from the Bureau of Economic Analysis "U.S. Economy at a Glance". This is found at <http://www.bea.gov/newsreleases/glance.htm>
The information for the Index of Leading Economic Indicators is found at <https://conference-board.org/data/bcicountry.cfm?cid=1>.
The University of Michigan Consumer Sentiment Index is available at <http://www.sca.isr.umich.edu/tables.html>

State Economy²

In California, the unemployment rate increased to 6.4 percent in the third quarter of 2025 compared to 6.1 percent in the second quarter of 2025. The counties with the highest unemployment rates include Alpine (9.4), Colusa (9.7), Imperial (21.1), Merced (9.4), and Tulare (10.5). Those with the lowest unemployment rates include Mono (4.2), Napa (4.3), Orange (4.6), San Francisco (4.3), and San Mateo (4.1).

California's labor force increased by 56,133 in the third quarter of 2025. During this period, civilian employment rose by 20,700 workers (from 18.74 million to 18.76 million). Nonfarm enterprises hired 8,967 fewer workers while farm employment grew by 3,300. The mining and logging sector hired 167 more workers while construction and manufacturing hired 6,300 and 9,700 fewer employees, respectively. Service sector employment increased from 15.87 million to 15.89 million between the second quarter of 2025 and the third quarter of 2025. The state government hired 7,500 less workers while the local government employed 11,700 more workers.

Local Economy

Kern County's labor force increased from 412,633 in the second quarter of 2025 to 419,800 in the third quarter of 2025. Civilian employment increased by 8,233 from 375,000 to 383,233. Nonfarm employment decreased by 2,400 while farm employment went up by 14,100.

In Bakersfield, nonfarm employment changed as follows: mining and logging added 100 workers; construction lost 67 workers; manufacturing added 167 workers; and the service industry lost 2,600 workers. Within the service industry, trade, transportation and utilities added 167 workers. Other sectors changed as follows: financial activities employment did not change; professional and business services lost 100 workers; private education and health services added 900 workers while leisure and hospitality added 233 employees. The number of federal government workers increased by 67 while state government employment decreased by 533 workers. The local government added 3,567 workers.

²The California economic numbers were obtained from the Bureau of Labor Statistics "Local Area Unemployment Statistics Map". This is found at <https://data.bls.gov/map/MapToolServlet?survey=la&map=county&seasonal=u>.



In Kern County, the unemployment rate varied considerably across cities, ranging from 4.4 percent in Taft to 15.4 percent in Delano. Most cities in Kern County experienced a quarter-to-quarter decrease in the unemployment rate (except Bakersfield and Ridgecrest where unemployment increased). The biggest quarter-to-quarter decrease in unemployment rate occurred in Delano, where it dropped from 24.6 percent to 15.4 percent. In Bakersfield, the unemployment rate was 7.3 percent in the third quarter of 2025 compared to 6.1 percent in the second quarter of 2025. In Kern County, unemployment was 8.7 percent in the third quarter of 2025 compared to 9.1 percent in the second quarter of 2025.

In the third quarter of 2025, the median price of a home in Bakersfield was \$413,833 compared to \$414,083 in the second quarter of 2025. Home prices were \$6,667 higher than they were four quarters ago. Within the county, the city of California City had the lowest median home prices, averaging \$297,000. The city with the highest (median) home prices was Rosamond, at \$443,333.

The weighted price index for the five publicly traded companies doing business in Kern County (Sierra Bancorp, Tejon Ranch Company, Chevron Corporation U.S., Granite Construction, and Wells Fargo Company) increased by 14.8 percent from \$153.9 to \$168.7 (quarter-to-quarter). The index was also 21.5 percent greater than it was four quarters ago. Companies gained/lost as follows: Chevron (increased 8.5 percent quarter-over-quarter), Tejon Ranch (decreased 5.8 percent quarter-over-quarter), Granite Construction (increased 17.3 percent quarter-over-quarter), Wells Fargo (increased 4.6 percent quarter-over-quarter) and Sierra Bancorp (increased 8.3 percent quarter-over-quarter).

The average price of a barrel of crude oil (WTI) increased by \$1.11 to \$65.74 in the third quarter of 2025 while the average retail price of a gallon of gasoline in Bakersfield decreased by \$0.03 to \$4.46. The unit price of California's Class III milk was \$17.38 in the third quarter of 2025 compared to \$18.34 in the second quarter of 2025. The Index of Farm Price Parity in the third quarter of 2025 (0.89) was lower than that of the second quarter of 2025 (0.93).

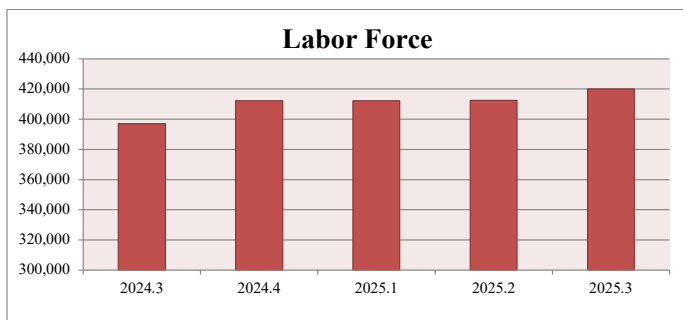
Tracking Kern's Economy¹

DR. NYAKUNDI MICHIEKA &
DR. RICHARD S. GEARHART III
2025 SECOND QUARTER

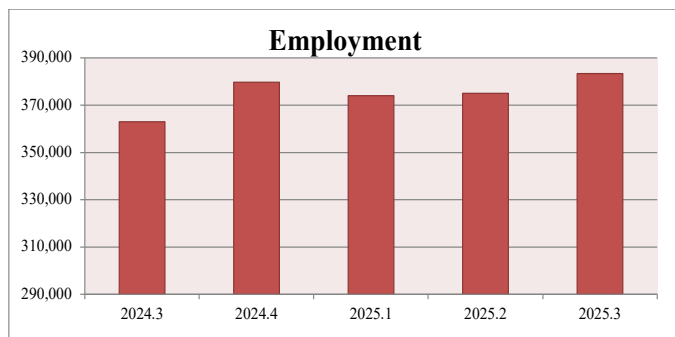
Labor Market

We average monthly data to calculate quarterly figures and then adjust for seasonality in the series.

