

<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>25 October 2021</b>
<b>Location</b>	<b>Virtual Conference</b>
<b>Title of Paper</b>	<b>'Your Voice Matters' Full Report</b>
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<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Police Scotland Full Report</b> <b>Appendix B – SPA Corporate Full Report</b>

**PURPOSE**

The purpose of this paper is to provide an overview of the full organisational results for Police Scotland and SPA Corporate in relation the 'Your Voice Matters' survey and overview of the development of Police Scotland's proposed Implementation Plan.

Members are invited to discuss the contents of this report.

## **1. BACKGROUND**

1.1 At the SPA People Committee in September a report was presented which provided the main findings from the survey in relation to:

- Integrity, ethics, inclusion, respect and diversity;
- Wellbeing, motivation and engagement;
- Impact of COVID-19 pandemic;
- Supervisory Leadership;
- Organisational Tone.

1.2 The full reports have been received from Durham University Business School for Police Scotland, SPA Corporate and Forensic Services.

1.3 Police Scotland and SPA Corporate published their results on 19<sup>th</sup> October.

1.4 Forensic Services intend to carry out further analysis of their report before communicating the full results to their people.

1.5 The Police Scotland full report and proposed Implementation Plan were presented at SLB on 20<sup>th</sup> October where it was supported.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

### **2.1 Additional key findings from the Police Scotland full report**

2.1.1 The key findings in relation to Police Officer ranks:

- Minimal differences were found by rank regarding hindrance stressors at work; however, there is a noteworthy jump in scores between Constables and Sergeants, who reported the highest levels overall;
- Average scores for job and life satisfaction, work engagement, and key wellbeing measures were reported at more positive levels at higher ranks;
- Fatigue was found to be moderate for Constables to Chief Inspectors;
- Levels of disturbed and insufficient sleep were relatively similar across all ranks, though slightly lower for Superintendents and above.

2.1.2 The key findings in relation to Police Staff grades:

- A linear trend was visible across many measures, with respondents in grades 1-4 reporting less positive average scores and respondents in grades 9-13 reporting more positive average scores;
- Fear of making mistakes was highest in grades 1-4;
- Similarly, those experiencing the highest sleep disturbance and insufficient sleep were also grades 1-4.

2.1.3 The key findings in relation to Equality & Diversity:

- Individuals who indicated they had a disability reported slightly lower scores for levels of support they perceive they receive from the organisation and their supervisor;
- The frequency of experiencing interpersonal mistreatment due to ethnicity was higher than those identifying as white ethnicity;
- Female police officers experienced higher levels of condescending behaviour than male police officers;
- For individuals who reported a religion or belief the average scores for meaningfulness of their work and their commitment to the public were found to be slightly higher;
- The proportion of gay, lesbian, bisexual or other sexual orientation respondents experiencing being put down or treated in a condescending manner in the past twelve months was higher than that of heterosexual respondents.

2.1.4 The Police Scotland full report is included in Appendix A.

**2.2 Key findings from the SPA Corporate full report**

2.2.1 The key findings are:

- The source of motivation and the focus of serving the public was high, as was work engagement and levels of both job and life satisfaction;
- The energy within SPA Corporate to meet daily demands and challenges was reported at a moderately high level on average;
- The feedback regarding leaders and supervisors indicates that they appreciate, respect and value individuals;

## OFFICIAL

- On average, SPA Corporate staff feel included in the decisions made across the organisation.

2.2.2 The SPA Corporate full report is included in Appendix B.

### **2.3 Police Scotland Divisional reports**

2.3.1 Divisional reports have been produced which contain both quantitative and qualitative insights and trends. These reports will enable Division's to engage with their people and involve them in the co-creation of solutions to initiate local improvement.

2.3.2 Each Division will incorporate their improvement activity within their People Plan by 31st December and progress will be tracked through their People Board.

### **2.4 Police Scotland Implementation Plan**

2.4.1 As part of his commitments for 2021/22, the Chief Constable stated he would act on the findings of the 'Your Voice Matters' survey to address the issues that our people told us mattered to them most.

2.4.2 A session was held on 27<sup>th</sup> August with Diversity Network Chairs to discuss the issues that mattered most to them and those they represent. The discussion was very positive and they welcomed the opportunity to contribute, which had not happened on the back of the last survey and this has informed the development of the Implementation Plan. The Staff Associations and Unions are members of the Survey Steering Group, which provides an opportunity for comment and input on the development of the Implementation Plan.

2.4.3 At the Executive planning day on 3 Sept the results were discussed and priorities areas for improvement were agreed. These are:

- Wellbeing;
- Leadership;
- Behaviours;
- Hindrance Stressors;
- Enablers.

2.4.4 In addition to the Implementation Plan being shared with the Survey Steering Group and Diversity Network Chairs, it was also shared with proposed champions/sponsors for input.

2.4.5 The Implementation Plan will continue to evolve with detailed timescales and success measures to be fully defined through ongoing engagement with proposed activity owners and key stakeholders.

## **2.5 Next Steps**

2.5.1 It is proposed that this paper will progress, along with the Police Scotland's Implementation Plan, to SPA Board meeting on 24<sup>th</sup> November 2021.

2.5.2 Progress against the Implementation Plan will be tracked and monitored through the PPMB/Professionalism, Digital and Transformation Management Board. The first update will be presented in January 2022. This will be underpinned by regular communication and updates to ensure our people are sighted on progress.

2.5.3 The Survey Steering Group (SSG), chaired by ACC Hawkins and Director McMahon, will continue its role as the decision making forum that supports the delivery of the Implementation Plan. The SPF, ASPs, Unison and Scottish Police Authority are active members of this group. The SSG is to consider proposals for an Organisational Learning Review to inform any future survey campaign.

## **3. FINANCIAL IMPLICATIONS**

3.1 No funding has been requested in association with the update provided within this paper. Once fully developed, the proposed Improvement Plan may comprise of activities and deliverables that may require funding. Where this need is identified, the established governance processes will be followed.

## **4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications associated with this paper.

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implication associated with this paper.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There is a perception, from some, that we have not done enough to respond to findings from previous survey activity. A credible and tangible response to the 'Your Voice Matters' results will potentially mitigate these concerns and demonstrate that Police Scotland is listening to their people, are committed to action and confirms that our peoples' voices do matter.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this paper.

**8. COMMUNITY IMPACT**

8.1 There are no community impact implications associated with this paper.

**9. EQUALITIES IMPLICATIONS**

9.1 An EQHIRA has been developed as part of this work.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications associated with this paper.

**RECOMMENDATIONS**

Members are requested to discuss the contents of this report.

**Police Scotland**

**YOUR VOICE MATTERS SURVEY 2021**

**Summary of Evidence and Insights**

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September 2021

This summary report is intended as a basis for discussion. While every effort has been made to ensure the accuracy of the material contained within, the authors will not be liable for any loss or damage incurred through the use of this report.

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## CONTENTS

1	Introduction .....	1
2	Methodology.....	2
3	Key Findings .....	4
3.1	Introduction to the Key Findings.....	4
3.2	The Impact of the COVID-19 Pandemic.....	4
3.3	Main Findings for Key Measures .....	6
3.4	Police Officer Ranks.....	25
3.5	Police Staff Grades .....	28
4	Equality, Diversity and Inclusion.....	31
4.1	Introduction.....	31
4.2	Disability .....	31
4.3	Ethnicity.....	33
4.4	Gender.....	34
4.5	Religion or Belief .....	36
4.6	Sexual Orientation.....	37
5	Glossary of Key Measures.....	39

## **1 INTRODUCTION**

Police Scotland, the Scottish Police Authority, and Durham University Business School have agreed to collaborate on a research project to investigate the state of the Police Scotland workforce.

The study has been conducted by independent researchers from Durham University Business School, in accordance with Durham University ethical guidelines for research. Participation in the survey was voluntary, and anonymity and confidentiality for all participants is assured.

We would like to thank the individuals who gave up their valuable time to provide the data for this research.

## 2 METHODOLOGY

The survey was designed using proven academic scales for each of the measures<sup>1</sup> and circulated online to serving police officers, police staff, special constables, and volunteers across Scotland.

Responses for the main Part A survey were collected over a four-week completion period in March 2021.<sup>2</sup>

In total, the main survey received 7,389 responses (31.2% response rate) from individuals working within Police Scotland.

A shorter, follow-up survey was circulated online to enable predictive analyses of statistically significant relationships between measures, to assist with effective policy change and design of interventions to improve the wellbeing of the workforce. This Part B survey was open for a three-week completion period in April 2021 and received 5,438 responses (23.0%).

This resulted in a matched sample of 1,872 responses from individuals who chose to complete the optional respondent generated anonymous code at the end of both surveys. This is considered to be more than adequate to provide sufficient statistical power to allow confidence in the findings from the relational analyses conducted to investigate associations between variables.

Whilst it is difficult to establish causality in multi-wave, cross-sectional studies,<sup>3</sup> and it needs to be recognised that the presence of simultaneity bias may cause endogeneity<sup>4</sup> in the analyses conducted, an approach was adopted to measure independent variables at an earlier time point than dependent variables<sup>5</sup> and to test relationships between variables from consideration of relevant theory and findings from prior research. Having conducted

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<sup>1</sup> The measures have either been developed by the research team or are based on, or adapted from, peer reviewed academic scales which have been selected and tested in this context.

<sup>2</sup> The 2021 Your Voice Matters Survey was conducted within the period of the COVID-19 pandemic.

<sup>3</sup> Experimental study designs conducting randomized experiments are recognised as the most robust manner to test for causal analyses (Antonakis et al., 2010).

<sup>4</sup> See Güntner et al. (2020) for a fuller discussion of these issues.

<sup>5</sup> Separating measurement of independent and dependent variables is recognised as an effective manner for the reduction of Common Method Variance in analyses and hence providing increased robustness in the relationships found for the associations between variables (Podsakoff et al., 2003).

preliminary analyses to check for scale reliability and consistency, we tested predicted relationships using hierarchical linear regression, including mediation, moderation, and conditional PROCESS analysis.<sup>6</sup> Where appropriate, we also conducted exploratory factor analyses. We controlled for the effects of role, gender, and tenure in policing, alongside topic-specific related measures where relevant. The minimum confidence level of significance adopted was  $p = .05$ .

