

Culture Survey 2021

COUNTY DURHAM AND DARLINGTON FIRE AND RESCUE SERVICE

Summary Report

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1 INTRODUCTION

County Durham and Darlington Fire and Rescue Service 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. This is the third survey to be conducted, following the previous surveys in October 2016 and May 2018. The research project was conducted by independent researchers from Durham University Business School, in collaboration with personnel from County Durham and Darlington Fire and Rescue Service.

The aims of this study were *firstly*, to study how key measures from the previous survey had changed, 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 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 scales for each of the measures¹ and circulated online to employees of County Durham and Darlington Fire and Rescue Service. Responses were collected from the beginning of April 2021, with a five-week completion period.²

In total, 309 responses were received (54.7%; total workforce headcount 565). This is slightly lower than the response rate obtained by the previous culture survey in 2018 (65.5%). By role, this resulted in a sample of 164 whole-time staff, 63 on-call staff and 70 corporate staff.

To enable longitudinal analysis of data, respondents were asked to formulate an anonymous identification code; 75.0% 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.

² The survey was completed after the Covid-19 pandemic was declared.

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 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.

3.2 Ambivalent Organisational Support

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their wellbeing. Perceptions of organisational support can be evaluated as ranging from low to high levels. However, low and high perceptions of organisational support may coexist; in that, individuals may have positive and negative recollections regarding their experiences of organisational support which can lead to feelings of ambivalence.

3.3 Organisational Identity

Organisational identification refers to the extent to which individuals feel strong ties and a sense of belonging with the organisation, and considers whether they are proud to work for their organisation. When individuals identify with their organisation, they are more likely to have a positive social identity with the organisation and in turn experience increased motivation to be loyal to the organisation, its values, rules and leadership.

3.4 Values Alignment (Individual-Organisational)

Values can be thought of as a person's general beliefs about the importance of normatively desirable behaviours. They are an important driving forces in people's lives and can be thought of as ideals which individuals use to justify their actions to themselves. Values alignment refers to the compatibility between an individual's values and those of the working environment. A

high level of values alignment represents a high level of similarity between an individual's values and the value system of the organisation.

3.5 Organisational Integrity

Behavioural integrity is the perceived alignment between words and deeds; in this study we examine organisational integrity. Organisational integrity entails both the perceived fit between espoused and enacted values, and perceived promise-keeping; it can be considered as the extent to which an individual perceives the organisation to "walk the talk".

3.6 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.

3.7 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.

3.8 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.

3.9 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.

3.10 Feeling Trusted by the Supervisor

Feeling trusted can be thought of as a 'vote of confidence' by a leader in their people. It enhances the person's confidence in their own abilities and feeling of being valued. Feeling trusted acts to increase the person's motivation to complete difficult tasks, and has been found to increase job performance and feelings of pride.

3.11 Social Support from Co-Workers

The perceived quality of workplace social support has been identified as an important factor that is related to a variety of work outcomes, including burnout, job satisfaction and performance. This research examines co-worker social support; we investigate the extent to which individuals believe their co-workers are approachable and supportive when facing work difficulties, and the extent to which they can be relied upon when facing tough moments at work.

3.12 Workplace 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 treated in a condescending manner, and being interrupted while speaking. Individuals were asked how frequently they have experienced these behaviours by someone in the service, while at work, over the past 12 months.

3.13 Work Engagement

Work 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.

3.14 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 individuals with the opportunity for personal gain and prevent achievement of valued goals.

3.15 Job Satisfaction

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

3.16 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.

3.17 Mental Wellbeing

Mental wellbeing has been described as a basic requirement for a person's wellbeing and their ability to function effectively. It can be thought of as a state which is required for an individual to realise their potential, cope with challenges, perform effectively at work and in their relationships, and make a positive contribution to communities.

3.18 Fatigue

Fatigue can be thought of as an overwhelming sense of being tired, lacking energy and feeling physically exhausted. Fatigue arises through engaging in demanding activities. 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, reduced communication skills, a lack of attention and vigilance, reduced performance and increased absence from work.

3.19 Self-Efficacy

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.

3.20 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.

3.21 Authenticity at Work

Being able to openly express personal identities and act in a way that feels authentic and true to one's self 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.

3.22 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.

3.23 Process Improvement Behaviour

Improvement behaviour is a set of proactive actions aimed at implementing positive, constructive change through finding solutions to organisational problems, making small changes to working procedures and the introduction of new working methods. 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.