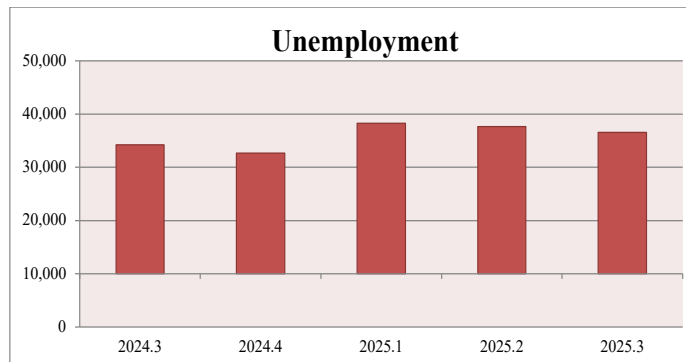
Labor Force – The civilian labor force increased by 7,367 individuals, rising from 412,633 in the second quarter of 2025 to 420,000 in the third quarter of 2025. The Bureau of Labor Statistics defines the labor force participation rate as the proportion of the working-age population that is either working or actively looking for work.



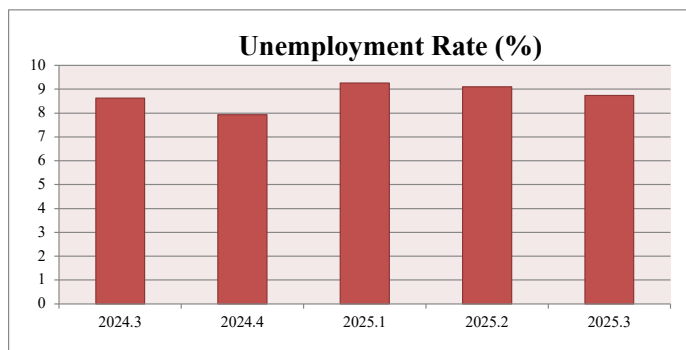
Employment – In the third quarter of 2025, Kern County hired 8,400 more workers (compared to the previous quarter) as total employment increased from 375,000 to 383,400. This represents a 5.64 percent increase in employment compared to the third quarter of 2024 when 362,933 persons were employed. Second to third quarter employment increased by 3,667 in 2024 while in 2023, second to third quarter employment increased by 3,933.



Unemployment – Quarter-to-quarter unemployment decreased by 1,033 as the number of jobless workers decreased from 37,633 to 36,600. The number of unemployed workers is 6.91 percent more than it was four quarters ago. In the third quarter of 2024, there were 34,233 unemployed workers.

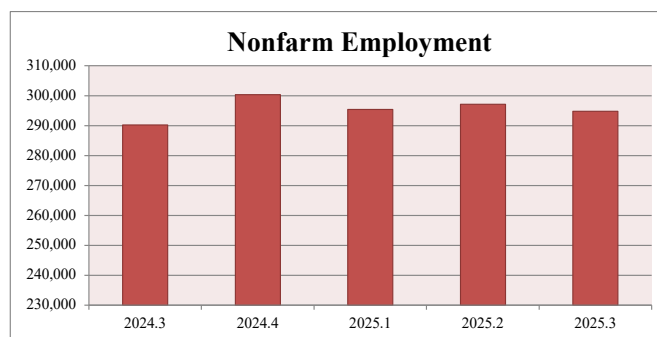


Unemployment Rate – Kern County's year-to-year unemployment rate increased by 0.1 percent (i.e. unemployment rate was 8.73 percent in the third quarter of 2024 and 8.74 in the third quarter of 2025). The unemployment rate for the second quarter of 2025 was 9.10 percent. Kern County's third quarter unemployment rate in 2025 (8.7 percent) was higher than that of California's (6.4 percent).



The unemployment rate varied considerably across cities, ranging from 4.4 percent in Taft to 19.2 percent in California City. Quarter to quarter unemployment rate decreased in all cities except for Ridgecrest where it increased. The biggest decrease in the unemployment rate occurred in Delano, where it dropped from 24.6 to 15.43 percent. In Bakersfield, the unemployment rate was 6.97 percent four quarters ago in the third quarter of 2024.

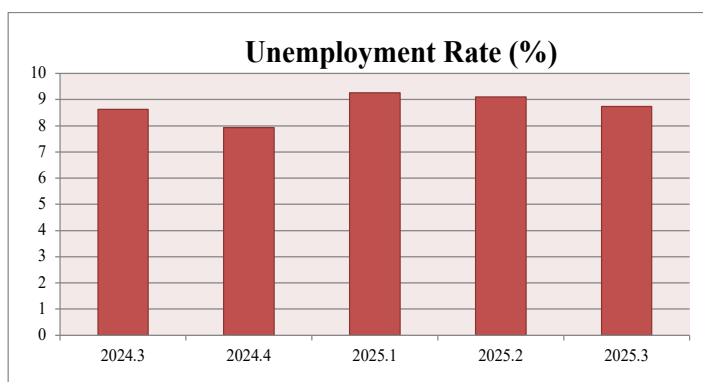
Unemployment Rate of Cities			
Location	Unemployment Rate (%)	Location	Unemployment Rate (%)
Kern County	8.7%	McFarland	9.7%
Arvin	12.3%	Mojave	12.1%
Bakersfield	7.3%	Oildale	10.2%
California City	19.2%	Ridgecrest	5.4%
Delano	15.4%	Rosamond	9.1%
Edwards	10.9%	Shafter	6.8%
Frazier Park	8.6%	Taft	4.4%
Lake Isabella	12.2%	Tehachapi	9.3%
Lamont	9.7%	Wasco	13.0%



