



STAFF SURVEY

CITY OF LONDON POLICE

REPORT

October 2017

Dr Les Graham

Natalie Brown

Marisa Plater

Durham University Business School

CONTENTS

1	Introduction	1
2	Methods.....	2
3	Discussion of the Key Measures	3
3.1	Vision Clarity.....	3
3.2	Mission Importance.....	3
3.3	Procedural Justice (Fairness).....	3
3.4	Perceived Organisational Support.....	3
3.5	Organisational Pride	4
3.6	Supportive Leadership.....	4
3.7	Ethical Leadership	4
3.8	Public Service Motivation.....	5
3.9	Individual-Code of Ethics Values Alignment	5
3.10	Uncertainty.....	5
3.11	Job Satisfaction.....	5
3.12	Engagement.....	5
3.13	Creative Process Engagement	6
3.14	Feeling Responsible for Making Changes.....	6
3.15	Confidence in Job Skills	6
3.16	Meaning of Work.....	6
3.17	Feelings of Autonomy and Feelings of Being Controlled	6
3.18	Emotional Energy	7
3.19	Challenge and Hindrance Stressors.....	7
3.20	Commitment to Change	7
3.21	Change Discomfort.....	8
3.22	Extra-Mile Behaviour.....	8
3.23	Ethical Voice Behaviour.....	8
3.24	Innovation Behaviour	8
3.25	Creative Behaviour	8
4	Descriptive Results.....	10
4.1	Introduction.....	10
4.2	Discussion of Average Scores for Key Measures.....	10
5	Relationships between Key Measures.....	16
5.1	Introduction to Analysis of Relationships between Key Measures.....	16
5.2	The Impact of Fairness Perceptions	16
5.3	Factors Affecting Creativity and Innovation.....	18
5.4	Factors Affecting Extra-Mile Behaviour (Organisation)	19
5.5	Factors Affecting Emotional Energy	20
6	Summary.....	23

1 INTRODUCTION

City of London Police and Durham University Business School have agreed to collaborate on a research project to study the impact of workplace factors on employees and how this affects service delivery for the public. The research project was conducted by independent researchers from Durham University Business School in collaboration with personnel from City of London Police.

The aims of this study were *firstly*, to establish key measures for workplace factors, staff attitudes, motivation and well-being which can be tracked over time; and *secondly*, to investigate factors having the largest impact on key measures to assist in the identification of priorities for action.

The study has been conducted in accordance with City of London Police policy and Durham University ethical guidelines for research. Participation in the survey was voluntary, and anonymity and confidentiality for all participants is assured.

2 METHODS

The survey was designed using proven academic scales¹ for each of the measures and circulated online to employees of City of London Police using a server hosted independently by Durham Constabulary. Responses were collected in two stages: Part A from the end of April 2017, followed by Part B from the end of May 2017, with a 4 week and 5 week completion period, respectively.

In total, 628 responses were received from Part A (56.7%) and 343 responses from Part B (31.0%). This is a good response rate in comparison to what is achieved in other collaborative research.

To enable longitudinal analysis of data, respondents were asked to formulate an anonymous identification code, 76% of respondents were prepared to do this.

¹ 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. The research team are available to discuss the measures further, as appropriate.

3 DISCUSSION OF THE KEY MEASURES

To assist in understanding the results and findings in this report, the key measures included in the survey are briefly discussed below.

3.1 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.

3.2 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. In this study, we measure individuals' perceptions of the value of the organisation's mission.

3.3 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.

3.4 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.

3.5 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.

3.6 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.

3.7 Ethical Leadership

Ethical leaders are fair and principled decision makers who care about their people and wider society. They behave ethically in their personal and professional lives. Ethical leadership behaviour 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

ethical issues. We ask employees about their views of their current immediate supervisors' leadership.

3.8 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."²

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.

3.9 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.

3.10 Uncertainty

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

3.11 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.

3.12 Engagement

Engagement is a measure of an individual's personal expression of their self-in-role. A person is engaged in their work when they are able to express their authentic self and are willing to

² Brewer and Selden (1998: 417)

invest their 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 necessary resources. Improved engagement can lead to higher individual performance, enhanced well-being and reduced staff turnover.

3.13 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.

3.14 Feeling Responsible for Making Changes

Feeling responsible for making changes refers to individuals feeling a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and deal with issues. When felt responsibility for making changes is higher, then individuals will more frequently work to make improvements to increase effectiveness and find solutions to organisational problems.

3.15 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.

3.16 Meaning of Work

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

3.17 Feelings of Autonomy and Feelings of Being Controlled

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. 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.