3.24 Silence

Silence is defined as not speaking up and the withholding of ideas and suggestions for improvement or voicing of concerns in the workplace. Important individual and organisational outcomes can be caused as a result of employee silence, including decreased innovation, failure to address ethical transgressions, process failures and reduced wellbeing, lower commitment and job satisfaction for individuals. This study will specifically examine individuals' fear of negative consequences as a motive of remaining silent at work.

4 CHANGES IN KEY MEASURES

4.1 Introduction

The changes between the last culture survey, conducted 3 years previously (April 2018), and this survey (April 2021) were assessed through consideration of all responses. The average scores for the key measures at both time points for all operational respondents are shown in Table 1 and all corporate respondents are shown in Table 2.

Commentary will be made on the trends indicated by the average scores reported by the total operational and corporate staff populations. Due to small sample sizes, we are unable to draw robust statistical conclusions for the change over time for operational and corporate matched samples. Therefore, the results in the section are considered as indicative only.

4.2 Findings

In the operational staff sample, a positive finding is that perceptions of fairness, organisational integrity and organisational identification show some evidence of improvement.

Supervisory supportive leadership appears to show an upward trend in the operational sample of respondents. A further encouraging finding is that authoritarian leadership shows indication that it has reduced since the previous survey.

Job satisfaction and work engagement were reported at very high average levels within the operational sample, and are showing evidence of an upward trend.

Challenge stressors were reported at comparable average levels between 2018 and 2021 for operational staff. Meanwhile, hindrance stressors show an encouraging reduction.

Of note is that emotional energy has decreased in the total sample of operational respondents; this reduction is equally evident when considering the total sample of corporate staff respondents.

Table 1: Changes in Key Measures, Operational Staff Sample

Measure	April 2018 (Total Average)	April 2021 (Total Average)
Procedural Justice (Fairness)	3.72	4.00
Organisational Integrity	4.06	4.25
Organisational Identity	5.06	5.49
Supportive Leadership	5.33	5.63
Authoritarian Leadership	3.96	3.64
Job Satisfaction	5.72	5.99
Work Engagement	5.81	6.01
Challenge Stressors (1-5 scale)	3.61	3.57
Hindrance Stressors (1-5 scale)	2.74	2.60
Emotional Energy	5.35	4.26

Notes:

1. All measures used a 1 to 7 scale, except where indicated.
2. The scales used in 2021 to measure engagement and emotional energy are slightly adapted versions of the scales used in 2018. This is due to development of the scales. The analyses testing significance take these differences into account.

In the corporate staff sample, perceived fairness, organisational integrity and organisational identification were reported at lower levels when compared to their average scores reported in 2018. Challenge stressors were reported at comparable average levels between 2018 and 2021 for corporate staff. A positive finding is that the average level of hindrance stressors show some evidence of improvement, in that the average level is lower than reported in 2018.

The average scores for supportive leadership were reported as high in 2018 and 2021 by corporate staff. Authoritarian leadership was reported at a comparable average level between 2018 and 2021 for corporate staff.

Job satisfaction and work engagement were reported at very high average levels by corporate staff at both time points.

Table 2: Changes in Key Measures, Corporate Staff Sample

Measure	April 2018 (Total Average)	April 2021 (Total Average)
Procedural Justice (Fairness)	4.51	4.42
Organisational Integrity	4.85	4.62
Organisational Identity	5.78	5.68
Supportive Leadership	5.32	5.12
Authoritarian Leadership	2.94	3.05
Job Satisfaction	6.03	5.94
Work Engagement	5.85	6.07
Challenge Stressors (1-5 scale)	3.82	3.72
Hindrance Stressors (1-5 scale)	2.63	2.40
Emotional Energy	5.74	4.63

Notes:

1. All measures used a 1 to 7 scale, except where indicated.
2. The scales used in 2021 to measure engagement and emotional energy are slightly adapted versions of the scales used in 2018. This is due to development of the scales. The analyses testing significance take these differences into account.

4.3 The Impact of Covid-19

Within the total sample, 129 respondents indicated that their work location had significantly changed due to the Covid-19 pandemic, while 173 respondents indicated their work location had not been impacted. Overall, no material differences were found between average scores reported by respondents whose work location had significantly changed and respondents whose work location had not been.