The final sample consisted of 5,313 police officers, 2,029 police staff, and 17 special constables. While we are unable to provide group level results for special constables due to the small number of responses, the responses from these individuals are of course included within the overall force level analyses.

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<sup>6</sup> Hayes (2018).

### 3 KEY FINDINGS

#### 3.1 Introduction to the Key Findings

The following section summarises the results from the descriptive and predictive analyses on key measures. For ease of interpretation and comparison, the average scores reported across the key wellbeing measures are discussed against a nine-point classification ranging from *extremely low to extremely high*.<sup>7</sup>

To assist in understanding the findings, the main measures studied in this collaborative research project are discussed within the glossary presented in Section 5, below.

Analyses to investigate whether there are any differences between scores for police officer and police staff respondents have been conducted and are discussed below. Where appropriate, the effect sizes of any differences have been calculated. Effect sizes can be considered as being small, medium or large. In this study we calculated values of Eta-squared and followed the guidelines proposed by Cohen (1988) for interpretation of .01 relating to a small effect, .06 to a medium effect and .14 to a large effect (Pallant, 2012). A small effect size suggests there is a real-world impact but is something likely only found through careful study. A large effect size is more substantial and indicates something that we need to take notice of; it suggests the difference between the two sets of scores is substantial and/or consistent enough that it could be found between the two populations quite easily.

#### 3.2 The Impact of the COVID-19 Pandemic

The 2021 Your Voice Matters Survey was conducted within the period of the COVID-19 pandemic. The average scores for the measures relating specifically to working during the pandemic are presented in Table 1.

Average scores for current work effectiveness were high for police officers and very high for police staff, with a small effect size of difference between the role groups.

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<sup>7</sup> For example, for a 1 to 7 scale measure, the average converted descriptions would be 1.00 to 1.67 *Extremely Low*, 1.68 to 2.33 *Very Low*, 2.34 to 3.00 *Low*, 3.01 to 3.67 *Moderately Low*, 3.68 to 4.33 *Moderate*, 4.34 to 5.00 *Moderately High*, 5.01 to 5.67 *High*, 5.68 to 6.33 *Very High*, and 6.34 to 7.00 *Extremely High*.

**Table 1: Average Scores for Measures relating to the COVID-19 Pandemic**

Measure	Police Officers (Average)	Police Staff (Average)
Felt Change in Performance during the Pandemic <small>(1-5 scale)</small>	2.97	3.34
Current Work Effectiveness	5.23	5.69

Note: Unless stated, all measures used a 1 to 7 scale.

21.9% of police officer respondents and 12.3% of police staff respondents reported feeling that their work performance had declined during the pandemic. However, a positive finding is that 58.9% of officers and 51.2% of staff indicated that they felt their performance was relatively unchanged and at a similar level to before the pandemic, while 19.2% of officers and 36.5% of staff indicated they felt their performance had improved during this time.

The proportions by role of where respondents were currently working at the time of the survey are presented in Table 2.

As can be seen, 8.9% of police officer respondents and 35.9% of police staff respondents indicated they were newly working from home, while 17.9% of police officer respondents and 23.1% of police staff respondents reported they were newly working in an office location within their force. 42.2% of police officer respondents indicated they were mainly working out in the community, face to face with the public, at this time.

**Table 2: Main work location during COVID-19 pandemic**

Role	Location changed due to pandemic	At home	Office in force location	Out in the community	Other location
Police Officers	Yes	8.9% (465)	17.9% (939)	13.8% (722)	2.2% (115)
	No	0.3% (15)	27.3% (1,432)	28.4% (1,486)	1.3% (67)
Police Staff	Yes	35.9% (719)	23.1% (464)	0.6% (12)	3.7% (75)
	No	0.7% (14)	33.2% (665)	0.5% (11)	2.2% (45)

Note: The number of respondents is shown in brackets.

Of the respondents working from home, 72.0% of police officers and 74.6% of police staff indicated they had a dedicated study or separate workspace within their home, while 28.0% of police officers and 25.4% of police staff working from home indicated that they were working within a shared living space.

Police staff respondents who indicated they were working from home at the time of the survey generally reported higher average levels of perceived organisational support (with a medium effect size) than those who were not working from home. This was also the case, to a lesser extent (small effect size), for police officer respondents who indicated they were working from home.

Police officers and police staff working from home were also more likely to indicate that their overall work performance had improved during the period of the pandemic, and improved to a greater extent, than respondents who were not working from home.

However, average psychological detachment scores were slightly lower for police staff respondents working from home (with a small effect size), which suggests that they have found it a little more difficult to switch off from work during non-work hours than their colleagues who are not working from home. This was also evident, to a lesser extent, for police officer respondents working from home.

### **3.3 Main Findings for Key Measures**

The descriptive statistics for measures for all respondents are presented in Table 3 (main Part A survey measures) and Table 5 (supplementary Part B measures). The average scores for police officers and police staff are presented in Tables 4 and 6 (Part A and Part B measures, respectively).

**Table 3: Average Scores for Key Measures, All Respondents**

<b>Measure</b>	<b>All Respondents (Average)</b>
Public Service Motivation	5.80
Meaningfulness of Work	5.77
Commitment to the Public	5.46
Job Satisfaction	5.05
Life Satisfaction (1-10 scale)	7.51
Work Engagement	5.67
Self-Efficacy (Confidence in Job Skills)	5.97
Fear of Making Mistakes	3.13
Emotional Energy	4.03
Physical Wellbeing (1-5 scale)	3.52
Fatigue	4.13
Psychological Needs Satisfaction - Autonomy	4.99
Psychological Needs Satisfaction - Competence	5.57
Psychological Needs Satisfaction - Relatedness	4.45
Challenge Stressors (1-5 scale)	3.88
Hindrance Stressors (1-5 scale)	2.88
Psychological Detachment from Work	4.16
Taking Care of Self (1-6 scale)	3.76
Disturbed Sleep	4.33
Insufficient Sleep	4.52
Vision Clarity	4.28
Perceived Organisational Support	3.94
Procedural Justice (Fairness)	3.63
Supportive Leadership	4.80
Authoritarian Leadership	3.24
High Performance Expectations from Supervisors	5.38
Integrity Identity	6.35
Inclusive Leadership	5.40
Team Inclusion in Decision-Making	5.08
Experienced Workplace Incivility (1-6 scale)	2.04

Note: Unless stated, all measures used a 1 to 7 scale.



**Table 4: Comparison of Average Scores between Police Officers and Police Staff**

Measure	Police Officers (Average)	Police Staff (Average)	Difference (Effect Size)
Public Service Motivation	5.84	5.69	S
Meaningfulness of Work	5.76	5.78	<i>n.s.</i>
Commitment to the Public	5.53	5.29	S
Job Satisfaction	5.03	5.10	<i>n.s.</i>
Life Satisfaction (1-10 scale)	7.51	7.49	<i>n.s.</i>
Work Engagement	5.65	5.72	<i>n.s.</i>
Self-Efficacy (Confidence in Job Skills)	5.93	6.09	<i>n.s.</i>
Fear of Making Mistakes	3.15	3.11	<i>n.s.</i>
Emotional Energy	3.96	4.22	S
Physical Wellbeing (1-5 scale)	3.52	3.51	<i>n.s.</i>
Fatigue	4.16	4.05	<i>n.s.</i>
Psychological Needs Satisfaction - Autonomy	4.98	5.02	<i>n.s.</i>
Psychological Needs Satisfaction - Competence	5.57	5.57	<i>n.s.</i>
Psychological Needs Satisfaction - Relatedness	4.48	4.38	<i>n.s.</i>
Challenge Stressors (1-5 scale)	3.88	3.89	<i>n.s.</i>
Hindrane Stressors (1-5 scale)	2.95	2.71	S
Psychological Detachment from Work	4.03	4.50	S
Taking Care of Self (1-6 scale)	3.75	3.78	<i>n.s.</i>
Disturbed Sleep	4.35	4.27	<i>n.s.</i>
Insufficient Sleep	4.63	4.22	S
Vision Clarity	4.21	4.49	S
Perceived Organisational Support	3.81	4.32	S
Procedural Justice (Fairness)	3.54	3.85	S
Supportive Leadership	4.88	4.60	S
Authoritarian Leadership	3.25	3.21	<i>n.s.</i>
High Performance Expectations from Supervisors	5.46	5.18	S
Integrity Identity	6.37	6.28	<i>n.s.</i>
Inclusive Leadership	5.44	5.30	<i>n.s.</i>
Team Inclusion in Decision-Making	5.18	4.83	S
Experienced Workplace Incivility (1-6 scale)	2.06	1.98	<i>n.s.</i>

**Notes:**

1. Unless stated, all measures used a 1 to 7 scale.
2. *n.s.* indicates a non-significant difference between the two groups, suggesting that while there may be a difference in average scores, it is not sufficient to be significant (i.e., it may be due to chance). If the effect size is significant, it can be small (S), medium (M) or large (L).

**Table 5: Average Scores for Part B Measures, All Respondents**

Measure	All Respondents (Average)
Work Effort <sub>B</sub>	5.81
Process Improvement Behaviour <sub>B</sub>	5.51
Promotive Voice Behaviour <sub>B</sub>	5.24
Discretionary Effort for Co-workers <sub>B</sub> (1-5 scale)	4.04
Discretionary Effort to Disrupt Criminal Activity <sub>B</sub>	3.96
Authenticity at Work <sub>B</sub>	5.24
Self-Worth <sub>B</sub>	5.56
Ethical Voice Behaviour <sub>B</sub>	5.86

**Notes:**

1. Unless stated, all measures used a 1 to 7 scale.
2. Respondents were routed to or past the questions on discretionary effort to disrupt criminal activity based on whether their daily work activities involve a direct focus on reducing criminal activity. The average scores for this measure are therefore based on a smaller sample group of 2,748 respondents.