3.18 Emotional Energy

Emotional energy, as measured in this study, 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 job. 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.

3.19 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 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.

3.20 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.

3.21 Change Discomfort

Change discomfort measures the extent to which individuals feel discomfort when they think about change within their organisation.

3.22 Extra-Mile Behaviour

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*. The research examines *extra-mile* behaviours (EMBs) targeted towards the organisation.

3.23 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 not behaving ethically or without integrity.

3.24 Innovation 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.

3.25 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.

4 DESCRIPTIVE RESULTS

4.1 Introduction

The descriptive statistics for measures for all respondents are presented in Table 1. The average scores for officers and staff are presented in Table 2.

Analyses to investigate whether there are any differences between scores have been conducted, and 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. A medium effect, while noteworthy, is not as important as a large effect size. Discussion of the scores and differences are presented below.

4.2 Discussion of Average Scores for Key Measures

Similar to other forces, vision clarity is reported as moderate in both groups (police officers 4.21 and police staff 4.56). Police staff also scored higher for mission importance. This implies that individuals across the force, particularly police staff, believe City of London Police's mission and goals are important, and are therefore more likely to view their roles as personally meaningful.

Perceptions of fairness are reported as low by both groups, particularly police officers. However, both groups score similar to the average scores found across other forces. More positively, perceptions of organisational support are reported at encouraging levels by police officer and police staff; both groups score higher than the average found across other forces.

Table 1: Average Scores for Key Measures, All Respondents

Measure	All Respondents (Average)
Vision Clarity	4.34
Mission Importance	5.53
Procedural Justice (Fairness)	3.42
Perceived Organisational Support	4.18
Organisational Pride	5.02
Supportive Leadership	4.85
Ethical Leadership	5.17
Public Service Motivation	5.63
Individual-Code of Ethics Values Alignment	5.85
Uncertainty	4.95
Job Satisfaction	4.82
Engagement	5.52
Creative Process Engagement (1-5 scale)	3.84
Feeling Responsible for Making Changes	4.90
Confidence in Job Skills	5.56
Meaning of Work	5.58
Feelings of Autonomy	4.26
Feelings of Being Controlled	4.21
Emotional Energy	4.61
Challenge Stressors (1-5 scale)	3.81
Hindrance Stressors (1-5 scale)	3.15
Affective Commitment to Change	4.36
Continuance Commitment to Change	4.54
Normative Commitment to Change	4.77
Change Discomfort	3.78
Extra-Mile Behaviour (Organisation)	5.29
Ethical Voice Behaviour	5.63
Innovation Behaviour (1-5 scale)	3.42
Creative Behaviour (1-5 scale)	3.62

Notes:

1. All measures used a 1 to 7 scale unless stated (1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).

Table 2: Comparison of Average Scores between Police Officers and Police Staff

Measure	Police Officers (Average)	Police Staff (Average)	Difference (Effect Size)
Vision Clarity	4.21	4.56	S
Mission Importance	5.40	5.72	S
Procedural Justice (Fairness)	3.23	3.74	M
Perceived Organisational Support	3.98	4.51	M
Organisational Pride	4.92	5.19	S
Supportive Leadership	4.76	5.01	S
Ethical Leadership	5.10	5.30	<i>n.s.</i>
Public Service Motivation	5.60	5.66	<i>n.s.</i>
Individual-Code of Ethics Values Alignment	5.84	5.86	<i>n.s.</i>
Uncertainty	5.20	4.59	M
Job Satisfaction	4.69	5.06	S
Engagement	5.44	5.66	S
Creative Process Engagement (1-5 scale)	3.82	3.86	<i>n.s.</i>
Feeling Responsible for Making Changes	4.82	5.05	S
Confidence in Job Skills	5.42	5.76	S
Meaning of Work	5.53	5.69	<i>n.s.</i>
Feelings of Autonomy	4.13	4.48	S
Feelings of Being Controlled	4.41	3.93	S-M
Emotional Energy	4.50	4.77	S
Challenge Stressors (1-5 scale)	3.83	3.81	<i>n.s.</i>
Hindrance Stressors (1-5 scale)	3.31	2.90	M
Affective Commitment to Change	4.15	4.69	S-M
Continuance Commitment to Change	4.73	4.23	M
Normative Commitment to Change	4.66	4.95	S
Change Discomfort	3.91	3.59	S
Extra-Mile Behaviour (Organisation)	5.51	5.48	<i>n.s.</i>
Ethical Voice Behaviour	5.96	5.72	<i>n.s.</i>
Innovation Behaviour (1-5 scale)	3.37	3.64	<i>n.s.</i>
Creative Behaviour (1-5 scale)	3.62	3.73	<i>n.s.</i>

Notes:

1. All measures used a 1 to 7 scale unless stated (1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).
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).
3. If the effect size is significant, it can be small (S), medium (M) or large (L).