Upon deeper investigation of the difference between role groups, the data indicated that corporate respondents who reported their work location had significantly changed due to the Covid-19 pandemic reported lower levels of job centrality, reduced job satisfaction and lower levels of wellbeing.

5 DESCRIPTIVE RESULTS

5.1 Introduction

The descriptive statistics for measures for all respondents are presented in Table 3. The average scores for operational staff³ and corporate staff are presented in Table 4.

Analyses to investigate whether there are any differences between scores for operational and corporate staff have been conducted, and where appropriate the effect sizes of any differences have been calculated and are discussed below. 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 size, while noteworthy, is not as impactful as a large effect size. Discussion of the average scores and differences is presented below.

5.2 Discussion of Average Scores for Key Measures

Perceptions of fairness were reported at a moderate level for operational staff and at a moderately high level for corporate staff (with a small effect size of difference). Moderate average levels were reported by both operational staff and corporate staff for the extent to which they feel conflicted due to experiencing both support and lack of support from the service (ambivalent organisational support).

Organisational integrity is reported at a moderate average level across the service. Moreover, individuals reported a high average score for the extent to which they believe their personal values align with those expressed by the organisation. In line with this finding, organisational identification is reported at a high average level across the service. An encouraging findings is integrity identity was reported as extremely high across the service.

³ Operational staff comprises whole-time and on-call employees.

Table 3: Average Scores for Key Measures, All Respondents

Measure	All Respondents (Average)
Procedural Justice (Fairness)	4.05
Ambivalent Organisational Support	4.13
Organisational Identity	5.52
Values Alignment (Individual-Organisational)	5.22
Organisational Integrity	4.30
Identity Integrity	6.40
Supportive Leadership	5.51
High Performance Expectations from Supervisors	5.96
Authoritarian Leadership	3.49
Feeling Trusted by the Supervisor	6.20
Social Support from Co-Workers (1-5 scale)	4.32
Experienced Workplace Incivility (1-6 scale)	1.93
Work Engagement	6.03
Challenge Stressors (1-5 scale)	3.61
Hindrance Stressors (1-5 scale)	2.57
Job Satisfaction	5.97
Emotional Energy	4.32
Mental Wellbeing (1-5 scale)	3.62
Fatigue	3.44
Self-Efficacy	6.27
Self-Worth	6.15
Authenticity at Work	5.59
Voice Behaviour	5.68
Process Improvement Behaviour	5.64
Silence due to Fear	3.76

Note:

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

Table 4: Comparison of Average Scores between Operational and Corporate Staff

Measure	Operational (Average)	Corporate (Average)	Difference (Effect Size)
Procedural Justice (Fairness)	4.00	4.42	S
Ambivalent Organisational Support	4.12	4.13	<i>n.s.</i>
Organisational Identity	5.49	5.68	<i>n.s.</i>
Values Alignment (Individual-Organisational)	5.23	5.29	<i>n.s.</i>
Organisational Integrity	4.25	4.62	<i>n.s.</i>
Integrity Identity	6.42	6.33	<i>n.s.</i>
Supportive Leadership	5.63	5.12	S-M
High Performance Expectations from Supervisors	6.12	5.43	M
Authoritarian Leadership	3.64	3.05	M
Feeling Trusted by the Supervisor	6.20	6.19	<i>n.s.</i>
Social Support from Co-Workers (1-5 scale)	4.40	4.13	S
Experienced Workplace Incivility (1-6 scale)	1.85	2.05	<i>n.s.</i>
Work Engagement	6.01	6.07	<i>n.s.</i>
Challenge Stressors (1-5 scale)	3.57	3.72	<i>n.s.</i>
Hindrance Stressors (1-5 scale)	2.60	2.40	<i>n.s.</i>
Job Satisfaction	5.99	5.94	<i>n.s.</i>
Emotional Energy	4.26	4.63	S
Mental Wellbeing (1-5 scale)	3.62	3.69	<i>n.s.</i>
Fatigue	3.49	3.23	<i>n.s.</i>
Self-Efficacy	6.29	6.20	<i>n.s.</i>
Self-Worth	6.20	5.98	<i>n.s.</i>
Authenticity at Work	5.59	5.67	<i>n.s.</i>
Voice Behaviour	5.68	5.69	<i>n.s.</i>
Process Improvement Behaviour	5.61	5.69	<i>n.s.</i>
Silence due to Fear	3.77	3.41	<i>n.s.</i>

Notes:

1. All measures used a 1 to 7 scale, unless where stated (e.g. 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).

Operational staff and corporate staff reported high average levels of supportive leadership (with a small-medium effect size of difference). This suggests that individuals, generally, perceive their immediate supervisor as being competent, as having personal integrity and a focus on serving communities, and caring about their people's development and wellbeing. A further encouraging finding is that, on average, felt trust from supervisors was reported at very high levels for operational staff and corporate staff.

