

An Garda Síochána

CULTURE AUDIT: YOUR VOICE OUR FUTURE

Summary of Evidence and Insights

July 2022

Professor Les Graham, Natalie Brown and Marisa Plater

Policing Research Unit

Durham University Business School

Les Graham, Natalie Brown and Marisa Plater

Durham University

July 2022

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.

Copyright © 2022, Durham University

All rights reserved.

No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law. For permission requests, write to the research team at the address shown below:

Policing Research Unit
Durham University Business School
Durham University
Mill Hill Lane, Durham
DH1 3LB
United Kingdom

CONTENTS

1	Introduction	1
2	Methodology.....	2
3	Key Findings	4
3.1	Introduction to the Key Findings.....	4
3.2	Key Findings for Wellbeing.....	7
3.3	The Impact of the COVID-19 Pandemic.....	11
3.5	Key Findings for Values and Ethics.....	12
3.6	Key Findings for Motivation and Performance	13
3.7	Key Findings for Organisational Factors.....	13
3.8	Key Findings for Leadership Behaviours from Supervisors/Line Managers.....	16
4	Glossary of Key Measures.....	20

1 INTRODUCTION

An Garda Síochána and Durham University Business School have agreed to collaborate on a research project to investigate the culture of the organisation and the state of the 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 measures¹ and circulated online to serving Garda Members and Garda Staff across An Garda Síochána.

Responses for the main Part A survey were collected over a four-week completion period from the end of February 2022.²

In total, the main survey received 6,404 responses (34.6% response rate) from individuals working within An Garda Síochána. The final sample consisted of 4,810 Garda Members and 1,496 Garda Staff.

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 four-week completion period from the end of March 2022 and received 4,928 responses (26.7%).

This resulted in a matched sample of 1,875 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,³ and it needs to be recognised that the presence of simultaneity bias may cause endogeneity⁴ in the analyses conducted, an approach was adopted to measure independent variables at an earlier time point than dependent variables⁵ and to test relationships between variables from

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.

² The 2022 Culture Audit Survey was conducted within the period of the COVID-19 pandemic.

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

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

⁵ 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).

consideration of relevant theory and findings from prior research. Having conducted preliminary analyses to check for scale reliability and consistency, we tested predicted relationships using hierarchical linear regression, including mediation, moderation, and conditional PROCESS analysis.⁶ We controlled for the effects of role, gender, age and tenure in policing, alongside topic-specific related measures where relevant. The minimum confidence level of significance adopted was $p = .05$.

⁶ 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. To assist in understanding the findings, the main measures studied in this collaborative research project are discussed within the glossary presented in Section 4, below.

Analyses to investigate whether there are any differences between scores for Garda Members and Garda 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.

The descriptive statistics for measures for all respondents are presented in Table 1 and the average scores for Garda Member and Garda Staff respondents are presented in Table 2.⁷ The key measures were tested using a 1 to 7 scale, with the exception of the stressor measures which utilised a 1 to 5 scale. For ease of interpretation and comparison, the average scores reported across the key measures are discussed against a classification ranging from *extremely low to extremely high*.⁸

⁷ For insights into average scores reported by police officers and police staff in England and Wales involved in collaborative research with the Durham University Policing Research Unit, see Graham, L., Plater, M., & Brown, N. (2022). National Policing Wellbeing Survey 2021/22: Summary of Evidence and Insights. Durham University, May 2022. (Available at <https://www.oscarkilo.org.uk/news/national-police-wellbeing-survey-2021-results>).

⁸ The varying rating scales utilised for each measure in the survey are noted where relevant throughout this report. For ease of interpretation and understanding, each of these has been converted within the discussion text into a standardised nine-point classification which comprises the descriptors *Extremely Low, Very Low, Low, Moderately Low, Moderate, Moderately High, High, Very High* and *Extremely High*.