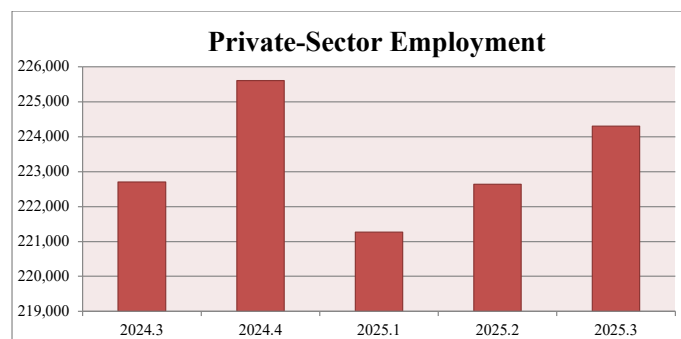
In Bakersfield, nonfarm employment changed in the following manner: mining and logging employment increased by 100 workers; construction lost 67 workers; manufacturing lost 167 workers and the service sector lost 2,600 workers. Within the service sector, trade, transportation, and utilities added 167 workers; financial activities employment remained unchanged; professional and business services lost 100 workers; health care and social assistance added 967 workers while leisure and hospitality added 233 employees. Federal government employment added 67 workers while state employment decreased by 533. The local government lost 3,567 workers.

Private-Sector Employment – Nonfarm employment is comprised of private- and public-sector employment. In the third quarter of 2025, private companies hired 1,667 more workers compared to the second quarter of 2025. They also hired 0.72 percent more workers in the third quarter of 2025 than they did four quarters ago (in 2024). Currently, the private sector employs 224,300 individuals.

Farm Employment – In the third quarter of 2025, Kern County hired 14,100 more farm workers compared to the second quarter of 2025. As a result, quarter-to-quarter farm employment increased from 55,333 to 69,433. An average of 67,433 workers were employed in the farming sector four quarters ago, in the third quarter of 2024. The year-over-year number of farm workers increased by 2,000.

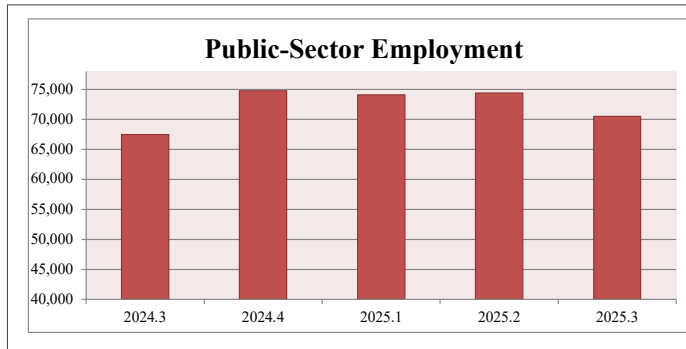


Nonfarm Employment – Nonfarm industries employed 2,267 less workers in the third quarter of 2025, as the number of workers decreased from 297,067 to 294,800. The industries hired 4,600 (or 1.59 percent) more workers compared to four quarters ago.



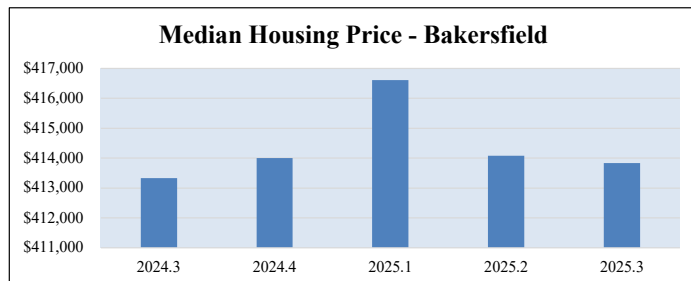
Public-Sector Employment – The public sector consists of federal, state, and local government agencies. The local-government labor market includes workers employed by county and city agencies, and public education. In the third quarter of 2025, government agencies hired 3,933 less

workers, as employment decreased from 74,433 to 70,500 – a 5.28 percent decrease. Compared to the third quarter of 2024, 4.44 percent more workers were hired in the public sector.

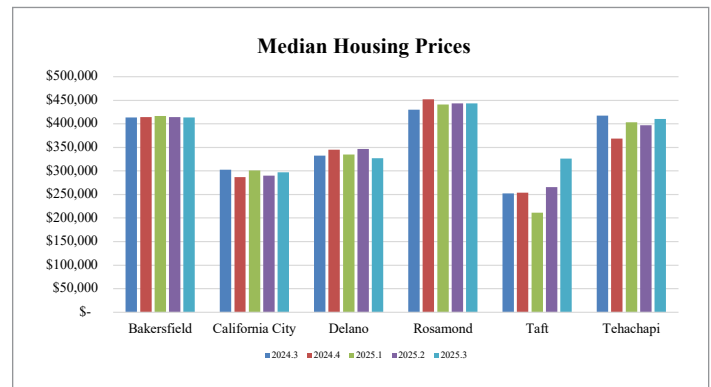


Housing Market

Housing Price – In the third quarter of 2025, Bakersfield’s housing prices dropped by \$250 (0.06 percent) compared to the second quarter of 2025. The median price of a home in Bakersfield averaged \$413,833 in the third quarter of 2025 compared to \$413,333 in the third quarter of 2024. Prices were 0.12 percent higher than they were four quarters ago.