High performance work expectations from supervisors was reported at very high average levels for operational staff and high for corporate staff (with medium effect size); this suggests that individuals generally perceive that their immediate supervisor demonstrates an expectation that they will perform at the highest level they can and maintain high quality standards. Moreover, on average, moderately low levels of authoritarian leadership were reported by operational staff and corporate staff (with medium effect size). The contrasting impacts of leadership behaviours are discussed in Section 6.2.

Operational staff and corporate staff reported very high average levels for social support from co-workers. This suggests that, on average, individuals believe their co-workers are approachable and supportive and can be relied upon when facing work difficulties. Very low average levels were reported across the service for experienced workplace incivility. However, while 43.3% of respondents indicated they had not experienced being interrupted and not allowed to finish what they were saying by a co-worker during the past 12 months, 36.1% indicated that this had occurred once or twice, 11.5% monthly or a few times a month, and 9.2% reported experiencing this weekly or more frequently. Please refer to the discussions below on the importance of reducing incivility behaviour in the workplace (Section 6.4).

Very high average scores were reported by operational staff and corporate staff for job satisfaction and work engagement. This indicates that individuals, on average, are very highly satisfied in their role and are willing to invest very high levels of their personal emotional, cognitive and physical energies into their work.

Across the service, a moderately high average level was reported for the frequency of experienced challenge stressors at work (such as high levels of responsibility, multi-tasking complex jobs). In addition, a moderately low average level was reported for the frequency of experienced hindrance stressors at work (such as workplace politics, admin hassles, red tape). Of note is that the reported level of experienced challenge and hindrance stressors were

reported at similar levels between role groups. Please refer to the discussions below on the importance of reducing hindrance stressors in the workplace (Section 6.3).

The average score for emotional energy is higher for corporate staff than for operational staff (moderately high and moderate, respectively, with a small effect size). Mental wellbeing was reported at a moderately high average level across the service. Fatigue was reported at a moderately low average level across the service.

An encouraging finding is that self-efficacy and self-worth were reported at very high average levels. Furthermore, authenticity at work was reported at a high average level by both operational and corporate staff.

The extent to which individuals are willing to raise suggestions to overcome workplace problems was reported at a very high average level. This suggests that, on average, individuals are willing to engage in this form of discretionary communication to make improvements for the organisation, such as aiding team performance and enhancing service to the public. Moreover, process improvement behaviour was reported at a high level across the service.

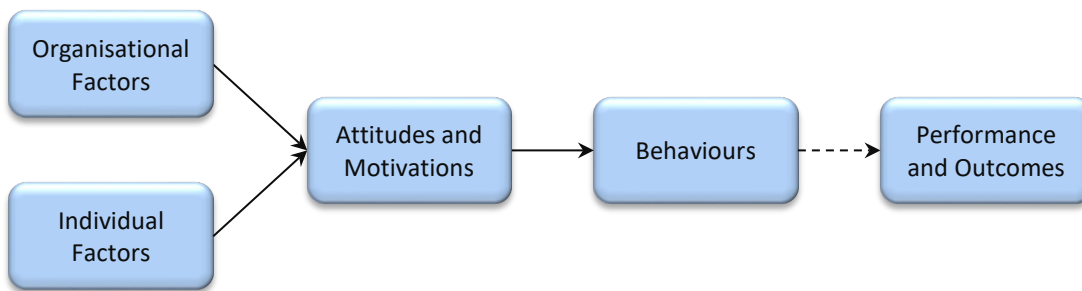
Silent due to fear of negative consequences was reported at a moderate average level. Further insights from reviewing the distribution of average scores for this measure suggest that while 30.4% of respondents reported disagreeing or strongly disagreeing that they remain silent at work due to fear of repercussions, 16.0% of respondents reported agreeing or strongly agreeing that this was the case.

