

**WELL-BEING OF POLICE CUSTODY STAFF: A MULTI-
STRATEGY APPROACH ACROSS SEVEN POLICE
FORCES**

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Abstract

Well-being of police custody staff: A multi-strategy approach across seven police forces.

British police custody is one of the most challenging of police environments, with the treatment of prisoners a source of public and media concern, especially regarding deaths in police custody; and where every action by staff is recorded audibly and visually. These kinds of issues threaten staff well-being (measured as role well-being, low workplace stress, mental and subjective well-being, energy and engagement). To address these issues, the study targeted five roles of custody inspector/sergeant, detention officer (public and private) and custody officer assistant in a four-wave panel survey of seven English police forces (with each separated by a lag of five months). Study engagement was 333 (a response rate of 46.57%) across 33 custody sites which, together with repeated returns, provided a quantitative data set of 370. In addition, self-report open comments at the end of surveys and other communications, numbered 178 (i.e. 131 from the current study and 47 from earlier custody-related research). This provided the study with an original multi-strategy approach that was:

- 1) Quantitative. Informed by an expanded version of a model first introduced in Werner-de-Sondberg et al. (2018); instrumental in identifying cultural sub-component tensions, influential mediator and moderator relationships, contrasting role well-being and negatively affective vulnerabilities;
- 2) Qualitative. Conducted as a thematic analysis of self-report open (survey) comments and other communications, where quantitative results were explained deductively and inductively; and
- 3) Quantitative and qualitative. Where a single (embedded) case study identified eight propositions to be supported or rejected regarding: police custody (officer

and police staff) vulnerability/ability to cope; status of custody; staffing levels; ITS inadequacies; large new-build custody sites; twelve hour shifts and private sector outsourcing. In addition, a multiple case study identified five synthesised cross-cases in terms of similarity and difference. The study concluded by discussing a range of issues: theoretical; methodological; reflexive; practical; and future focused.

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Well-being of police custody staff:

A multi-strategy approach across seven police forces.

1. Introduction

1.1. *Chapter aims and objectives*

The chapter contains a literature review which progresses through background, focal, and data theory to explore various gaps in the literature as a basis for three research questions (quantitative, qualitative and synthesised quantitative/qualitative) and 21 hypotheses, all linked to the overarching research aim of knowing, “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles.” It ends with an overview to ontology and epistemology.

1.2. *Literature review*

1.2.1. Background theory

While no nationwide British figures exist to confirm police vulnerability to poor well-being, single force-wide surveys in 2012 and 2013 do provide some evidence concerning workplace stress (each of which employed a single item developed by Smith et al. [2000] whereby non-clinical cases concern those who report their work is very or extremely stressful), namely: 1) Houdmont et al. (2012), 46 per cent (N = 1,729); and 2) Houdmont (2013), an average of 38.95 per cent (N = 2835, across the two years). These contrast an average of 37.5 per cent (N = 1,494, repeated across 2013 and 2014) for English and Welsh police sergeant custody officers (Houdmont, 2014) – contrasting a national working population of 15.5 per cent (HSE, 2010) – though burnout at an average of 60.5 per cent (measured in terms of emotional exhaustion, depersonalisation, and reduced personal

accomplishment; Maslach & Jackson, 1996), was substantially higher, including when compared to force-wide surveys at an average of 53.95 per cent (Houdmont, 2013).

These figures evidence police custody¹ as one of the most challenging of police environments to work in; one, where the treatment of prisoners (including detainees) is an understandable source of immense public and media concern, as exemplified by a Wiltshire police sergeant custody officer's heavy handed treatment/assault occasioning actual bodily harm of a female prisoner (Macfarlane, 2010), and death of a paranoid schizophrenic male following use of an emergency response belt to stop him spitting/biting by a Devon and Cornwall police sergeant custody officer and two detention officers (Rush, 2013; cf. Davies, 2010; Hannan et al., 2010; and Cummins, 2008 regarding deaths in police custody and self-harming behaviour more generally). Hence, no matter the source of misconduct, every action in police custody is recorded (audibly and visually) as examples of the considerable range of workplace stressors the Health and Safety Executive (HSE) seeks to prevent in terms of demands, control, support (colleague and management), relationships, role and change (Mackay et al., 2004).

Still broader consideration of police sergeant custody officer stressors was explored by Houdmont (2013, 2014), whereby a single force study (N = 76) identified 27 custody-specific (though predominately organisational) stressors, as the basis for a longitudinal study (N = 1,494) across England and Wales in 2013 and 2014. This saw support for eight of the 27 custody-specific stressors ranked in descending order as: 1) increasing high-pressure at peak times; 2) irregular breaks; 3) lack of senior manager understanding of pressures; 4) inadequate break facilities; 5) prisoners claiming illness etc; 6) intense pace of work; 7) understaffing; and 8) lack of natural light; all of which were shown to be

statistically significant predictors of emotional exhaustion (six moderately and two weakly, i.e. inadequate natural light and prisoner claims of illness etc). In addition, all but 'irregular breaks' were shown to be statistically significant predictors of depression/anxiety (one moderately, i.e. intense pace of work), and the remaining six weaker.

By contrast, Houdmont (2014) also saw support for six of 25 generic psychosocial stressors developed for the HSE Management Standards Indicator Tool (MSIT; Cousins et al., 2004), ranked in descending order as: 1) lack of consultation about change; 2) lack of autonomy; 3) lack of supportive feedback; 4) lack of empathetic support; 5) lack of clarity about planned changes; and 6) insufficient opportunities to question managers about change; all of which were shown to be statistically significant predictors of emotional exhaustion (two only moderately, i.e. lack of empathetic support and insufficient opportunities to question managers about change), and the remaining six weakly. In addition, all were shown to be statistically significant predictors of depression/anxiety (one moderately, i.e. lack of empathetic support), and the remaining five weaker.

While undeniably important, a sole focus on police sergeant custody officer well-being (Houdmont, 2013, 2014) overlooks the fact that it is just one of three (sometimes four) police custody roles (with the others being: Custody Inspector/Manager; Detention Officer [public and private]; and occasionally Custody Officer Assistant). Of these, UNISON (2010) provides the only evidence that working in police custody can adversely affect detention officer well-being, with the results of a 2008 study reporting that they experienced higher levels of stress/staff shortages, and lower levels of workplace safety than other police staff roles (also being unlikely to recommend their job to others). Focusing solely on England and Wales (since slight variations exist for Scotland and Northern

Ireland), the differences between roles are as follows:

Custody inspector/manager (hereafter referred to as custody inspector).

Publicly contracted police inspector managerially responsible for one or more custody units who, together with other uniformed inspectors, has various responsibilities under the Police and Criminal Evidence Act (1984; aka PACE), as the legislation chiefly concerned with persons in police custody;

Police sergeant custody officer (hereafter referred to as custody sergeant).

Publicly contracted police sergeant responsible under PACE and the accompanying codes of practice for the running of their specific custody unit;

Detention officer (aka. detention escort officer). Publicly or privately contracted police staff employed as first-tier support to the custody sergeant; and

Custody officer assistant (hereafter referred to as custody assistant). Publicly contracted police staff employed as second-tier support to the custody sergeant, but whose powers are more restricted than those of their first-tier colleagues and whose role is something of a rarity.

This produces two types of working relationship, where: 1) officers and police staff are all publicly contracted; and 2) officers are publicly contracted, while police staff are privately contracted. In addition, work environments depend very much on the age of sites, with older (smaller) custody units located within police stations, while newer (larger, sometimes very much larger) stand-alone custody units are located independent of police stations. These will see smaller sites operationally controlled by one custody sergeant (two at weekends) assisted by detention officers, while larger sites will be operationally controlled by teams of custody sergeants assisted by detention officers (and, occasionally, custody assistants). Similarly, one or more smaller sites will have one custody manager (supported by

custody inspectors), while larger sites will have custody managers attached to shifts of custody sergeant/detention officers etc without the support of custody inspectors.

1.2.2. Focal theory (Part 1): Expanding police custody (officer and police staff) perspectives

The broadening of police custody (officer and police staff) well-being research began with Werner-de-Sondberg et al. (2018; Appendices A and A1), and their exploratory multilevel study of custody sergeant and detention officer (public and private) well-being across 23 custody units and four police forces (i.e. a recognition that individuals [level 1] reside within groups [level 2] which then reside within police forces [level 3]). Taking a two-level approach where individuals reside within groups, results identified considerable private detention officer disquiet in two alliance forces who shared the same employer (since replaced), resulting in them reporting higher levels of emotional exhaustion and lower levels of personal accomplishment (opposite to that predicted), than their publicly contracted colleagues (with low workplace stress the only predicted outcome). These results contrasted previous comparisons between health and criminal justice professions where it was suggested the private, rather than public sector, were more likely to support practices conducive to staff well-being.

However, the research was not without its limitations in terms of cross-sectional design and relatively small sample (N = 81). Further research is, therefore, needed: 1) longitudinally, to better understand issues of police custody (officer and police staff) well-being over time; 2) using larger multilevel samples, in order to better understand the strength of cross-level relations between individuals and groups; and 3) across many more, different, outcomes in order to more fully understand the complexities of police custody staff well-being (especially since the

use of negatively worded emotional exhaustion risked conflating well-being with burnout and cannot simply be reverse coded for reasons outlined in Demerouti et al., 2010; see also Johns, 2010 regarding the micro-context benefit of broadening outcomes). These limitations suggest several unresolved gaps, all centred on contrasts between police custody (officer and police staff) role/sector well-being, hypothesised as:

H1. Privately contracted detention officers will report better well-being outcomes than other police custody (officer and police staff) roles.

With continued calls for multilevel analysis between individuals and groups, it might seem curious that research remains largely focused on individuals (Jex et al., 2014). Of course, from a multilevel perspective, it is important to understand both. Hence, vulnerability to poor well-being will see individuals present with a curious set of trait characteristics Cantopher (2015, pp. 6-7) refers to as ‘the curse of the strong’, i.e.: cursed in terms of a tendency to focus on the needs of others before oneself, sensitivity, vulnerability to criticism, and dependence on the evaluation of others for self-esteem; which contrasts strength in terms of moral absolutes, reliability, diligence, strong conscience; and sense of responsibility (a strength that drives the individual when others give up long before they risk anything). This identifies two individual level markers for police custody (officer and police staff) poor well-being, namely: 1) pervasive negative affectivity (Watson & Clark, 1984); and 2) intolerance for ambiguity (Dollard, 1996), the measurement of which would allow custody resilience training to be informed by personality-resilience relationships (cf. Robertson et al., 2015, p. 557).

With negative affectivity once assumed to be an automatic source of self-report bias, doubts about the accuracy and truthfulness of negatively affected self-reports changed with Spector et al. (2000), who proposed six mechanisms of:

perception; hyper-responsivity; selection; stressor-creation; mood; and causality to explain negative affectivity's potential non-bias relationship with other variables. This change from bias to substantive effects was necessary because self-reports often provide the best way to tap internal states, like those under the influence of negative affectivity (Spector, 2006; Brannick et al., 2010). Of the six mechanisms, selection, stressor-creation, and mood require objective measurement, whereas perception, causality (both mediators), and hyper-responsivity (a moderator) are analytically less challenging (Oliver et al., 2010); with each explained as follows. The *perception mechanism* concerns high levels of employee negative affectivity, which adversely affect perceptions of the organisation and their impact on organisational outcomes/employee well-being. The *causality mechanism* has organisational factors responsible for high levels of negative affectivity, which adversely impact organisational outcomes/employee well-being. Finally, the *hyper-responsivity mechanism* sees those who are negatively affected, hyper-responsive to the work environment in ways that adversely affect organisational predictor–outcomes and employee well-being. These provide support for hypotheses:

H2(a). Police custody (officer and police staff) roles will present no negative affectivity bias.

H2(b). Each of the: (i) perception; (ii) causality; and (iii) hyper-responsivity mechanisms will be supported regarding police custody (officer and police staff) negative affectivity.

As to intolerance for ambiguity, the problem is that it represents an authoritarian nature liable to rigid, black-and-white thinking/decision making, based on rapid, overconfident judgements, with little consideration for complex realities. It contrasts a more tolerant approach which views ambiguity as desirable,

challenging and interesting (Furnham & Marks, 2013); observed by Herman et al. (2010) as comprising four components of: valuing diversity; coping with change; dealing with unfamiliarity; and managing conflict. It is this tolerance for ambiguity that ought to sit most closely with police custody (officer and police staff) roles due to the need for flexible thinking and decision making, without which ambiguity becomes a threat to well-being resulting in stress, avoidance, delay, suppression, or denial (cf. Dollard, 1996 for the same argument regarding prison staff). The question arises whether Spector et al.'s (2000) perception, causality and hyper-responsivity mechanisms might also apply to intolerance for ambiguity. This provides support for hypotheses:

H3(a). Police custody (officer and police staff) roles will present no intolerance for ambiguity bias.

H3(b). Each of the (i) perception; (ii) causality; and (iii) hyper-responsivity mechanisms will be supported for police custody (officer and police staff) intolerance for ambiguity.

In contrast, vulnerability to poor well-being in groups concerns an imbalance between power and control which undermines officer and police staff empowerment and trust (cf. Appelbaum et al., 1999). The balance speaks to leadership as a process in which everyone actively participates to produce a strong sense of team cohesion (Pearce & Conger, 2003; Appelbaum et al., 1999; aka shared leadership or community of practice, though hereafter referred to as shared leadership). Defined as "people united in a common enterprise who share a history and thus certain values, beliefs, ways of talking, and ways of doing things", Appelbaum et al. (1999, p. 243) likens the concept of shared leadership to organisational culture. This is because organisational culture is viewed as the *why* of organisational behaviour in terms of the deep seated history of the organisation,

as reflected in its policies, practices and procedures (Askanasy & Härtel, 2014; a contrast with organisational climate [hereafter referred to as control belief climate], as the *what* of organisational culture in terms of the meaning employees attribute to events, policies, practices and procedures and the behaviours they see rewarded, supported and expected). For Fallah (2011, p. 367), the key is to balance authority and power (i.e. control) to promote trust, motivation, accountability, and participation, as informed by distributed leadership theory (an approach Bolden, 2011, p. 9 fervently disagrees with, believing that to conflate the two undermines distributed leadership's conceptual rigour/utility, in particular concerning its ability to systemise multiple leadership perspectives). This closes a field study gap (Fallah, 2011, p. 357), hypothesised as:

H4. Shared leadership positively predicts well-being outcomes as an example of police custody (officer and police staff) team cohesion.

1.2.3. *Focal theory (Part 2): Multilevel modelling of police custody (officer and police staff) well-being*

The aim is to know, “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles”; a multilevel focus first addressed in Werner-de-Sondberg et al. (2018)². However, while results evidenced model utility, they also highlighted important lessons for how the model, and survey on which it was based could be improved. With the model (Figure 1.4), the major driver for focal theory, this needs to be explained/justified as follows.

As represented by Figure 1.4, this Integrated Multilevel Model of Organisational Culture and Climate (IMMOCC) has a central structure that is much influenced by the theory of planned behaviour (TPB; Ajzen, 1991, 2005); except that TPB is generally used for single (group) level rather than multilevel analysis.

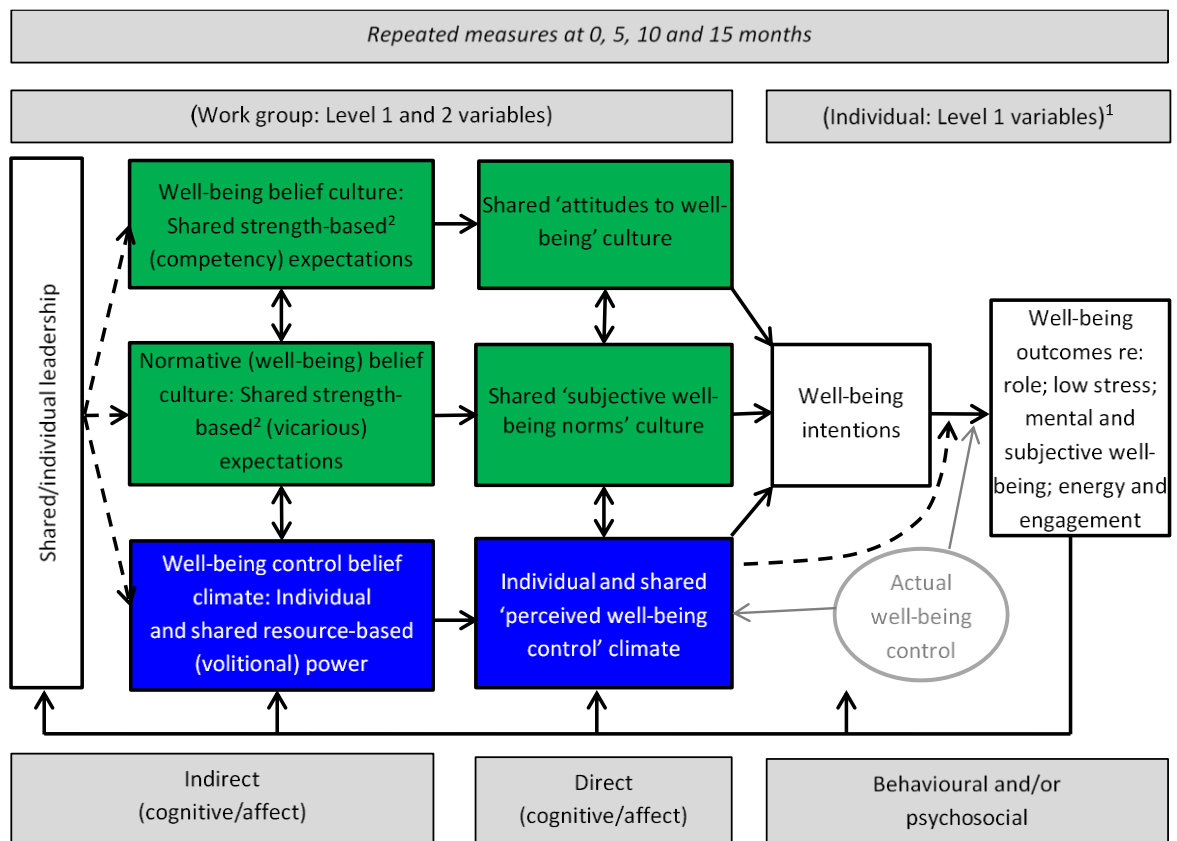


Figure 1.4. Integrated multilevel model of organisational **culture** and **climate** for police custody staff well-being. (Notes. 1. Includes demographics and controls; 2. Updates earlier version in Werner-de-Sondberg et al., 2018)

Explained further in Data theory (sub-section 1.2.4), this multilevel focus of IMMOCC arose because TPB's indirect/direct outcome beliefs, normative beliefs and control beliefs are broadly similar to distinctions between organisational culture (outcome and normative expectations; Schein, 2010; cf. Glisson & James, 2002; Ehrhart, Schneider & Macey, 2014) and control belief (organisational) climate (Glisson and James, 2002; Ehrhart et al., 2014), able to predict outcome (including outcome intentions). This small number of predictors make TPB immensely parsimonious (Fishbein & Ajzen, 2010); a parsimony IMMOCC shares, albeit from a multilevel perspective, whereby indirect/direct culture is measured at shared (level 2) and indirect/direct climate is able to be measured at shared and/or individual (levels 1 and 2; though increasingly favouring measurement at level 2,

e.g. Ehrhart et al., 2014, p. 73).