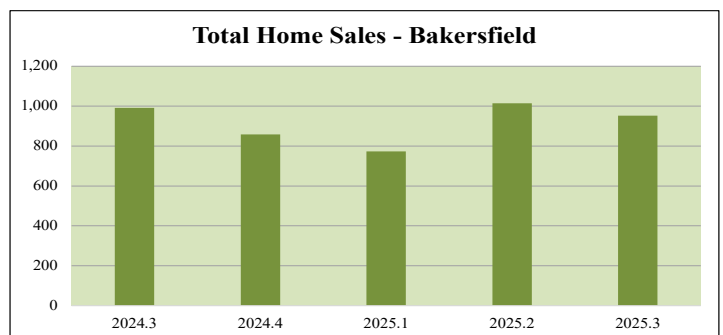
Regional Housing Prices – Changes in housing demand in Bakersfield are likely to spillover to surrounding cities as individuals who are on the margin of buying or selling are likely not located in the Bakersfield Metropolitan Statistical Area (MSA). An assessment of second to third quarter (2025) changes in median sales price indicates that home prices increased in all cities except in Bakersfield and Delano where they decreased. Delano witnessed the largest decrease in median home prices (dropping by \$19,917). The average (annual) price change was +4.54 percent across all regions in our sample. The median home price across all regions was \$369,533 in the third quarter of 2025 compared to \$357,999 in the third quarter of 2024 (prices were higher).



Year-over-year home prices changed as follows: Bakersfield (+0.12 percent), California City (-1.82 percent), Delano (-1.78 percent), Rosamond (+3.10 percent), Taft (+29.21 percent) and Tehachapi (-1.62 percent).

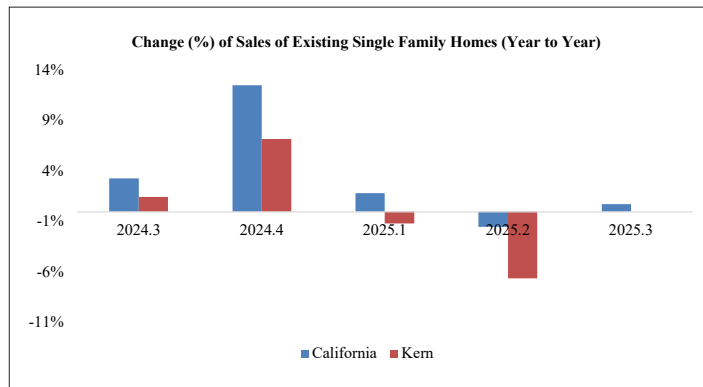
Location	Median Price (last year)	Median Price (this year)	Price Change (\$ (Annual))	Price Change (%) (Annual)
	2024.3	2025.3	2024.3 to 2025.3	2024.3 to 2025.3
Bakersfield	413,333	413,833	500	0.12%
California City	302,500	297,000	-5,500	-1.82%
Delano	332,667	326,750	-5,917	-1.78%
Rosamond	429,997	443,333	13,337	3.10%
Taft	252,167	325,833	73,667	29.21%
Tehachapi	417,333	410,567	-6,767	-1.62%
Average	357,999	369,533	11,533	4.54%

Home Sales – In Bakersfield, quarter-to-quarter sales of residential units decreased by 62 units, from 1,014 in the second quarter of 2025 to 952 in the third quarter of 2025. An average of 39 less units were sold in the third quarter of 2025 compared to the third quarter of 2024.

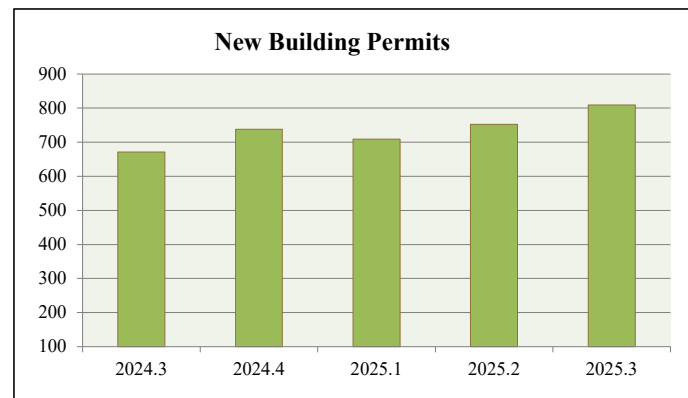


Growth in Housing Sales – We compare growth in sales of existing single-family homes in Kern County with growth in sales in California. Positive values indicate that more homes were sold in this quarter compared to the same quarter last year. In the third quarter of 2025, one percent more homes

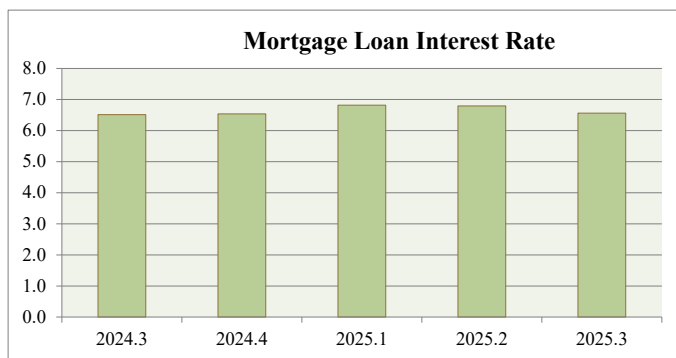
were sold in California compared to the third quarter of 2024. In Kern, year-to-year sales did not change (zero percent change). The average growth in home sales in California between third quarter in 2024 and the third quarter in 2025 was 3.3 percent while the number was 0.2 percent in Kern County.