**Table 6: Comparison of Average Scores for Part B Measures, Police Officers and Police Staff**

Measure	Police Officers (Average)	Police Staff (Average)	Difference (Effect Size)
Work Effort <sub>B</sub>	5.73	5.99	S
Process Improvement Behaviour <sub>B</sub>	5.51	5.53	<i>n.s.</i>
Promotive Voice Behaviour <sub>B</sub>	5.29	5.13	<i>n.s.</i>
Discretionary Effort for Co-workers <sub>B</sub> (1-5 scale)	4.09	3.94	S
Discretionary Effort to Disrupt Criminal Activity <sub>B</sub>	4.02	3.55	S
Authenticity at Work <sub>B</sub>	5.19	5.36	<i>n.s.</i>
Self-Worth <sub>B</sub>	5.54	5.62	<i>n.s.</i>
Ethical Voice Behaviour <sub>B</sub>	6.00	5.53	S-M

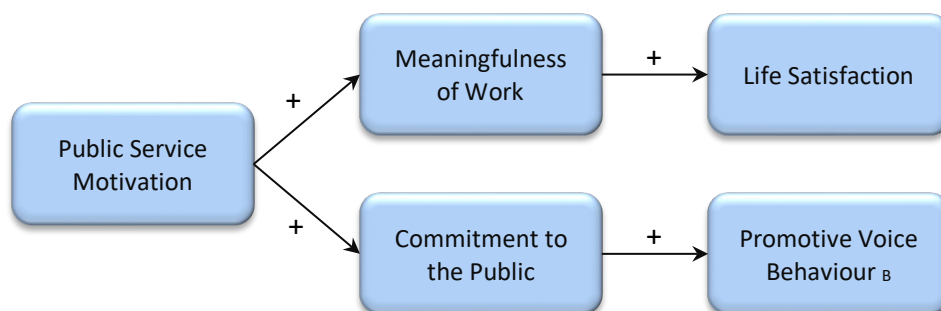
**Notes:**

1. Unless stated, all measures used a 1 to 7 scale.
2. *n.s.* indicates a non-significant difference between the two groups, suggesting that while there may be a difference in average scores, it is not sufficient to be significant (i.e., it may be due to chance). If the effect size is significant, it can be small (S), medium (M) or large (L).
3. Respondents were routed to or past the questions on discretionary effort to disrupt criminal activity based on whether their daily work activities involve a direct focus on reducing criminal activity. The average scores for this measure are therefore based on a sample group of 2,383 police officer respondents and 355 police staff respondents.

### **Motivation and Engagement**

Public service motivation is seen as a unique attribute of public-sector employees that provides them with a desire to serve the wider community. As illustrated in Figure 1, when individuals are public service motivated, they are more likely to find their work personally meaningful and feel higher levels of commitment towards the public, which in turn positively impacts their levels of life satisfaction and the extent to which they engage in proactive discretionary effort to make suggestions for improvements in their workplace.

**Figure 1: The Impact of Public Service Motivation**



Public service motivation was reported at a very high average level by both police officer and police staff respondents. Furthermore, average scores for commitment to the public were high across the force. This suggests that individuals within Police Scotland are, in general, highly motivated to provide meaningful public service and are personally committed to serving the wider community.

Average scores for the extent to which individuals find their work important and personally meaningful to them were very high for both police officer and police staff respondents. Both job satisfaction and life satisfaction were reported at a high average level across the force.

A further positive finding is that respondents, on average, reported a very high level of work engagement. This suggests that individuals within Police Scotland generally feel enthusiasm in their jobs and are willing to invest their emotional, cognitive, and physical energies into their roles. Both police officer and police staff respondents reported very high average scores for the level of effort they commit to their work.

Average scores for fear of making mistakes were moderately low for both police officer and police staff respondents.

Self-efficacy, which reflects the extent to which individuals believe in their capability to perform well at work and their confidence in their ability to respond and deal with unexpected challenges and events when performing work tasks, was reported at a very high average level across the force.

Well-functioning organisations not only need people who are reliable in the way they carry out their specific roles and job requirements, but who also engage in innovative and spontaneous activity that goes beyond their role requirements: going the extra-mile. Average scores for the proactive, extra mile behaviours of process improvement, promotive voice, and discretionary effort for co-workers were reported at high average levels across the force.

Discretionary effort to disrupt criminal activity, for respondents for whom this was directly relevant to their daily work tasks, was reported at a moderate average level for police officer respondents and a moderately low average level for police staff respondents.

### **Wellbeing**

In this collaborative study, we measured emotional energy as a key indicator of individuals' wellbeing overall. Emotional energy refers to the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their roles; low levels of emotional energy are manifested by both physical fatigue and a sense of feeling 'drained' at work.

Emotional energy was reported at a moderate average level across the force; average scores were slightly higher for police staff respondents than police officer respondents, with a small effect size of difference.<sup>8</sup>

As shown in Table 7, factors that were found to be positively associated with emotional energy include perceptions of organisational support and fairness and respondents' direct

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<sup>8</sup> The average score for police officers is higher than that seen in many other forces involved in collaborative research with the Policing Research Unit at Durham University. For police staff the average level was similar to that seen in England and Wales. See Graham, L., Plater, M., Brown, N., & Gracey, S. (2021). National Policing Wellbeing Survey 2020: Summary of Evidence and Insights. Durham University, May 2021. (Available at <https://oscarkilo.org.uk/national-wellbeing-survey-results-published/>).

supervisors demonstrating a supportive leadership style. Fear of making mistakes, encountering hindrance stressors in the workplace, and experiencing incivility behaviour from colleagues were found to be associated with reduced levels of wellbeing. Furthermore, switching off during non-work hours and getting high quality sleep was positively related to individuals' wellbeing.

**Table 7: Factors that Influence Emotional Energy**

Measure	Effect
Perceived Organisational Support	++
Procedural Justice (Fairness)	++
Supportive Leadership	+
Authoritarian Leadership	-
Team Inclusion in Decision-Making	++
Challenge Stressors	-
Hindrance Stressors	--
Fear of Making Mistakes	--
Experienced Incivility at Work	--
Psychological Detachment from Work	++
Disturbed and Insufficient Sleep	---

Note: + / - denotes whether the impact of the measure is positive or negative, and the strength of this relationship

A further indicator of wellbeing measured within this survey was general fatigue. Fatigue arises through engaging in demanding activities and can be thought of as an overwhelming sense of being tired, lacking energy and feeling exhausted. Whilst fatigue is closely related to emotional exhaustion, it differs in that it can be relieved by the use of compensation mechanisms such as working more slowly or taking adequate rest and gaining sufficient sleep. Prior research has shown that fatigue is associated with a reduced capability to cope with work demands and stress, increased absence, reduction in communication skills and decision-making ability, and increased likelihood of receiving complaints from the public.<sup>9</sup>

46.1% of police officer respondents and 43.1% of police staff respondents indicated that they had experienced high levels of fatigue in the previous two weeks before completing the survey

<sup>9</sup> See, for example, Zohar, Tzischinsky, Epstein and Lavie (2005); Caldwell, Caldwell, Thompson and Lieberman (2019); and Riedy, Dawson and Vila (2019).

(no significant differences were found between average fatigue scores for police officers and police staff). Of concern is that 15.8% of police officers and 16.6% of police staff indicated that they experienced very high levels of fatigue.<sup>10</sup>

Average scores for physical wellbeing, where respondents were asked to rate their general physical health over the three-month period prior to the survey, were moderately high for both police officers and police staff (no significant difference was found between the average scores).

Prior research has suggested that people have three psychological needs of *autonomy*, *competence*, and *relatedness*, which need to be satisfied to maintain their optimal wellbeing and performance.<sup>11</sup> We asked individuals the extent to which each of these psychological needs were met, in general, whilst at work over the past three months. Average reported scores were high across the force for autonomy and competence needs satisfaction, with no significant difference between scores for police officers and police staff. Relatedness need satisfaction was reported at a moderately high average level by both role groups.

Work demands and stressful situations, such as workplace environments with high levels of uncertainty, draw on individuals' personal resources and can act to reduce their wellbeing. Two key categories of workplace stressors were considered in this study. Challenge stressors reflect individuals' perceptions of work-related demands, such as workload and responsibility, which although potentially stressful can also be viewed as an opportunity for personal development or the achievement of important outcomes. Hindrance stressors, on the other hand, refer to work-related demands that are seen as constraints that hinder performance, such as role ambiguity and unnecessary bureaucracy.

Average scores for challenge stressors were at a high level for both police officer and police staff respondents. Police officers reported encountering slightly higher frequencies of hindrance stressors at work than police staff, with a small effect size; average hindrance

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<sup>10</sup> These results are slightly less negative than those found in the 2020 National Wellbeing Survey of police forces across England and Wales. (See Graham, L., Plater, M., Brown, N., & Gracey, S. (2021). National Policing Wellbeing Survey 2020: Summary of Evidence and Insights. Durham University, May 2021. Available at <https://oscarkilo.org.uk/national-wellbeing-survey-results-published/>).

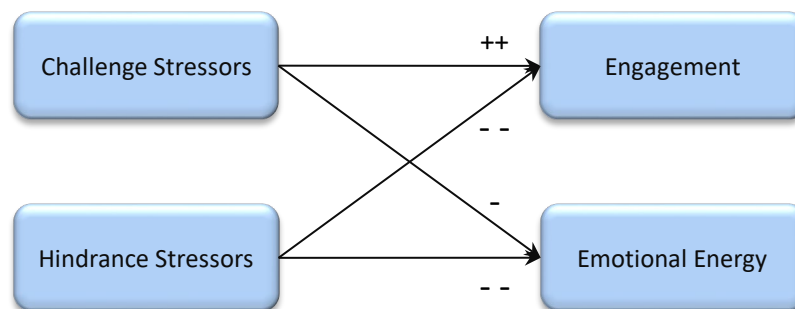
<sup>11</sup> Ryan, R. & Deci, E. (2017). *Self-Determination Theory: Basic Psychological Needs in Motivation, Development and Wellness*. New York: Guilford Publications.

stressor scores were moderate for police officer respondents and moderately low for police staff respondents.

The contrasting effects of challenge and hindrance stressors on individuals' levels of engagement and emotional energy are shown in Figure 2.

As can be seen from this figure, not only do hindrance stressors have a large negative effect on emotional energy, but of particular note is the negative relationship between hindrance stressors and engagement. The finding suggests when individuals experience higher levels of constraint at work, which are perceived as blocking them from doing their job, their levels of engagement are likely to decline.

**Figure 2: The Impact of Workplace Stressors**



Note: Analyses of the effects of each stressor included the other stressor as a control variable.