Table 1: Average Scores for Key Measures, All Respondents

Measure	All Respondents (Average)
Emotional Energy	3.74
Fatigue	4.25
Sense of Competence	5.46
Sense of Autonomy	4.53
Sense of Relatedness	4.28
Job Satisfaction	4.93
Intention to Quit	3.43
Challenge Stressors <small>(1-5 scale)</small>	3.92
Hindrance Stressors <small>(1-5 scale)</small>	3.95
Psychological Detachment from Work	3.70
Prosocial Motivation	5.71
Job Centrality	4.98
Self-Esteem based on Performance	5.04
Work Effort	5.74
Process Improvement Behaviour _B	5.61
Promotive Voice Behaviour _B	5.29
Openness to Organisational Change	4.40
Organisational Commitment	5.31
Organisational Pride	4.62
Procedural Justice (Fairness)	3.28
Perceived Organisational Support	3.27
Perceived Senior Leadership Effectiveness	3.47
Supportive Leadership from Supervisor	5.21
Supervisor Listening	5.02
High Performance Expectations from Supervisor	5.29
Negative Supervision	1.95
Psychological Self-Entitlement	2.90
Moral Disengagement	1.84
Individual - Code of Ethics Values Alignment	5.89
Ethical Voice Behaviour _B	5.59

Notes:

1. Unless stated, all measures used a 1 to 7 scale.
2. B signifies the Part B survey measures.

Table 2: Comparison of Average Scores between Garda Members and Garda Staff

Measure	Garda Members (Average)	Garda Staff (Average)	Difference (Effect Size)
Emotional Energy	3.57	4.27	M
Fatigue	4.33	4.02	S
Sense of Competence	5.39	5.68	S
Sense of Autonomy	4.40	4.97	S-M
Sense of Relatedness	4.18	4.61	S
Job Satisfaction	4.82	5.26	S
Intention to Quit	3.45	3.37	<i>n.s.</i>
Challenge Stressors <small>(1-5 scale)</small>	4.01	3.67	S-M
Hindrance Stressors <small>(1-5 scale)</small>	4.14	3.35	L
Psychological Detachment from Work	3.38	4.70	L
Prosocial Motivation	5.68	5.79	<i>n.s.</i>
Job Centrality	5.09	4.64	S
Self-Esteem based on Performance	4.99	5.18	S
Work Effort	5.62	6.14	S-M
Process Improvement Behaviour _B	5.56	5.76	S
Promotive Voice Behaviour _B	5.29	5.30	<i>n.s.</i>
Openness to Organisational Change	4.12	5.30	L
Organisational Commitment	5.26	5.45	<i>n.s.</i>
Organisational Pride	4.52	4.92	S
Procedural Justice (Fairness)	3.04	4.04	L
Perceived Organisational Support	2.99	4.14	L
Perceived Senior Leadership Effectiveness	3.14	4.51	L
Supportive Leadership from Supervisor	5.17	5.33	<i>n.s.</i>
Supervisor Listening	4.95	5.27	S
High Performance Expectations from Supervisor	5.24	5.43	<i>n.s.</i>
Negative Supervision	2.00	1.81	<i>n.s.</i>
Psychological Self-Entitlement	2.91	2.89	<i>n.s.</i>
Moral Disengagement	1.88	1.74	S
Individual - Code of Ethics Values Alignment	5.83	6.09	S
Ethical Voice Behaviour _B	5.77	5.19	M

Notes:

1. Unless stated, all measures used a 1 to 7 scale.
2. B signifies the Part B survey measures.
3. *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).

3.2 Key Findings for 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 moderately low average level by Garda Members and at a moderate average level for Garda Staff, with a large effect size of difference between the two role groups.

As shown in Table 3, factors that were found to be positively associated with emotional energy include feelings of competence, autonomy and relatedness at work. Furthermore, switching off from work during non-work hours was found to have a positive effect on individuals' wellbeing. Perceptions of organisational support and fairness were found to be positively associated with emotional energy. Moreover, respondents' direct line managers demonstrating a supportive leadership style was found to positively relate to wellbeing, while negative supervision was found to have a negative association with individuals' emotional energy.

Table 3: Factors that Influence Emotional Energy

Measure	Effect on Emotional Energy
Competence at Work	++
Autonomy at Work	+++
Relatedness at Work	++
Psychological Detachment from Work	++
Perceived Organisational Support	++
Procedural Justice (Fairness)	++
Supportive Leadership from Direct Line Managers	+
Negative Supervision from Direct Line Managers	-

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 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 and recovery 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.⁹

51.2% of Garda Member respondents and 43.6% of Garda Staff respondents indicated that they had experienced high levels of fatigue in the previous two weeks before completing the survey.¹⁰ Of concern is that 16.5% of Garda Members and 13.3% of Garda Staff indicated that they experienced very high levels of fatigue.¹¹

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.¹² *Autonomy* relates to feeling able to act and make choices that reflect one's personal beliefs and values, without feeling pressurised. *Competence* relates to an individual's feelings of being skilful, effective and being able to make a contribution. *Relatedness* refers to a need to feel 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 these psychological needs were met, in general, whilst at work over the past three months. Average reported scores for competence at work were high for Garda Members and very high for Garda Staff.