New Building Permits – In the third quarter of 2025, Kern County issued 57 more permits for construction of new privately-owned dwelling units compared to the second quarter of 2025. A total of 809 permits were issued in the third quarter of 2025 compared to 752 in the second quarter (2025). In the third quarter of last year (2024), 671 permits were issued. Over the last five years, the average number of permits issued in the third quarter is 627.

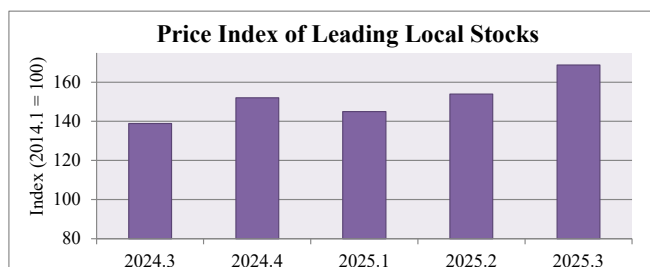


Mortgage Interest Rate – In the third quarter of 2025, the interest rate on thirty-year conventional mortgage loans decreased by 0.23 percent to 6.56 percent. The interest rate in the second quarter of 2025 was 6.79 percent. The interest rate last year (third quarter of 2024) was 6.51 percent.

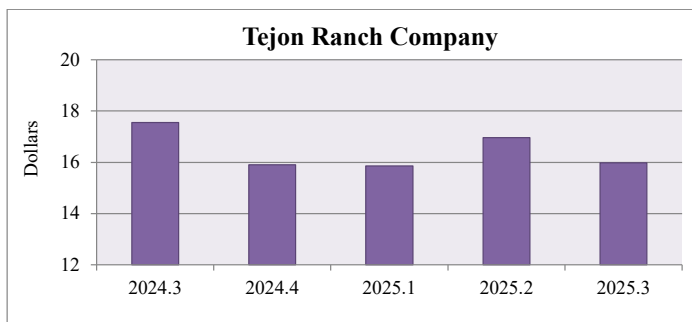


Stock Market

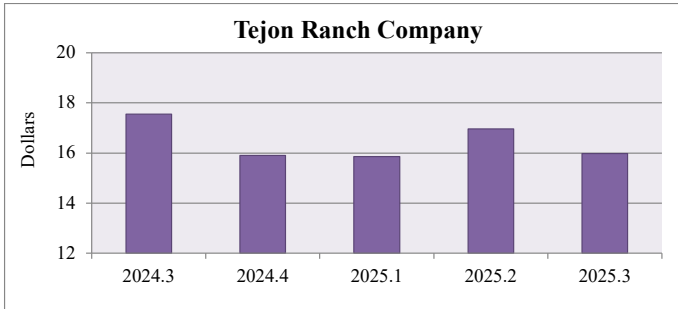
In the third quarter of 2025, the composite price index (2014.1=100) of the five publicly traded companies doing business in Kern County increased by \$14.84, from \$153.90 to \$168.70 (quarter to quarter change). The index was 21.5 percentage points higher than it was four quarters ago. Average “close” prices were measured for five local market-movers: Chevron Corporation U.S., Tejon Ranch Company, Granite Construction, Wells Fargo Company, and Sierra Bancorp.



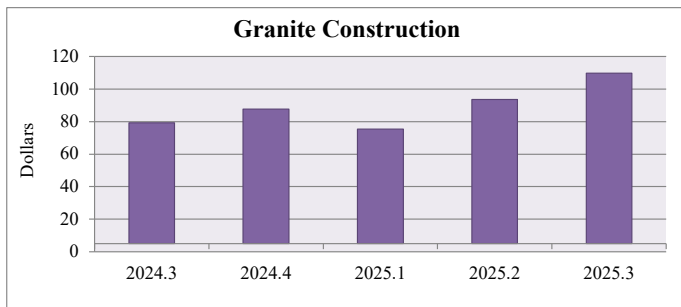
Chevron Corporation U.S.: Compared to the second quarter of 2025, CVX added \$12.10 (or 8.5 percent) per share as its price increased from \$143.19 to \$155.29. Relative to the third quarter of 2024, CVX was up \$5.59 (or 3.7 percent).



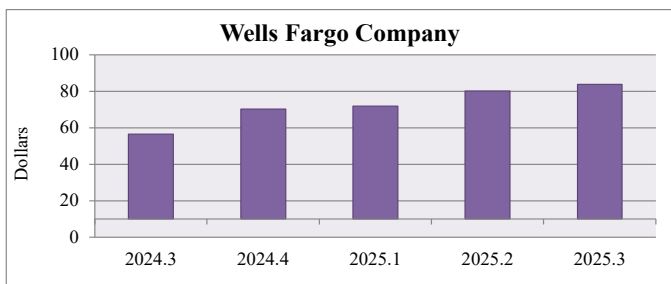
Tejon Ranch Company: TRC lost \$0.98 (or 5.8 percent) per share as its stock price decreased from \$16.96 to \$15.98 between the second quarter of 2025 and third quarter of 2025. Compared to the third quarter of 2024, TRC stock price was down \$1.57 (or 8.9 percent).



Granite Construction: GVA gained \$16.14 (or 17.3 percent) per share as its stock price increased from \$93.51 to \$109.65 between the second and third quarter of 2025. GVA gained \$30.32 (or 38.2 percent) over the last four quarters.

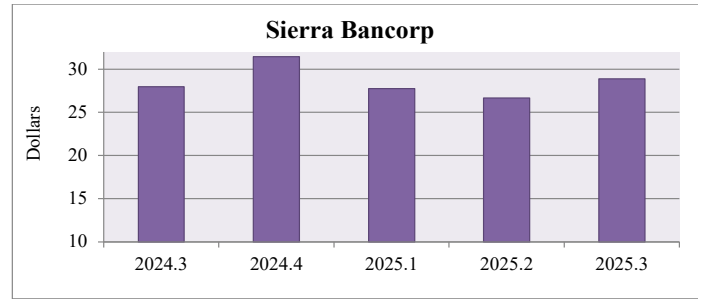


Wells Fargo Company: WFC gained \$3.70 (or 4.6 percent) per share as its stock price increased from \$80.12 to \$83.82 between the second quarter of 2025 and the third quarter of 2025. Relative to the third quarter of 2024, WFC was up \$27.33 (or 48.4 percent).