6 RELATIONSHIPS BETWEEN KEY MEASURES

6.1 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 analysis⁴. The general model shown in Figure 1 is adopted for testing relationships. In regression models, we control for the effects of role and tenure in service.

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 variables in this collaborative research project.

6.2 The Impact of Supervisory Leadership Behaviour

The two main supervisory leadership behaviours considered in this survey were supportive leadership and authoritarian 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.

⁴ Hayes (2014).

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.

As can be seen in Table 5, supportive leadership increases employee emotional energy, mental wellbeing, and work engagement; in contrast, authoritarian leadership was found to have no effect on these measures. Fatigue and hindrance stressors are negatively associated with supportive leadership, suggesting that a supportive leader removes barriers for their team and that individuals’ feelings of fatigue are reduced by supportive leaders. Of note is that, authoritarian leadership was found to have no effect on these measures

Moreover, self-efficacy (the extent to which an individual is confident in their own abilities to do their job role) and self-worth (the extent to which an individual considers what they do as being valuable and important) are positively associated with supportive leadership. Again, authoritarian leadership was found to not be related to these measures.

Voice behaviour and the extent to which an individual feels able to be their full authentic self at work increase with supportive leadership; authoritarian leadership has a negative effect on these measures.

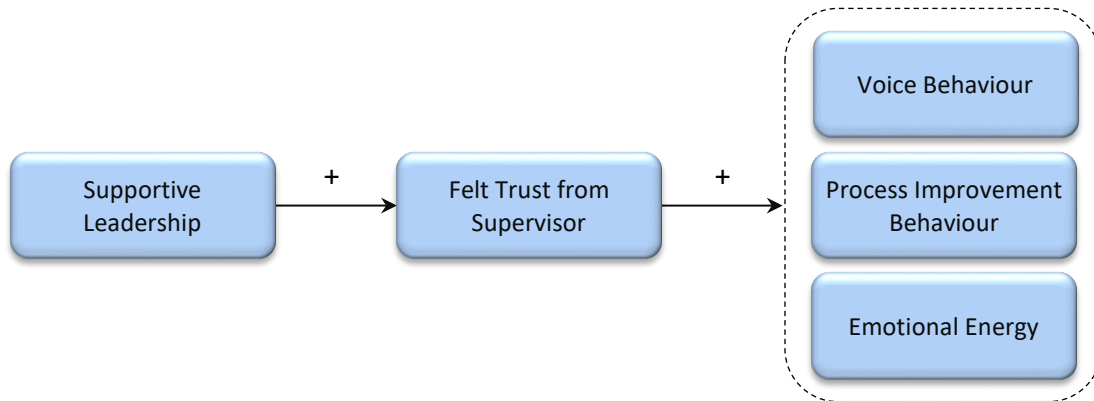
Table 5: The Impact of Supervisory Leadership Behaviours

Measure	Supportive Leadership	Authoritarian Leadership
Hindrance Stressors	- -	<i>n.s.</i>
Emotional Energy	+	<i>n.s.</i>
Fatigue	-	<i>n.s.</i>
Mental Wellbeing	++	<i>n.s.</i>
Authenticity at Work	++	-
Self-Efficacy	+	<i>n.s.</i>
Self-Worth	+	<i>n.s.</i>
Work Engagement	+	<i>n.s.</i>
Voice Behaviour	+	-

+ / - denotes whether the impact of the measure is positive or negative, and the strength of this relationship
n.s. indicates that no statistically significant relationship was found between the two measures

As shown in Figure 2, supportive leadership is found to increase the extent to which individuals feel trusted, this acts as an influential mechanism and results in higher levels of employee discretionary effort and wellbeing.

Figure 2: The Impact of Supportive Leadership on Discretionary Effort and Wellbeing



Further analysis showed that high performance work expectations, as demonstrated by supervisors, lead to higher levels of employee work engagement. Of note is that this relationship occurs more strongly when the supervisor also displays a supportive leadership style.

6.3 Factors that Influence Wellbeing

As shown in Table 6, the factors that are positive for employee wellbeing are fairness, supportive leadership and supportive co-workers. These measures were found to increase emotional energy and reduce levels of fatigue.