Although challenge stressors have a negative influence on emotional energy, the effect is considerably smaller than the large negative impact found from hindrance stressors. Furthermore, challenge stressors were found to have a positive relationship with engagement. This suggests that when individuals perceive high levels of responsibility and workload expected of them, although they may find this a strain, they may also view this as an opportunity for the achievement of their valued objectives.

Recovery from workplace stress is a key component for wellbeing and performance; as noted in Table 7, recovery experiences in the form of psychological detachment from work during non-work hours and receiving adequate sleep quality and quantity are key factors in maintaining individuals' levels of emotional energy and their long-term wellbeing. Such recovery experiences help employees replenish cognitive resources lost due to work

demands, which further increases their psychological health and decreases the negative impacts from stressors on individuals' wellbeing and performance.

Psychological detachment from work refers to an individual's state of mind when they are not working and demonstrates an individual's ability to switch off and distance themselves from their job, not only physically but also mentally. Average scores for psychological detachment were reported at a moderate level for police officer respondents and a moderately high average level for police staff respondents.

The importance of sleep for recovery from work stress and for restorative daily functioning is well-recognised. Furthermore, when reduced sleep quality occurs, sensitivity to stressful situations increases, which can exacerbate the impact of stressors on individual wellbeing. In this study, we measured two characteristics of poor sleep: disturbed sleep and insufficient sleep (less than six hours of sleep).

The proportions of police officer and police staff respondents, by shift work, who reported experiencing high frequencies of disturbed and insufficient sleep (very often or all of the time) are presented in Table 8. As can be seen, respondents who work shifts generally reported experiencing insufficient sleep to a greater extent than their colleagues who do not work shifts. This difference by shift working was also evident for frequencies of experienced sleep disturbance for police staff respondents.

**Table 8: The Frequency of Poor Sleep Quality by Shift Work and Role**

<b>Role</b>	<b>Shift Working</b>	<b>Disturbed sleep</b> <i>(Frequency of "very often" or "all of the time")</i>	<b>Insufficient sleep</b> <i>(Frequency of "very often" or "all of the time")</i>
Police Officer	Shifts (n = 3,364)	19.3%	37.4%
	No Shifts (n = 1,858)	17.5%	26.5%
Police Staff	Shifts (n = 628)	24.4%	35.7%
	No Shifts (n = 1,348)	14.3%	21.2%

**Note:** Insufficient sleep was measured by asking respondents how frequently they had less than six hours of sleep per night during the three months prior to the survey. Disturbed sleep refers to frequency of experiencing disturbances that impact on the quality of sleep, such as restlessness, difficulty falling asleep, or unintentional early waking.



While people are often kind and compassionate to others when they face difficult times, they are often harsher towards themselves and do not recognise the need to take care of themselves and focus on their own wellbeing. A growing body of research suggests that when individuals recognise the importance of taking time to focus on their own wellbeing this is associated with improved psychological health. Through the adoption of an attitude involving increased self-kindness, and through working to reduce feelings of isolation and over-identification with problems, individuals become more able to understand and deal with difficult situations they face.

This was supported by the findings within this research (see Table 9, below).

**Table 9: The Impact of Taking Care of Self**

Measure	Effect
Emotional Energy	++
Fatigue	--
Physical Wellbeing	++
Current Work Effectiveness	+

Note: + / - denotes whether the impact of the measure is positive or negative, and the strength of this relationship

As can be seen, when individuals reported higher levels of focusing on caring for themselves through self-kindness, reducing any sense of being isolated and reflecting on whether they are over identifying with issues and problems, this was associated with improved wellbeing and increased work effectiveness.

Both police officer and police staff respondents reported moderate average levels for taking care of themselves (no significant difference found between the role groups).

### **Organisational Tone**

Vision clarity, which refers to how clear and easy to understand individuals think the force's vision and objectives are, was reported at a moderate average level by police officers and a moderately high average level by police staff, with a small effect size of difference.<sup>12</sup>

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their wellbeing. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. Police staff respondents reported slightly higher average scores than police officers, with a small effect size, for perceived organisational support (moderate average level across the force) and fairness perceptions (moderate average level for police staff and moderately low average level for police officers). Similarly, police officers reported a moderately low average score, while police staff reported a moderate average score for how fair they perceived the methods and processes used to determine the distribution of outcomes among individuals.<sup>13</sup>

Treating people fairly signals to them that they are respected and valued. When people feel valued and fairly treated, they identify with their organisation and are more likely to be personally engaged with their work; this impact is illustrated in Figure 3.

Moreover, when individuals work in an environment with a positive organisational tone, they are more likely to feel valued and respected and will reciprocate with higher levels of discretionary effort and commitment.

**Figure 3: The Importance of Fairness Perceptions**



<sup>12</sup> These results were found to be slightly lower than the average scores of many of the eighteen forces in England and Wales involved in recent collaborative research conducted by the ICLF Policing Research Unit.

<sup>13</sup> The average scores for these organisational measures were again found to be slightly lower than the average scores of many of the twenty-five forces in England and Wales involved in recent collaborative research conducted by the ICLF Policing Research Unit.

**Table 10: The Impact of Perceived Organisational Support**

Measure	Effect
Wellbeing	++
Job Satisfaction	+++
Life Satisfaction	+
Fear of Making Mistakes	- -
Work Engagement	++
Work Effort <sub>B</sub>	+
Promotive Voice Behaviour <sub>B</sub>	+
Process Improvement Behaviour <sub>B</sub>	+
Discretionary Effort to Disrupt Criminal Activity <sub>B</sub>	+

**Notes:**

1. + / - denotes whether the impact of the measure is positive or negative, and the strength of this relationship
2. Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

As shown in Table 10, perceptions of organisational support were found to positively influence levels of job and life satisfaction, work engagement, and willingness to engage in discretionary effort beyond role requirements. Furthermore, when individuals believe their organisation cares about their wellbeing, values their contributions, and will support them when facing difficult circumstances, they are more likely to have lower levels of fear of making mistakes. The beneficial impact of perceived organisational support on people's wellbeing is evident.

***Supervisory Leadership***

Supportive leadership stresses the importance of personal integrity and competence, serving others such as employees and the public, and the development of people to their fullest potential. Supportive leaders serve as role models who build trust, understand each person's different characteristics, strengths and interests, and provide feedback and resources to their people. For both police officers and staff the average levels reported for the level of supportive leadership behaviours displayed by their immediate supervisor were at a moderately high average level.<sup>14</sup>

<sup>14</sup> The average scores for supervisors' supportive leadership behaviour were found to be lower than the average scores of many of the twenty-three forces in England and Wales involved in recent collaborative research conducted by the ICLF Policing Research Unit.

Authoritarian leaders, on the other hand, behave in a commanding fashion, exert high levels of discipline over their people, and direct most if not all decisions with little meaningful team input. They emphasise the need for ‘best’ performance, and express displeasure and sanction their people when they do not achieve this. Positively, the average scores for authoritarian leadership were reported at a moderately low average level across the force.

**Table 11: The Impact of Leadership Styles**

Measure	Supportive Leadership	Authoritarian Leadership
Meaningfulness of Work	+	<i>n.s.</i>
Commitment to the Public	+	<i>n.s.</i>
Work Engagement	++	<i>n.s.</i>
Work Effort <sub>B</sub>	+	<i>n.s.</i>
Hindrance Stressors	--	+
Job Satisfaction	++	-
Life Satisfaction	+	-
Fatigue	-	+
Emotional Energy	+	-
Disturbed and Insufficient Sleep	-	+
Autonomy Need Satisfaction	++	-
Competence Need Satisfaction	+	-
Relatedness Need Satisfaction	+++	-
Team Integration in Decision-Making	++	-
Self-Esteem <sub>B</sub>	+	-
Fear of Making Mistakes	-	+
Promotive Voice Behaviour <sub>B</sub>	+	<i>n.s.</i>
Process Improvement Behaviour <sub>B</sub>	+	<i>n.s.</i>
Discretionary Effort to Disrupt Criminal Activity <sub>B</sub>	+	<i>n.s.</i>
Discretionary Effort for Co-workers <sub>B</sub>	+	<i>n.s.</i>

Notes:

1. + / - denotes whether the impact of the measure is positive or negative, and the strength of this relationship.
2. *n.s.* indicates that no statistically significant relationship was found between the two measures.
3. Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

The contrasting impacts of these two leadership styles are presented in Table 11, above. When an individual views their immediate supervisor as having a more supportive leadership style,

they are more likely to be highly engaged in their work, find their work personally meaningful, express higher levels of commitment to the public, and be willing to engage in extra mile behaviour beyond their role requirements. Furthermore, supportive leadership was associated with higher levels of job and life satisfaction and was positively related to individuals' wellbeing.

In contrast, authoritarian leadership was associated with increased fear of making mistakes, encountering hindrance stressors more frequently at work, and a detrimental impact on wellbeing and job satisfaction.

One mechanism through which the main leadership style of direct supervisors was found to positively influence individuals' motivation at work is shown in Figure 4.

**Figure 4: The Influence of Supervisory Leadership**



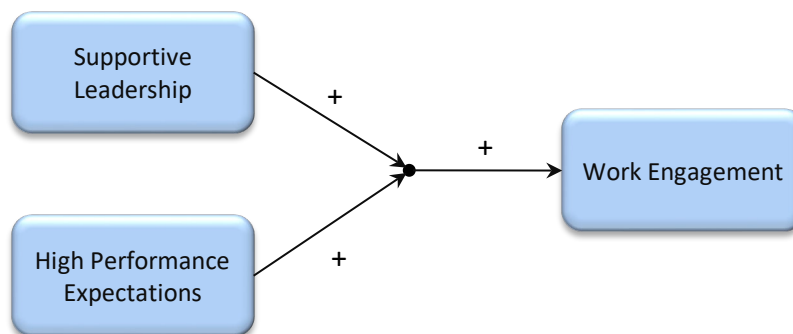
Supportive leaders play a key role in creating a psychologically safe workplace environment and supporting a culture of learning from mistakes, reducing individuals' feelings of fear about the potential to make a mistake when making decisions at work and the consequences that might arise from mistakes. This reduction in fear of making mistakes was in turn found to increase individuals' engagement in proactively communicating ideas, suggestions, concerns and information about work-related issues.

Authoritarian leaders were found to have the opposite impact; authoritarian leadership was associated with an increased fear of making mistakes, which in turn reduced the likelihood that individuals would engage in promotive voice behaviour at work.