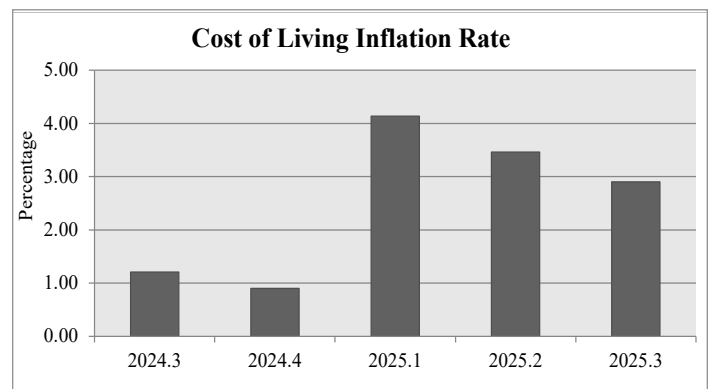
Sierra Bancorp: BSRR gained \$2.22 (or 8.3 percent) per share as its price increased from \$26.69 to \$28.91 (quarter to quarter). BSRR gained

\$0.95 (or 3.4 percent) in the third quarter of 2025 compared to the third quarter of 2024.

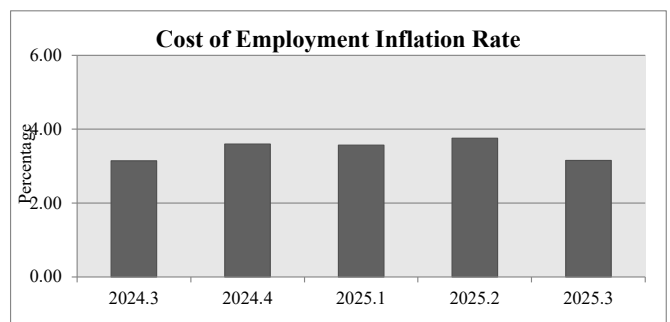


Inflation

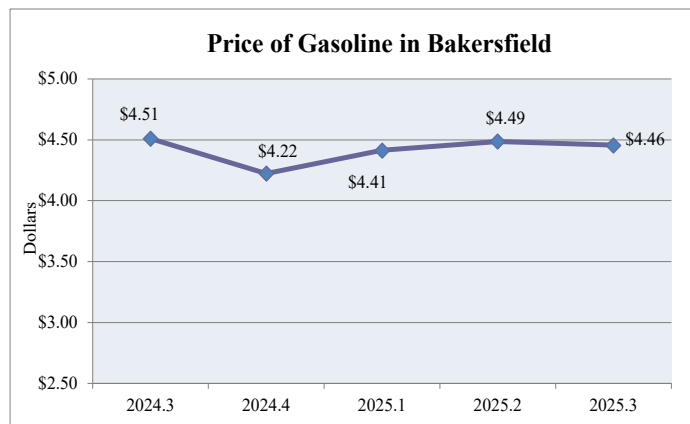
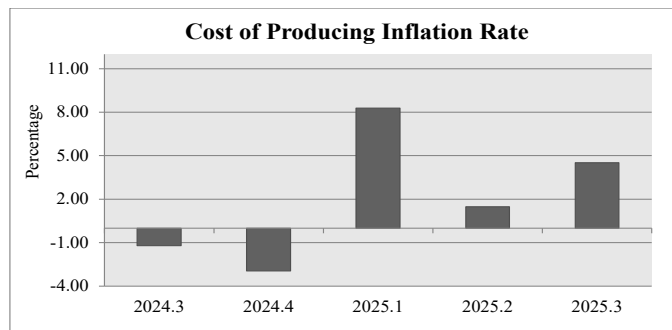
Cost of Living – In the third quarter of 2025, the Consumer Price Index for all urban areas (1982-84 = 100) increased from 321.61 to 323.94. As a result, inflation for the cost of living accelerated at an annual rate of 2.90 percent. The index was 314.88 points in the third quarter of 2024.



Cost of Production – The Producer Price Index for all commodities (1982 = 100) increased from 259.44 in the second quarter of 2025 to 262.37 in the third quarter of 2025. The inflation rate for the cost of producing increased at an annualized rate of 4.51 percent. The cost of production inflation rate was 255.11 four quarters ago.

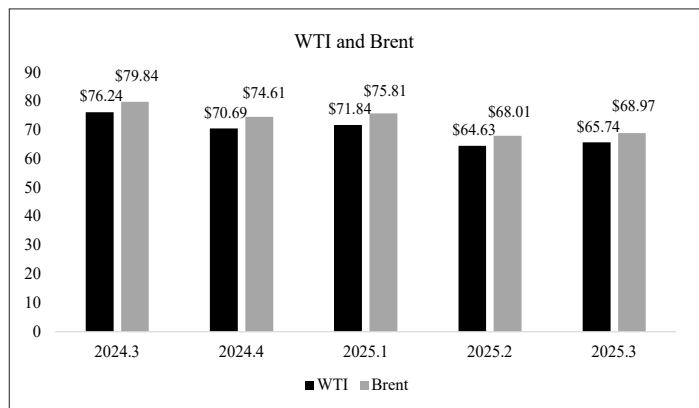


Cost of Employment – The Employment Cost Index (December 2005 = 100) for all civilian workers increased from 171.4 in the second quarter of 2025 to 172.75 in the third quarter of 2025, causing quarter-to-quarter employment inflation to rise by 3.15 percent.