On average, autonomy at work was reported at moderately high average levels by Garda Members and Garda Staff, with a small-medium effect size of difference. Relatedness at work

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

¹⁰ Scoring an average of above 4.5 on a 1-7 scale.

¹¹ Scoring an average of above 6 on a 1-7 scale.

¹² Ryan, R. & Deci, E. (2017). *Self-Determination Theory: Basic Psychological Needs in Motivation, Development and Wellness*. New York: Guilford Publications.

was reported at a moderate average level for Garda Members and moderately high average level for Garda Staff, with a small effect size of difference between role groups.

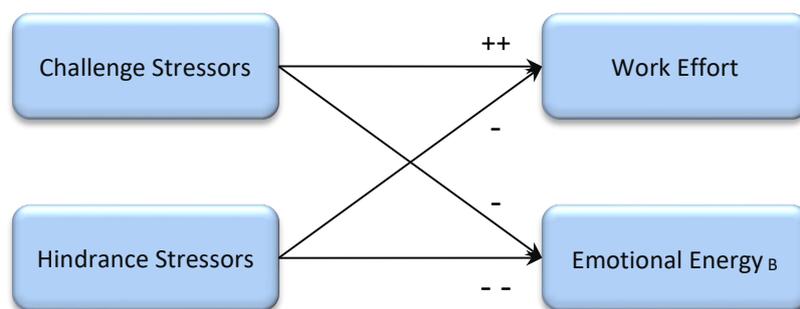
Job satisfaction, which reflects an overall feeling of contentment individuals have about their job, was reported at a moderately high average level by Garda Members and a high average level for Garda Staff. Intention to quit was reported at a moderately low average level by both role groups.

Work demands and stressful situations 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 administrative difficulties and unnecessary bureaucracy.

Average scores for challenge stressors were reported at a high level for both Garda Member and Garda Staff respondents. On average, Garda Members reported encountering very high frequencies of hindrance stressors at work, while Garda Staff reported a moderately high average level (a large effect size of difference was evident between role groups).

The contrasting effects of challenge and hindrance stressors on individuals' levels of work effort and emotional energy are shown in Figure 1.

Figure 1: The Impact of Workplace Stressors



Notes:

1. Analyses of the effects of each stressor included the other stressor as a control variable.
2. Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

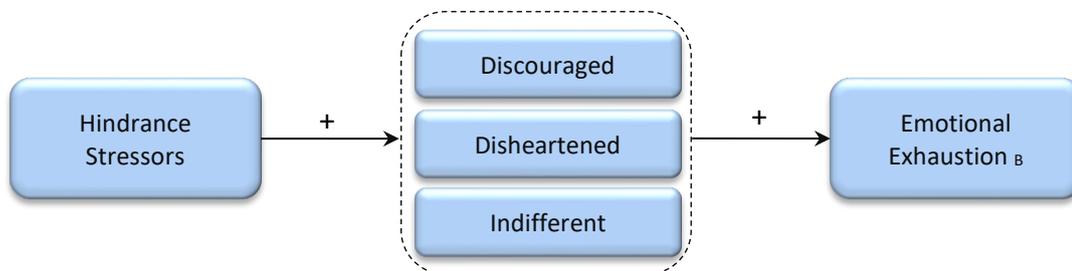
As can be seen from the figure above, not only do hindrance stressors have a larger negative effect on emotional energy, but of particular note is the negative relationship between hindrance stressors and work effort. The finding suggests when individuals experience higher levels of constraint at work,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

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 work effort.

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.

Further analysis showed that experiencing hindrance stressors act to negatively impact individuals' wellbeing through increasing negative emotions such as feeling discouraged, disheartened and indifferent (see Figure 2 below).

Figure 2: The Impact of Hindrance Stressors on Wellbeing



Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

Recovery from workplace stress is a key component for 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. Psychologically detaching from work allows individuals to replenish cognitive resources depleted due to work demands. This acts to buffer the negative impacts from stressors on individuals' wellbeing.

Average scores for psychological detachment from work were reported at a moderately low level by Garda Member respondents and at a moderately high average level by Garda Staff respondents, with a large effect size of difference between the two role groups.