Individuals were also asked whether they view their direct supervisor as maintaining clear standards and demonstrating high expectations for work performance; both police officer and police staff respondents reported high average levels for this measure.

As illustrated in Figure 5, when a supervisor has high performance expectations of their people, this was found to be associated with higher levels of work engagement. However, this impact was only found to be significant when respondents also viewed their supervisor as having a supportive leadership style.

**Figure 5: Leadership Behaviours and Work Engagement**

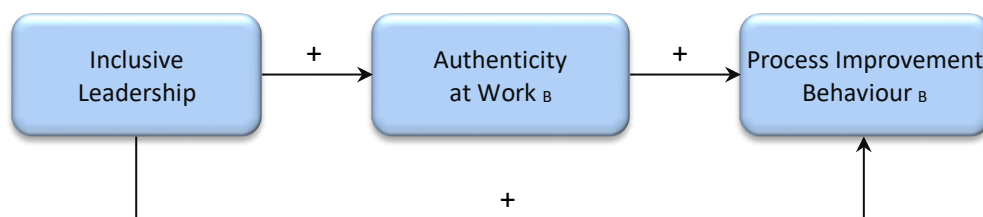


### ***Ethical and Inclusive Climates***

Integrity identity, which relates to the extent to which individuals see acting with integrity and maintaining ethical principles as a core part of their self-identity, was reported at an extremely high average level across the force.

A further positive finding is that average scores for inclusive leadership were high for both police officers and police staff. This suggests that respondents generally see their direct supervisor as someone who appreciates, respects and values differences between individuals.

**Figure 6: The Impact of Inclusive Leadership**



As illustrated in Figure 6, inclusive leaders actively create a psychologically safe environment within their team, which enables people to be their true selves and increases their willingness to engage in discretionary effort to drive positive incremental change in work environments and processes.

Related to this finding, average scores for the extent to which respondents feel able to openly express their personal identities and act authentically in the workplace were reported at a high level across the force.

Team inclusivity in decision making was reported at a high average level by police officers and a moderately high average level by police staff (small effect size of difference). This suggests that respondents generally feel their work teams value hearing different perspectives, actively and authentically seek ideas, thoughts and perspectives from all team members and judge ideas based on their quality rather than who expresses them.

**Table 12: Frequency of Experienced Workplace Incivility, by Role**

Response	Police Officer Respondents		Police Staff Respondents	
	%	<i>n</i>	%	<i>n</i>
<i>Experienced being put down or treated in a condescending manner</i>				
Never	37.0%	1,961	41.4%	837
Once or twice	43.2%	2,290	40.7%	823
Monthly or a few times a month	12.8%	681	11.7%	237
Weekly or more frequently	7.0%	372	6.3%	127

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past twelve months.

Workplace incivility can be thought of as a generalised form of low-intensity, subtle, harmful behaviour directed towards others, which can be verbal (being rude or disrespectful) or non-verbal (excluding or ignoring someone). It can be regarded as a subtle low-intensity form of aggression with consequences that are often not immediately obvious. This makes it difficult for occurrences to be detected and dealt with. It is often described by perpetrators as *'just banter'* or *'being direct with feedback'*. In this research we asked respondents to report the frequency they had experienced being put down or treated in a condescending manner

by someone in the force in the past twelve months. The reported frequencies of experiencing are shown in Table 12.

While 38.3% of respondents (37.0% of police officers and 41.4% of police staff) indicated that they had not experienced being put down or treated condescendingly by a co-worker at any point during the past twelve months, 42.5% indicated this had occurred once or twice, 12.5% monthly or a few times a month, and 6.8% reported experiencing this weekly or more frequently (see Table 12 for more detail).

The negative impacts on individuals of experiencing incivility in the workplace are presented in Table 13 below.

**Table 13: The Costs of Experiencing Workplace Incivility**

Measure	Effect
Autonomy Need Satisfaction	--
Competence Need Satisfaction	-
Relatedness Need Satisfaction	--
Wellbeing	--
Meaningfulness of Work	-
Work Engagement	-
Self-Esteem <sub>B</sub>	-
Authenticity at Work <sub>B</sub>	--
Job Satisfaction	--
Life Satisfaction	-

*+ / - denotes whether the impact of the measure is positive or negative, and the strength of this relationship*

When an individual is subject to workplace incivility, this negatively affects their wellbeing, engagement, job and life satisfaction, and how meaningful they find their work. Furthermore, experiencing unfair treatment such as incivility was found to be associated with a detrimental impact on individuals' self-esteem, how skilful and effective they feel, and having a sense of belonging.

Experiencing workplace incivility was also found to be related to individuals indicating feeling less able to be their authentic selves at work, instead repressing their genuine emotions and needs in order to minimise conflict and disagreements at work.



**Table 14: Individuals' Responses to Experienced Derogatory or Demeaning Behaviour**

Response	Yes	No
Made a formal complaint	3.9%	96.1%
Talked to supervisor or staff representative	22.7%	77.3%
Spoke to the person behaving inappropriately	48.0%	52.0%
Tried to avoid the person whenever possible	47.4%	52.6%
Just put up with it	62.9%	37.1%

As can be seen in Table 14 above, of the individuals who reported their response to coping with experiencing derogatory or demeaning behaviour, only 3.9% reported making a formal complaint. Moreover, less than a quarter of individuals talked to their supervisor or a staff representative about their experience.

While 48.0% of individuals spoke to the person behaving inappropriately, it should be noted that 47.4% of individuals coped with the experience by trying to avoid the person whenever possible and 62.9% felt they had to just put up with it.

### 3.4 Police Officer Ranks

By rank, 3,308 police officer respondents indicated they were Constables; 1,166 were Sergeants; 505 were Inspectors; 157 were Chief Inspectors; and 111 were Superintendents or above.<sup>15</sup> The findings for key organisational and wellbeing measures by rank are presented in Table 15, below.

While 14.6% of Constables reported that their performance had improved during the pandemic, 26.6% reported that it had declined.

In contrast, the proportion of Sergeants reporting that their performance had improved during the pandemic was higher than the proportion reporting a decline (23.6% compared with 17.1%, respectively).

This was also the case for Inspectors, Chief Inspectors and Superintendents and above, where the relative differences in these proportions were larger (30.6% and 11.2%; 37.8% and 8.3%; and 31.0% and 7.3%, respectively).

Police officer respondents' perceptions of their current work effectiveness increased by rank from a high average level to a very high average level. Similarly, self-efficacy, though reported at very high average levels, was found to increase with rank. Average scores for fear of making mistakes decreased with rank; in that constables reported a moderately low average level of fear of making mistakes and superintendents and above reported a very low average level.

Minimal differences were found in average frequencies of experiencing hindrance stressors at work; however, there is a noteworthy jump in scores between Constables, who reported the lowest levels on average, and Sergeants, who reported the highest levels overall.

Relatedness need satisfaction, referring to an individual's feeling of being valued and sense of being part of a team, was moderately high across police officer ranks. However, frequency of experienced workplace incivility was reported at higher levels on average by police officer respondents at lower ranks. 35.5% of Constables, 37.1% of Sergeants, 43.8% of Inspectors, 40.8% of Chief Inspectors and 47.7% of police officer respondents at Superintendent rank and above indicated that they had not experienced being put down or treated condescendingly by a co-worker at any point during the past twelve months. However, 42.6% of Constables, 46.0%

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<sup>15</sup> The police officer ranks of Superintendent and above were combined due to sample size limitations.

of Sergeants, 41.0% of Inspectors, 42.0% of Chief Inspectors, and 38.7% of Superintendents and above indicated this had occurred once or twice; and 21.9% of Constables, 16.8% of Sergeants, 15.2% of Inspectors, 17.2% of Chief Inspectors, and 13.5% of Superintendents and above reported having experienced this monthly or more frequently.

Average scores for job and life satisfaction, work engagement, and key wellbeing measures such as emotional energy and taking care of self were reported at more positive levels at higher ranks.

One notable difference from the positive trend across police officer ranks for the measures can be seen in average scores for psychological detachment, referring to ability to recharge and switch off from work during non-work hours, which was reported at the highest average level by Constables and was found to decrease by rank. The low average value for Superintendents and above (2.77) demonstrates a particular level of difficulty in individuals of this rank being able to switch off in non-work hours to recharge their internal energy and personal resources.

Fatigue was reported at a moderate average level for Constables to Chief Inspectors, while at a moderately low average level for Superintendents and above. Within this, 47.4% of Constables, 45.4% of Sergeants, 41.9% of Inspectors, 42.9% of Chief Inspectors, and 32.1% of Superintendents and above indicated they had experienced high levels of general fatigue in the previous two weeks before completing the survey. This includes 16.6% of Constables, 15.2% of Sergeants, 13.3% of Inspectors, 14.7% of Chief Inspectors, and 9.2% of Superintendents and above who indicated they had experienced very high levels of fatigue.

Average scores for disturbed sleep were relatively similar across police officer ranks, at moderate average levels, though slightly lower for Superintendents and above; 19.6% of Constables, 17.0% of Sergeants, 18.5% of Inspectors, 19.1% of Chief Inspectors, and 12.6% of Superintendents and above reported experiencing disturbed sleep *very often* or *all of the time*.

Average frequency of insufficient sleep was found to decrease slightly with rank, from moderately high average levels for Constables, Sergeants and Inspectors, to moderate average levels for Chief Inspectors and above. Within this, 35.3% of Constables, 32.0% of Sergeants, 30.8% of Inspectors, 28.7% of Chief Inspectors, and 17.1% of Superintendents and above reported having less than six hours of sleep *very often* or *all of the time*.