Energy

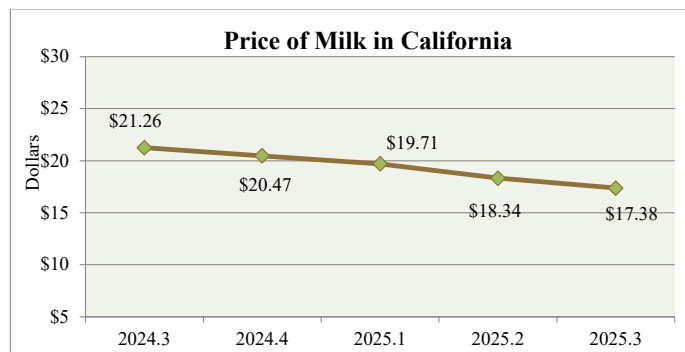
Oil Price – The spot price of WTI in the third quarter of 2025 was \$65.74 compared to that of Brent which was \$68.97. Compared to four quarters ago, the spot price of WTI and Brent was \$11 and \$11 less, respectively. Year over year prices were lower.



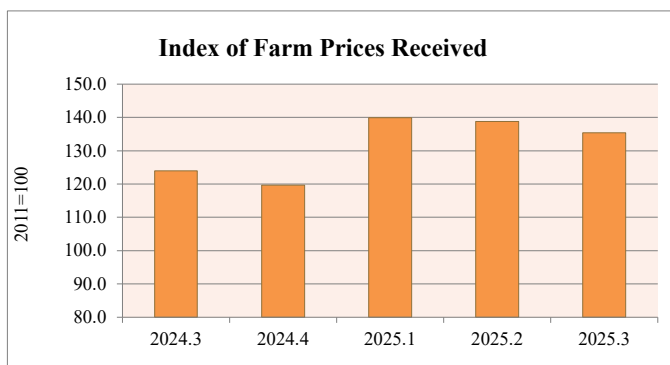
Price of Gasoline – In the Bakersfield MSA, the average retail price of gasoline decreased by \$0.03 to \$4.46 between the second quarter of 2025 and the third quarter of 2025. Average gasoline prices were \$4.51 in the third quarter of 2024 and \$5.22 two years prior in the third quarter of 2023.

Commodity Prices

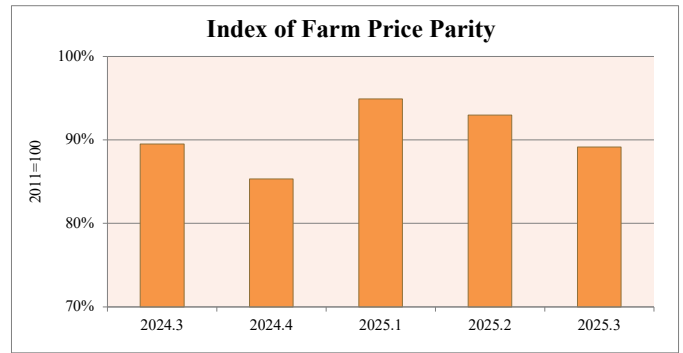
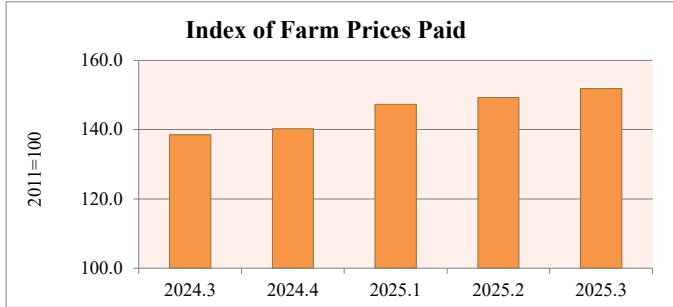
Price of Milk – The unit price of California’s Class III milk decreased in the third quarter of 2025 by \$0.73, to \$17.38. Milk prices were \$3.88 (or 18.22 percent) lower than they were four quarters ago.



Farm Prices – In the third quarter of 2025, the National Index of Prices Received by Farmers for all farm products (2011 = 100) decreased by 3.37 points from 138.8 in the second quarter of 2025 to 135.4 in the third quarter of 2025. The index was 9.22 percent higher than it was four quarters ago in the third quarter of 2025.



Meanwhile, the National Index of Prices Paid by farmers for commodities, services, interest, taxes, wages, and rents increased by 1.76 percentage points. This means that farmers were worse off in the third quarter of 2025 compared to the second quarter of 2025.



¹ Source – Online databases: <http://www.labormarketinfo.edd.ca.gov>; www.usda.com; www.bakersfieldgasprices.com; www.bea.gov; www.car.org; www.census.gov; <https://www.redfin.com>; <https://www.cafnmo.com>; www.bls.gov; www.eia.gov.

We measure the Index of Farm Price Parity as the ratio Index of Prices Received to the Index of Prices Paid. In the third quarter of 2025, the Index of Farm Price Parity was 89 percent compared to 89 percent in the second quarter of 2025. Four quarters ago, the price ratio was 90 percent.



The Economics Data Institute at California State University Bakersfield

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CALIFORNIA STATE UNIVERSITY BAKERSFIELD

Introduction

The Economics Data Institute (EDI) is a collaborative partnership between the economics department at California State University, Bakersfield (CSUB), the Kern County Superintendent of Schools (KCSOS), and the K-16 Education Collaborative (K-16).

For the inaugural program, CSUB partnered with McFarland High school. On Saturdays November 1, 8, and 15, 2025, students from McFarland High School visited CSUB to learn about the economics degree program. A total of 20 students were selected through a competitive process to participate in the Institute and received a \$250 stipend upon completion.