To conclude an explanation of IMMOCC, Figure 1.4 sees shared/individual leadership as a background factor able to inform the rest of the model whereby shared leadership is synonymous with indirect/direct outcome and normative belief (organisational) culture, and individual leadership is more closely aligned with indirect/direct control belief (organisational) climate. The passage from shared/individual leadership is then through indirect beliefs which then inform their direct counterparts of attitudes to well-being, subjective well-being norms, and perceived well-being control (PWBC). From here they are then able to predict behavioural and/or psychosocial intentions and well-being as outcome. That said, PWBC is also able to predict well-being outcomes directly, but only to the extent that it provides a proxy for actual well-being control (theorised to be stronger at times when intention is only a weak predictor of outcome, and so represented by the dashed line). Finally, there is the importance of reverse relationships (absent from TPB), such that culture and climate not only predict well-being but are also the focus for well-being as outcomes (including the potential for climate to inform culture as the basis for culture change; Ehrhart et al., 2014).

In defining what is meant by well-being, IMMOCC takes the World Health Organization (WHO; 2014) view of mental health as a 'state of well-being' in which every individual realises their potential, copes with the normal stresses of life, works productively and fruitfully, and contributes to their local community. This mental health definition is virtually identical to that found in the Foresight Mental Capital and Wellbeing Project (2008), i.e. "a dynamic state in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others and contribute to their community"; adding, "It is enhanced when an individual is able to fulfil their personal and social goals and

achieve a sense of purpose in society.” (p. 10).

To this end, both definitions conceive well-being as a behavioural and/or psychosocial goal: i.e. *behavioural* in terms of working productively and fruitfully/creatively, able to contribute to their community; *psychosocial* in terms of realising/developing potential, coping with the normal stresses of life and building strong, positive, relationships; *behavioural and psychosocial* in terms of fulfilling personal and social goals and achieving a sense of purpose in society; and *goal* in terms of attainment being dependent on multiple outcomes (behavioural and/or psychosocial), the ‘balance’ of which is likely to contribute to well-being (though not in the sense of equilibrium [e.g. Dodge et al., 2012], but of coping [Schwarzer & Schwarzer, 1996]) (cf. behaviors versus goals in Fishbein & Ajzen, 2010). An example would be a custody sergeant who can cope with the excessive pressures/demands of work provided escape is at hand in the form of a good home-life (or vice versa), only becoming unwell when that escape is denied because both home and work are too difficult to cope with.

In one sense, this speaks to the value of “good work”, i.e. healthy, safe, offering individuals influence and a sense of self-worth (Waddell & Burton 2006; similar to that of the Foresight Mental Capital and Wellbeing Project, 2008 and WHO, 2014), except that “good work” can be undermined by stressors (aspects of the workplace staff react to negatively), culminating in adverse reactions, sometimes referred to as strains (Jex et al., 2014). One such strain is workplace stress, defined as “The adverse reaction people have to excessive pressure or other types of demand placed upon them” (HSE, 2018, with some versions adding, “It arises when people worry they cannot cope” [e.g. Patmore, 2006, p. 382]; although Patmore, herself, finds the HSE approach to stress a-theoretical). Other strain examples are poor mental and subjective well-being (cf. Taggart et al.,

2016; Dolan & Metcalfe, 2012) and burnout (especially as measured by exhaustion and disengagement; Demerouti et al., 2010).

This predictive approach to well-being builds on the work of Gochman (1997), whose definition of health behaviours concerns ‘... overt behavioral patterns, actions and habits that relate to health maintenance, to health restoration and to health improvement’ (p. 3). IMMOCC’s only difference is to add the psychosocial as ‘overt behavioural and/or psychosocial patterns, actions and habits that relate to well-being maintenance, restoration and improvement’, whether expressed as outcome intentions or outcomes. To this end, IMMOCC takes the same ‘reasoned action’ approach as the TPB, which assumes intentions and outcomes are determined by a relatively small number of inter-related factors which follow in a reasonably consistent, and often automatic fashion, from predictive beliefs (indirect and direct; Fishbein & Ajzen, 2010). Linked to shared/individual leadership, it is the positive alignment of culture and climate that ensures well-being succeeds (cf. Wilson et al., 2004). This provides a correlated structure shared by other ‘reasoned action’ approaches, including Bandura’s (1986) social cognitive theory (Fishbein & Ajzen, 2010; cf. Askanasy & Härtel, 2014). This identifies IMMOCC as a social cognitive approach which, in its exploration of well-being, sits alongside those reviewed by Conner and Norman (2015), except that theirs apply a single and not multilevel focus.

1.2.4. Data theory (Part 1): Quantitative

This invites the variance research question (Robson, 2011, p. 61), “To what extent can IMMOCC support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?”

To this end, the structure IMMOCC employs is important for the fact that it

provides organisational culture with two sub-components regarding outcome and normative expectations, and second single component for control belief climate (all indirect and direct). Evidence for culture's sub-components are evident in Schein (2010), who defines organisational culture, as "a pattern of shared basic assumptions learned by [an organization] as it solved its problems of external adaptation (*outcome expectation*) and internal integration (*normative expectation*), which has worked well enough to be considered valid and, therefore, to be taught to new [*staff*] members as the correct way to perceive, think, and feel in relation to those problems" (p. 18; with *emphasis* added). These sub-component distinctions are also made explicit in Glisson & James (2002; cf. Askanasy, & Härtel, 2014 in terms of 'values in action' and 'shared norms', together with the addition of knowledge structures).

Despite culture's bidirectional nature, the literature generally presents it as singularly unidimensional, i.e. being either positive or negative (Askanasy, & Härtel, 2014), with no recognition that the two sub-components coexist and might work in opposition to each other; this despite the fact that the two affective states are orthogonal/uncorrelated (Watson & Tellegen, 1985). This contrasts, affective climates (e.g. service, safety, justice, inter-personal relations, efficiency, control and support etc.), which are expected to coexist (Askanasy & Härtel, 2014; cf. Albrecht, 2014; Jex et al., 2014). To illustrate this fact, one needs only to consider factors likely to inform cultural sub-components (indirect and direct), as follows.

From an expectancy-value perspective (as informed by TPB), indirect culture's outcome and normative beliefs are capable of being expressed as strength of well-being/vicarious expectations and/or outcome evaluations/ motivation to comply (Fishbein & Ajzen, 2010; cf. Francis, Eccles et al., 2004;

Francis, Johnston et al., 2004). Applied as strength of well-being (outcome) expectations (Gagné & Godin, 2000), examples are the latest custody sergeant competencies of: decision making; leadership (i.e. leading change/people and managing performance); professionalism; public service; and working with others (Skills for Justice, 2013). Applied as strength of vicarious (normative) expectations (Gagné & Godin, 2000), examples are the people/task focused items of the Organizational Culture Inventory (OCI; Balthazard et al., 2006). In contrast, direct attitudes to well-being are a mix of instrumental and experiential items, and for subjective (well-being) norms, injunctive and descriptive items (Fishbein & Ajzen, 2010; cf. Francis, Eccles et al., 2004; Francis, Johnston et al., 2004). (Note: indirect normative expectations can also be a mix of injunctive and descriptive items but assist parsimony if made descriptive). Here the gap is a failure to explore cultural sub-component interrelationships, hypothesised as:

H5. Cultural sub-component coexistence demonstrates interrelationships that could, potentially, work in opposition to each other.

Indirect control belief's climate is similarly capable of being expressed as strength of expectations and/or control power (Fishbein & Ajzen, 2010; cf. Francis, Eccles et al., 2004; Francis, Johnston et al., 2004). However, climate has two further complexities, both of which turn on issues of measurement: 1) whether to use indirect and direct (individual and/or shared) levels; and 2) which indirect scales should be used, since the choices are far from straightforward. The first turns on the fact that no agreement exists for climate measurement, with both levels continuing to feature in the literature (cf. Glisson & James, 2002; Ehrhart et al., 2014); the reason being that psychological climate, even when aggregated as control belief climate, is always regarded as the property of the individual, whereas shared level control belief climate (per se) is always regarded as the property of

the organisation. Both concern individual and/or group power perceptions regarding workplace meaning and the impact they have on staff well-being, except that the individual level is focused on 'I' questions (James and James, 1989) and the shared level is focused on 'We' questions (Ehrhart et al., 2014). This sees Day et al. (2014) favouring the individual level, and Chan (2014) the shared level, for which there is generally more support. Focused on the individual level in Werner-de-Sondberg et al. (2018), this issue of climate level measurement (indirect and direct) remains unresolved, hypothesised as:

H6. Individual and shared level control belief climate will see results consistently favour the shared level.

Applied as control power (Gagné & Godin, 2000), the second issue concerns the meaning employees attribute to factors which facilitate or impede their workplace well-being. This is very much the focus of the HSE's Management Standards for workplace stress prevention as theorised in Mackay et al. (2004). The problem is that the evidence is not strong enough to support a top-down approach able to provide "clear and unambiguous advice about hazard, harm and risk" (Rick et al., 2002, p. 166). Hence, the HSE have opted for a bottom-up approach, while recognising that anything new must take these uncertainties into account (Mackay et al., 2004, p. 106).

Linking workplace stress uncertainties to the a-theoretical concerns of Patmore (2006), one approach is to consider HSE measures alongside others whose theoretical base is less equivocal. One approach is that of James and James (1989) regarding the notion of a general factor for psychological climate (PCg), focused on leader support and facilitation (cf. HSE management support and change), role stress and lack of harmony (cf. HSE demands and role), job challenge and autonomy (cf. HSE control), and workgroup co-operation,

friendliness and warmth (cf. HSE colleague support and relationships) (all measured using the psychological climate inventory). The difference is that the HSE's correlated constructs load on a single factor relative to the management standards indicator tool (MSIT; Cousins et al., 2004), while PCg provides a single subsuming variable which draws together uncorrelated factors. That said, both inform issues of workplace design, allowing employees to attribute meaning in terms of their well-being.

The Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015), grounded in self-determination theory (SDT; e.g. Ryan, 2009; Deci, & Ryan, 2008; cf. Hagger, Chatzisarantis, & Harris, 2006) adopts the same approach. Here the concern is with three universally accepted psychological needs of autonomy (cf. HSE demands, control and role), competence (cf. HSE management/colleague support and change), and relatedness (cf. HSE relationships). Except for the fact that the HSE MSIT has an individual level focus and the WPDQ a shared level focus (though capable of being applied to the individual level), their measures can be summed as a single correlated factor. With both the MSIT and WPDQ available in short forms of eight and nine items (albeit the former must be adapted for multilevel use), this makes them ideal for comparative purposes, while still maintaining parsimony. With the loss of 'demands' and 'relationships' as MSIT measures in Werner-de-Sondberg et al. (2018), it is crucial that the gap to decide scale measures for climate should be resolved at the earliest opportunity, hypothesised as:

H7. A comparison of the management standards indicator tool (MSIT) and workplace design questionnaire (WPDQ) (short forms), will see results consistently favour use of the WPDQ as the better informant of control belief climate (indirect).

With control belief climate a manifestation of culture, there should be no

doubting they are inter-related (hence the arrows which correlate throughout the model in Figure 1.4 and flow not only in a linear but also reverse direction).

However, while these, together with study demographics, present possibilities for predictor, outcome, mediator and moderator relationships (Chan, 2014; cf. Albrecht, 2014; Schneider & Barbera, 2014; Jex et al., 2014), they have seen so little research, that it is difficult to find evidence for specific relationships. That said IMMOCC's central TPB structure provides a few suggestions, particularly in terms of mediator and moderator influences.

In terms of mediators, indirect culture and climate (together with shared leadership), are expected to have their relationships with well-being intentions mediated by each of their direct counterparts (with well-being intentions, itself, a further mediator in the continuing paths to well-being outcomes). The same also applies to demographic influences which, mediated by organisational culture and climate (indirect and direct), are equally capable of acting as mediators (though Fishbein & Ajzen, 2010 draw attention to the fact that demographic mediator influences usually weaken or disappear when controlling for proximal variables regarding direct beliefs and intention; findings that invite consideration of demographic moderators for the sake of completeness). In terms of moderators, shared/individual perceived well-being control is expected to moderate three paths between: 1) attitudes to well-being culture and well-being intentions; 2) subjective well-being norms culture and well-being intentions; and 3) well-being intentions and outcomes (Fishbein, & Ajzen, 2010). This reliance on TPB for suggested mediator and/or moderator influences presents an immediate gap in terms of IMMOCC's theoretical and methodological foundation, hypothesised as:

H8. The current study will provide linear support for IMMOCC.

H9. Culture and climate will mediate paths between shared leadership and

well-being outcomes.

H10: Direct measures of culture and climate will mediate paths between indirect measures and well-being intentions.

H11: Culture and climate will mediate paths between demographics, negative affectivity, intolerance for ambiguity, and well-being intentions/outcomes.

H12: Demographics, negative affectivity, intolerance for ambiguity, and well-being intentions will mediate paths between indirect/direct predictors and well-being outcomes.

H13: Well-being intentions will mediate paths between demographics, negative affectivity, intolerance for ambiguity and well-being outcomes.

H14. Demographics will moderate paths between indirect/direct predictors and well-being intentions/outcomes.

H15. Shared perceived well-being control climate will moderate three pathways between: (a) attitudes to well-being culture and well-being intentions; (b) subjective well-being norms culture and well-being intentions; and (c) well-being intentions and outcomes.

IMMOCC's structure concludes with reverse inter-relationships, whereby well-being predictors are just as likely to present as outcomes. There is also the need to explore the possibility that control belief climate (indirect and direct) reciprocally informs culture (and by implication shared leadership). This is important for the fact Ehrhart et al. (2014, p. 301) view climate as the more fruitful route to behavioural and/or psychosocial and organisational culture change for reasons that climate is the more accessible/malleable level at which to target interventions (cf. Schneider & Barbera, 2014; Day et al., 2014). Finally, on the topic of change, it is an accepted principle that measurement affects behaviour, even the simple act of completing one or more surveys (Francis, Johnston, et al.,

2004, p. 70). For this reason, it is also important to track change over time (where possible), and to identify if change – for good or ill – supports predicted relationships (or is simply the product of unconnected life changing events). Given that neither reverse relationships nor change over time were considered in Werner-de-Sondborg et al. (2018), absence of the first presents a gap concerning IMMOCC's reverse relationships, hypothesised as:

H16. The study will provide reverse support for IMMOCC, such that outcomes become predictors and predictors become outcomes.

H17. Demographics, negative affectivity, intolerance for ambiguity, well-being intentions and direct predictors will mediate paths between well-being outcomes and all indirect measures.

H18. Demographics, negative affectivity, intolerance for ambiguity, and well-being intentions will mediate paths between well-being outcomes and direct measures.

H19. Demographics, negative affectivity, intolerance for ambiguity, and well-being intentions will moderate paths between well-being outcomes and indirect/direct measures.

H20. Control belief climate (indirect and direct) will predict organisational culture (indirect and direct) and shared leadership, while controlling for all other variables.

By contrast, absence of the second presents a gap concerning change over time, hypothesised as:

H21. The current study will produce positive change in all well-being outcomes as well as negative affectivity and intolerance for ambiguity, independent of life changing events unconnected with the study.

By way of a summary, these 21 hypotheses can be categorised in their

linear and reverse analytic forms, i.e. *linear* regarding: theory; method; mediators; moderators; and study related well-being; and *reverse* regarding theory, mediators and moderators (Table 1.4).

Table 1.4. Categorised summary of all 21 hypotheses

<i>Model focus</i>	<i>Sub-type</i>	<i>Hypotheses</i>
Linear	Theory	Shared leadership as predictor and source of staff cohesion (H4) Support for IMMOCC (H8)
	Method	No NA or IfA control bias (H2[a] and H3[a]) Cultural affective states (+ve and -ve) coexist (H5) Shared rather than individual level climate is best predictor (H6) WPDQ provides best measure of indirect climate (H7)
	Mediator	Support for perception mechanism (H2[b][i] and H3[b][i]) Support for causality mechanism (H2[b][ii] and H3[b][ii]) Shared leadership → culture and climate → outcomes (H9) Indirect predictors → direct measures → intentions (H10) Demographics, NA and IfA controls → culture and climate → intentions/outcomes (H11) Indirect/direct predictors → demographics, NA and IfA controls and intentions → outcomes (H12) Demographics, NA and IfA controls → intentions → outcomes (H13)
	Moderator	Support for hyper-responsivity mechanism (H2[b][iii] and H3[b][iii]) Indirect/direct predictors → demographics → intentions/outcomes (H14) Direct culture → direct climate → intentions (H15[a] and [b]) Intentions → direct climate → outcomes (H15[c])
	Well-being	Better for private DOs than other staff (H1) As study induced positive change (H21)
Reverse	Theory	Support for IMMOCC (H16) Climate predicts culture and shared leadership (H20)
	Mediator	Well-being outcomes → demographics, NA and IfA controls, intentions and direct measures → indirect measures (H17) Well-being outcomes → demographics, NA and IfA controls and intentions → direct measures (H18)
	Moderator	Well-being outcomes → demographics, NA and IfA controls and intentions → Indirect/direct measures (H19)

Note. IMMOCC = Integrated Multilevel Model Organisational Culture Climate; NA = Negative Affectivity; IfA = Intolerance for Ambiguity; WPDQ = Workplace Design Questionnaire.

1.2.5. Data theory (Part 2): Qualitative

Using the same survey approach as Werner-de-Sondberg et al. (2018), participants were able to provide open comments intended to triangulate (aka crystallise; Braun & Clarke, 2013, p. 286) support for IMMOCC as: 1) outcome result/consequence, which requires use of fairly unconventional theoretical thematic analysis (TTA; Braun & Clarke, 2006, 2013), i.e. top-down, involving largely semantic (explicit), descriptive (illustrative), and deductive coding (Braun & Clarke, 2006, pp. 84-5, 93, 97 and 2013, pp. 174-80); and 2) output production/creation which requires use of more conventional thematic analysis (TA; Braun & Clarke, 2006, 2013), i.e. bottom-up, involving largely semantic (latent), interpretative (analytic), and inductive coding. This combination strengthens interpretative power from a TTA perspective and is nicely flexible due to an absence of a priori ideology from a TA perspective. Phenomenologically focused, like interpretative phenomenological analysis (IPA; Smith et al., 2009), the difference is that IPA's two pairs of dual analytic processes (internal and external; Braun & Clarke, 2013, p. 181), make it better suited to personally relevant, specific experiences (often of considerable importance to the individual; Smith et al., 2009, pp. 37-38) rather than the expected mix of policy, practice and more general personal experiences likely to be reported by police custody officers and police staff. Hence, IPA can be contrasted as a focus on first-person accounts of personal (here and now) 'lived' experience whereas TTA and TA are not.

This invites the process research question (Robson, 2011, p. 61), "How will participant comments support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?"; to be assessed for literal and/or theoretical replication – see next sub-section.