Table 15: Average Scores for Police Officers by Rank

Measure	Constable	Sergeant	Inspector	Chief Inspector	Superintendent and above
Felt Change in Performance during the Pandemic <small>(1-5 scale)</small>	2.84	3.10	3.26	3.38	3.29
Current Work Effectiveness	5.04	5.47	5.61	5.76	5.79
Job Satisfaction	4.87	5.19	5.45	5.54	5.91
Life Satisfaction <small>(1-10 scale)</small>	7.32	7.76	7.92	8.01	8.32
Emotional Energy	3.89	4.04	4.10	4.13	4.37
Fatigue	4.22	4.13	3.96	4.03	3.56
Psychological Detachment from Work	4.27	3.90	3.43	3.00	2.77
Disturbed Sleep	4.38	4.29	4.32	4.29	4.14
Insufficient Sleep	4.68	4.63	4.53	4.27	4.10
Taking Care of Self <small>(1-6 scale)</small>	3.69	3.83	3.85	3.95	4.01
Fear of Making Mistakes	3.44	2.76	2.53	2.30	2.08
Hindrance Stressors <small>(1-5 scale)</small>	2.90	3.08	2.98	3.04	2.94
Work Engagement	5.50	5.81	5.98	6.03	6.37
Self-Efficacy (Confidence in Job Skills)	5.86	6.06	6.08	6.06	6.20
Psychological Needs Satisfaction - Competence	5.49	5.67	5.78	5.79	5.86
Psychological Needs Satisfaction - Autonomy	4.90	5.04	5.18	5.23	5.67
Psychological Needs Satisfaction - Relatedness	4.42	4.55	4.60	4.60	4.94
Experienced Workplace Incivility <small>(1-5 scale)</small>	2.13	1.98	1.87	1.98	1.75
Perceived Organisational Support	3.59	4.02	4.34	4.56	5.03
Procedural Justice (Fairness)	3.41	3.64	3.86	4.05	4.50

Note: All measures used a 1 to 7 scale unless stated.

### 3.5 Police Staff Grades

By grade, 1,114 police staff respondents indicated they were Grades 1 - 4; 639 were Grades 5 - 8; and 142 were Grades 9 - 13.<sup>16</sup>

A linear trend across police staff grades was visible across many measures included within this survey, with respondents in Grades 1 - 4 reporting less positive average scores overall and respondents in Grades 9 - 13 reporting more positive average scores. The findings for key organisational and wellbeing measures are presented in Table 16 and briefly discussed below.

Across the three staff grade groupings of Grades 1 – 4, Grades 5 – 8, and Grades 9 - 13 a higher percentage of police staff reported that their performance had improved during the pandemic compared with those that reported it had declined (26.9% and 13.9%; 48.6% and 11.0%; and 58.4% and 6.3%, respectively).

Individuals' perceptions of their current work effectiveness were similar across police staff grades and were reported at a very high average level. Similarly, self-efficacy, which encapsulates the extent to which individuals believe in their own capability and have confidence in their ability to perform work activities with skill, was found to be at a very high average level across grades.

However, average scores for fear of making mistakes were found to decrease with police staff grade, from moderately low to low average levels.

In contrast to the finding for police officer ranks, where the highest level of experiencing hindrance stressors was reported by Sergeants, it is interesting to see that for police staff, the average scores for frequency of encountering hindrance stressors in the workplace were reported at a higher level by police staff at the highest grades.

However, average scores for perceived organisational support and procedural fairness perceptions were found to increase with grade.

Furthermore, average scores for job satisfaction, life satisfaction, and work engagement were reported at more positive levels at higher grades.

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<sup>16</sup> Police staff grades were combined into groups due to sample size limitations, following discussion with survey leads within Police Scotland.

No significant difference was found between average incivility scores across police staff grades. The proportions of respondents who indicated they had not experienced being put down or treated condescendingly by a co-worker at any point during the past twelve months were 40.6% for Grades 1 - 4, 44.6% for Grades 5 - 8, and 45.4% for Grades 9 - 13. However, 41.6% of police staff at Grades 1 - 4, 39.4% at Grades 5 - 8, and 36.2% at Grades 9 - 13 indicated this had occurred once or twice; and 17.8% at Grades 1 - 4, 16.0% at Grades 5 - 8, and 18.4% at Grades 9 - 13 reported experiencing being put down or treated condescendingly by a co-worker on a monthly or more frequent basis.

Relatedness need satisfaction, referring to an individual's feeling of being valued and sense of being part of a team, was found to increase with grade.

Limited differences were found across police staff grades for key wellbeing measures. Average scores for emotional energy were at a moderate level with no significant difference found between groupings.

Fatigue was also reported at a moderate average across grades. Within this, 45.2% of police staff at Grades 1 - 4, 39.7% at Grades 5 - 8, and 39.7% at Grades 9 - 13 indicated they had experienced high levels of general fatigue in the previous two weeks before completing the survey; including 18.6% at Grades 1 - 4, 13.9% at Grades 5 - 8, and 13.5% at Grades 9 - 13 who indicated they had experienced very high levels of general fatigue.

A further notable difference against the general positive linear trend in scores across grades can be seen in the average scores for psychological detachment, referring to ability to recharge and switch-off from work during non-work hours, which was found to decrease with police staff grade; in that Grades 1-4 reported a moderately high average level of psychological detachment and Grades 9-13 reported a moderately low average level.

Moreover, average scores for experiencing sleep disturbance and insufficient sleep were found to decrease slightly by grade. Proportions of respondents reporting frequencies of *very often* or *all of the time* for disturbed sleep were 19.4% for police staff at Grades 1 - 4, 14.3% at Grades 5 - 8, and 9.2% at Grades 9 - 13. For frequency of insufficient sleep, proportions of respondents reporting frequencies of *very often* or *all of the time* were 28.1% at Grades 1 - 4, 23.4% at Grades 5 - 8, and 18.3% at Grades 9 - 13.

Table 16: Average Scores for Police Staff by Grade

Measure	Grades 1 - 4	Grades 5 - 8	Grades 9 - 13
Felt Change in Performance during the Pandemic <small>(1-5 scale)</small>	3.18	3.51	3.71
Current Work Effectiveness	5.71	5.62	5.89
Job Satisfaction	4.95	5.28	5.58
Life Satisfaction <small>(1-10 scale)</small>	7.38	7.56	7.94
Emotional Energy	4.22	4.28	4.30
Fatigue	4.11	3.94	3.98
Psychological Detachment from Work	4.81	4.18	3.51
Disturbed Sleep	4.35	4.14	3.99
Insufficient Sleep	4.34	4.04	3.87
Taking Care of Self <small>(1-6 scale)</small>	3.73	3.82	3.95
Fear of Making Mistakes	3.29	2.89	2.46
Hindrance Stressors <small>(1-5 scale)</small>	2.61	2.79	2.96
Work Engagement	5.64	5.77	6.04
Self-Efficacy (Confidence in Job Skills)	6.13	5.99	6.05
Psychological Needs Satisfaction - Competence	5.57	5.58	5.60
Psychological Needs Satisfaction - Autonomy	4.85	5.26	5.55
Psychological Needs Satisfaction - Relatedness	4.26	4.58	4.69
Experienced Workplace Incivility <small>(1-5 scale)</small>	2.00	1.87	1.91
Perceived Organisational Support	4.05	4.70	4.94
Procedural Justice (Fairness)	3.66	4.06	4.63

Note: All measures used a 1 to 7 scale unless stated.

## 4 EQUALITY, DIVERSITY AND INCLUSION

### 4.1 Introduction

Individuals were asked to indicate whether they consider themselves as having a disability, their gender, whether they currently or have previously considered themselves as transgender, their ethnicity, their religion/beliefs, and their sexual orientation.

All demographic questions, similar to the other questions within the survey, were completely optional and could be skipped. The demographic questions relating to protected characteristics also had a '*choose not to disclose*' option, and free text boxes were included to enable respondents to self-describe as preferred.

After completion of extensive analytical investigation to compare average scores for the populations in each of the comparison groups, noteworthy findings are presented and discussed in the following respective sections.

### 4.2 Disability

In total, 609 respondents indicated that they considered themselves to have a disability.<sup>17</sup>

No significant difference in the average scores for public service motivation and commitment to the public were found between individuals who indicated they have a disability and those who did not.

Individuals who indicated they have a disability reported slightly lower scores<sup>18</sup> for the levels of support they perceive they receive from the organisation and their supervisor.

The average level of performance expectations from their supervisor was not materially different.

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<sup>17</sup> 6,230 respondents indicated that they did not consider themselves as having a disability.

<sup>18</sup> The effect size for both differences was found to be small.



**Table 17: Frequency of Experienced Workplace Incivility for Respondents who Identified as having a Disability**

Response	Respondents who identified as having a disability		Respondents who identified as not having a disability	
	%	<i>n</i>	%	<i>n</i>
<i>Experienced being put down or treated in a condescending manner</i>				
Never	30.1%	183	40.0%	2,487
Once or twice	42.4%	258	42.6%	2,651
Monthly or a few times a month	18.4%	112	11.3%	705
Weekly or more frequently	9.0%	55	6.1%	376

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past twelve months.

As can be seen in Table 17 above, the frequency of experiencing incivility was higher for respondents who reported considering themselves to have a disability.

Moreover, as can be seen in Table 18 below, 28.9% of those who considered themselves as having a disability reported experiencing derogatory comments in relation to their disability once or more by someone in the force in the past twelve months.

**Table 18: Frequency of Interpersonal Mistreatment due to Disability**

Response	Respondents who identified as having a disability	
	%	<i>n</i>
<i>Experienced derogatory comments about their disability</i>		
Never	71.1%	424
Once or twice	20.3%	121
Monthly or a few times a month	6.0%	36
Weekly or more frequently	2.5%	15

Note: Individuals were asked to indicate how often they had experienced someone in their force making derogatory comments about their disability (if applicable) over the past twelve months.

Levels of wellbeing were lower for those who reported having a disability. The average score for emotional energy was lower while the average level of fatigue was higher (both with medium effect sizes). Average levels of job and life satisfaction were also lower (again with medium effect sizes).

### 4.3 Ethnicity

Respondents were asked to select which of a number of broad options best described their ethnic group or background. 6,584 respondents identified as White ethnicity; 32 respondents identified as Mixed or from multiple ethnic groups; 40 respondents identified as Asian, Asian Scottish or Asian British; 10 respondents identified as African, Caribbean or Black; 10 respondents selected 'Other ethnic group'; and 629 respondents chose not to disclose their ethnicity.

As the group sample sizes are small for those identifying as having a minority ethnic background<sup>19</sup> we compared the responses from these 92 individuals to those identifying as being of White ethnicity. Except for the frequency of experiencing interpersonal mistreatment due to their ethnicity, no significant differences were found between these two ethnicity groups.