Table 6: Factors that Influence Wellbeing

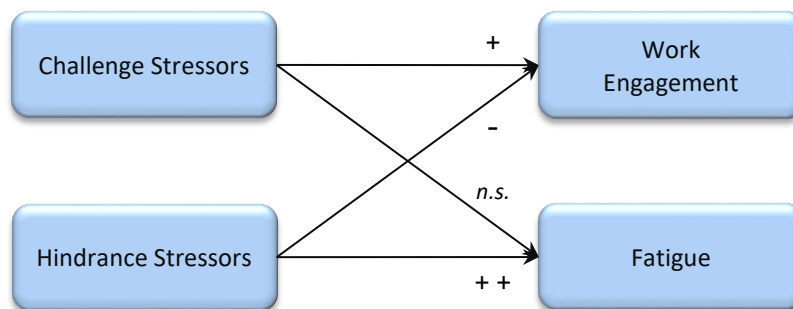
Measure	Emotional Energy	Fatigue
Procedural Justice (Fairness)	++	--
Supportive Leadership	+	-
Social Support from Co-Workers	+	-
Ambivalent Organisational Support	-	+
Hindrance Stressors	--	++
Experienced Incivility	--	++

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

Meanwhile, ambivalent organisational support, hindrance stressors and experienced incivility act as strains which reduce individuals' levels of emotional energy and increase feelings of fatigue.

Workplace stressors reflect individuals' perceptions of work-related demands experienced when conducting their role. Challenge stressors refer to demands including high levels of workload, time pressures, and high levels of responsibility; whereas examples of hindrance stressors include bureaucracy, administrative hassles and workplace politics. Although employees may find challenge stressors a strain, they will view them as an opportunity for personal gain, such as growth and personal development or achievement of important outcomes. In contrast, hindrance stressors are viewed as constraints that hinder performance and achievements at work. The contrasting effects of challenge and hindrance stressors on individuals' levels of engagement and fatigue are shown in Figure 3.

Figure 3: The Impact of Workplace Stressors



As can be seen from this figure, not only do hindrance stressors have a large effect on fatigue, but of particular note is the negative relationship between hindrance stressors and work engagement. The finding suggests that 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 and levels of fatigue are likely to increase.

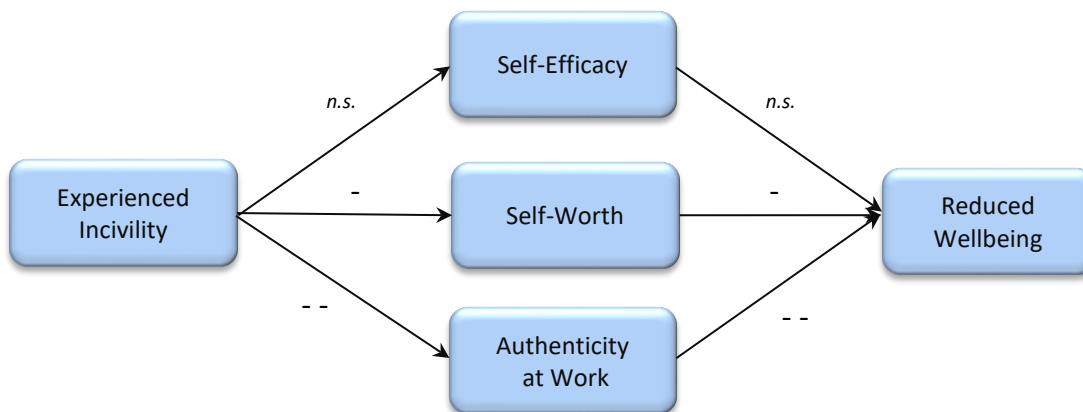
Furthermore, challenge stressors were not found to be related to fatigue. Challenge stressors were found to have a positive relationship with engagement. This suggests that when individuals perceive high levels of responsibility and workload expected of them, they may view this as an opportunity for the achievement of their valued objectives, resulting in higher levels of engagement at work.

6.4 The Cost of Experiencing Workplace 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 treated in a condescending manner, and being interrupted while speaking. We measured how frequently individuals experienced incivility by someone in the service, while at work, over the past 12 months.

Figure 4 highlights that experiencing incivility at work was found to reduce employee wellbeing; this relationship was found to occur through reducing individuals' self-worth and their ability to be their authentic self while at work.

Figure 4: The Cost of Experiencing Workplace Incivility



Further analysis showed that remaining silent at work due to fear of negative consequences was an additional cost of experiencing workplace incivility. In this instance, the relationship between incivility and silence was operating through a reduction in employees feeling able to be their authentic self at work.