1.2.6. Data theory (Part 3): Quantitative and qualitative

Here the intention is to provide single (embedded) and multiple case studies which make explicit the strength of results (quantitative and qualitative), able to inform analytic generalisability/transferability in terms of literal and/or theoretical replication (Yin, 2014, p. 57; cf. Robson, 2011, p.140), i.e. literal in the sense that the same findings are expected to be replicated in similar populations; and theoretical in the sense that contrasting findings are expected for wholly anticipated reasons.

This invites the research question, “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?”

1.2.7. Data theory (Part 4): Ontology and epistemology

Grounded in critical realist ontology, this approach combines moderate social constructionist and contextualist epistemologies which distinguish theories of being, reality and knowledge (Braun & Clarke, 2013; cf. Nightingale & Cromby, 1999, 2002; Sayer, 1992, 2000; Yeung, 1997), as follows. ‘Being and reality’ are viewed as the mediated reflection of real processes and structures which underpin/generate observable and experienceable phenomena (Willig, 1999; Pujol & Montenegro, 1999); an open system (Cook & Campbell, 1979) search for causal mechanisms regarding “what works best, for whom, and under what circumstances” (cf. Robson, 2002, p. 39 for small-scale ‘real world’ studies and Pawson and Tilley, 1997 for large-scale ‘evaluative’ studies). In contrast, ‘knowledge’ shares a moderate social constructionist/contextualist concern with subjective experience and the processes/structures that shape it. This provides a prised view which although partial and revisable, can investigate truer forms of being and reality conventional constructionism would reject (Braun & Clarke, 2013,

pp. 28, 31; Nightingale & Cromby, 2002); an approach which, linked to contextualism, avoids any possibility of reduction to the individual (Jex et al., 2014; cf. Chan, 2014; Yammarino & Dansereau, 2010). This is because to do so is to “lose sight of how what is ‘inside’ is dependent on what is ‘outside’ the individual as the context for the narrative to make sense to us” (Parker, 2005, p.75).

Researcher led, this analytic journey draws on three influences: 1) combined training and practice in occupational and forensic psychology; 2) a 30-year police career, including several periods as a custody sergeant (pre- and post-centralised custody units); and 3) personal experience of clinical anxiety and depression. This information is important for the fact that it goes some way to explaining how and why interpretations are not only sample and researcher dependent, but also local, situated and provisional (Braun & Clarke, 2013, p. 31).

1.3. Chapter summary

The chapter began by providing a literature review which progressed through background, focal, and data theory to explore various gaps as a basis for three research questions (quantitative, qualitative, and mixed quantitative/qualitative), and 21 hypotheses, all linked to the overarching research aim of knowing, “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles.” It ended with an overview to ontology and epistemology.

Footnotes

1. In the western world two types of organisations are responsible for the treatment and security of civil prisoners, i.e. police and prison services. Except for remand prisoners, prisons are populated by convicted prisoners serving sentences imposed by courts. In contrast, most prisoners in police custody are entitled to be viewed as innocent until proven guilty, whatever the circumstances of their arrest or detention (also true of military prisoners, except that the dynamics of military life make for a very different topic).
2. Itself a multilevel adaptation of an earlier single level model focused on the behavioural outcome of effective communication (Werner-de-Sondberg, 2008).

2. Methodology

2.1. Chapter aims and objectives

The chapter begins with reflections on the what, when and why of the study's methodological approach, which some might be surprised to learn traverses several different contexts, from my: 1) time as a police sergeant custody officer (pre and post various legislative changes and the centralised way of working that has accompanied them); 2) turn to psychology following personal ill health and exposure to a range of positive (problem) rather than negative (emotion) focused coping; and 3) pursuit of psychological research across four post-graduate degrees and various quantitative and qualitative methodologies; all of which motivate my considerable interest in this area. Much of the chapter, however, is focused on the study's multi-strategy approach aimed at exploring how and why factors that promote or undermine police custody staff well-being also explain differences within and between their public and private sector roles. This was facilitated using a multilevel survey, the development of which was grounded in IMMOCC (including space for open comments at the end); though supplemented by additional open comments available from other custody related sources.

2.2. Reflections on the what, when and why of the study's methodological approach

These touch on the several different contexts which motivate my interest in this area, starting with my time as a police sergeant custody officer (pre and post various legislative changes and the centralised way of working that has accompanied them). This is where my first-hand experience alerts me to the impact these changes have had on those who work in custody; a subject which, from a research point of view, raises all sorts of possibilities for what might be

found from a well-being perspective, but only if studied in their proper organisational culture and climate contexts.

My turn to psychology, following personal ill health in the late 1980s and early 1990s, saw me exposed to an increasing range of positive (problem) rather than negative (emotion) focused coping (e.g. Paton et al., 2008), largely informed by occupational psychology, where my focus on employee well-being in forensic settings has always had an occupational undertow; one, that in relation to interpersonal stressors is largely informed by HSE Management Standards for workplace stress prevention (Mackay et al., 2004 and Cousins et al. 2004) and gives me a very different perspective from those influenced by alternative viewpoints linked to the science of engineering and which contrast positive with negative stress (concepts I would reject based on both personal and professional experience).

As to my pursuit of psychological research across four post-graduate degrees and their quantitative and qualitative methodologies, while I was first introduced to the theory of planned behaviour (TPB; Ajzen, 1991) during my first degree (1995-1999), it was my first master's in occupational psychology that sowed the seed for how TPB might be adapted to simultaneously integrate organisational culture and climate – a belief that, for me, became a certainty with the publication of Glisson and James (2002) and the cross-level effects of culture and climate in human service teams. Also relevant to the current study were the writings of Spector et al. (2000) concerning reasons why negative affectivity should not be controlled in job stress research relative to issues of substantive versus bias effects: issues that were very evident in my first master's dissertation on the topic of role stress and organisational fairness as mediators in the climate-outcome relationships of a provincial police service (Werner-de-Sondberg, 2001;

cf. Spector, 2006); though less influential in my first doctorate (Werner-de-Sondberg, 2008); and omitted from my second masters (Werner-de-Sondberg, 2013; though the qualitative open comments at the end of the survey suggest that was a mistake and would, once again, need to be included in the current study).

These were the influences that forged my research design for the professional doctorate in occupational psychology (DOccPsych), concerning police service performance diagnosis following the introduction of a new appraisal system in 2004 (Werner-de-Sondberg, 2008). However, the primary limitation of this study was an inability to pursue more than a basic multilevel focus; a consequence of which was that the adapted model of integrated culture and climate continued to resemble TPB, even to the extent of retaining its single level (albeit aggregated group focus, involving only basic fuzzy compositions; Bliese, 2000; cf. Bliese & Jex, 2002). Nor was the study able to provide hypothesis testing and had to remain solely at the level of its two research questions (Punch, 2005).

The first opportunity to remedy these deficits came with my second master's in forensic psychology and exploratory study of culture-climate staff health and well-being influences in police custody (Werner-de-Sondberg, 2013; though later re-analysed and published as Werner-de-Sondberg et al., 2018), as an introduction to the current PhD. Here, while model language became more obviously identifiable as integrated culture and climate, the multilevel survey it supported used only basic referent-shift consensus and direct consensus items (Chan, 1998). These were scored using 5-point bipolar scales ranging -2 to +2 rather than the more elaborate anchors outlined in Francis, Johnston et al. (2004) and Francis, Eccles et al. (2004); a situation that was unavoidable due to the cross-sectional time constraints and exploratory nature of the study. Hence, as

outlined further in this chapter, there was always going to be much that the current study would need to address by way of remedy and expansion, including that of being a multi-strategy rather than mixed-methods design (Robson, 2013). This is because my long-term research goal is to achieve transformative change (following the findings of Werner-de-Sondberg et al., 2018) whereby much would need to be strengthened in terms of its: theoretical evidence-base; quantitative multilevel compositions (including the opportunity to apply multilevel mediator/moderator analyses); qualitatively deductive and inductive analysis of open comments provided at the end of the survey and elsewhere; and single (embedded)/multiple case study synthesis of the study's findings (quantitative and qualitative). In terms of typology, this would see the study more closely resemble a sequential transformative design (Creswell, 2003, as cited in Robson, 2013, p. 165), i.e. one conceptually informed by IMMOCC, that leads quantitatively without prioritising the quantitative over the qualitative and synthesises results following analysis of their findings.

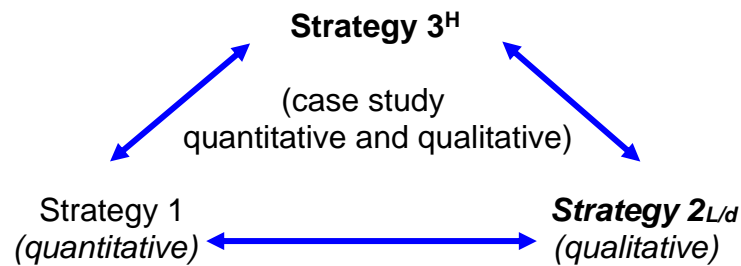


Figure 2.2. Analytic 'levels of abstraction' between strategies 1 to 3
 (Note. H = higher level of abstraction; L/d = Lower/deeper level of abstraction)

Essentially, the current study intends a triple strategy that is reciprocal in its influence while also applying lower/deeper and higher levels of abstraction. This is represented by Figure 2.2 where strategy 1 (quantitative) informs strategy 2 (qualitative; and vice versa, except that strategy 2 applies a lower/deeper level of

abstraction), just as strategies 1 and 2 both inform strategy 3 (synthesised quantitative and qualitative; and vice versa, except that strategy 3 applies a higher level of abstraction).

So why is this approach necessary and how does it address both the overarching research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles and long term goal of achieving transformational change. There are two answers: 1) the complexity of the setting and fact that multiple levels of culture, climate, role and sector difference cannot be considered at a single cross-sectional/correlational level, even where results are aggregated to the group mean; and 2) the fact that while IMMOCC may be used to frame the research, it offers no guarantee that it will capture every facet of this incredibly nuanced and dynamic work environment. Hence, much of this research is about being interested in what the data (quantitative and qualitative) show and of potentially revising the model to capture the unforeseen in ways more likely to produce transformational change. This is important for the fact that while IMMOCC needs to be tested and validated, it is also there to help guide the research methods, data collection and analysis. It also reminds me that no model is perfect and that all models can find themselves subject to revision for a host of reasons, e.g. some conceptual (as outlined in the review of social cognitive models by Conner & Norman, 2015), others methodological, where the sample data simply do not fit due to measurement error of one kind or another.

2.3. Strategy 1: Quantitative

This addresses the research question, “To what extent can IMMOCC support

the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?” It employs a self-report (multilevel) survey, the 21 hypotheses (linear and reverse) for which, address issues of theory, method, mediators, moderators and study related well-being.

2.3.1. Design Current research seeks to extend the work of Werner-de-Sondberg et al. (2018; Appendices A and A1), as highlighted in sub-section 1.2.2: 1) longitudinally, to better understand issues of police custody (officer and police staff) well-being over time; 2) using samples that are larger/more diverse in respect of their multilevel sector roles to better understand the strength of cross-level relations between individuals and groups; and 3) across many more, different, well-being outcomes in ways that do not risk conflating well-being with burnout etc (e.g. Maslach & Jackson, 1996; cf. Demerouti, Mosert, & Bakker, 2010). Initially designed as a three-wave panel study, a fourth wave was added following poor returns for the first survey. This involved collapsing the lag between surveys from seven to five months.

2.3.2. Participants Seven English police forces agreed to take part, comprising: 1) two forces whose officers and police staff were all publicly contracted; 2) two forces whose officers were all publicly contracted and police staff privately contracted; and 3) three forces whose officers were all publicly contracted and police staff privately contracted, but whose contractor declined to allow their detention officers to take part). This saw a total pool of 715 officers and police staff comprising: custody inspectors (30); custody sergeants (359); detention officers (251; 179 public and 72 private); and custody assistants (75; all employed by the largest of the seven forces whose officers and police staff were all publicly contracted). Spread across 33 custody units (including one dummy

coded for custody inspectors; this reduced to 27 following new build replacement of old sites from the second wave onwards). This census approach was designed to maximise participation, intended to achieve a representative return of 50 per cent (Rea & Parker, 2005). Final study engagement was 333 (a response rate of 46.57%) which, together with repeated returns, provided a data set of 370. This was obtained across four surveys conducted at five-monthly intervals: 1) $n = 84$; 2) $n = 127$; 3) $n = 102$; and 4) $n = 54$. These responses included:

Custody inspectors (25, a return rate of 83.33%; repeated returns = 30);

Custody sergeants (167, a return rate of 46.52%; repeated returns = 189);

Detention officers (*public* = 54, a return rate of 30.17%; repeated returns = 60; *private* = 63, a return rate of 87.5%; repeated returns = 67);

Custody assistants (*public* = 17, a response rate of 22.67%); and

Unknown = 6 (two of which were only partly completed, though able to contribute some factor analytic information).

Removed = 1 (comprising only neutral answers).

Custody inspectors M_{age} (47 years; $SD = 4.87$) were slightly older than sergeants (44.49 years; $SD = 6.98$), with detention officers (*public* = 44.72 years; $SD = 10.67$; *private* = 34.43 years; $SD = 10.81$), and custody assistants (23.20 years; $SD = 3.73$).

The same trend was repeated for M_{tenure} in custody/police for custody inspectors (2.6/22.49 years; $SD = 2.71/4.49$), sergeants (3.94/18.72 years; $SD = 3.95/5.78$), detention officers (*public* = 12.88/14.01 years; $SD = 5.41/5.43$; *private* = 5.30/5.75 years; $SD = 5.12/5.21$), and custody assistants (0.70/0.96 years; $SD = 0.60/0.69$).

The sample was male dominated across all roles, with custody inspectors (77.27%) and custody sergeants (85.33%), detention officers (*public* = 57.45%; *private* = 59.26%), and custody assistants (64.29%).

Most worked full-time, with the only part-time staff being: custody inspectors (16%); sergeants (7.19%); detention officers (public = 11.11%; private = 4.76%); and custody assistants (17.64%).

Except for detention officers (private), all of whom worked 12-hour shifts, most other roles worked variable (9-11 hour) shifts, i.e. custody inspectors (68%), sergeants (71.86%), detention officers (public = 79.63%), and custody assistants (100%). Hence, only 25.86 per cent of public sector staff worked 12-hour shifts.

Details of predictor, outcome and control variables are dealt with separately in sub-sections 2.2.4 to 2.2.6.

2.3.3. *Materials – survey development* This saw the development of a survey used to generate quantitative and qualitative data across seven English police forces (eight including one dummy coded for custody inspectors), with item development entirely informed by the Integrated Multilevel Model of Organisational

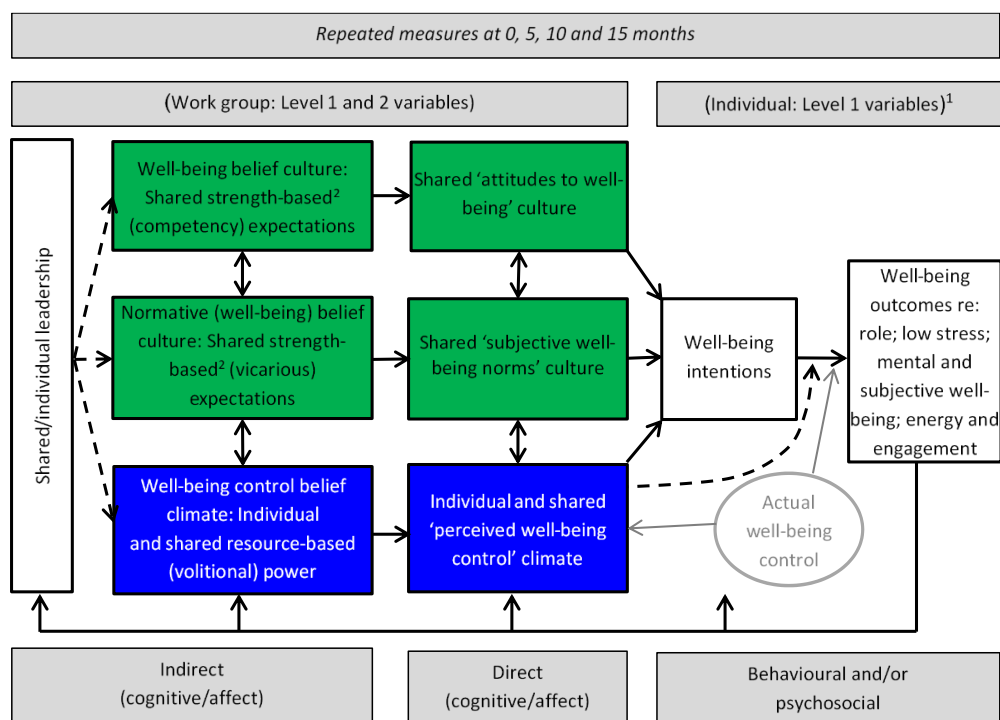


Figure 2.3. Integrated multilevel model of organisational culture and climate for police custody staff well-being. (Notes. 1. Includes demographics and controls; 2. Updates earlier version in Werner-de-Sondberg et al., 2018)

Culture and Climate (IMMOCC; Figure 1.4, restated here as Figure 2.3).

As represented by Figure 2.2, item development has two features: 1) their two levels necessitate qualitatively different composition models (Chan, 1998), i.e. direct consensus for individual levels and referent-shift consensus for shared levels; and 2) predictors (except for Well-being intentions), are measured indirectly and directly to account for different assumptions about individual abilities to access and report them (Francis, Johnston et al., 2004). However, there is a third feature not represented by Figure 2.2 concerning the ‘principle of compatibility’, whereby predictors of an outcome are said to be compatible to the extent their target, action, context and time (TACT) are assessed at identical levels of generality or specificity (Ajzen, 2005; Fishbein, & Ajzen, 2010; cf. Francis, Eccles et al., 2004). For the current research, this concerns well-being as outcome (target), predicted by numerous (action) statements, regarding the participant working in police custody (context) over the next six months or so (time), as apparent in each of the following survey extracts.

PART A (*Indirect well-being belief culture*): CONSEQUENCE OF WORK-RELATED BEHAVIOUR FOR YOUR TEAM’S WELL-BEING (BASED ON CUSTODY OFFICER SPECIFIC COMPETENCIES)

The following statements describe working in custody. Taking into account the extent to which you see them as true or false, how likely is it that they will contribute to your team/work group achieving work-related well-being over the next 6 months or so.

Working in custody...	Extremely Unlikely	Very Unlikely	Unlikely	Neither Unlikely nor Likely	Likely	Very Likely	Extremely Likely
1.13) We gather, verify and assess all appropriate and available information to gain an accurate understanding of situations							

Cont'd.../

PART B (Indirect normative belief culture): EXPECTATIONS OF OTHERS

The following statements describe various behaviours. How far do you see them as something most people, whose opinion matters, would want your team/work group to never or always do in order for the team/work group to achieve work-related well-being over the next 6 months or so.

Please circle the number that most applies to you...	Never do						Always do
30.144) Helping others grow and develop	-3	-2	-1	0	1	2	3

PART C (Indirect control belief climate): FACTORS THAT PROMOTE OR UNDERMINE TEAM WELL-BEING

The following statements describe working conditions for you in custody. Taking into account the extent to which you see them as true or false, how much easier or more difficult will they make it for your team/work group to achieve work-related well-being over the next 6 months or so.

