

Glossary of Measures – City of London Police Staff Survey 2017

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.

Mission Importance

Public sector organisations often have missions with broader scope and more profound impact on individuals' work attitudes and performance than those typically found in the private sector. If individuals view the organisation's mission as important, they tend to regard their roles as more personally meaningful and incorporate organisational goals into their work.

Perceived Organisational Support

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their well-being. 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 as a result of 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' well-being and commitment towards the organisation.

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 or not individuals link their social identity to an organisation, which in turn impacts whether individuals engage in discretionary effort for the organisation.

Ethical Leadership

In the workplace, most individuals look outside of themselves to significant others for guidance on ethical matters. Ethical leadership can be considered as the demonstration of appropriate conduct, both in an individual's personal actions and their interpersonal relationships. Ethical leaders promote ethical conduct to their employees through two-way communication, reinforcement and decision-making. Ethical leadership can be conceptualised as having three building blocks: being an ethical example, treating people fairly and actively managing morality.

Moral Person – ethical leaders are honest, fair and trustworthy individuals who engage in principled decisions. They behave ethically in their professional and personal lives.

Moral Manager – encourages correct behaviour and discourages subordinate unethical behaviour through communication about ethics and applying sanctions when unethical behaviour occurs. Moral managers make ethics an explicit part of their leadership agenda and act as intentional and visible role models of ethical behaviour. They use communication, rewards and sanctions systems to hold employees accountable for ethical conduct. We asked employees about their views of their current immediate supervisors' leadership.

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 combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour.

Job Satisfaction

Job satisfaction is simply defined as how content an individual is with his or her job. In this study, we measured a single dimension of affective job satisfaction to represent an overall emotional feeling individuals have about their job as a whole.

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.” PSM comprises four key dimensions: *self-sacrifice*, *attraction to public policy-making*, *commitment to the public interest or civic duty* and *compassion*. PSM is considered as 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.

Meaning of Work

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

Feeling of Autonomy

Autonomy reflects an individual’s sense of having choice in initiating and regulating work actions. It reflects independence in the initiation and continuation of work behaviours and processes.

Feeling of Being Controlled

In contrast to feelings of autonomy, when an individual experiences feelings of being controlled, they undertake their daily work activities purely due to external pressure and obligation rather than making individual choices and following individual interests.

Individual-Code of Ethics Values Alignment

We measured the extent to which individuals believe their own personal values align with those expressed in the Code of Ethics.

Confidence in Job Skills

Confidence in job skills measures the extent to which individuals believe they have the skills, abilities and confidence required to complete their job tasks and to perform well in their job.

Organisational Pride

Pride refers to an individual's evaluation of the organisation's standing, general worth and status. When individuals identify their organisation as having high status, they are more likely to have a positive social identity with the organisation. When pride is high, there is increased motivation to be loyal to the organisation, its values, rules and leadership. Prior research has found a clear linkage between pride and discretionary behaviour.

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 well-being and reduced staff turnover.

Creative Process Engagement

Creative process engagement measures the extent to which individuals engage in various actions related to creative thought processes while at work. These include identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions. Previous research has found that individuals who spend more time and effort engaging fully with a problem, thoroughly researching information and producing a greater number of alternative ideas, are more likely to identify solutions which are new, creative and useful.

Feeling Responsible for Making Improvements

We measured the extent to which individuals feel a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and to deal with issues. When individuals feel a stronger sense of responsibility, they are more likely to work to achieve improvements to increase effectiveness and to find solutions to organisational problems.

Challenge 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

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 well-being and reduces their engagement in discretionary behaviours. Examples of such constraints include role ambiguity, red tape and workplace politics, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals.

Uncertainty

We asked individuals about the level of uncertainty they perceive exists in their workplace, and how unsettled and uncertain they feel.

Emotional Energy

Emotional energy is central to individuals' well-being 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 well-being, increased absenteeism and turnover intentions, and lower levels of persistence in the face of difficulties.

Commitment to Change

Commitment to change can be thought of as a mind-set that binds an individual to an attitude and actions that will result in successful implementation of a change initiative. Prior research has suggested that commitment to change is made up of three different types of commitment. **Affective commitment** occurs when the individual has a desire to support the change due to their beliefs that the change has inherent benefits. **Continuance commitment** to the change occurs when the individual recognises high costs of not providing the change or they have no choice but to go along with it. **Normative commitment** occurs when the individual feels a sense of duty or obligation to provide support for the change.

Change Discomfort

We measured the extent to which individuals feel discomfort and unease when they think about the change that affects them within the organisation.

Extra-Mile Behaviour (Organisation)

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. This study examined extra-mile behaviours (EMBs) targeted at the organisation. This measure includes not only whether individuals offer ideas to improve the functioning of the force, but also whether they are loyal towards the force, will defend the force when other employees criticise it and are concerned about the reputation of the force.

Creative Behaviour

Creativity is often thought of as the ability to generate new and original ideas that are useful and appropriate considering environmental and task constraints. Individuals' creative behaviour can be essential for problem solving, for adapting to unexpected situations and for efficiently utilising limited resources to address continuously changing demands.

Innovative Behaviour

We asked individuals about the frequency they engaged in innovative behaviour at work, encapsulating not only the generation of new ideas, but also the securing of necessary resources and adequate planning for idea implementation.

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