A very positive result is that organisational pride is higher than the average in other forces, for both police officers (4.92) and police staff (5.19).

Police staff perceive encouraging levels of ethical leadership and supportive leadership; with both styles of leadership scoring above the average found across other forces. In contrast, while still at an encouraging level, police officers score lower than police staff for these two leadership measures and are also slightly below the average in comparison to other forces.

Similar to other forces, public service motivation is reported as high for both police officers and police staff (5.60 and 5.66, respectively). Police officers and police staff score above the average for individual-Code of Ethics values alignment found in other forces. This suggests that individuals at City of London Police believe their values align closely with those expressed in the Code of Ethics.

A positive finding is that, when compared to other forces, perceptions of uncertainty are reported as lower.

Moreover, a positive profile of scores were reported by police officers for job satisfaction (average score 4.69). Police staff scored encouraging levels of job satisfaction (average score 5.06).

Engagement is reported as high by police officers and staff (5.44 and 5.66, respectively). Creative process engagement is also reported as high (average score 3.84³). This suggests individuals engage in various actions related to creative thought processes while at work; including identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions.

Police staff scored higher than police officers for feeling responsible for making changes (5.05 and 4.82, respectively). This suggests individuals, particularly police staff, feel a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and deal with issues.

³ Measured on a 1-5 scale.

Confidence in job skills is reported higher in police staff than officers (5.76 and 5.42, respectively). This suggests individuals, particularly police staff, believe they have the skills, abilities and confidence required to complete their job tasks and to perform well in their job. Moreover, meaning of work is reported as high across the force (average score 5.58).

Feelings of autonomy are higher in police staff than police officers (4.48 and 4.13, respectively), and feelings of being controlled are higher in police officers than police staff (4.41 and 3.93, respectively).

Police officer levels of emotional energy are higher than that found in other forces (average score 4.50). However, when compared to other forces, police staff levels of emotional energy are lower (average score 4.77).

Across the force, high levels of challenge stressors were reported (average score 3.81⁴). When compared to other forces, police officers scored lower levels of challenge stressors, whereas police staff reported higher levels of challenge stressors. Police officers experience high levels of hindrance stressors; higher than that found in other forces (average score 3.31⁵). Police staff report moderate levels of hindrance stressors (average score 2.90); this is in line with that found in other forces.

Police staff scored higher than police officers for affective commitment to change (4.69 and 4.15, respectively). The average scores for continuance commitment to change suggest police officers believe more strongly that they have no choice but to go along with the changes, when compared to police staff. Normative commitment to change is reported higher by police staff than officers (4.95 and 4.66, respectively), implying individuals feel a sense of duty to provide support for the change. Levels of change discomfort are moderate across the force, with police officers scoring higher than staff.

The average score of extra-mile behaviour towards the organisation is high at 5.29. This suggests individuals across the force are willing to go beyond what is expected of them in their role. In addition, the average score for ethical voice behaviour is high at 5.63,

⁴ Measured on a 1-5 scale.

⁵ Measured on a 1-5 scale.

suggesting individuals are prepared to talk to their co-workers if they believe they are acting without integrity at work.

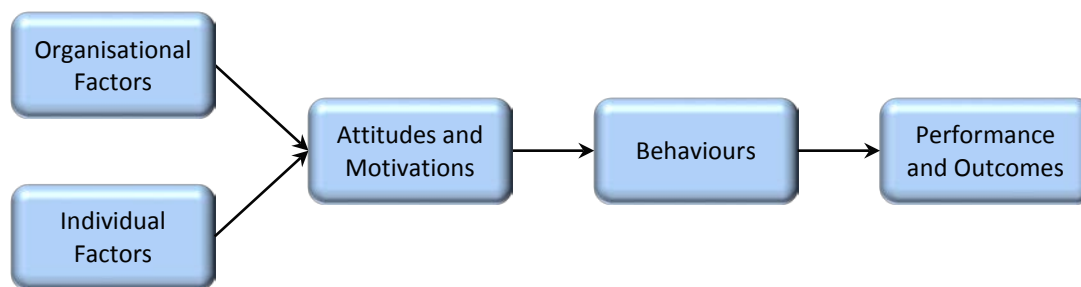
The average score for creativity behaviour suggests individuals create original ideas with the aim of solving problems, adapting to changing demands and efficiently utilising limited resources. Furthermore, the average score for innovation behaviour suggests individuals spend an encouraging amount of time engaged in generating new ideas and implementing them.