Working in custody...	Much More Difficult	More Difficult	Difficult	Neither Difficult nor Easier	Easier	Much Easier	Very Much Easier
45.63) We have a chance to use personal initiative or judgment in carrying out our work							

PART D1 (Direct well-being belief culture): ATTITUDES TO YOUR TEAM/WORK GROUP ACHIEVING WORK-RELATED WELL-BEING IN THE NEXT 6 MONTHS OR SO

Working in custody...							
54.1) We find achieving well-being in our daily working lives	Completely Worthless	Moderately Worthless	Slightly Worthless	Not Sure	Slightly Beneficial	Moderately Beneficial	Very Beneficial

PART D2 (Direct normative belief culture): PRESSURES FOR YOUR TEAM/WORK GROUP TO ACHIEVE WORK-RELATED WELL-BEING OVER IN HE NEXT 6 MONTHS OR SO

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
56.5) We are expected to achieve well-being in our daily working lives							

PART D3 (Direct control belief climate): THE CONTROL YOU BELIEVE YOUR TEAM/WORK GROUP HAS NEEDED TO ACHIEVE WORK-RELATED WELL-BEING OVER IN THE NEXT 6 MONTHS OR SO.

Working in custody...							
58.9) Achieving well-being in our daily working lives will be	Very Difficult	Moderately Difficult	Slightly Difficult	Not Sure	Slightly Easy	Moderately Easy	Very Easy

PART E: YOUR INTENTION TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Never	Rarely	Occasionally	Not Sure	Sometimes	Most days	Every day
60.75) I want my colleagues to agree I work productively and fruitfully							

It will be seen that the wording of indirect items (Parts A, B and C) make them cognitively more challenging than the direct items (Parts D1, D2, D3 and E); and while initial piloting by family and friends suggested no difficulties, it remains to be seen if this holds true for study participants.

With item development informed by the theory of planned behaviour (TPB; Ajzen, 1991, 2005), normal belief elicitation and the use of ‘expectancy x value’ cross-products was unnecessary for IMMOCC. In the case of belief elicitation, this is because large organisations, like the police, employ staff competencies which can be used as a basis for familiarity assessments (Millstein, 1996), so rendering belief elicitation unnecessary. As to the ‘expectancy x value’ cross-products, these ‘weighted’ mechanisms (Francis, Johnston et al., 2004) have been shown to correlate at similar or higher levels with their direct counterparts using only one arm, i.e. expectancies for outcomes and norms (organisational culture), and values for control power (control belief climate) (Gagné & Godin, 2000); thereby ensuring the survey remained parsimonious by avoiding the need to double the number of indirect items.

Individual (Level 1; Figure 2.2) items concerned behavioural and psychosocial outcomes (shown), and demographics (not shown). With the addition of force and station, these demographics included:

Role Coded for: custody inspectors; custody sergeants; detention officers; and custody assistants.

Sector Coded for: private; and public.

Contract Coded for: part-time; and full-time.

Age (numeric).

Gender Coded for: female; and male.

Tenure in custody (numeric).

Tenure in police (numeric).

Shift hours Coded for: Variable (9 – 11 hours); and 12 hours.

Individual and shared (Level 1 and 2; Figure 2.2) items concerned indirect and direct cognitive/affect predictors (shown). With all scales averaged following item deletion to maximise omega reliability (Dunn et al., 2014), aggregation was justified using intraclass correlation coefficients which allow for weak ICC1s (also providing an effect size and measure of total variance explained by group membership) and strong ICC2s (Bliese, 2000, p. 373). This approach views aggregation as an emergent process whereby the individual and shared levels are related but not isomorphic (aka fuzzy compositions; Bliese, 2000, pp. 369-376; cf. Bliese & Jex, 2002, pp. 268-269). Werner-de-Sondberg et al. (2018) had evidenced ICC1s ranging 0.15 to 0.68 (typical of small group research; Hox, 2010, p. 244). This also confirms the view of Muthén (1997), that ICC1s equal to and above 0.1, together with group sizes exceeding 15, justify multilevel analysis.

Item reduction of newly created (bespoke) and newly adapted (for multilevel use) measures, was achieved using exploratory factor analysis (EFA). This was done for three reasons: 1) due to newly created items for shared leadership, well-being intention and role well-being (all based on extant literature; see below); 2) in order to improve on Werner-de-Sondberg et al. (2018) where, for the sake of parsimony, all items (including TPB Informed) were bi-directionally worded and scored ranging -2 to +2. This was because the cross-sectional time constraints

and exploratory nature of the study could take only basic account of advice in Francis, Eccles et al., 2004, Francis, Johnston et al., 2004, and Gagné & Godin, 2000), whereas now more complex account was taken of the same literature longitudinally, such that TPB informed items were scored very differently (see below); and 3) concerning intolerance for ambiguity whose previous prison use in Australia (Dollard, 1996) was now being applied to a very different police custody population in England.

EFA was chosen over confirmatory factor analysis (CFA) for two reasons: 1) the general absence of *a priori* expectations about the number and influence of common factors necessary for CFA; and 2) the fact that theory and information supporting adapted measures offered little or no insight into the current research (cf. Fabrigar & Wegener, 2014). EFA analyses were conducted using principal axis factoring together with the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, communalities, determinant, Bartlett's test of sphericity, anti-image correlation (Field, 2017) and critical value loading options (Stevens, 2002). From an original 163 items, this saw 43 items removed following the first wave (N = 84), and a further 6 items removed following the second wave (N = 211, i.e. 84 + 127), to settle on a final 114 items (confirmed at the third wave [N = 313, i.e. 84 + 127 + 102] and fourth wave [N = 367, i.e. 84 + 127 + 102 + 54]).

2.2.4. Materials – predictor variables There are seven predictor variables, as follows.

1) Shared leadership (indirect; *Appendix B, Part H, items 112 -116*): These single factor bespoke items were derived from the current literature (Bolden, 2011; Fallah, 2011; Appelbaum et al., 1999). Reduced from seven to five items following EFA (Appendix C, Table 2.1), they were anchored “(1) Strongly Disagree” to “(7) Strongly Agree” and comprised shared level referent-shift compositions (Chan,

1998). These produced an omega reliability of .89, 95% CI [.87, .92] (ICC2 = .89, 95% CI [.87, .91] and ICC1 = .62, 95% CI [.57, .67]) (an extremely large effect size [Cohen, 1988; Hox, 2010], heavily influenced by team membership, accounting for 62% variance). (Note. By group mean-centring shared leadership, the individual level was also included for comparative purposes, though the main analyses were at the shared level).

2) Well-being belief culture (*indirect; Appendix B, Part A*): These employ the seven-custody officer specific competencies (Skills for Justice, 2013), which share some overlap with those for inspectors, but were likely to be less familiar to detention officers and custody assistants. However, they were employed successfully in Werner-de-Sondberg et al. (2018), and so provide an opportunity for all roles to be assessed using the same measure in the current study. As to the current study, while the names for all seven-custody officer specific competencies are apparent, some items (adapted for multilevel use) were lost to the study with those remaining combined to produce four factors, as follows:

Decision making, professionalism and working with others (combined to retain 13 of 19 items following EFA [Appendix C, Table 2.2]); $\omega = .96$, 95% CI [.95, .97]) (ICC2 = .96, 95% CI [.95, .96] and ICC1 = .63, 95% CI [.59, .67]) (an extremely large effect size heavily influenced by team membership, accounting for 63% variance);

Leading people and managing performance (combined to retain eight of 12 items; following EFA [Appendix C, Table 2.2]) $\omega = .94$, 95% CI [.92, .95]) (ICC2 = .93, 95% CI [.92, .94] and ICC1 = .62, 95% CI [.58, .66]) (an extremely large effect size heavily influenced by team membership, accounting for 62% variance);

Leading change (retained three of six items following EFA [Appendix C,

Table 2.2]); $\omega = .89$, 95% CI [.86, .92]) (ICC2 = .88, 95% CI [.86, .90] and ICC1 = .72, 95% CI [.67, .76]) (an extremely large effect size heavily influenced by team membership, accounting for 72% variance); and Public service (retained three of five items following EFA [Appendix C, Table 2.2]); $\omega = .84$, 95% CI [.80, .88]) (ICC2 = .82, 95% CI [.78, .85] and ICC1 = .60, 95% CI [.55, .66]) (an extremely large effect size heavily influenced by team membership, accounting for 60% variance).

Anchored “(1) Extremely Unlikely” to “(7) Extremely Likely” (Francis, Eccles et al., 2004; Francis, Johnston et al., 2004), they comprised shared level referent-shift compositions (Chan, 1998). These produced an omega reliability based on sub-components due to computational difficulties of .85, 95% CI [.82, .88] (ICC2 = .77, 95% CI [.72, .81] and ICC1 = .45, 95% CI [.40, .51]) (a large effect size heavily influenced by team membership, accounting for 45% variance).

3) Normative (well-being) belief culture (*Indirect; Appendix B, Part B*): Using only the two people-focused factors of the Organizational Culture Inventory (since the third is task-focused; Balthazard et al., 2006), some items (adapted for multilevel use) were lost to the study, as follows:

Constructive culture (retained all eight items; $\omega = .92$, 95% CI [.91, .94]) (ICC2 = .91, 95% CI [.90, .93] and ICC1 = .56, 95% CI [.52, .61]) (a very large effect size heavily influenced by team membership, accounting for 56% variance); and

Passive-defensive culture (retained four of eight items following EFA [Appendix C, Table 2.3]; $\omega = .85$, 95% CI [.81, .88]) (ICC2 = .83, 95% CI [.80, .86] and ICC1 = .62, 95% CI [.57, .67]) (an extremely large effect size heavily influenced by team membership, accounting for 62% variance).

Anchored “(-3) Never do” to “(+3) Always do” (Francis, Johnston et al, 2004; Francis et al, 2004), these items comprised shared level referent-shift compositions (Chan, 1998). These produced an omega reliability of $\omega = .82$, 95% CI [.77, .85] (ICC2 = .74, 95% CI [.69, .78] and ICC1 = .20, 95% CI [.17, .24]) (a broadly medium effect size moderately influenced by team membership, accounting for 20% variance).

4) Well-being control belief climate (*Indirect; Appendix B, Part C*): While all short version HSE Management Standards Indicator Tool (MSIT; Cousins et al., 2004) items (adapted for multilevel use) were eventually³ lost to the study (being unsupported by EFA), all short version Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015) items (already developed for multilevel use) were retained following EFA (Appendix C, Table 2.4), namely:

Autonomy (three items, $\omega = .83$, 95% CI [.78, .87]) (ICC2 = .82, 95% CI [.79, .86] and ICC1 = .61, 95% CI [.55, .66]) (an extremely large effect size heavily influenced by team membership, accounting for 61% variance);

Competence (three items, $\omega = .86$, 95% CI [.83, .89]) (ICC2 = .85, 95% CI [.81, .87] and ICC1 = .65, 95% CI [.59, .70]) (an extremely large effect size heavily influenced by team membership, accounting for 65% variance); and

Relatedness (three items, $\omega = .86$, 95% CI [.81, .89]) (ICC2 = .84, 95% CI [.81, .87] and ICC1 = .64, 95% CI [.59, .69]) (an extremely large effect size, heavily influenced by team membership, accounting for 64% variance).

Anchored “(1) Much More Difficult” to “(7) Very Much Easier” (Francis, Johnston et al, 2004; Francis et al, 2004), they comprised shared level referent-shift compositions (Chan, 1998). These produced an omega reliability of .89, 95% CI [.87, .91] (ICC2 = .88, 95% CI [.85, .90] and ICC1 = .44, 95% CI [.39, .49]) (a large effect strongly influenced by team membership, accounting for 44%

variance). (Note. By group mean-centring well-being control belief climate, the individual level was also included for comparative purposes, though the main analyses were at the shared level.)

5) Attitudes to well-being culture (*Direct; Appendix B, Part D1*): Retained two of four bespoke items (adapted for multilevel use) following EFA (Appendix C, Table 2.5). Anchored “(1) Completely Worthless/Very Dissatisfying” to “(7) Very Beneficial/Very Satisfying” (Francis, Johnston et al, 2004; Francis, Eccles et al, 2004), they comprised shared level referent-shift compositions (Chan, 1998). These produced an omega reliability of .81, 95% CI [.86, .94] (ICC2 = .91, 95% CI [.88, .92] and ICC1 = .83, 95% CI [.79, .86] (an excessively large effect size heavily influenced by team membership, accounting for 83% variance).

6) Subjective well-being norms culture (*Direct; Appendix B, Part D2*): Retained two of four bespoke items (adapted for multilevel use) following EFA (Appendix C, Table 2.5). Anchored “(1) Strongly Disagree” to “(7) Strongly Agree” (Francis, Johnston et al, 2004; Francis et al, 2004) they comprised shared level referent-shift compositions (Chan, 1998). These produced an omega reliability of .78, 95% CI [.74, .86] (ICC2 = .80, 95% CI [.76, .84] and ICC1 = .67, 95% CI [.61, .73] (an extremely large effect size heavily influenced by team membership, accounting for 67% variance).

7) Perceived well-being control climate (*Direct; Appendix B, Part D3*): Retained two of four bespoke items (adapted for multilevel use) following EFA (Appendix C, Table 2.5). Anchored “(1) Very Difficult/Not at all” to “(7) Very Easy/All of the time” (Francis, Eccles et al., 2004; Francis, Johnston et al., 2004) they comprised shared level referent-shift compositions (Chan, 1998). These produced an omega reliability of .93, 95% CI [.90, .95] (ICC2 = .92, 95% CI [.90, .94] and ICC1 = .85, 95% CI [.82, .88] (an excessively large effect size heavily

influenced by team membership, accounting for 85% variance). (Note. By group mean-centring shared perceived well-being control, the individual level was also included for comparative purposes, though the main analyses were at the shared level.)

2.2.5. Materials – outcome variables There are seven outcome variables, as follows.

1) Well-being intentions (i.e. conducive to well-being; *Appendix B, Part E*): Based on the WHO (2014) mental health definition of well-being, the only theme unsupported was *realising potential*, with all other bespoke items retaining seven of 12 items, as follows:

Copes with the normal stresses of life (retained one of two items following EFA [Appendix C, Table 2.6]); re-test reliability, second wave = -.14; third wave = .07; fourth wave = .09);

Works productively and fruitfully (retained all four items; $\omega = 0.93$, 95% CI [.90, .95]) (ICC2 = .93, 95% CI [.92, .94] and ICC1 = .77, 95% CI [.74, .81] (an extremely large effect size heavily influenced by team membership, accounting for 77% variance); and

Contributes to home and local community (retained both items; $\omega = .83$, 95% CI [.77, .87]) (ICC2 = .81, 95% CI [.76, .85] and ICC1 = .68, 95% CI [.61, .73] (an extremely large effect size heavily influenced by team membership, accounting for 68% variance).

Anchored “(1) Never” to “(7) Every day” (Francis, Johnston et al, 2004; Francis et al, 2004), they reflect positive and negative influences (Tetrick, Quick & Gilmore, 2012) and comprised individual level direct consensus compositions (Chan, 1998). These produced an omega reliability of .85, 95% CI [.81, .89] (ICC2 = .84, 95% CI [.82, .87] and ICC1 = .43, 95% CI [.39, .48] (a large effect

size heavily influenced by team membership, accounting for 43% variance).

2) Role well-being (*Appendix B, Part F*): Mirroring well-being intentions (*Appendix C, Table 2.6*), they produced an omega reliability of .83, 95% CI [.78, .86] (ICC2 = .82, 95% CI [.78, .85] and ICC1 = .39, 95% CI [.34, .44] (a broadly large effect size heavily influenced by team membership, accounting for 39% variance).

3) Low workplace stress (*Appendix B, Part G, item 81*): This Standardised measure used the single HSE item, “In general I find my job?” anchored “(1) Not at all stressful” to “(5) Extremely stressful”. Developed by Smith et al. (2000), it was reverse coded to better reflect low workplace stress and comprised individual level direct consensus compositions (Chan, 1998). It produced re-test reliabilities for the second wave = -.02; third wave = .06; and fourth wave = .07.

4) Mental well-being (*Appendix B, Part G, items 74 to 80*): This standardised measure uses the short version Warwick-Edinburgh Mental Well-being Scale (WEMWBS; Taggart, Stewart-Brown, & Parkinson, 2016). Anchored “(1) None of the time” to “(5) All of the time” they comprise individual level direct consensus compositions (Chan, 1998). These produced an omega reliability of .90, 95% CI [.88, .92] (ICC2 = .86, 95% CI [.83, .88] and ICC1 = .46, 95% CI [.42, .51] (a large effect size heavily influenced by team membership, accounting for 46% variance).

5) Subjective well-being (*Appendix B, Part I, items 117 to 120*): This standardised measure used the Office of National Statistics’ Subjective Well-being Scale (SWBS; Dolan & Metcalfe, 2012; cf. Oguz, Merad, & Snape, 2013). Anchored “(0) None of the time” to “(10) Completely” they comprise individual level direct consensus compositions (Chan, 1998). These produced an omega reliability of .87, 95% CI [.84, .89] (ICC2 = .86, 95% CI [.83, .88] and ICC1 = .60, 95% CI [.55, .65] (an extremely large effect size heavily influenced by team

membership, accounting for 60% variance). While three of its items are positively worded, the fourth “Overall, how anxious did you feel yesterday” is negatively worded and needs to be reverse coded (also producing the weakest communality of .362 and factor loading of .447). It was noted that this reverse wording sometimes caught participants out, i.e. scoring higher than they meant to and, therefore, needed to be corrected (verifiable from other scales, e.g. mental well-being and negative affectivity). Hence, consideration was given to removing the item, but it was left to preserve the scale’s original integrity. It is also worth noting that there is a slight difference in the order and wording of the scale between 2012 and 2013, with the latter used in the current study.

6 and 7) Energy and engagement (Appendix B, Part G, items 82 to 97): This standardised measure adapts the Oldenburg Burnout Inventory (OLBI; Demerouti et al., 2010, chosen to replace the Maslach Burnout Inventory [Maslach and Jackson, 1996 as cited in Houdmont, 2013], so as to better re-code exhaustion for energy and also provide a well-being alternative for disengagement (cf. Wernerde-Sondberg et al., 2018). These produced omega reliabilities, as follows:

Energy, $\omega = .81$, 95% CI [.76, .85] (ICC2 = .71, 95% CI [.66, .75] and ICC1 = .23, 95% CI [.19, .28], a broadly medium effect size moderately influenced by team membership, accounting for 23% variance); *engagement*, $\omega = .74$, 95% CI [.67, .78] (ICC2 = .72, 95% CI [.67, .76] and ICC1 = .24, 95% CI [.20, .29] (a broadly medium effect size moderately influenced by team membership, accounting for 24% variance). Anchored “(1) Strongly Disagree” to “(7) Strongly Agree”, they comprise individual level direct consensus compositions (Chan, 1998).