**Table 19: Frequency of Interpersonal Mistreatment due to Ethnicity**

Response	Respondents identifying as having a minority ethnic background <sup>19</sup>		Respondents identifying as having White ethnic background	
	%	<i>n</i>	%	<i>n</i>
<i>Experienced derogatory comments about their ethnicity</i>				
Never	79.1%	72	97.5%	6,385
Once or twice	14.3%	13	1.8%	121
Monthly or a few times a month	4.4%	4	0.5%	33
Weekly or more frequently	2.2%	2	0.2%	11

Note: Individuals were asked to indicate how often they had experienced someone in their force making derogatory comments about their ethnicity over the past twelve months.

As can be seen in Table 19 above, the frequency of experiencing interpersonal mistreatment due to ethnicity was higher for those in the B-F group compared with those identifying as White ethnicity (20.9% and 2.5%, respectively).

<sup>19</sup> These relate to options B-F within the survey which were aligned with the wording used in the Scottish Census.

Variation in the reported frequency of experiencing derogatory comments about their ethnicity was also evident in the subgroupings of those who identified as being of White ethnicity. For the 5,748 respondents who identified as Scottish the proportion was 1.1%. For the 84 respondents identifying as Northern Irish the proportion was 17.9%. For the 372 respondents identifying as English the proportion was 11.8%.<sup>20</sup>

#### 4.4 Gender

The final sample consisted of 2,668 respondents who identified as female and 3,960 respondents who identified as male. Eleven respondents indicated that they considered or have previously considered themselves as transgender. This sample is too small to support separate analyses on differences in lived experience for these individuals.<sup>21</sup>

As previously reported (see Table 12 above) police officers experience slightly higher levels of condescending behaviour than police staff by someone in the force in the past twelve months (63.0% and 58.6%, respectively).

As can be seen in Table 20 below, female police officers experienced higher levels of condescending behaviour than male police officers (68.1% and 59.0%, respectively). This trend is also evident for female police staff in comparison to male police staff (61.4% and 50.9%, respectively).

General incivility and gender harassment are related constructs. Gender harassment can be thought of as a form of interpersonal mistreatment of a person based on their gender which is derogatory and demeaning in nature and causes distress, anxiety and humiliation. It needs to be recognised that this form of interpersonal mistreatment does not only occur as a result of sexual desire, but also through perpetrators' power or identity-based concerns.

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<sup>20</sup> Although it must be noted the sample sizes are small, the proportions for the 33 Irish respondents and the 14 Polish respondents were 33.3% and 21.4%, respectively.

<sup>21</sup> The responses of trans individuals who replied to the demographic question on gender have been included within their respective groups (4 trans respondents who identified as female, 4 trans respondents who identified as male, and 3 chose not to disclose).

**Table 20: Frequency of Experienced Workplace Incivility and Sexism, by Role and Gender**

Response	Female Police Officers	Male Police Officers	Female Police Staff	Male Police Staff
<i>Experienced being put down or treated in a condescending manner</i>				
Never	31.9%	41.0%	38.6%	49.1%
Once or twice	46.5%	41.9%	42.9%	35.6%
Monthly or a few times a month	13.5%	11.1%	12.3%	9.5%
Weekly or more frequently	8.1%	6.0%	6.2%	5.7%
<i>Experienced derogatory comments about their gender</i>				
Never	74.9%	95.5%	88.8%	95.1%
Once or twice	19.2%	3.2%	9.2%	3.5%
Monthly or a few times a month	4.5%	0.6%	1.6%	1.2%
Weekly or more frequently	1.3%	0.6%	0.4%	0.2%
<i>Felt uncomfortable due to being inappropriately stared at</i>				
Never	87.4%	94.9%	89.3%	93.8%
Once or twice	9.5%	3.1%	8.5%	3.7%
Monthly or a few times a month	2.1%	0.9%	1.5%	1.3%
Weekly or more frequently	1.0%	1.1%	0.6%	1.2%

**Note:** Individuals were asked to indicate how often they had experienced feeling uncomfortable due to someone in their force inappropriately staring at them or part of their body, and how often they had experienced someone in their force making derogatory comments about their gender, over the past twelve months.

Gender harassment refers to interpersonal mistreatment, which is not related to a sexual motivation, but comprises crude, verbal, physical, and symbolic behaviour that demonstrate poor attitudes and hostility to a person because of their gender. Unwanted sexual attention refers to sexually inappropriate behaviours that are unwanted by the recipient and makes them feel discomfort and anxiety. It includes physical and verbal acts such as inappropriate staring, unwanted and unreciprocated touching, hugging, or kissing, and making sexually suggestive comments and unwanted and unreciprocated attempts to establish personal relationships such as through repeated requests and pressure for personal meetings.

In this research to investigate the frequencies of experiencing *gender harassment* and *unwanted sexual attention* we asked respondents to report how frequently they experienced

*derogatory comments about their gender and felt uncomfortable due to being inappropriately stared at, respectively.*

As can be seen in Table 20 above, female respondents, in particular female police officers, reported higher frequencies of experiencing derogatory comments about their gender and feeling uncomfortable due to being inappropriately stared at compared to male respondents.

Female respondents, for both police officers and police staff, reported experiencing higher levels of fatigue in comparison to their male counterparts. 47.4% of female respondents and 41.7% of male respondents indicated that they had experienced high levels of fatigue in the previous two weeks before completing the survey. 19.2% of female respondents and 12.9% of male respondents indicated that they experienced very high levels of fatigue.

No other notable differences were found in the average scores for key measures for respondents who identified as female than respondents who identified as male for both police officers and police staff.

#### **4.5 Religion or Belief**

While 1,086 respondents chose not to disclose their religion or belief; 2,724 individuals responded 'none' to the question "what is your religion or belief?" and 2,754 individuals reported having a specific religion or belief. Over 50 religions or beliefs were reported.

1,579 respondents identified as following the faith/beliefs of the Church of Scotland; 794 respondents identified as Roman Catholic; 263 respondents identified as following Other Christian religions/beliefs, 24 respondents identified as Buddhist and 24 respondents identified as Muslim.<sup>22</sup>

For individuals who reported having a religion or belief the average scores for meaningfulness of their work and their commitment to the public were found to be slightly higher, with a small effect size, compared with individuals who responded 'none' to this question.

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<sup>22</sup> Five religions / beliefs had a sample size above 20. The next largest sample size was Sikh with 7 respondents.

Across the five religious / belief groupings considered, no material differences were found in average scores of the key measures.<sup>23</sup>

The proportions of respondents experiencing being put down or treated in a condescending manner in the past twelve months by someone in the force were 61.6% for respondents selecting 'none', 56.5% for Church of Scotland respondents, 58.9% for Roman Catholic respondents, 62.7% for Other Christian respondents, 70.8% of Buddhist respondents and 58.3% for Muslim respondents.<sup>24</sup>

#### 4.6 Sexual Orientation

In total, 6,099 respondents identified as heterosexual and 350 respondents identified as being gay, lesbian, bisexual or of another sexual orientation.<sup>25, 26</sup>

No material differences were found in average scores of the key measures between heterosexual respondents compared with gay, lesbian, bisexual, or other sexual orientation respondents.

**Table 21: Frequency of Experienced Workplace Incivility by Sexual Orientation**

Response	Gay, Lesbian, Bisexual or Other Sexual Orientation respondents		Heterosexual respondents	
	%	<i>n</i>	%	<i>n</i>
<i>Experienced being put down or treated in a condescending manner</i>				
Never	30.1%	105	40.0%	2,437
Once or twice	43.8%	153	42.4%	2,583
Monthly or a few times a month	16.7%	58	11.4%	696
Weekly or more frequently	9.5%	33	6.2%	376

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past twelve months.

<sup>23</sup> As a minimum sample size of 35 is considered as required for parametric statistical analyses when comparing groups non-parametric analytical methods were used to confirm the robustness of the findings.

<sup>24</sup> As the sample sizes for the Buddhist and Muslim groups were small these findings should be regarded as indicative only and are only provided for further investigation if required.

<sup>25</sup> 221 respondents identified as gay or lesbian; 100 respondents identified as bisexual; 29 respondents identified as being of another sexual orientation.

<sup>26</sup> 848 respondents chose not to disclose their sexual orientation.

The proportion of gay, lesbian, bisexual, or other sexual orientation respondents reporting experiencing being put down or treated in a condescending manner in the past twelve months by someone in the force was higher than that of heterosexual respondents (69.9% and 60.0%, respectively).

## 5 GLOSSARY OF KEY MEASURES

### ***Authenticity at Work***

Being able to openly express personal identities and act in a way that feels authentic and true to oneself has important implications for individual wellbeing. When individuals feel the need to only put the interests of others first, repress genuine emotions and needs, hide their true feelings, and outwardly present themselves as being socially compliant in order to minimise conflict and disagreements at work, they expend additional energy to self-regulate and are at risk of losing their sense of self, which in turn can result in negative outcomes such as depression.

### ***Authoritarian Leadership***

Authoritarian leadership is when the leader behaves in a commanding fashion and exerts high levels of discipline over people. The supervisor makes the decisions and expects their people to follow their instructions, and otherwise sanctions them. They emphasise the need for 'best' performance, and express displeasure with their people when they do not achieve this.

### ***Challenge and Hindrance Stressors***

Challenge stressors reflect individuals' perceptions of work-related demands, such as workload, time pressures, and levels of responsibility. Individuals who experience challenge stressors, although they may find them stressful, will view them as an opportunity for personal gain, such as growth and personal development or achievement of important outcomes.

Hindrance stressors also refer to work-related demands; however, individuals view these demands as constraints that hinder their performance and achievements at work. This impacts strongly on their wellbeing and reduces their engagement in discretionary behaviours. Examples of such constraints include role ambiguity, red tape and workplace politics, which do not provide opportunity for personal gain and prevent the achievement of valued goals.

### ***Commitment to the Public***

Commitment refers to the volitional psychological bond of dedication and responsibility that an individual feels towards a target. In this study, we measure individuals' commitment directed towards the public they serve.



***Discretionary Effort (Co-workers, Disrupting Criminal Activity)***

Well-functioning organisations not only need people who are reliable in the way they carry out their specific roles and job requirements, but who also engage in innovative and spontaneous activity that goes beyond their role requirements: going the extra-mile. In this survey, we measured discretionary effort for helping co-workers and, where relevant to individuals' daily job tasks, discretionary effort for disrupting criminal activity (fighting organised crime).