As shown in Table 3 above (see page 7), recovery experiences in the form of psychological detachment from work during non-work hours were found to be an important factor for individuals' levels of emotional energy and hence their long-term wellbeing.

3.3 The Impact of the COVID-19 Pandemic

The 2022 Culture Audit Survey was conducted within the period of the COVID-19 pandemic. Table 4 below presents the frequencies of Garda Members and Garda Staff respondents who reported having had COVID-19.

Table 4: COVID-19 Frequencies, by Role

Have you had COVID-19?	Garda Members (Average)	%	Garda Staff (Average)	%
No - I haven't had symptoms	2,439	51.2	930	62.8
Possibly - I've had symptoms, but not been tested	307	6.4	75	5.1
Yes - I tested positive	2,017	42.3	476	32.1

Across both role types, a similar proportion of individuals reported that the pandemic had changed their life to a *great extent or above* regardless of whether they reported having tested positive or not having had symptoms (Garda Members 40.0%, 35.2%; Garda Staff 45.0%, 41.1%, respectively).¹³

¹³ For Garda Members no significant difference was found between the age groupings. For Garda Staff, the lowest age grouping of 18-25 years was found to have the highest level of impact. The impact then declined in a linear fashion with the lowest impact at the age group of 56 years and above.

3.5 Key Findings for Values and Ethics

Individual-Code of Ethics values alignment was reported at a very high average level for both Garda Members and Garda Staff. This finding suggests that, on average, individuals across the organisation believe their own personal values align with the principles expressed in the Code of Ethics to a very high extent.

Psychological self-entitlement is defined as the sense of deservingness when abilities or contributions do not warrant a benefit or advantage. When an individual feels psychologically self-entitled, they believe they deserve more than others. Psychological self-entitlement was reported at a low average level across the organisation (no statistical difference was found between the average scores for Garda Members and Garda Staff).

Moral disengagement occurs when individuals suspend their ethical values, which can be linked to individuals engaging in unethical conduct without experiencing distress or discomfort. When individuals are morally disengaged, they reframe their views of their actions, allowing them to justify their poor behaviour. A positive finding is that moral disengagement was reported at a very low average level across the organisation (no statistical difference was found between the average scores for Garda Members and Garda Staff).

Ethical voice behaviour 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 acting without integrity. Average scores for ethical voice behaviour were reported at a very high average level and high average level by Garda Members and Garda Staff, respectively.

Figure 3: Factors Impacting Ethical Voice Behaviour



Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

Figure 3 highlights that when individuals feel self-entitled, they are more likely to become morally disengaged, which in turn reduces the extent to which they voice concerns relating to the unethical behaviour of colleagues.

3.6 Key Findings for Motivation and Performance

Prosocial motivation is seen as a unique attribute of public-sector employees that provides them with a core desire to help and benefit others in the community. Prosocial motivation was reported at a very high average level by both Garda Member and Garda Staff respondents. A further positive finding is that Garda Members and Garda Staff reported high and very high average levels of work effort, respectively.

Average scores for self-esteem based on work performance were reported at a moderately high level for Garda Member respondents and at a high average level for Garda Staff respondents.

Job centrality refers to the extent to which individuals view their job as a core part of who they are; Garda Members reported a high average level and Garda Staff reported a moderately high average level.

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*. A high average level of voice behaviour (raising suggestions for improvements and reduction of work-related issues) was reported by the total sample of survey respondents.

Moreover, Garda Members reported a high average level and Garda Staff reported a very high average level for process improvement behaviour.

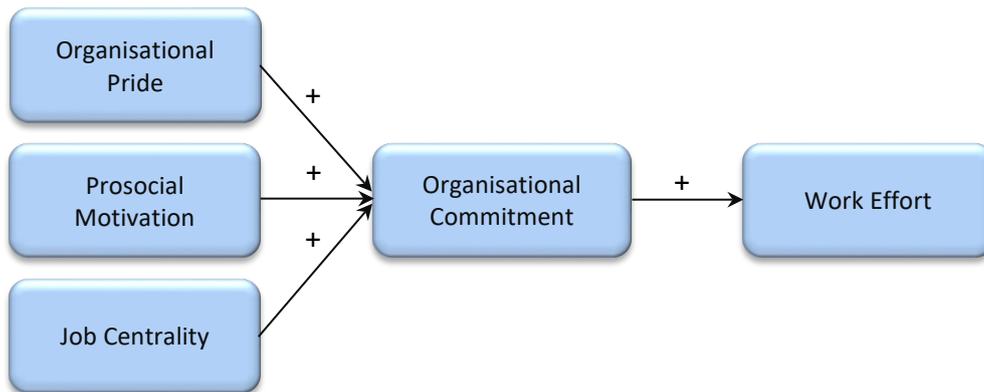
Prosocial motivation and job centrality were found to be important predictors of work effort and the proactive behaviours of voice behaviour and process improvement behaviour.