5 RELATIONSHIPS BETWEEN KEY MEASURES

5.1 Introduction to Analysis of Relationships between Key Measures

In this section we present the findings of a series of statistical analyses to test relationships between the key measures (a significance level of $p < .05$ is adopted for all reported results). Whilst in a cross-sectional study it is not possible to establish causality, we adopt an approach of prediction of relationships between variables from theoretical considerations and from prior research. We then test the generated hypotheses using linear regression analyses and PROCESS analysis. The general model shown in Figure 1 is adopted for testing relationships. In regression models, we control for the effects of gender, age, role, rank/grade and tenure in policing.

Figure 1: A General Model for Testing



Extensive prior research has shown that how people are managed and their attitudes to their jobs have a large impact on behaviour and performance. The following subsections outline the key relationships found between measures from this survey.

5.2 The Impact of Fairness Perceptions

The HMIC report on the state of policing (HMIC, 2014)⁶ identifies the need for fair treatment of employees as an important factor that affects police officer and staff attitudes which will in turn influence their behaviours. Table 3 illustrates this by demonstrating the impact of

⁶ HMIC (2014). State of Policing: The Annual Assessment of Policing in England and Wales 2013/2014. London: Her Majesty's Inspector of Constabulary. Published 31 March 2014.

fairness perceptions; it shows that fairness perceptions positively influence perceived organisational support, organisational pride and engagement. Job satisfaction and emotional energy are also positively impacted by fairness perceptions. In addition, fairness perceptions are found to increase affective commitment to change, and reduce change discomfort and uncertainty. Feeling responsible for making changes and extra-mile behaviour directed towards the organisation are positively influenced by fairness perceptions.

Table 3: The Importance of Fairness Perceptions

Measure	Effect
Perceived Organisational Support	+++
Organisational Pride	+++
Engagement	++
Job Satisfaction	+++
Emotional Energy	++
Affective Commitment to Change	+++
Change Discomfort	--
Uncertainty	---
Feeling Responsible for Making Changes	++
Extra-Mile Behaviour for the Organisation	++

+ / - denotes whether the impact of the measure is positive or negative

Figure 2: The Importance of Fairness Perceptions



Figure 2 shows an example of how fairness positively impacts engagement; it shows that fairness positively influences organisational pride, and when organisational pride is higher, individuals are more likely to be cognitively, emotionally and physically engaged in their work.

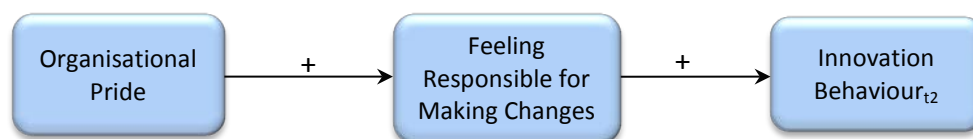
Figure 3: The Importance of Feeling Supported by the Organisation

Note: t2 signifies the measure was collected in the second survey

Figure 3 illustrates the importance of feeling supported by the organisation; it shows that when individuals perceive the organisation to be supportive and show consideration for their well-being, they become more engaged in their work, and as a result they become more willing to go beyond their role requirements at work in order to positively contribute to the organisation.

5.3 Factors Affecting Creativity and Innovation

Figure 4 illustrates that when individuals are proud of the organisation, they feel a sense of responsibility to make improvements at work with the intention to find solutions for work-related problems, which in turn leads to the generation of new ideas and planning for idea implementation.

Figure 4: Factors Affecting Creativity and Innovation

Note: t2 signifies the measure was collected in the second survey

Figure 5: Factors Affecting Creativity and Innovation

Note: t2 signifies the measure was collected in the second survey

Public service motivation is seen as a unique attribute of public-sector employees that provides them with a desire to serve the wider community. Figure 5 shows that when individuals are public service motivated they are likely to engage in creative thought processes while at work, such as identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions. When individuals engage in the creative process, they are more likely to generate new and original ideas that are useful and appropriate for problem solving in the organisation.

5.4 Factors Affecting Extra-Mile Behaviour (Organisation)

Table 4 shows that factors which affect extra-mile behaviour directed towards the organisation include vision clarity, mission importance, perceived organisational support and fairness. Individuals who feel their personal values align with those expressed in the Code of Ethics and who are motivated to serve the public are more likely to partake in extra-mile behaviour directed towards the organisation. Moreover, ethical leadership, supportive leadership and organisational pride positively impact extra-mile behaviour. Additionally, meaning of work, feelings of autonomy and challenge stressors are found to be factors that positively influence extra-mile behaviour. Regarding commitment to change, affective commitment is found to positively impact extra-mile behaviour, whereas continuance commitment is found to have a negative impact.