2.2.6. Materials – control variables There are two control variables, as follows.

1) Negative affectivity (NA; Appendix B, Part G, items 98 - 107): This

standardised measure used the 10 NA adjectives of the Positive and Negative Affect Schedule (PANAS; Watson, Clark, & Tellegen, 1988). Normally conforming to a five-point Likert scale, this was changed to a seven-point scale to provide greater variance and was also reverse scored to better reflect low NA in most analyses. Anchored “(1) Not at all” to “(7) Extremely” they comprised individual level direct consensus compositions (Chan, 1998). These produced an omega reliability of .87, 95% CI [.80, .91] (ICC2 = .88, 95% CI [.85, .90] and ICC1 = .41, 95% CI [.37, .46]) (a large effect size strongly influenced by team membership, accounting for 41% variance).

2) *Intolerance for ambiguity (IfA; Appendix B, Part G, items 108 - 111)*: While the original source of these single factor items is unknown, they were found in a PhD thesis by Dollard (1996) focused on stress in the Australian prison service, from which the reader is told two irrelevant items had already been deleted (content unknown). Further reduced from seven to four items following EFA (Appendix C, Table 2.1), they originally conformed to a five-point Likert scale, but were changed to a seven-point to provide greater variance. Reverse scored to better reflect low IfA, they were anchored “(1) Strongly Disagree” to “(7) Strongly Agree” and comprised individual level direct consensus compositions (Chan, 1998). These produced an omega reliability of .85, 95% CI [.81, .88] (ICC2 = .82 95% CI [.78, .85] and ICC1 = .53 95% CI [.47, .58]) (a very large effect size heavily influenced by team membership, accounting for 53% variance).

2.2.7. *Procedure (including ethical considerations)* The research was conducted with full ethics approval of Nottingham Trent University’s College of Business, Law and Social Sciences Research Ethics Committee (BLSS CREC). While each of the four surveys provided an introduction to the study (including voluntary participation, right to withdraw, and informed consent), the need to link

repeated returns while preserving anonymity and confidentiality was achieved by asking participants to provide a unique five-digit identifying code combining the day and month of their birth, e.g. 3rd June (03 + 06 = 09), and last three digits of their primary telephone number, e.g. 0123 456 789, hence '09 789' (Appendix B, first page). To maximise returns, each survey was also presented in two forms: a) paper, able to be returned to the author in a pre-paid business reply envelope; and b) online, using a Bristol Online Survey link.

Due to the subject matter, ethical approval took account of the fact that surveys would touch on issues of health and well-being (including stress and burnout), any-one (or all) of which could exacerbate already heightened levels of arousal and distress (without anyone knowing they were previously affected). To this end, it was felt that constant engagement with surveys/results would provide its own self-monitoring tool, with the last survey also followed by a self-help guide (Appendix B1). This late appearance was to avoid it being viewed as an early intervention which might confound results (though it is well documented that measurement through survey completion can affect behaviour; Francis, Johnston et al., 2004, p. 70). For this reason, the second, third and fourth surveys contained an additional question intended to capture change, whether positive, negative or a life changing event (Appendix B, Part J).

While all staff received advanced notice of the research by their Heads of Department, a planned audio-video introduction failed due to firewall and other procedural difficulties. This was replaced with a paper introduction which was distributed to all staff ahead of the second survey, able to affirm: 1) anonymised data would be fed back at the end of each survey (and across all four surveys at the end); and 2) survey length had been reduced as a result of first survey

analysis from 163 to 120 items (though this finally settled on 114 items, as detailed earlier).

2.3.8. Data analysis Except for a single univariate one-way between-groups ANOVA, analyses were almost exclusively regression-based (being mainly multilevel with a few single [group] level analyses where multilevel analyses were problematic).

2.4. Strategy 2: Qualitative

This addresses the research question, “How will participant comments support the research aim of knowing, how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?” This was achieved by analysing self-report open comments from current and earlier degree surveys (relevant to police custody), which I had conducted between 2001 and 2017, as well as more recent participant correspondence, explained in Data collection (sub-section 2.3.2).

2.4.1. Participants For the current research, participants came from all seven police forces and 28 custody units (including one dummy coded for custody inspectors). This saw 100 officers and police staff provide comments (a response rate of 14%), comprising: custody inspectors (6; 20%); custody sergeants (63; 17.5%); detention officers (25; 14 public [7.8%] and 11 private [15.3%]); and custody assistants (6; 8%). These were extracted from each of the four surveys (paper and on-line), as follows: 1) $n = 21$; 2) $n = 28$; 3) $n = 32$; and 4) $n = 19$.

M_{age} saw detention officers (public = 49.33 years; SD = 6.48) as the eldest group followed by custody inspectors (45.83 years; SD = 6.08) and sergeants

(45.55 years; SD = 6.98). M_{age} for detention officers (private = 29 years; SD = 6.48), was slightly older than for custody assistants (24.33 years; SD = 4.68).

$M_{\text{tenure in custody/police}}$ saw detention officers (public = 17.17/17.87 years; SD 5.37/5.52), as the longest serving in custody, with custody inspectors (0.87/22.88 years; SD = .77/5.03) and sergeants (4.42/19.75 years; SD = 3.72/5.02), enjoying greater experience as police officers, with detention officers (private = 3.97/4.14 years; SD = 4.57/54.44), and custody assistants (0.71/1.19 years; SD = 0.48/0.40) much younger in service.

Except for female custody inspectors (66.7%), the sample was male dominated, with custody sergeants (81%), detention officers (public = 50%; private = 54.5%), and custody assistants (66.7%).

Most worked full-time, with the only part-time staff: custody sergeants (7.9%); detention officers (public = 7.1%; private = 9.1%); and custody assistants (16.7%).

Except for detention officers (private), all of whom worked 12-hour shifts, most other roles worked variable (9-11 hour) shifts, i.e. custody inspectors (66.7%), sergeants (71.4%), detention officers (public = 78.6%), and custody assistants (100%). Hence, only 23 per cent of public sector staff worked 12-hour shifts.

2.4.2. Data collection In addition to the four surveys, comments were also generated in two other ways: 1) following circulation of aggregated result feedback reports (four in total) completed as part of the current study (Appendix G); and 2) following circulation of supplementary propositions (Appendix H) for additional comment at the end of the third survey analysis. Both sets of responses were emailed back to the researcher to provide a quasi-action research approach (Coghlan, and Brannick, 2014). These numbered 131 comments as follows:

Custody inspectors (11, a return rate of 8%);

Custody sergeants (80, a return rate of 61%);

Detention officers (public = 15, a return rate of 11%; private = 19, a return rate of 15%);

Custody assistants (public = 6, a response rate of 5%); and

Unknown = 2 (a return rate of 0.41%).

In addition, the study was able to draw on custody related comments obtained from earlier degree surveys, namely: MSc Forensic Psychology (20013; N = 39; Professional doctorate in Occupational Psychology (2003-4; n = 6); and MSc Occupational Psychology (2001; n = 2).

For the MSc Forensic Psychology (cross-sectional study), participants came from four English police forces (three the same as for the current study) and 17 custody units (14 the same as for the current study). From a potential pool of 523, this saw 39 custody sergeants and detention officers (public and private) provide comments (a response rate of just 7.46%), i.e. custody sergeants [21, a return rate of 8.37%]; detention officers [public = 10, a return rate of 5%; private = 8, a return rate of 11.11%]

M_{age} saw custody sergeants (42.57 years; SD = 7.49) as being older than detention officers (public = 42.6 years; SD = 10.15; private = 25.25 years; SD = 4.89).

$M_{tenure\ in\ custody}$ saw detention officers (public = 10.83years; SD 3.26), as the longest serving in custody, with custody sergeants (2.96 years; SD = 2.58), and detention officers (private = 1.36 years; SD = 1.16), the youngest in service.

For custody sergeants (81%), the sample was male dominated, while private detention officers (62.5%) were female dominated; in contrast public detention officers were 50:50.

Most worked full-time, with the only part-time staff: custody sergeants (4.8%)

and public detention officers (20%).

For the Professional doctorate in Occupational Psychology (a two-year, longitudinal study focused on the use of effective communication), custody related participants were all sergeants, i.e. two male and one female, year 1; three male, year 2). For the MSc Occupational Psychology (a cross sectional study focused on role stress and organisational fairness as mediators of climate-outcome relationships), custody related comments saw one from a male sergeant and the other from a male inspector.

This totalled 178 comments, i.e. custody inspectors/managers (12), custody sergeants (108), detention officers (public = 25; private = 27) and custody assistant (6). The value of these additional comments was that they provided an extended longitudinal focus able to demonstrate that some issues have existed for considerably longer than the current study. These provided three comparative data sets for:

- 2001 (MSc1), 2003 (DOccPsych1), and 2004 (DOccPsych2); all confined to one single police force;
- 2013 (MSc2), i.e. the same and three other different police forces, plus 2015-16 (PhD1), regarding pre new-builds in one force; and
- 2016-2017 (PhD2, 3 and 4), able to account for significant changes post new-builds since PhD1).

For the most part, procedure was the same as the quantitative study (subsection 2.2.7), except that anonymity, confidentiality and extract meaning was assisted by the judicious use of [editing], where necessary. As to the inclusion of non-PhD data, this was granted for the MSc2 by making a further ethics application to re-analyse the quantitative and qualitative data as part of my PhD research training. However, this saw only the quantitative data re-analysed

(resulting in the publication of Werner-de-Sondberg et al., 2018), while the qualitative data are only now being re-analysed together with MSc1 and DOccPsych1 and 2 data (except that these were too old for consideration as raw data, and only appear in their anonymised non-published dissertation forms).

2.4.3. Data analysis Here the search for triangulated/crystallised support meant consideration of IMMOCC as: 1) outcome result/consequence, requiring use of theoretical thematic analysis (TTA; Braun & Clarke, 2006, 2013), i.e. top-down, involving largely semantic (explicit), descriptive (illustrative), and deductive coding (Braun & Clarke, 2006, 2013); and 2) output production/creation requiring use of thematic analysis (TA; Braun & Clarke, 2006, 2013), i.e. bottom-up, involving largely semantic (latent), interpretative (analytic), and inductive coding. Both TTA and TA observe the same six-phase approach established by Braun and Clarke (2006, pp.86-93), summarised as: 1) complete familiarity with the data; 2) generating initial codes through constant comparison with the data; 3) identifying themes; 4) reviewing and mapping themes (ensuring coherence across coded extracts and entire data set); 5) defining and naming clearly separable themes; and 6) writing the report (ensuring evidence in support of themes also addresses the research question). Of these, the second, third and fourth phases are far from straight forward and need further explanation as follows.

Phase 2 (initial coding): Involved working systematically through the entire data set, giving full and equal attention to each data item, i.e. coding: 1) for as many potential themes as possible; 2) inclusively; 3) for as many different themes as appears relevant; and 4) to retain items of difference and/or tension.

Phase 3 (initial themes): This involved the interpretative analysis of the data

codes to establish overarching and sub-themes (though still without abandoning any themes).

Phase 4 (reviewing and mapping): Reviewing involved consideration of whether to combine, refine, separate or discard. It involved two levels, i.e. ensuring that: 1) codes cohered around the theme; and 2) themes (as mapped) were valid across the entire data set. This was also the time to code additional data within themes that had been missed.

Both TTA and TA approaches involved complete rather than selective coding (Braun and Clarke 2013, pp. 206-211 and 214; e.g. Table 2.4a and b), with data for each code then collated together (p. 216; e.g. Figure 2.4 and Table 2.4c). This further contrasts IPA, where coding and analysis is conducted sequentially as descriptive, linguistic and conceptual comment (pp. 214-216), while TTA and TA provide a clear comparison between the two approaches. In terms of the order of analyses, TTA was conducted before TA. This also saw TTA borrow the classical grounded theory use of Memos (i.e. conceptual, method and category), whereas the TA approach did not (being no longer necessary). In addition, account was taken of negative comment generated about difficulties participants were having answering the survey; comments that saw the first survey re-structured, so that sections A1, 2, and 3 became sections D1, 2 and 3 (Appendix B); issues further addressed in the Discussion (Section 7.5).

Table 2.4a. Example of TTA coded extract

Participant comment	Coding and analytic comment
72) The two things in life you are in total control over are your attitude and effort...Billy Cox. Don't let the behaviour of others destroy your inner peace...Dalai Lama Once you replace negative thoughts with positive ones you'll start having positive results...Willie Nelson	Concern +ve beliefs. Processed as cult/clim (indirect and direct). Conceptual Memo: Cult/clim (Indirect and direct). Last survey with site open. Method Memo: Support +ve psychology.

<p>...Custody is one of the most challenging roles in the police and traditionally the organisation has failed officers. More resources are needed to support and assist those that work in custody. Making it a specialist role is one thing but to actually deliver a more supportive hierarchy is what's missing. Until a more holistic supportive and all-encompassing network/safety net is shown to be there for custody staff to avail themselves is available then the current sickness levels and suspended officers will continue. Morale amongst officers is low but in custody it is dangerously low. E.g. It's taken 3 months for my annual leave to be approved for Oct 2016 (applied in August 2015). There are currently 300 leave applications pending with RMU for approval. Officers are frustrated and feel impotent. ...-CO...</p>	<p>Concern mgt. Disquiet about way custody is run. Processed: As –ve NBs and call for more holistic support for custody staff. Conceptual Memo: Supports competency of leading change; +veWBs/-veNBs, HSE/WD(All). Last survey with site open.</p> <p>Category Memo: Issues of sickness and fact custody is not for everyone invites question whether certain personality types should be screened from working in custody – however any tool would need to include good impression management control. The alternative is to provide those identified in PDR with development training.</p>
<p>N.B. The original page is accompanied by Note. Coexisting +ve BBs and -ve NBs culture concern: management; demand characteristics; and austerity cuts, i.e. way –ve undermines +ve despite fact the two are theoretically not supposed to coexist.</p>	

Table 2.4b. Example of TA coded extract

Participant comment	Coding and analytic comment
<p>72) ...In a 24/7 world of instant gratification and immediate satiation its sometimes good to sit back relax and meditate. Take stock and count your blessings. As I enter my fifth decade on the planet I have started to become more tolerant less judgemental and more accommodating to people</p> <p>Custody is one of the most challenging roles in the police and traditionally the organisation has failed officers. More resources are needed to support and assist those that work in custody. Making it a specialist role is one thing but to actually deliver a more supportive hierarchy is what's missing. Until a more holistic supportive and all-encompassing network/safety net is shown to be there for custody staff to avail themselves is available then the current sickness levels and suspended officers will continue. Morale amongst officers is low but in custody it is dangerously low. E.g. It's taken 3 months for my annual leave to be approved for Oct 2016 (applied in August 2015). There are currently 300 leave applications pending with RMU for approval. Officers are frustrated and feel impotent. ...-CO...</p>	<p>Individualism and well-being (+ve)</p> <p>Custody as a failed duty of care.</p>

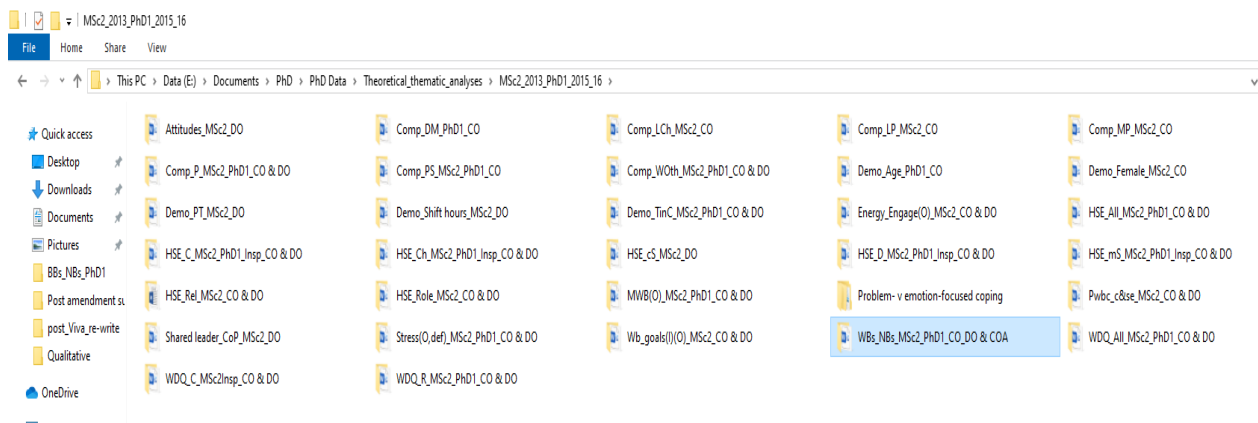


Figure 2.4. Screenshot of collated TTA codes (highlighting the WBs_NBs_MSc2_PhD1_CO_DO and COA file from which extracts were taken)

Table 2.4c. Summary of collated TA codes for Theme 1

Theme 1. Individualism and well-being:

+VE: MSc2 (3); PhD1 (1); PhD2 (6); PhD3 (3); PhD4 (2); SuppProp (3) = 18

-VE: MSc2 (1); PhD1 (1); PhD2 (3); PhD3 (3); PhD4 (2); SuppProp (5) = 15

Poor well-being: MSc2 (1); PhD1 (1); PhD2 (1); PhD3 (4); PhD4 (3); SuppProp (1) = 10

Custody Sgt - Lone working: MSc2 (2); PhD2 (1); PhD3 (1); PhD4 (1); SuppProp = 4

- Responsibility/accountability: MSc2 (2); PhD1 (1); PhD3 (1)

- Entrapment: PhD3 (2) + SuppProp = (2 -ve)

12-hour shifts: SuppProp (5 +ve; 4-ve)

Personality/Hardiness: MSc2 (4) + SuppProp (2; including Training)

Gender difference: MSc1_DOcc (1); MSc2 (1); PhD2 (2); PhD3 (1)

Self-awareness - Survey: MSc1_DOcc (1); MSc2 (1)/

- Clinical supervision: MSc2 (1), cf. Child Exploitation Unit

Note. Results were then assessed for literal and/or theoretical replication (Yin, 2014, p. 57; cf. Robson, 2011, p.140) – see next section.

2.5. Strategy 3: Quantitative and qualitative

This addresses the research question, “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?” Here the intention is to synthesise quantitative and qualitative lessons to provide single (embedded) and multiple case studies able to inform analytic generalisability/transferability in terms of literal and/or theoretical replication (Yin, 2014), i.e. literal in the sense that the same findings are expected to be replicated in similar

populations; and theoretical in the sense that contrasting findings are expected for wholly anticipated reasons.

Here, literal replication is the most likely for: 1) two alliance forces who share the same company for their privately contracted detention officers; 2) another two forces whose detention officers are publicly contracted; 3) all forces regarding custody sergeants; and 4) all forces regarding custody inspectors/managers. In contrast, theoretical replication is less certain, the hope being that results will provide a basis for improving custody (officer and police staff) well-being in the future, thereby fulfilling the promise of a quasi-action research approach (Coghlan & Brannick, 2014).

Quantitatively Design, Participants, Materials and Procedure is the same as Strategy 1. Qualitatively Participants, Data collection and Data analysis is the same as Strategy 2.