***Disturbed and Insufficient Sleep***

The importance of sleep for restorative daily functioning is well-recognised. Exposure to emotionally stressful situations has been shown to be related to reduced sleep quality and higher levels of sleep disturbance. Moreover, when reduced sleep quality occurs, sensitivity to emotional and other stressful situations may increase, which can exacerbate the impact of stressors on individual emotional energy and wellbeing. Experiencing work stressors not only has a direct negative impact on emotional energy and wellbeing, but also reduces individuals' ability to recover through negative effects on sleep quality and quantity. A lack of recovery can have serious impacts on individuals' health, wellbeing and performance. In this study, we asked individuals how often they had less than six hours of sleep, and how frequently they had experienced sleep disturbance, for example in the form of restlessness, difficulty falling asleep, or unintentional early waking.

***Emotional Energy***

Emotional energy is central to individuals' wellbeing and can be considered as the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their roles. Low levels of emotional energy are manifested by both physical fatigue and a sense of feeling psychologically and emotionally 'drained' at work. Prior research has found that low emotional energy levels are related to reduced organisational commitment, lower productivity and performance, reduced engagement, ill-health, decreased physical and mental wellbeing, increased absenteeism and turnover intentions, and lower levels of persistence in the face of difficulties.

***Ethical Voice Behaviour***

Ethical voice behaviour refers to the communication between individuals and their work teams, with particular focus on integrity and ethical behaviour. This measure investigates the extent to

which police officers are willing and prepared to talk to members of their work teams if they believe they are behaving without integrity.

### ***Fatigue***

Fatigue can be thought of as an overwhelming sense of being tired, lacking energy and feeling exhausted. Fatigue arises through engaging in demanding activities. General fatigue and mental fatigue arise from different conditions and are associated with different outcomes for individuals. While fatigue is related to emotional exhaustion, it differs in that it can be relieved by the use of compensation mechanisms such as working more slowly or taking adequate rest and gaining sufficient sleep. Prior research has shown that fatigue is associated with reduced communication skills, reduced ability to handle stress, increased risk taking, reduced decision-making ability, increased errors of judgment and likelihood to have an accident, an inability to recall details, a lack of attention and vigilance, reduced performance, and increased absence from work. A lower score on this measure is more desirable.

### ***Fear of Making Mistakes***

This measure refers to the feelings an individual may experience when making decisions at work. It addresses concerns over the potential to make mistakes, the consequences that might arise from mistakes, and how these mistakes might be regarded by others in the organisation.

### ***High Performance Expectations from Supervisors***

This measure refers to whether individuals see their immediate supervisor as demonstrating clear standards of work performance for their people. High performance expectations capture the extent to which supervisors address issues of poor performance within their teams, and demonstrate an expectation that people will perform at the highest level they can and maintain high quality standards.

### ***Impact of COVID-19 on Work Effectiveness***

We asked respondents specifically about the impact of Covid-19, with a few questions on whether they feel their performance has changed during this period and how effective they feel at work at the moment.

### ***Incivility***

Workplace incivility can be thought of as a generalised form of low-intensity, subtle, harmful behaviour directed towards others, which can be *verbal* (being rude or disrespectful) or *non-verbal* (excluding or ignoring someone). It can include not being listened to, being interrupted while speaking, and having their judgement doubted on matters over which they have responsibility or expertise. In this study, individuals were asked how frequently they had experienced being treated in a condescending manner by someone in their force while at work over the past twelve months.

### ***Inclusive Leadership***

Inclusive leaders appreciate, respect and value the differences between individuals in their team by creating a non-threatening environment in which people can reveal their "true" selves without suffering adverse consequences and by encouraging team members to resolve misunderstandings or personal conflicts that occur at work.

### ***Integrity Identity***

Research suggests that people act in a consistent way to how they see themselves. When individuals view themselves as having a high integrity identity, they tend to see ethical principles as part of their self-identity which results in them being more likely to behave with integrity and feel uncomfortable if they behave with a lack of integrity in their work. In particular, they will be more likely to resist taking advantage of opportunities that may deviate from ethical principles.

### ***Job Satisfaction***

Job satisfaction is simply defined as how content an individual is with their job. We measured a single dimension of affective job satisfaction to represent an overall emotional feeling that individuals have about their job as a whole.

### ***Life Satisfaction***

An individual's judgement of their life satisfaction is dependent on their assessment and views of their personal circumstances. This judgment takes place against an internal standard which they have set for themselves. It can be considered as a measure of an individual's subjective wellbeing and a comment on their feeling of overall satisfaction with life.

### ***Meaningfulness of Work***

We asked individuals whether they perceive their work and job activities as important and personally meaningful to them.

### ***Perceived Organisational Support***

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their wellbeing. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. When individuals feel valued, their socioemotional needs of respect, being cared for and receiving approval will be met, and they will reciprocate with higher levels of discretionary effort and felt obligation. Perceived organisational support is more strongly related to social exchange rather than economic exchange because it is most affected by discretionary actions by the organisation rather than external constraints such as government regulations. Perceptions of positive support from the organisation affect an individual's relationship with the organisation and have an important impact on individuals' wellbeing and commitment towards the organisation.

### ***Physical Wellbeing***

Physical wellbeing refers to the overall condition and functioning of the body. Physical wellbeing has been linked to disease management, nutrition and physical exercise. Respondents rated their general physical health over a three-month period.

### ***Procedural Justice (Fairness)***

Procedural justice concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals. We can think of it as individuals' perceptions of the procedural fairness of decisions made across the organisation. Procedural justice plays a key role in determining whether individuals link their social identity to an organisation, which in turn impacts whether individuals engage in discretionary effort for the organisation.

### ***Process Improvement Behaviour***

Process improvement behaviour is a set of proactive actions aimed at implementing positive, constructive change through finding solutions to problems and making small changes to working procedures. It is based on personal initiative and conscious decision-making, rather than a formal requirement, and is therefore thought of as an extra-role behaviour.

### ***Promotive Voice Behaviour***

Voice behaviour refers to employees communicating their ideas, suggestions, concerns and information about any work-related issues. The purpose of this discretionary communication is to make improvements for the organisation, such as aiding team performance and enhancing service to the public.

### ***Psychological Detachment from Work***

Psychological detachment from work refers to an individual's state of mind when they are not working, and their ability to distance themselves from job-related issues, problems or opportunities (such as receiving job-related phone calls at home). It demonstrates an individual's ability to switch off and distance themselves from their job, not only physically but also mentally. There is strong research evidence for the importance of psychological detachment in the recovery from work stress. Such recovery experiences help employees replenish cognitive resources lost due to work demands, which further increases their psychological health and life satisfaction, and decreases the negative impacts from stressors on employees' wellbeing and performance.

### ***Psychological Need Satisfaction***

Research has suggested that people have three universal psychological needs of autonomy, competence, and relatedness, which need to be satisfied to maintain optimal performance and wellbeing. *Autonomy* relates to feeling able to act and make choices that reflect one's personal beliefs and values. *Competence* relates to a need to feel skilful, effective, and able to make a contribution. *Relatedness* refers to an individual's feelings of a sense of belonging and being part of a team where they feel respected and valued. We asked individuals the extent to which each of the psychological needs are met, in general, whilst at work over the past three months.

### ***Public Service Motivation***

Interest in public service motivation (PSM) has arisen from the observation that employees in the public sector behave differently from their private sector counterparts. PSM is seen as a unique attribute of public-sector employees that provides them with a desire to serve the wider

community. PSM has been defined as “the motivational force that induces individuals to perform meaningful . . . public, community and social service.”<sup>27</sup>

The measure comprises four key dimensions: self-sacrifice, attraction to public policy-making, commitment to the public interest or civic duty, and compassion. PSM is considered a useful basis for understanding public-sector employee motivation and can be thought of as an attitude that motivates public-sector workers to display altruistic or prosocial behaviours.

### ***Self-Efficacy (Confidence in Job Skills)***

Self-efficacy reflects a type of task motivation; it encapsulates the extent to which individuals believe in their capability to perform work activities with skill and are confident in their ability to respond and deal with unexpected events when performing work tasks.

### ***Self-Worth***

Self-worth refers to whether individuals believe what they do in life is valuable and important. Individuals with high self-worth tend to have a positive self-image and are self-confident in their viewpoints and actions. Self-worth has been found to be an important factor for the prevention of a decline in emotional energy. A high level of self-worth in individuals has been found to increase job satisfaction and performance.

### ***Supportive Leadership***

Supportive leadership stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person’s different characteristics, strengths and interests. Supportive leaders serve as role-models, build trust and provide feedback and resources to their people. It is argued that supportive leadership is important for wellbeing, and combats negative outcomes associated with the promotion of self-interest that underlies many incidents of unethical behaviour.

### ***Taking Care of Self***

While people are often kind and compassionate to others when they face difficult times, they are often harsher towards themselves and do not recognise the need to take care of

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<sup>27</sup> Brewer and Selden (1998: 417)

themselves. Through the adoption of an attitude involving increased self-kindness and through working to reduce feelings of isolation and over-identification with problems individuals become more able to understand and deal with difficult situations they face. A growing body of research suggests that self-compassion is associated with psychological health such as reduced anxiety and depression and increased optimism and positive emotional states.

### ***Team Inclusion in Decision-Making***

Inclusive organisations adopt a belief that people's diverse backgrounds act as a source of learning and knowledge that should be utilised to improve organisational functioning. *Team inclusion in decision-making* refers to the extent to which an individual feels that perspectives from diverse groups are actively and authentically sought and integrated into decision-making procedures within their work team, and whether they feel ideas are judged based on their quality rather than who expresses them. In inclusive climates, perspectives that might upset the status quo are not viewed as a threat, but rather as a valuable source of information.

### ***Vision Clarity***

Individuals were asked their opinions on how clear the organisation's vision is to them, whether it has defined objectives and whether it is easy to understand.

### ***Work Effort***

Work effort represents an individual's time commitment and the intensity of the work they undertake, constituting the essence of working hard within an individual's job role.

### ***Work Engagement***

Engagement is a measure of an individual's personal expression of their self-in-role. Someone is engaged in their work when they are able to express their authentic self and are willing to invest their personal emotional, cognitive and physical energies into their work and job roles. To do this requires them to feel that the work has meaning, that they feel safe and that they have the required resources. Improved engagement can lead to higher individual performance, enhanced wellbeing and reduced staff turnover.