Table 4: Factors Affecting Extra-Mile Behaviour (Organisation)

Measure	Effect
Vision Clarity	++
Mission Importance	++
Perceived Organisational Support	++
Procedural Justice (Fairness)	++
Individual-Code of Ethics Values Alignment	++
Ethical Leadership	+
Supportive Leadership	+
Organisational Pride	+++
Meaning of Work	++
Public Service Motivation	++
Feeling of Autonomy	++
Challenge Stressors	+
Affective Commitment to Change	+++
Continuance Commitment to Change	--

+ / - denotes whether the impact of the measure is positive or negative

5.5 Factors Affecting Emotional Energy

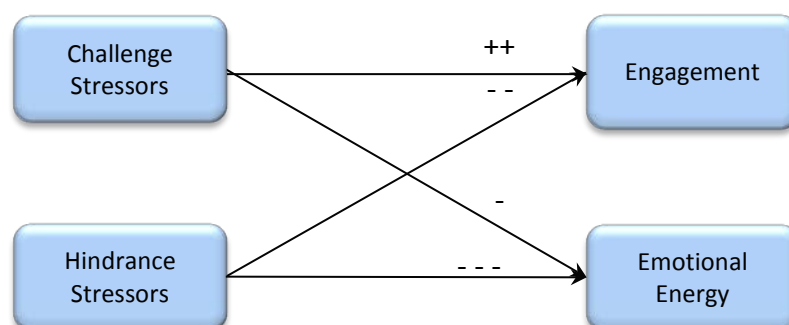
Emotional energy can be considered as a way of measuring individuals' well-being. Table 5 shows that perceptions of organisational support and fairness positively impact emotional energy. In addition, supportive leadership and feelings of autonomy are found to have a positive impact. Feeling controlled, change discomfort and uncertainty act as a strain on individuals' emotional energy. A larger negative effect is found for the impact hindrance stressors have on emotional energy, and although challenge stressors have a negative influence on emotional energy, the effect is considerably smaller than that found for hindrance stressors.

Table 5: Factors Affecting Emotional Energy

Measure	Effect
Perceived Organisational Support	++
Procedural Justice (Fairness)	++
Supportive Leadership	+
Challenge Stressors	-
Hindrance Stressors	---
Feeling of Autonomy	++
Feeling of Being Controlled	---
Change Discomfort	--
Uncertainty	--

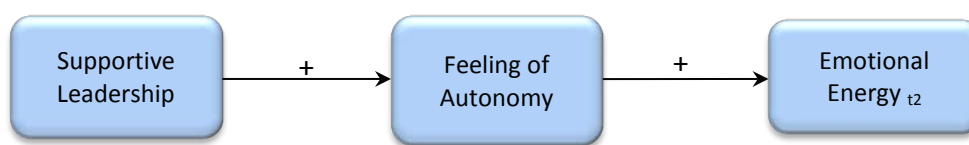
+ / - denotes whether the impact of the measure is positive or negative

Figure 6 illustrates the effects of challenge and hindrance stressors on individuals' engagement and emotional energy. It shows that while challenge stressors have a negative effect on emotional energy, hindrance stressors have a much larger negative effect. It is particularly noteworthy that hindrance stressors have a negative relationship with engagement. This suggests that when individuals perceive there to be constraints at work that frustrate them and block them from conducting their role, they will be less engaged.

Figure 6: The Effects of Stressors on Engagement and Emotional Energy

In contrast, challenge stressors have a positive relationship with engagement. This implies that when individuals perceive there to be high levels of responsibility and workload expected of them, although they may potentially find these a strain, they will view them as a worthwhile part of their work, which will motivate their level of engagement in their role. These findings highlight the importance of reducing the frequency and occurrence of hindrance stressors in the workplace.

Figure 7: Supportive Leadership and Well-Being



Note: t2 signifies the measure was collected in the second survey

Figure 7 illustrates the positive impact supportive leadership has on emotional energy. The results indicate that when individuals perceive their immediate supervisor to be supportive, they will feel a sense of autonomy, which will positively impact on their emotional energy levels and well-being.

6 SUMMARY

Mission importance, public service motivation, alignment with Code of Ethics values and meaning of work are all reported as high.

Emotional energy is higher in staff than officers.

Organisational pride and engagement are at high levels.

Improvement in perceptions of fairness and organisational support could be beneficial.

A reduction of hindrance stressors will be advantageous.

Benefits will occur through providing higher levels of autonomy to individuals in their job.