3.7 Key Findings for Organisational Factors

Organisational commitment refers to a volitional psychological bond which reflects the extent to which individuals feel dedicated and attached to the organisation. A positive finding is that commitment towards the organisation was reported at a high average level by both Garda Members and Garda Staff.

As shown in Figure 4 below, pride in the organisation, prosocial motivation and job centrality were found to be important predictors of individuals' commitment towards the organisation and their work effort. Higher organisational commitment was associated with higher levels of prosocial motivation, job centrality and organisational pride. When organisational commitment is higher, work effort and proactive behaviours were also found to be higher.

Figure 4: Factors Affecting Organisational Commitment and Work Effort



Organisational pride was reported at a moderately high average level across the organisation; the average score for Garda Staff was higher than that for Garda Members, with a small effect size. Organisational pride was found to be affected by individuals' perceptions of organisational fairness and the frequency of experiencing hindrance stressors. Higher levels of organisational fairness and lower frequencies of experiencing hindrance stressors were both associated with higher levels of organisational pride.

Garda Staff reported higher average scores than Garda Members for the extent to which individuals perceive procedural fairness at work (moderate and moderately low average levels, respectively, with a large effect size of difference).

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. Individuals were asked to report the extent to which they perceive support from the organisation; Garda Staff respondents reported higher average scores than Garda Members, with a large effect size (moderate and low average scores, respectively).

As shown in Table 5, perceptions of organisational support were found to positively influence levels of wellbeing, job satisfaction, and work effort. Moreover, when individuals work in an environment with a supportive organisational tone, they are more likely to feel valued and respected and will reciprocate with higher levels of discretionary behaviour and commitment.

Table 5: The Impact of Perceived Organisational Support

Outcome	Effect
Emotional Energy _B	++
Job Satisfaction	+++
Intention to Quit	--
Organisational Commitment	++
Openness to Organisational Change	++
Work Effort	+
Promotive Voice Behaviour _B	+
Process Improvement Behaviour _B	+

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 Figure 5 below, the negative impacts of experiencing hindrance stressors are also evident in the way individual wellbeing is adversely affected through a reduction of individuals' perceptions of how the organisation values their contributions and cares about their wellbeing. When the frequency of experiencing hindrance stressors is higher, perceptions of both organisational support and wellbeing were lower.

Figure 5: The Importance of Reducing Hindrance Stressors



Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

Openness to organisational change refers to individuals being open and supportive of planned changes within the organisation, irrespective of whether they have positive views and emotions around the potential consequences of the change. Garda Staff reported higher average scores than Garda Members, with a large effect size of difference (high and moderate average levels, respectively).

The findings indicated that 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 higher levels of openness to organisational change and lower levels of intention to quit.

Individuals were asked the extent to which they perceive that senior leaders across the service are effective; Garda Staff reported higher average scores than Garda Members, with a large effect size of difference (moderately high and moderately low average levels, respectively).

Of note is that comparison analysis suggested an indicative improvement in the extent to which individuals trust senior leaders to guide the organisation since the previous Culture Audit in 2017.^{14,15}

3.8 Key Findings for Leadership Behaviours from Supervisors/Line Managers

Supportive leadership involves supervisors and line managers engaging in ethical, prosocial and people-centric behaviours. Through supporting their people's wellbeing, enabling their growth and development, and satisfying their psychological needs of feeling competent, autonomous and related at work, people are motivated to engage in behaviours directed towards the achievement of organisational objectives.

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.

¹⁴ <https://www.pwc.ie/publications/2018/play-your-part-cultural-audit-an-garda-siochana.pdf>

¹⁵ Comparative average scores would be 4.20 in 2018 and 4.90 in 2022 (on a 1-10 scale).