2.6 Chapter summary

The chapter began with reflections on the what, when and why of the study's methodological approach. It then explains why the triple strategy approach is necessary to address both the overarching aim of the research and long term goal of achieving transformational change; namely, because of: 1) the multi-layered complexity of the setting; and 2) the fact that IMMOCC cannot be expected to capture everything and may yet need to be revised for conceptual reasons or because the sample data do not fit because of measurement error. Much of the chapter then focuses on the study's multi-strategy approach aimed at exploring how and why factors that promote or undermine police custody staff well-being also explain differences within and between their public and private sector roles and workplaces (i.e. custody units). It also explained how this was facilitated using

a multilevel survey, the development of which was grounded in IMMOCC (including space for open comments at the end); though supplemented by additional open comments available from other custody related sources.

Footnotes

3. In truth, three items remained potentially viable throughout, i.e.: item 4, “We have unrealistic time pressures”; item 6, “We are always consulted about change at work”; and item 7, “Our relationships at work are strained”. These saw item 6 aligning with WPDQ Competence, while items 4 and 7 formed a fourth factor. However, in the end, communalities of .411, .293 and .296 (despite factor loadings of .707, .584 and .683) saw the items removed in order to preserve the integrity of WPDQ items.

3. Results (Strategy 1a): Quantitative - Linear

3.1 Chapter aims and objectives

With the previous chapter having explained the method and methodology behind the study's multi-strategy approach, the next four chapters consider the results. Following data cleaning and assumption testing, the chapter presents results for the first 16 hypotheses focused on IMMOCC's linear relationships. These results are presented in the same categorised order as set out in the Introduction (Table 1.6) regarding theory, method, mediators, moderators, and study related well-being; here summarised as Table 3.1.

Table 3.1. Categorised summary of 16 linear hypotheses

<i>Sub-type</i>	<i>Hypotheses</i>
Theory	Shared leadership as predictor and source of staff cohesion (H4) Support for IMMOCC (H8)
Method	No NA or IfA control bias (H2[a] and H3[a]) Cultural affective states (+ve and -ve) coexist (H5) Shared rather than individual level climate is best predictor (H6) WPDQ provides best measure of indirect climate (H7)
Mediator	Support for perception mechanism (H2[b][i] and H3[b][i]) Support for causality mechanism (H2[b][iii] and H3[b][ii]) Shared leadership → culture and climate → outcomes (H9) Indirect predictors → direct measures → intentions (H10) Demographics, NA and IfA controls → culture and climate → intentions/outcomes (H11) Indirect/direct predictors → demographic(s), NA and IfA controls and intentions → outcomes (H12) Demographics, NA and IfA controls → intentions → outcomes (H13)
Moderator	Support for hyper-responsivity mechanism (H2[b][iii] and H3[b][iii]) Indirect/direct predictors → demographic(s) → intentions/outcomes (H14) Direct culture → direct climate → intentions (H15[a] and [b]) Intentions → direct climate → outcomes (H15[c])
Well-being	Better for private DOs than other staff (H1) As study induced positive change (H21)

Note. IMMOCC = Integrated Multilevel Model Organisational Culture Climate; NA = Negative Affectivity; IfA = Intolerance for Ambiguity; WPDQ = Workplace Design Questionnaire.

Quantitatively, they ask the research question, “To what extent can IMMOCC support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?”

3.2. Data cleaning and assumptions

Across seven police forces (eight including one dummy coded for custody inspector) and 33 (reducing to 27 post new build) stations/custody sites, demographic coding proceeded as follows:

Role (coded: custody inspectors = 0; sergeants = 1; detention officers = 2; and custody assistants = 3; although also dummy coded using 0s and 1s with the ‘0’ acting as a referent [Field, 2017]);

Sector (coded: private = 0; public = 1);

Contract (coded: part-time = 0; full-time = 1);

Age (numeric);

Gender (coded: female = 0, male = 1);

Tenure in custody (numeric);

Tenure in police (numeric); and

Shift hours (coded: Variable [9 – 11 hours] = 0; 12 hours = 1).

Standard data cleaning saw three cases excluded: two because the last two thirds of the items were not completed (including all demographics); and the other because the entire survey comprised only neutral answers. Other cases saw only partial removal, chiefly following participant comments that they had struggled to understand the items and provided only neutral answers or had omitted them altogether. Such comments inevitably invite concerns about underestimation (Hoyle, 1995), with much of the survey also inviting concerns about social

desirability effects (Spector, 2006). These concerns were explored by examining response profiles for skewness across all sector roles, where Hoyle (1995, p. 64 [*emphasis added*]) reports underestimation is increasingly serious when:

a) categories are few, e.g. two or three; b) the magnitude of skewness increases, e.g. [<-1 or $>1^4$]; and c) there are different degrees of skewness across variables, e.g. skewed in opposite directions. With cases mostly negatively skewed (supportive of social desirability concerns) and only a few positively skewed, I can report 'b)' applies in five of the seven predictor variables and only one of the six outcome variables as follows:

Shared leadership (custody assistants only; skew = -1.158 in 4.67% of cases);

Well-being culture (custody assistants and those failing to disclose sector &/or role only; skew = -1.693 (SES = .550; & 1.851 respectively in 5.75% of cases);

Attitudes to well-being culture (custody inspectors and assistants only; skew = -1.281 & -1.374 respectively; in 12.98% cases);

Subjective well-being norms culture (custody assistants and those failing to disclose sector &/or role only; skew = -1.014 & 1.293 respectively in 5.52% of cases);

Shared perceived well-being control climate (those failing to disclose sector &/or role only; skew = 1.668 in 0.83% of cases);

Well-being intentions (police sergeants and public detention officers; skew = -1.121 and -1.388 respectively in 68.41% cases; and

Subjective well-being (custody assistants only; skew = -1.274 in 4.71% of cases).

It will be seen that most problematic is well-being intentions at <-1 in 68.41%

of cases. However, Tabachnick and Fidell (2013, p. 80) report large sample skewness makes no substantive difference to analysis. This can be observed in the total data set where skewness for well-being intentions is -1.144 (N = 364), i.e. only marginally less linear in P-P plots than for role well-being which was only moderately skewed (cf. Figure 3.2a & b), while all other outcome regressions were almost perfectly linear⁵. These findings also support the views of Spector (2006) who concluded there was no evidence to support social desirability's general biasing effect which exhibited only modest inflation of a few relationships, and none in most other cases. Indeed, the current data present bigger problems with kurtosis where eight variables have 17 kurtotic values >1, ranging 1.046 to 5.104 (including four values >2, ranging -2.354 to 5.104), but where Tabachnick and Fidell (2013, p. 80) report large sample kurtosis (i.e. 200+ cases) sees the risk of underestimation also reduced. Hence, linked to George and Mallery (2019, p. 114) who, for psychometric purposes, view skewness and kurtosis ± 2 as acceptable (i.e. depending on application), this would suggest concern in this area is largely unmerited and does not undermine any of the analyses.

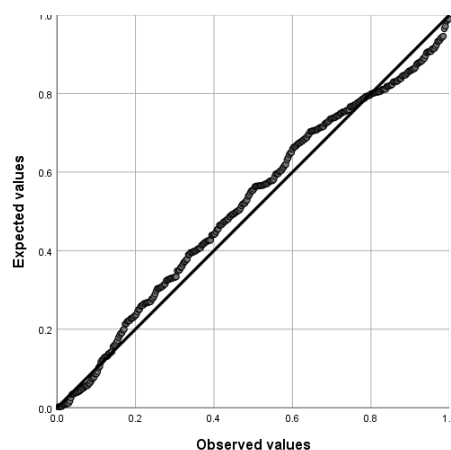


Figure 3.2a. Well-being intentions as outcome normal P-P plot of regression standardised residuals

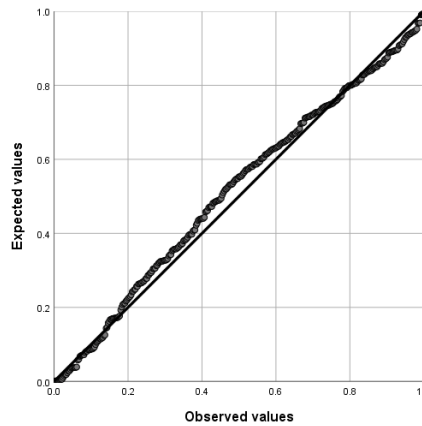


Figure 3.2b. Role well-being as outcome normal P-P plot of regression standardised residuals

Further statistical analyses to identify influential data points saw no items amended using Cook's distance >1 (Stevens, 2002, p. 126), hence data remain in their largely raw state. In addition, methodological and statistical assumptions regarding the predominately two-level, nested nature and independence of the data were also confirmed (Hofmann et al., 2000). This includes the fact that outcome variables are measured at the lowest (i.e. individual) level⁶, while predictor variables can be measured at the lowest and highest (i.e. shared) levels⁷; also, that outcome variables vary within individual and shared levels. In addition, a one-way between-groups ANOVA was employed to test H1, where the team and correlated nature of the scales (together with use of repeated measures), meant the assumption of independence would be violated (addressed at $p < .01$; Stevens, 2002, p. 260). Also, with group sizes far from equal (largest/smallest ratio of variance >1.5 , i.e. 8.5), it is believed homogeneity of variance was also violated, although Levene tests refute this, being statistically non-significant $p > .15$ (Median based, with skewness .27; Stevens, 2002, p. 269] – hence, using Hochberg (1988) post hoc correction, analyses protect both overall and per test (Type 1) error rate.

This same issue of protecting overall and per test (Type 1) error rate also

arose with the use of Sharples and Page-Gould's (2016) indirect procedures for multilevel mediation, where the problem is that analyses are unable to explore multiple mediators or control for other variables in terms of shared variance; limitations which, in the absence of multiple test correction for Type I error, would necessitate a different approach. The remedy had two-parts. Part 1 saw a tempering of analytic interpretations based on overall patterns of statistical significance. This meant three things: 1) all or nearly all hypothesised results were interpreted as strong support; 2) many (but not all or nearly all) hypothesised results were interpreted as partial support; and 3) little or no hypothesised results were interpreted as no support. Part 2 took the decision to retain results only where effect sizes were equal to or greater than $r = .1$ (Cohen, 1988); a measure which saw more than 300 lesser statistically significant results discarded. That said, an advantage of the Sharples and Page-Gould approach is that it observes procedures recommended by Zhang et al. (2009) for disentangling within (level 1) and between (level 2) group effects where 1-1-1 and 2-1-1 analyses could see Level 1 relationships interfere with Level 2 mediation effects (also pertinent to 1-2-1, 1-1-2, and 1-2-2 analyses); an approach achieved by group-mean centring and calculating per-group averages for the mediator.

3.3. Theory

3.3.1. Shared leadership and team cohesion (H4) This saw shared leadership *positively predict well-being outcomes as an example of police custody (officer and police staff) team cohesion*. Tested using hierarchical linear modelling's random coefficient approach (R Core Team, 2015), this normally sees outputs from three different models build on each other (Finch et al., 2014), i.e.: 1) starting with the null model, absent of individual and shared-level fixed effects;

2) progressing to the individual-level fixed effects and covariate demographics model; and 3) ending with the shared-level fixed effects model, while controlling for model two and the potential for team differences. However, since the focus here is on shared leadership, results from the third shared-level fixed effects model is all that will be presented, while using the threshold $t = 1.71(24 \text{ or } 26)$, $p < .05$ one-tailed (the 'or' being dependent on the addition of dummy codes for role, for which custody officer assistant was the referent (coded 0, while all other roles were coded 1; Field, 2017; Hayes, 2018).

Unsupported for role well-being and low workplace stress, H4 is supported (in descending order) for *subjective well-being*, $t(24) = 2.53$, 95% CI [0.08, 0.66], *engagement*, $t(24) = 2.05$, 95% CI [0.01, 0.29], and *mental well-being* $t(24) = 1.76$, 90% CI [0.01, 0.16]. While statistically non-significant, *energy*, $t(26) = 1.60$, saw shared leadership supported at the individual level, $t(26) = -1.97$ 90% CI [-0.34, -0.03]. This provides strong support for H4 in respect of four of the six well-being outcomes suggesting good levels of team cohesion. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to target work groups and, therefore, the use of multilevel analysis where individuals are nested within teams – see Discussion, section 7.6.

3.3.2. Support for IMMOCC (H8) Support for IMMOCC's linear relationships (including perceived well-being control's direct relationship with well-being goal outcomes when intention is weak), were tested using Lavaan 6.3 (Rosseel, 2018a, b). Although it is recognised that the multilevel capabilities of Lavaan are limited, it will fit a two-level structural equation model (MSEM) with random intercepts, provided data are continuous and complete (i.e. missing values are dealt with by listwise deletion), which was all that was needed at this time (with missing values only problematic for low workplace stress, where 36 cases were deleted compared

with 16 to 19 cases in all other instances). MSEM results demonstrate good model utility, with four of the six linear relationships evidencing perceived well-being control's direct relationship with well-being goal outcomes when intention is weak (and vice versa), though attitude to well-being and subjective norms predictive capability could sometimes be weak (Appendix E, Figures 3.1 to 3.6).

Having validated IMMOCC in general linear terms, attention turns to the model's deeper linear utility. This was tested using the same approach outlined in H4, although this time third model focus was for the sake of parsimony, while retaining the same threshold $t = 1.71(24 \text{ or } 26)$, $p < .05$ one-tailed (Table 3.3). Focusing solely on the main findings, this saw: 1) low negative affectivity predict five well-being outcomes; 2) shared leadership, normative culture, and shared perceived climate predict four outcomes; and 3) 12-hour shifts, and well-being intentions predict three outcomes (with six other variables predicting two outcomes and another six predicting just one outcome).

To summarise, with 17 out of 24 variables providing meaningful, if not statistically significant findings, these results demonstrate strong support for IMMOCC's linear relationships (H8), and the predictive strength of: low negative affectivity; shared leadership; normative culture; shared perceived climate; 12-hour shifts; and well-being intentions. They also confirm well-being intentions' relationship with perceived well-being control, so that when the one is a strong predictor, the other is generally weak or weakened. Finally, they offer further confirmation that the role of custody sergeant is linked to workplace stress and low energy.

Table 3.3. Well-being outcome fixed effects for individual and shared-level demographic and predictor covariates

	<i>Role well-being</i>		<i>Low workplace stress</i>		<i>Mental well-being</i>		<i>Subjective well-being</i>		<i>Energy</i>		<i>Engagement</i>	
	<i>Coeff.¹</i>	<i>SE, t</i>	<i>Coeff.¹</i>	<i>SE, t</i>	<i>Coeff.¹</i>	<i>SE, t</i>	<i>Coeff.¹</i>	<i>SE, t</i>	<i>Coeff.¹</i>	<i>SE, t</i>	<i>Coeff.¹</i>	<i>SE, t</i>
Role: Sergeant			-0.69*	0.34, -2.01					-0.60*	0.34, -1.74		
Contract	0.32*	0.13, 2.42									-0.27 ^(tr)	0.18, -1.55
Gender	-0.13 ^(tr)	0.08, -1.53										
Tenure in custody	-0.2*	0.01, -2.57										
Tenure in police									0.03 ^(*)	0.01, 1.67		
Shift hours			0.23 ^(tr)	0.16, 1.43					0.27 ^(*)	0.16, 1.65	0.29*	0.17, 1.75
Low negative affectivity			0.40**	0.06, 6.22	0.23**	0.04, 6.01	0.65**	0.13, 4.98	0.37**	0.06, 5.73	0.27**	0.06, 4.67
Low intolerance for ambiguity							0.12*	0.07, 1.78			0.10**	0.03, 3.21
Shared leadership					0.08*	0.05, 1.76	0.37**	0.15, 2.53	0.12 ^(tr)	0.08, 1.60	0.37*	0.07, 2.05
Individual leadership									-0.18*	0.09, -1.97	-0.15*	0.09, -1.73
Well-being belief culture ²					0.07*	0.04, 1.78	0.21 ^(tr)	0.13, 1.54				
Normative belief culture ²	0.12*	0.05, 2.33			0.08*	0.05, 1.81					0.12*	0.07, 1.72
Attitude to well-being ³					-0.05*	0.02, -2.36						
Subjective norms ³											0.07*	0.04, 2.10
Shared perceived climate ³			0.42**	0.07, 5.76	0.10*	0.04, 2.35			0.24**	0.07, 3.36	0.16*	0.07, 2.39
Individual perceived climate ³			-0.25**	0.08, -3.13			0.43**	0.16, 2.65				
Well-being intentions	0.50**	0.04, 11.61			0.11**	0.04, 2.88	0.24*	0.13, 1.84				

^(tr) trend, i.e. ns but in predicted direction; ^(*) approaching statistical significance; *one-tailed p<.05; **one-tailed p<.01. Notes. 1. Coefficients are unstandardised; 2. Indirect measures; 3. Direct measures; All effects estimated using FML.

3.4. Method

3.4.1. No control measure bias (H2[a] & H3[a]) This predicts the current study will present no negative affectivity (NA) or intolerance for ambiguity (IfA) control bias. Dealing first with NA bias, although the accuracy and truthfulness of NA self-reports is no longer automatically doubted, large differences between zero and first-order partials remain a legitimate first test of potential bias. That said, Spector et al. (2000, p. 90) argue that on its own, “this is insufficient evidence” and advise “only when a variable has been demonstrated conclusively to be a bias and only a bias should it be partialled”. This contrasts IfA, where the problem is that it represents an authoritarian nature liable to rigid, black-and-white thinking/decision making, based on rapid, overconfident judgements, with little consideration for complex realities. Tested using bivariate zero and first-order partials for NA and IfA (Appendix C, Tables 3.4.1[a] & [b] and 3.4.2[a] & [b]), differences were a concern for NA (unsupportive of H2[a]), but not IfA (supportive of H3[a]); although both will later be investigated for explanations other than bias at H2(b)(i-ii) (NA as mediator), H2(b)(iii) (NA as moderator), H3(b)(i-ii) (IfA as mediator), and H3(iii) (IfA as moderator).

3.4.2. Culture sub-component influences (H5) This predicts cultural sub-component coexistence that demonstrate interrelationships could, potentially, work in opposition to each other. Tested using the same approach as H4, output was concerned only with direction rather than statistical significance. Unsupported for subjective well-being and engagement (whose indirect/direct variables were all positive), H5 is supported in the other four outcomes, as follows:

- 1) *Role well-being*, where normative belief culture (indirect) is a positive predictor, while attitude to well-being (direct) is a negative predictor;

- 2) *Energy*, where normative belief culture (indirect) is a positive predictor, while attitude to well-being (direct) is a negative predictor;
- 3) *Low workplace stress*, where normative belief culture (indirect) is a negative predictor, while attitude to well-being (direct) is a positive predictor; and
- 4) *Mental well-being*, where both well-being and normative belief culture (indirect) are positive predictors, while attitude to well-being and subjective norm (direct) are negative predictors.

In summary, while the evidence of cultural sub-component (positive and negative) coexistence is very apparent in 1) to 3) above, the results for all four are difficult to comprehend, let alone explain. Of interest is the fact that 1) to 3) suggest a potential for tension between the sub-components never previously observed or acknowledged, and whose implications are unknown (quantitatively and/or qualitatively); hence support for H5 is partial.