The program exposed students to the wide range of career opportunities available with an economics degree. Participants used data to analyze and address real-world issues affecting Kern County and California. Speakers included CSUB faculty, as well as current students and alumni from the economics program. The essay that follows describes the material covered during each of the three EDI sessions.

Day I: Introduction to Economics

On the first day, students were introduced to the economics degree and its various fields of specialization, including health, labor and environmental economics. Other areas of specialization include behavioral, development, international, industrial, public economics, as well as rural and urban economics. Students also learned about the types of careers available to those with an economics degree.

During the second session, students received a crash course in microeconomics and macroeconomics. The session combined theory with practical application; for example, after learning the fundamentals of demand, supply and market equilibrium, students participated in a market simulation in which buyers and sellers traded in goods and services until an equilibrium price was reached. Data collected during this exercise was then used to plot demand and supply functions. The final session of the day included a tour of the CSUB campus.

Day II: Coding and Visualizing Economic Data

On the second day, students explored the “what,” “where,” and “how” of working with data. In the “what,” they defined data and its role in economic analysis. In the “where,” they examined sources of data used in empirical research, including local, state, national and international databases covering sectors such as agriculture, banking, education, energy, justice and transportation.

In the “how,” students applied data to analyzing real-world issues. They examined minimum wage data to assess the most affordable places to live in California and explored how factors such as air quality, water quality, crime, and education affect health outcomes in Kern County. These sessions provided students with hands-on exposure to concepts in labor and health economics.



Day III: Where Can an Econ Degree Land You? Meet the Alumni

On the final day, students analyzed data using an Ordinary Least Squares (OLS) approach to estimate a linear regression model using EViews and Microsoft Excel. The estimated coefficients were then interpreted to understand their economic significance. In the mid-morning session, students also learned how to apply to the economics program at CSUB in a workshop facilitated by the department's student research assistants.

In the afternoon, the EDI hosted an alumni panel in which three former students discussed their academic experiences at CSUB and how those experiences led to their current careers. The alumni, working in agriculture, banking and government shared insights on how to leverage an economics degree for professional success. Students expressed strong appreciation for the experience.

Conclusion

The economics degree has continued to evolve, becoming increasingly empirical (Marshall 2024). This growing emphasis on data is essential for analyzing patterns, testing theories, and making causal inferences, particularly through the study of variables such as GDP, inflation and consumer behavior. The primary objective of this program was to



provide students with an opportunity to explore the field of economics and understand how it can serve as a viable career path. In doing so, the program also strengthened collaboration among McFarland High School, CSUB, KCSOS and program alumni. Additionally, participating high school students experienced a university campus environment, engaged with college students and faculty, and immersed themselves in a setting that fosters higher learning.

The economics department at CSUB looks forward to inviting other high schools to participate in the Economics Data Institute.



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The Importance of Managerial Trust

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If we were to ask a seasoned manager or even a manager-in-training the importance of employees trusting their manager they would say, of course, it is important, vital, yes essential. In fact, research indicates that employees that trust their manager are 260% more likely to be motivated to work, have 41% lower absenteeism rates and 50% less likely to look for another job.

However, having acknowledged this, current research indicates that about 25% of employees report that their trust in management is low, very low. This is not good. In fact, managers perceive that their employees trust them as leaders by an overestimate of 40%.

Perhaps this review of basic management principles related to employee – manager trust will be helpful. Let us start with what is meant by managerial trust. These key words speak volumes, but many times they are surprisingly overlooked.

Managerial trust is the belief employees have in their managers' integrity, competence, and fairness, built through consistent, honest actions like keeping promises, demonstrating empathy, sharing control, and supporting mistakes, thus creating a foundation for strong engagement, open communication, and improved organizational performance.

Managerial consultants speak about the 5 C's of employee – manager trust:

Characteristics of Trust	Explanation
Care	Demonstrating genuine concern for individuals as people, not just workers, and understanding their needs and well-being.
Competence	Showing you have the skills, knowledge, and ability to do the job effectively and lead successfully, including a plan to build needed skills.
Consistency	Being predictable, fair, and steady in your actions and decisions, following through commitments, and holding yourself to the same standards as others.
Communication	Clear communication, building an honest two-way pattern respecting the ideas, suggestions and approaches of others.
Character	Being transparent, honest, providing context (the "why"), admitting mistakes, and acting ethically and with integrity.



As a manager we know these principles to be true. So, what gets in the way? There are times when both the employee and manager feel pressure, even stress coming from organizational growth goals coupled with limited resources. Everyone must do more but with less. We recognize that there are times when these stressors feel as if the manager must force higher production or quality results and does so risking long-term trust while seeking this short-term success.

These pressures are real, but this is where most employees indicate that their manager fails in creating or maintaining the employee – manager trust relationship.

What are some approaches that the manager can take to establish, maintain or reinforce meaningful managerial trust?

Building Trust	Damaging Trust
Do that which builds, protects and empowers the team even when there is real pressure.	Do that which builds up the manager, their career not worrying about the impact on others.
Being truthful, honest and clear with others always doing such with diplomacy.	Blame others, do not admit your own mistakes, attempt to cover and protect self.
Build personal connections first and task completion next. Tasks are important but people are more so.	Force completion of tasks at all costs. Set production goals as if they were of greater importance than employee support.
Prioritize tasks which are most important and support employees in that process.	Shift, change, reorganize goals not being concerned with impacts on the work force.
Listen to employees and act on their quality suggestions. Value their ideas and solutions. Empower them.	Tell people what to do without seeking their input. Create a power- environment that is top downward.

These basic points of employee – manager trust are important enough that where necessary a new or perhaps reinvigorated commitment to the trust principle may be called for.



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