Garda Members and Garda Staff reported high average levels for supportive leadership behaviours displayed by their immediate line manager. Moreover, Garda Staff respondents reported a high average score for the extent to which they perceive their line manager to actively listen to them at work, while Garda Members reported a moderately high average level.

Line managers who engage in negative supervision behaviours, on the other hand, participate in hostile verbal and non-verbal behaviours directed towards their line reports. Encouragingly, the average score for negative supervision was reported at a very low average level across the organisation (no statistical difference was found between the average scores for Garda Members and Garda Staff).

The contrasting impacts of these two leadership styles are presented in Table 6.

Table 6: The Impact of Leadership Behaviours from Direct Line Managers

Outcome	Supportive Leadership	Negative Supervision
Emotional Energy _B	+	-
Fatigue _B	-	+
Competence at Work	++	--
Autonomy at Work	+++	--
Relatedness at Work	+++	--
Hindrance Stressors	-	+
Work Effort	+	-
Job Satisfaction	++	--
Intention to Quit	--	++
Psychological Detachment from Work	+	-
Promotive Voice Behaviour _B	+	-
Ethical Voice Behaviour _B	+	-

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.

As can be seen in Table 6 above, when an individual views their direct line manager as having a more supportive leadership style, they are more likely to be highly satisfied in their work, express higher levels of work effort, and be willing to engage in extra mile behaviour beyond their role requirements.

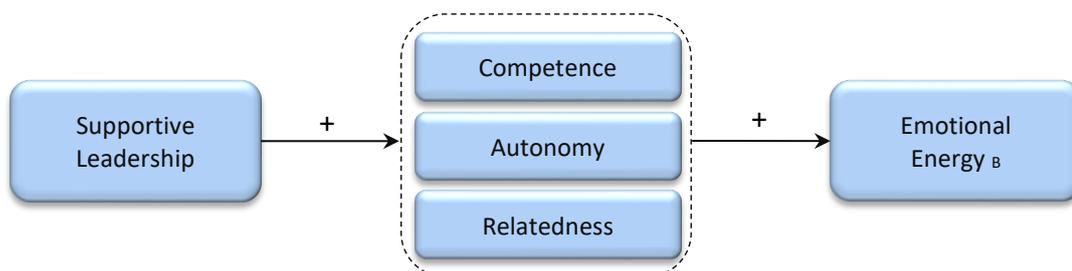
Furthermore, supportive leadership was associated with higher levels of emotional energy and lower levels of fatigue, and was positively related to individuals' competence, autonomy and relatedness at work.

Psychological detachment from work is an important and effective compensatory mechanism that allows individuals to restore the energies expended by the demands of their role, and was found to be positively associated with supportive leadership.

Furthermore, supportive leadership was related to a reduction in the frequency of encountering hindrance stressors at work and was found to have a negative association with Intention to quit.

In contrast, negative supervision behaviour was associated with increased fatigue, intention to quit and encountering hindrance stressors more frequently at work. Moreover, negative supervision behaviour was found to have a detrimental impact on wellbeing, job satisfaction, work effort, and individuals' ability to detach from work in non-work time. The three universal psychological needs (competence, autonomy and relatedness) were also found to be adversely affected by negative supervision behaviour.

Figure 6: The Influence of Supportive Leadership from Direct Line Managers



Measures marked with a B were measured within the supplementary Part B survey, which further increases the robustness of these findings.

Supportive leadership from direct line managers was found to increase individuals' wellbeing; this positive relationship was found to occur through increasing individuals' feelings of competence, autonomy, and sense of relatedness to others at work (see Figure 6).

Individuals were also asked whether they view their direct line manager as maintaining clear standards and demonstrating high expectations for work performance; both Garda Member and Garda Staff respondents reported a high average level for this measure.

Additional analysis further supported the importance of supportive leadership behaviours from direct line managers by showing that the positive relationship between high performance expectations and process improvement behaviour was only evident when supportive leadership was at a high level.

4 GLOSSARY OF KEY MEASURES

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 bureaucratic barriers, administrative difficulties and poorly designed work processes, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals.

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 that 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 individuals are willing and prepared to talk to members of their work teams if they believe they are not behaving ethically or acting without integrity.

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, a lack of attention and vigilance, reduced performance and increased absence from work.

High Performance Expectations from Supervisor

This measure refers to whether individuals see their immediate supervisor/manager 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.