3.4.3. Individual and shared level climate comparisons (H6) This predicts individual and shared level control belief climate will see results consistently favour the shared level. This has been less clear cut, and much more variable, than anticipated. For example: Individual level strength was greater for H12 and for some analyses in H11 and H13; Shared level strength was greater for H8 and H16, and marginally greater for H11; and joint Individual and Shared level strength was apparent for H17 and for some analyses in H11 and H13. Hence, support for H6 is partial, with some shared levels capturing everything and more individual levels do not, while at other times the reverse is true and, therefore, must remain a question for researchers to consider independently.

3.4.4. Management Standard Indicator Tool (MSIT) and Workplace Design

Questionnaire (WPDQ) comparisons (H7) This predicts comparison of the management standards indicator tool (MSIT) and workplace design questionnaire (WPDQ) (short forms), will see results consistently favour use of the WPDQ as the better informant of control belief climate (indirect). As stated in the Methodology (sub-section 2.2.4.4.), all MSIT items (as adapted for multilevel use) were lost to the study (being unsupported by exploratory factor analysis), while all WPDQ items (already developed for multilevel use) were retained.

3.5. Mediators

3.5.1. Mediator importance This is the ability to explain how 'X' exerts its effect on 'Y' due to the indirect influence of a third variable 'M' (whether or not a direct relationship between X and Y also exists; Hayes, 2018). As in all mediator analyses, the indirect effect is supported when paths from the predictor to mediator (path a) and mediator to outcome (path b) are statistically significant (aka the joint significance test; Judd et al., 2014; Yzerbyt et al., 2018) even when, on occasions, the indirect effect (ab) they represent is statistically non-significant (cf. Hayes, 2018 who does not support use of the joint significance test).

3.5.2. Culture and climate mediate paths between shared leadership and well-being outcomes (H9) This predicts shared leadership relationships with well-being outcomes will be mediated by indirect and direct measures of culture and climate. Tested using the 'indirect' multilevel approach of Sharples and Page-Gould (2016), analyses have a 2-2-1 structure, which means it is unaffected by procedures recommended by Zhang et al. (2009). However, as observed in Table 3.5.1, with mediation confined solely to direct measures of culture and climate in only three well-being outcomes, and with no indirect culture and climate

influences, the little support for H9 should be considered no support at all.

Table 3.5.1. Shared leadership's mediated relationships with well-being outcomes

X	M	Y	C'
Shared leadership (Indirect effect = .15)	Shared Perceived well-being Control (Path a = .41)	Energy (Path b = .37)	b = .08
Shared leadership (Indirect effect = .08)	Shared Perceived well-being control (Path a = .41)	Engagement (Path b = .35)	b = .13
Shared leadership (Indirect effect = .15)	Attitude to well-being (Path a = .47)	Subjective well-being (Path b = .31)	b = .47
Shared leadership (Indirect effect = .13)	Subjective norm (Path a = .39)	Subjective well-being (Path b = .34)	b = .49
Shared leadership (Indirect effect = .25)	Shared Perceived well-being control (Path a = .41)	Subjective well-being (Path b = .62)	b = .40

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y.

3.5.3. Direct culture and climate mediate paths between indirect measures

and well-being intentions (H10) Another 2-2-1 structure, it predicts relationships between indirect measures and well-being intentions will be mediated by direct measures of culture and climate. However, as explained in the footnote⁸, the little support for H10 amounts to no support at all, with only two analyses meeting $r \geq .1$.

3.5.4. Culture and climate mediate paths between demographics, controls

and well-being intentions/outcomes (H11) This 1-2-1 structure predicts study demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, shift hours, controls for low negative affectivity (low NA) and low intolerance for ambiguity (low IfA), will have their relationships with well-being intentions/outcomes mediated by culture and climate (indirect and direct) – confirmed as follows.

Well-being intentions: Multiple mediator relationships were found for gender (female), sector (private), role (chiefly custody sergeant, followed by detention officer, custody assistant, and Inspector), but only one for shift (12-hours) (Tables 3.5.2 to 3.5.5). Here, effects were stronger at the individual rather than shared

level, with all but two of the direct relationships (c') statistically non-significant, meaning mediation explained their relationship between predictor (X) and outcome (Y). Results also show climate measures (indirect and direct) provide the strongest mediator influences (i.e. shared control belief/perceived well-being control climate).

Table 3.5.2. Gender mediated relationships with well-being intentions

X	M	Y	C'
Female (Indirect effect: I = -.10; S = -.12)	Well-being belief culture (Path a = -.27)	Well-being intentions (Path b: I = .38; S = .45)	b = -.23
Female (Indirect effect: I = -.10; S = -.07)	Attitude to well-being (Path a = -.52)	Well-being intentions (Path b: I = .20; S = .45)	b = -.25
Female (Indirect effect: I = -.11; S = -.09)	Subjective norms (Path a = -.56)	Well-being intentions (Path b: I = .20; S = .17)	b = ns
Female (Indirect effect: I = -.10; S = -.04)	Shared Perceived well-being control (Path a = -.46)	Well-being intentions (Path b: I = .22; S = ns)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.3. Sector mediated relationships with well-being intentions

X	M	Y	C'
Private (Indirect effect: I = -.30; S = -.27)	Well-being belief culture (Path a = -.72)	Well-being intentions (Path b: I = .41; S = .38)	b = ns
Private (Indirect effect: I = -.11; S = ns)	Attitude to well-being (Path a = -.57)	Well-being intentions (Path b: I = .20; S = ns)	b = ns
Private (Indirect effect: I = -.22; S = ns)	Shared Perceived well-being control (Path a = - 1.07)	Well-being intentions (Path b: I = .20; S = ns)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.4. Role mediated relationships with well-being intentions

X	M	Y	C'
Custody Sergeant (Indirect effect: I = -.17; S = -.13)	Normative belief culture (Path a = -.49)	Well-being intentions (Path b: I = .35; S = ns)	b = ns
Detention Officer (Indirect effect: I = .16; S = .13)	Normative belief culture (Path a = .44)	Well-being intentions (Path b: I = .20; S = .45)	b = ns
Custody Inspector (Indirect effect: I = .14; S = .09)	Shared control belief climate (Path a = .44)	Well-being intentions (Path b: I = .30; S = .20)	b = ns
Custody Sergeant (Indirect effect: I = -.11; S = -.06)	Shared control belief climate (Path a = -.36)	Well-being intentions (Path b: I = .31; S = .15)	b = ns
Custody Assistant (Indirect effect: I = .32; S = .22)	Shared control belief climate (Path a = 1.07)	Well-being intentions (Path b: I = .30; S = .20)	b = ns
Custody Sergeant (Indirect effect: I = -.22; S = -.07)	Shared perceived well-being control (Path a = -.97)	Well-being intentions (Path b: I = .22; S = ns)	b = ns
Detention Officer (Indirect effect: I = .19; S = ns)	Shared perceived well-being control (Path a = .87)	Well-being intentions (Path b: I = .22; S = ns)	b = ns
Custody Assistant (Indirect effect: I = .19; S = ns)	Shared perceived well-being control (Path a = .90)	Well-being intentions (Path b: I = .21; S = ns)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.5. Shift hours mediated relationship with well-being intentions

X	M	Y	C'
12-hour shift (Indirect effect: I = .15; S = .13)	Well-being belief culture (Path a = .36)	Well-being intentions (Path b: I = .40; S = .35)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Role well-being: Multiple mediator relationships were found for gender (female), sector (private), and role (chiefly custody sergeant, followed by detention officer, and custody assistant), but only one for shift (12-hours) (Tables 3.5.6 to 3.5.9). Here, effects varied in strength between individual and shared levels, although at times the difference was marginal, while at other times there was no difference at all. Once again, all but two of the direct relationships (c') were statistically non-significant, meaning mediation explained their relationship between predictor (X) and outcome (Y). Here, direct climate measures provide the strongest mediator influence (i.e. shared perceived well-being control climate).

Table 3.5.6. Gender mediated relationships with role well-being

X	M	Y	C'
Female (Indirect effect: I = -.08; S = -.10)	Well-being belief culture (Path a = -.27)	Role well-being (Path b: I = .31; S = .37)	b = -.24
Female (Indirect effect: I = -.09; S = -.10)	Subjective norms (Path a = -.56)	Role well-being (Path b: I = .16; S = .18)	b = -.25

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.7. Sector mediated relationships with role well-being

X	M	Y	C'
Private (Indirect effect: I = -.25; S = -.23)	Well-being belief culture (Path a = -.72)	Role well-being (Path b: I = .34; S = .32)	b = ns
Private (Indirect effect: I = -.20; S = ns)	Shared Perceived well-being control (Path a = - 1.07)	Role well-being (Path b: I = .19; S = ns)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.8. Role mediated relationships with role well-being

X	M	Y	C'
Custody Sergeant (Indirect effect: I = -.17; S = -.17)	Normative belief culture (Path a = -.49)	Role well-being (Path b: I = .34; S = .34)	b = ns
Detention Officer (Indirect effect: I = .15; S = .16)	Normative belief culture (Path a = .44)	Role well-being (Path b: I = .35; S = .37)	b = ns
Custody Sergeant (Indirect effect: I = -.19; S = -.12)	Shared perceived well-being control (Path a = -.97)	Role well-being (Path b: I = .19; S = .13)	b = ns
Detention Officer (Indirect effect: I = .17; S = .12)	Shared perceived well-being control (Path a = .87)	Role well-being (Path b: I = .20; S = ns)	b = ns
Custody Assistant (Indirect effect: I = .17; S = .11)	Shared perceived well-being control (Path a = .90)	Role well-being (Path b: I = .19; S = .12)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.9. Shift hours mediated relationship with role well-being

X	M	Y	C'
12-hour shift (Indirect effect: I = .12; S = .12)	Well-being belief culture (Path a = .36)	Role well-being (Path b: I = .33; S = .33)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Low workplace stress: Multiple mediator relationships were found for gender (female), low NA, sector (private), role (chiefly custody sergeant, followed by detention officer, custody assistant, and custody inspector), and shift (12-hours) (Tables 3.5.10 to 3.5.14). However, as with H10, single level PROCESS analyses had to be substituted in three instances. Here, effects were stronger at the shared rather than individual levels, with many direct relationships (c') statistically significant (though eight were not, meaning mediation explained their relationship between predictor 'X' and outcome 'Y'). In addition, climate measures (indirect and direct) provide the strongest mediator influences (i.e. shared control belief/perceived well-being control climate), though mediators were generally more mixed.

Table 3.5.10. Gender mediated relationships with low workplace stress

X	M	Y	C'
Female (Indirect effect: I = ns; S = -.20)	Well-being belief culture (Path a = -.27)	Low workplace stress (Path b: I = .12; S = .74)	b = ns
Female (Indirect effect: I = -.09; S = -.11)	Attitude to well-being (Path a = -.52)	Low workplace stress (Path b: I = .17; S = .21)	b = ns
Female (Indirect effect: I = -.11; S = -.21)	Subjective norms (Path a = -.56)	Low workplace stress (Path b: I = .20; S = .38)	b = -.16
Female (Indirect effect: I = -.16; S = -.27)	Shared Perceived well-being control (Path a = -.46)	Low workplace stress (Path b: I = .36; S = .59)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.11. Sector mediated relationships with low workplace stress

X	M	Y	C'
Private (Indirect effect: I = -.08; S = -.27)	Well-being belief culture (Path a = -.72)	Low workplace stress (Path b: I = .11; S = .37)	b = -.58
Private (Indirect effect: I = -.07; S = -.17)	Shared control belief climate (Path a = -.29)	Low workplace stress (Path b: I = .24; S = .59)	b = -.59
Private (Indirect effect: I = -.11; S = N/A)	Attitude to well-being (Path a = -.51)	Low workplace stress (Path b: I = .18; S = N/A)	b = -.65
Private (Indirect effect: I = -.11; S = N/A)	Subjective norms (Path a = -.51)	Low workplace stress (Path b: I = .22; S = N/A)	b = -.62
Private (Indirect effect: I = -.37; S = -.58)	Shared Perceived well-being control (Path a = -1.07)	Low workplace stress (Path b: I = .35; S = .54)	b = -.23

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level. N/A = Use single level PROCESS analysis.

Table 3.5.12. Role mediated relationships with low workplace stress

X	M	Y	C'
Custody Sergeant (Indirect effect: I = -.08; S = -.30)	Normative belief culture (Path a = -.49)	Low workplace stress (Path b: I = .15; S = .61)	b = -.50
Detention Officer (Indirect effect: I = .08; S = .29)	Normative belief culture (Path a = .44)	Low workplace stress (Path b: I = .18; S = .66)	b = .33
Custody Sergeant (Indirect effect: I = -.08; S = -.19)	Shared control belief climate (Path a = -.36)	Low workplace stress (Path b: I = .22; S = .52)	b = -.48
Custody Assistant (Indirect effect: I = .25; S = .78)	Shared control belief climate (Path a = 1.07)	Low workplace stress (Path b: I = .22; S = .72)	b = ns
Custody Inspector (Indirect effect: I = .13; S = .23)	Subjective norms (Path a = .61)	Low workplace stress (Path b: I = .21; S = .38)	b = ns
Custody Sergeant (Indirect effect: I = -.14; S = -.18)	Subjective norms (Path a = -.69)	Low workplace stress (Path b: I = .20; S = .26)	b = -.54
Detention Officer (Indirect effect: I = .09; S = .15)	Subjective norms (Path a = .42)	Low workplace stress (Path b: I = .21; S = .35)	b = .35
Custody Assistant (Indirect effect: I = .20; S = .37)	Subjective norms (Path a = .99)	Low workplace stress (Path b: I = .20; S = .38)	b = .54
Custody Sergeant (Indirect effect: I = -.33; S = -.52)	Shared perceived well-being control (Path a = -.97)	Low workplace stress (Path b: I = .34; S = .53)	b = -.24
Detention Officer (Indirect effect: I = .30; S = .50)	Shared perceived well-being control (Path a = .87)	Low workplace stress (Path b: I = .35; S = .58)	b = ns
Custody Assistant (Indirect effect: I = .31; S = .53)	Shared perceived well-being control (Path a = .90)	Low workplace stress (Path b: I = .34; S = .59)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.13. Shift hours mediated relationship with low workplace stress

X	M	Y	C'
12-hour shift (Indirect effect: I = ns; S = .19)	Well-being belief culture (Path a = .36)	Low workplace stress (Path b: I = ns; S = .52)	b = .25
12-hour shift (Indirect effect: I = .15; S = .25)	Shared perceived well-being control (Path a = .43)	Low workplace stress (Path b: I = .34; S = .57)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.14. Low negative affectivity mediated relationships with low workplace stress

X	M	Y	C'
Low negative affectivity (Indirect effect: I = .02; S = N/A)	Normative belief culture (Path a = .10)	Low workplace stress (Path b: I = .20; S = N/A)	b = .55
Low negative affectivity (Indirect effect: I = .03; S = .13)	Shared control belief climate (Path a = .26)	Low workplace stress (Path b: I = .12; S = .50)	b = .50
Low negative affectivity (Indirect effect: I = .05; S = .14)	Subjective norms (Path a = .48)	Low workplace stress (Path b: I = .11; S = .30)	b = .50
Low negative affectivity (Indirect effect: I = .16; S = .24)	Shared perceived well-being control (Path a = .69)	Low workplace stress (Path b: I = .24; S = .49)	b = .36

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level. N/A = Use single level PROCESS analysis.

Mental well-being: Multiple mediator relationships were found for gender (female), sector (private), role (chiefly custody sergeant, followed by custody assistant, detention officer, and custody inspector), and shift (12-hours), but only one for low NA (Tables 3.5.15 to 3.5.19). Here, effects tended to generally favour shared rather than individual levels, with many direct relationships (c') statistically significant (though 13 were not, meaning mediation explained their relationship between predictor 'X' and outcome 'Y'); with climate measures (indirect and direct) providing the strongest mediator influences (i.e. shared control belief and perceived well-being control climate), though mediators were generally more mixed.

Table 3.5.15. Gender mediated relationships with mental well-being

X	M	Y	C'
Female (Indirect effect: I = -.08; S = -.12)	Well-being belief culture (Path a = -.27)	mental well-being (Path b: I = .31; S = .43)	b = ns
Female (Indirect effect: I = -.10; S = -.11)	Subjective norms (Path a = -.56)	mental well-being (Path b: I = .18; S = .19)	b = ns
Female (Indirect effect: I = -.13; S = -.12)	Shared Perceived well-being control (Path a = -.46)	mental well-being (Path b: I = .29; S = .26)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.16. Sector mediated relationships with mental well-being

X	M	Y	C'
Private (Indirect effect: I = -.20; S = -.22)	Well-being belief culture (Path a = -.72)	mental well-being (Path b: I = .28; S = .31)	b = ns
Private (Indirect effect: I = -.07; S = -.10)	Shared control belief climate (Path a = -.29)	mental well-being (Path b: I = .23; S = .36)	b = -.22
Private (Indirect effect: I = -.09; S = -.10)	Subjective norms (Path a = -.53)	mental well-being (Path b: I = .17; S = .19)	b = -.27
Private (Indirect effect: I = -.29; S = -.27)	Shared Perceived well-being control (Path a = -1.07)	mental well-being (Path b: I = .27; S = .26)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.17. Role mediated relationships with mental well-being

X	M	Y	C'
Custody Sergeant (Indirect effect: I = -.14; S = -.15)	Normative belief culture (Path a = -.49)	mental well-being (Path b: I = .28; S = .30)	b = -.17
Detention Officer (Indirect effect: I = .12; S = .12)	Normative belief culture (Path a = .44)	mental well-being (Path b: I = .29; S = .27)	b = ns
Custody Assistant (Indirect effect: I = .10; S = .11)	Normative belief culture (Path a = .34)	mental well-being (Path b: I = .29; S = .34)	b = .46
Custody Inspector (Indirect effect: I = .10; S = .19)	Shared control belief climate (Path a = .44)	mental well-being (Path b: I = .22; S = .43)	b = ns
Custody Sergeant (Indirect effect: I = -.08; S = -.13)	Shared control belief climate (Path a = -.36)	mental well-being (Path b: I = .22; S = .35)	b = -.16
Custody Officer Assistant (Indirect effect: I = .23; S = .43)	Shared control belief climate (Path a = 1.07)	mental well-being (Path b: I = .22; S = .40)	b = ns
Custody Inspector (Indirect effect: I = .10; S = .16)	Subjective norms (Path a = .61)	mental well-being (Path b: I = .17; S = .25)	b = ns
Custody Sergeant (Indirect effect: I = -.11; S = -.14)	Subjective norms (Path a = -.69)	mental well-being (Path b: I = .16; S = .21)	b = -.17
Detention Officer (Indirect effect: I = .07; S = .10)	Subjective norms (Path a = .42)	mental well-being (Path b: I = .17; S = .22)	b = .13
Custody Assistant (Indirect effect, I = .16; S = .24)	Subjective norms (Path a = .99)	mental well-being (Path b: I = .16; S = .24)	b = .31
Custody Sergeant (Indirect effect: I = -.27; S = -.27)	Shared perceived well-being control (Path a = -.97)	mental well-being (Path b: I = .28; S = .28)	b = ns
Detention Officer (Indirect effect: I = .24; S = .25)	Shared perceived well-being control (Path a = .87)	mental well-being (Path b: I = .28; S = .28)	b = ns
Custody Assistant (Indirect effect: I = .25; S = .25)	Shared perceived well-being control (Path a = .90)	mental well-being (Path b: I = .27; S = .28)	b = .25

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.18. Shift hours mediated relationship with mental well-being

X	M	Y	C'
12-hour shift (Indirect effect: I = .10; S = .13)	Well-being belief culture (Path a = .36)	mental well-being (Path b: I = .28; S = .37)	b = ns
12-hour shift (Indirect effect: I = .12; S = .12)	Shared perceived well-being control (Path a = .43)	mental well-being (Path b: I = .28; S = .28)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.19. Low negative affectivity mediated relationships with mental well-being

X	M	Y	C'
Low negative affectivity (Indirect effect: I = .13; S = .15)	Shared perceived well-being control (Path a = .69)	mental well-being (Path b: I = .19; S = .21)	b = .27

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Subjective well-being: Multiple mediator relationships were found for gender (female), Low NA, sector (private), role (chiefly custody sergeant, followed by detention officer, custody assistant, and custody inspector), and shift (12-hours) (Tables 3.5.20 to 3.5.24). Here, effects were considerably stronger at the individual rather than shared level, with many direct relationships (c') statistically significant (though 20 that were not, meaning mediation explained their relationship between predictor 'X' and outcome 'Y'); with climate measures (indirect and direct) providing the strongest mediator influences (i.e. shared control belief/perceived well-being control climate).