Individual - Code of Ethics Values Alignment

Values can be thought of as a person's general beliefs about the importance of normatively desirable behaviours. They are an important driving force in people's lives and can be thought of as ideals which individuals use to justify their actions to themselves. Prior research has demonstrated that personal values are an important factor for the understanding of ethical behaviour. Values congruence refers to the compatibility between an individual's values and those of the working environment. We conceptualise individual-Code of Ethics values alignment as the similarity between values held by the individual and the value system promoted by the Code of Ethics.

Intention to Quit

We ask individuals whether they are thinking about, or looking for, alternative employment and whether they intend to quit the organisation in the near future. While prior research has shown that intention to quit is moderately associated with individuals leaving the organisation, it can

be considered as a way of assessing their levels of disengagement and withdrawal from their job. A lower score on this measure is more desirable.

Job Centrality

Job centrality refers to individuals viewing their job as being important to them and fundamental to who they are, and the extent to which they are personally involved in their job.

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 that individuals have about their job.

Moral Disengagement

Moral disengagement occurs when self-regulatory processes fail, leading to individuals behaving unethically without feeling distress. When individuals are morally disengaged, they reframe their views of their actions, for instance through attributing responsibility to others or diminishing the perceived severity of unethical acts, allowing them to justify their actions to themselves so that transgressive behaviour is not deterred. The moral disengagement process is believed to play an important role in explaining how individuals are able to engage in misconduct, such as organisational wrongdoing and corruption.

Negative Supervision

Negative supervision refers to the extent to which an individual perceives their immediate supervisor/manager to engage in hostile verbal and non-verbal behaviours directed towards them, excluding physical contact.

Openness to Organisational Change

Openness to organisational change can be defined as individuals' willingness to support change, and whether they have positive views and emotions around the potential consequences of change. Openness to change is considered to be a critical attribute in creating individual readiness for organisational change and has been proposed as a "necessary initial condition for successful planned change."

Organisational Commitment

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 organisation.

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.

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 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' wellbeing and commitment towards the organisation.

Perceived Senior Leadership Effectiveness

Individuals are asked the extent to which they perceive senior leaders can be trusted to make appropriate decisions for the organisation's future, demonstrate competence in leading the organisation, and show understanding of the needs and views of members of the organisation.

Procedural Justice (Fairness)

Procedural justice concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals, such as promotion and rewards. 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.

Prosocial Motivation

Individuals with strong prosocial values are motivated by a core desire to help and benefit others, which influences their actions and decisions. For this measure, we ask whether individuals feel motivated to have a positive impact by helping and benefiting others in the community through their work.

Psychological Detachment from Work

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 individuals 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 individuals' wellbeing and performance.

Psychological Self-Entitlement

Psychological entitlement can be considered as the sense that one deserves more than others, even if this is not proportionate with one's actual abilities and contributions. Entitled individuals care deeply about what others think. In a workplace setting, psychological entitlement has been linked to unethical outcomes.

Psychological Needs of Autonomy, Competence and Relatedness

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, without feeling pressurised. *Competence* relates to an individual's feelings of being skilful, effective and being able to make a contribution. *Relatedness* refers to a need to feel a sense of belonging and being part of a team where they feel respected and valued. Psychological needs can be thought of as nutrients that are essential for individual's adjustment, integrity and growth. Satisfaction of psychological needs are essential for individual wellbeing. When the fulfilment of psychological needs is frustrated, this results in individuals becoming defensive or passive and suffering from ill-health. We ask individuals the extent to which each of the psychological needs are met, in general, whilst at work over the past three months.

Self-Esteem based on Performance

Self-esteem refers to how an individual feels about themselves and their opinion of their self-worth. Self-esteem based on work performance can be defined as the extent to which individuals believe they are capable, significant, and worthy at work. Self-esteem has been found to be an important factor for the prevention of a decline in emotional energy. A high level of self-esteem in individuals has been found to increase job satisfaction and performance.

Supervisor Listening

Supervisor listening signals to individuals that their immediate supervisor/manager is open, interested and supportive, leading to individuals feeling more comfortable when approaching and talking to their supervisor/manager.

Supportive Leadership

Supportive leadership involves supervisors and line managers engaging in ethical, prosocial and people-centric behaviours. Through supporting their people's wellbeing, enabling their growth and development, and satisfying their psychological needs of feeling competent, autonomous and related at work, people are motivated to engage in behaviours directed towards the achievement of organisational objectives.

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.

Voice Behaviour

Voice behaviour refers to individuals 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.

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.