Table 3.5.20. Gender mediated relationships with subjective well-being

X	M	Y	C'
Female (Indirect effect: I = -.17; S = -.31)	Well-being belief culture (Path a = -.27)	Subjective well-being (Path b: I = .31; S = 1.14)	b = ns
Female (Indirect effect: I = -.24; S = -.20)	Attitude to well-being (Path a = -.52)	Subjective well-being (Path b: I = .47; S = .38)	b = ns
Female (Indirect effect: I = -.29; S = -.22)	Subjective norms (Path a = -.56)	Subjective well-being (Path b: I = .51; S = .40)	b = ns
Female (Indirect effect: I = -.36; S = -.18)	Shared Perceived well-being control (Path a = -.46)	Subjective well-being (Path b: I = .78; S = .39)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.21. Sector mediated relationships with subjective well-being

X	M	Y	C'
Private (Indirect effect: I = -.45; S = -.69)	Well-being belief culture (Path a = -.72)	Subjective well-being (Path b: I = .62; S = .96)	b = -.46
Private (Indirect effect: I = -.13; S = ns)	Shared control belief climate (Path a = -.29)	Subjective well-being (Path b: I = .44; S = ns)	b = -.84
Private (Indirect effect: I = -.24; S = ns)	Attitude to well-being (Path a = -.57)	Subjective well-being (Path b: I = .42; S = ns)	b = -1.01
Private (Indirect effect: I = -.25; S = -.20)	Subjective norms (Path a = -.53)	Subjective well-being (Path b: I = .47; S = .39)	b = -.88
Private (Indirect effect: I = -.78; S = -.36)	Shared Perceived well-being control (Path a = -1.07)	Subjective well-being (Path b: I = .72; S = .33)	b = -.65

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.22. Role mediated relationships with subjective well-being

X	M	Y	C'
Custody Sergeant (Indirect effect: I = -.16; S = -.25)	Well-being belief culture (Path a = -.24)	Subjective well-being (Path b: I = .64; S = 1.04)	b = ns
Custody Sergeant (Indirect effect: I = -.30; S = ns)	Normative belief culture (Path a = -.49)	Subjective well-being (Path b: I = .61; S = ns)	b = ns
Detention Officer (Indirect effect: I = .27; S = ns)	Normative belief culture (Path a = .44)	Subjective well-being (Path b: I = .62; S = ns)	b = ns
Custody Inspector (Indirect effect: I = ns; S = .27)	Shared control belief climate (Path a = .44)	Subjective well-being (Path b: I = .44; S = .60)	b = ns
Custody Sergeant (Indirect effect: I = -.16; S = -.20)	Shared control belief climate (Path a = -.36)	Subjective well-being (Path b: I = .45; S = .54)	b = ns
Custody Assistant (Indirect effect: I = .47; S = .68)	Shared control belief climate (Path a = 1.07)	Subjective well-being (Path b: I = .43; S = .63)	b = ns
Custody Inspector (Indirect effect: I = .38; S = .30)	Attitude to well-being (Path a = .85)	Subjective well-being (Path b: I = .45; S = .35)	b = ns
Custody Sergeant (Indirect effect: I = -.21; S = -.15)	Attitude to well-being (Path a = -.49)	Subjective well-being (Path b: I = .43; S = .31)	b = -.45
Custody Inspector (Indirect effect: I = .29; S = .31)	Subjective norms (Path a = .61)	Subjective well-being (Path b: I = .47; S = .50)	b = ns
Sergeant (Indirect effect: I = -.32; S = -.30)	Subjective norms (Path a = -.69)	Subjective well-being (Path b: I = .46; S = .44)	b = -.30
Detention Officer (Indirect effect: I = .20; S = .21)	Subjective norms (Path a = .42)	Subjective well-being (Path b: I = .46; S = .50)	b = ns
Custody Assistant (Indirect effect: I = .47; S = .52)	Subjective norms (Path a = .99)	Subjective well-being (Path b: I = .47; S = .52)	b = ns
Custody Sergeant (Indirect effect, I = -.72; S = -.43)	Shared perceived well-being control (Path a = -.97)	Subjective well-being (Path b: I = .74; S = .45)	b = ns
Detention Officer (Indirect effect: I = .64; S = .43)	Shared perceived well-being control (Path a = .87)	Subjective well-being (Path b: I = .74; S = .50)	b = ns
Custody Assistant (Indirect effect: I = .68; S = .45)	Shared perceived well-being control (Path a = .90)	Subjective well-being (Path b: I = .75; S = .50)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.23. Shift hours mediated relationship with subjective well-being

X	M	Y	C'
12-hour shift (Indirect effect: I = .23; S = .39)	Well-being belief culture (Path a = .36)	Subjective well-being (Path b: I = .62; S = 1.08)	b = ns
12-hour shift (Indirect effect: I = .19; S = ns)	Attitude to well-being (Path a = .42)	Subjective well-being (Path b: I = .44; S = .28)	b = ns
12-hour shift (Indirect effect: I = .31; S = .19)	Shared perceived well-being control (Path a = .43)	Subjective well-being (Path b: I = .73; S = .46)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.24. Low negative affectivity mediated relationships with subjective well-being

X	M	Y	C'
Low negative affectivity (Indirect effect: I = .09; S = .12)	Well-being belief culture (Path a = .20)	Subjective well-being (Path b: I = .43; S = .60)	b = 1.04
Low negative affectivity (Indirect effect: I = .11; S = ns)	Attitude to well-being (Path a = .60)	Subjective well-being (Path b: I = .19; S = ns)	b = 1.04
Low negative affectivity (Indirect effect: I = .12; S = .16)	Subjective norms (Path a = .48)	Subjective well-being (Path b: I = .25; S = .33)	b = 1.04
Low negative affectivity (Indirect effect: I = .31; S = .17)	Shared perceived well-being control (Path a = .69)	Subjective well-being (Path b: I = .46; S = .25)	b = .86

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Energy: Multiple mediator relationships were found for gender (female), Low NA, sector (private), role (chiefly custody sergeant, followed by Detention Officer, Custody Assistant, and custody inspector), and shift (12-hours) (Tables 3.5.25 to 3.5.29). Here, effects were stronger at the shared rather than individual level, with many direct relationships (c') statistically significant (though 16 were not, meaning mediation explained their relationship between predictor 'X' and outcome 'Y'); with climate measures (indirect and direct) continuing to provide the strongest mediator influences (i.e. shared control belief climate/perceived well-being control climate), though mediators were generally more mixed.

Table 3.5.25. Gender mediated relationships with energy

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Female (Indirect effect: I = -.05; S = -.21)	Well-being belief culture (Path a = -.27)	Energy (Path b: I = .18; S = .78)	b = ns
Female (Indirect effect: I = -.09; S = -.12)	Attitude to well-being (Path a = -.52)	Energy (Path b: I = .18; S = .24)	b = ns
Female (Indirect effect: I = -.14; S = -.25)	Subjective norms (Path a = -.56)	Energy (Path b: I = .25; S = .45)	b = ns
Female (Indirect effect: I = -.20; S = -.21)	Shared Perceived well-being control (Path a = -.46)	Energy (Path b: I = .43; S = .46)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.26. Sector mediated relationships with energy

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Private (Indirect effect: I = -.10; S = -.40)	Well-being belief culture (Path a = -.72)	Energy (Path b: I = .14; S = .56)	b = ns
Private (Indirect effect: I = -.08; S = -.16)	Shared control belief climate (Path a = -.29)	Energy (Path b: I = .29; S = .56)	b = ns
Private (Indirect effect: I = -.09; S = -.10)	Attitude to well-being (Path a = -.57)	Energy (Path b: I = .17; S = .18)	b = -.41
Private (Indirect effect: I = -.12; S = -.20)	Subjective norms (Path a = -.53)	Energy (Path b: I = .23; S = .37)	b = -.27
Private (Indirect effect: I = -.43; S = -.46)	Shared Perceived well-being control (Path a = - 1.07)	Energy (Path b: I = .40; S = .43)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.27. Role mediated relationships with energy

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Custody Sergeant (Indirect effect: I = -.10; S = -.22)	Normative belief culture (Path a = -.49)	Energy (Path b: I = .21; S = .45)	b = -.32
Detention Officer (Indirect effect: I = .09; S = .19)	Normative belief culture (Path a = .44)	Energy (Path b: I = .21; S = .42)	b = .22
Custody Inspector (Indirect effect: I = .12; S = .30)	Shared control belief climate (Path a = .44)	Energy (Path b: I = .27; S = .68)	b = ns
Custody Sergeant (Indirect effect: I = -.10; S = -.22)	Shared control belief climate (Path a = -.36)	Energy (Path b: I = .26; S = .60)	b = .26
Custody Assistant (Indirect effect: I = .29; S = .70)	Shared control belief climate (Path a = 1.07)	Energy (Path b: I = .27; S = .65)	b = ns
Custody Inspector (Indirect effect: I = .14; S = .25)	Subjective norms (Path a = .61)	Energy (Path b: I = .23; S = .41)	b = ns
Custody Sergeant (Indirect effect: I = -.15; S = -.29)	Subjective norms (Path a = -.69)	Energy (Path b: I = .22; S = .42)	b = -.22
Detention Officer (Indirect effect: I = .09; S = .18)	Subjective norms (Path a = .42)	Energy (Path b: I = .22; S = .43)	b = .17
Custody Assistant (Indirect effect: I = .22; S = .40)	Subjective norms (Path a = .99)	Energy (Path b: I = .22; S = .40)	b = ns
Custody Sergeant (Indirect effect: I = -.39; S = -.45)	Shared perceived well-being control (Path a = -.97)	Energy (Path b: I = .40; S = .46)	b = ns
Detention Officer (Indirect effect: I = .35; S = .41)	Shared perceived well-being control (Path a = .87)	Energy (Path b: I = .40; S = .47)	b = ns
Custody Assistant (Indirect effect: I = .36; S = .39)	Shared perceived well-being control (Path a = .90)	Energy (Path b: I = .49; S = .44)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.28. Shift hours mediated relationship with energy

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
12-hour shift (Indirect effect: I = .06; S = .20)	Well-being belief culture (Path a = .36)	Energy (Path b: I = .14; S = .55)	b = ns
12-hour shift (Indirect effect: I = .17; S = .20)	Shared perceived well-being control (Path a = .43)	Energy (Path b: I = .40; S = .46)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.29. Low negative affectivity mediated relationships with energy

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Low negative affectivity (Indirect effect: I = .04; S = .13)	Shared control belief climate (Path a = .26)	Energy (Path b: I = .16; S = .50)	b = .49
Low negative affectivity (Indirect effect: I = .07; S = .16)	Subjective norms (Path a = .48)	Energy (Path b: I = .14; S = .33)	b = .46
Low negative affectivity (Indirect effect: I = .20; S = .25)	Shared perceived well-being control (Path a = .69)	Energy (Path b: I = .30; S = .37)	b = .32

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Engagement: Here multiple mediator relationships were found for gender (female), Low NA, sector (private), role (chiefly custody sergeant, followed by detention officer, custody assistant, and custody inspector), and shift (12-hours) (Tables 3.5.30 to 3.5.34). Effects were broadly stronger at the shared rather than individual level, with many direct relationships (c') statistically significant (though 15 that were not, meaning mediation explained their relationship between predictor 'X' and outcome 'Y'). Results also showed climate measures (indirect and direct) provided the strongest mediator influences (i.e. shared control belief climate/ perceived well-being control climate), though mediators were generally more mixed.

Table 3.5.30. Gender mediated relationships with engagement

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Female (Indirect effect: I = -.08; S = -.20)	Well-being belief culture (Path a = -.27)	Engagement (Path b: I = .31; S = .74)	b = ns
Female (Indirect effect: I = -.11; S = -.13)	Attitude to well-being (Path a = -.52)	Engagement (Path b: I = .22; S = .26)	b = ns
Female (Indirect effect: I = -.16; S = -.24)	Subjective norms (Path a = -.56)	Engagement (Path b: I = .26; S = .43)	b = ns
Female (Indirect effect: I = -.19; S = -.19)	Shared Perceived well-being control (Path a = -.46)	Engagement (Path b: I = .42; S = .41)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.31. Sector mediated relationships with engagement

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Private (Indirect effect: I = -.21; S = -.28)	Well-being belief culture (Path a = -.72)	Engagement (Path b: I = .29; S = .39)	b = ns
Private (Indirect effect: I = -.09; S = -.15)	Shared control belief climate (Path a = -.29)	Engagement (Path b: I = .32; S = .51)	b = -.29
Private (Indirect effect: I = -.12; S = -.09)	Attitude to well-being (Path a = -.57)	Engagement (Path b: I = .21; S = .16)	b = -.44
Private (Indirect effect: I = -.13; S = -.17)	Subjective norms (Path a = -.53)	Engagement (Path b: I = .25; S = .32)	b = -.30
Private (Indirect effect: I = -.42; S = -.40)	Shared Perceived well-being control (Path a = -1.07)	Engagement (Path b: I = .39; S = .37)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.32. Role mediated relationships with engagement

X	M	Y	C'
Custody Sergeant (Indirect effect: I = -.15; S = -.25)	Normative belief culture (Path a = -.49)	Engagement (Path b: I = .32; S = .50)	b = -.17
Detention Officer (Indirect effect: I = .13; S = .22)	Normative belief culture (Path a = .44)	Engagement (Path b: I = .30; S = .50)	b = ns
Custody Sergeant (Indirect effect: I = -.12; S = -.21)	Shared control belief climate (Path a = -.36)	Engagement (Path b: I = .34; S = .59)	b = ns
Custody Officer Assistant (Indirect effect, I = .35; S = .64)	Shared control belief climate (Path a = 1.07)	Engagement (Path b: I = .32; S = .59)	b = ns
Custody Inspector (Indirect effect: I = .16; S = .24)	Subjective norms (Path a = .61)	Engagement (Path b: I = .26; S = .39)	b = ns
Custody Sergeant (Indirect effect: I = -.18; S = -.25)	Subjective norms (Path a = -.69)	Engagement (Path b: I = .26; S = .37)	b = ns
Detention Officer (Indirect effect: I = .11; S = .17)	Subjective norms (Path a = .42)	Engagement (Path b: I = .25; S = .39)	b = .18
Custody Assistant (Indirect effect: I = .26; S = .38)	Subjective norms (Path a = .99)	Engagement (Path b: I = .26; S = .39)	b = ns
Custody Sergeant (Indirect effect: I = -.38; S = -.39)	Shared perceived well-being control (Path a = -.97)	Engagement (Path b: I = .40; S = .40)	b = ns
Detention Officer (Indirect effect: I = .34; S = .36)	Shared perceived well-being control (Path a = .87)	Engagement (Path b: I = .39; S = .42)	b = ns
Custody Assistant (Indirect effect: I = .37; S = .33)	Shared perceived well-being control (Path a = .90)	Engagement (Path b: I = .40; S = .37)	b = ns

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.33. Shift hours mediated relationship with engagement

X	M	Y	C'
12-hour shift (Indirect effect: I = .10; S = .17)	Well-being belief culture (Path a = .36)	Engagement (Path b: I = .29; S = .48)	b = .22
12-hour shift (Indirect effect: I = .17; S = .18)	Shared perceived well-being control (Path a = .43)	Engagement (Path b: I = .39; S = .42)	b = .19

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.34. Low negative affectivity mediated relationships with engagement

X	M	Y	C'
Low negative affectivity (Indirect effect: I = .06; S = .11)	Shared control belief climate (Path a = .26)	Engagement (Path b: I = .25; S = .44)	b = .42
Low negative affectivity (Indirect effect: I = .09; S = .14)	Subjective norms (Path a = .48)	Engagement (Path b: I = .18; S = .30)	b = .40
Low negative affectivity (Indirect effect: I = .21; S = .21)	Shared perceived well-being control (Path a = .69)	Engagement (Path b: I = .30; S = .31)	b = .29

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

To summarise, culture and climate (indirect and direct) provide mediated paths from gender (female), sector (private), role (custody sergeant, detention officer, and custody assistant), and shift (12-hours); including custody inspector for all except role well-being and low NA for all except well-being intentions, role well-being and mental well-being to all seven well-being intention/outcomes. Results are particularly interesting for their ability to convert relationships for female, custody sergeant and the private sector from negative to positive, as well as explaining the vast majority of X - Y relationships as being due to the influence of indirect mediators where no direct relationships previously existed. While, no mediators were found for contract, age, tenure in custody/police, or low IfA, results nevertheless provide strong support for H11 concerning multiple mediators of: 1) perceived well-being control (27.88%); 2) well-being belief culture (21.15%); 3) subjective norms (19.23%); 4) shared control belief climate (12.55%); 5) attitude to well-being (11.54%); and 6) normative belief culture (7.69%); affirming a combined climate strength of 40.43%. Here, effects were strongest at shared levels for low workplace stress, energy, engagement and mental well-being, individual levels for well-being intentions and subjective well-being, and both individual and shared levels for role well-being.

3.5.5. Demographics, controls, and well-being intentions mediate paths between indirect and direct measures and well-being outcomes (H12) This 2-1-1 structure predicts study demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, shift hours, controls for low negative affectivity (low NA) and intolerance for ambiguity (low IfA), together with well-being intentions, will mediate paths from indirect and direct measures to well-being outcomes. In fact, these identified just two mediators of well-being intentions and

low NA for all six well-being outcomes (Tables 3.5.35 to 3.5.42). However, as with H10 and H11, single level PROCESS analyses had to be substituted, although on this occasion in only one instance. Here effects varied in strength between individual and shared levels, where at times the difference was marginal, while at other times there was no difference at all. Except for three results (where mediation explained their relationships between predictor ‘X’ and outcome ‘Y’), all other direct relationships (c') were statistically significant. In contrast to H11, all relationships were also positive.

Table 3.5.35. Shared leadership’s⁹ mediated relationships with well-being outcomes

X	M	Y	C'
Shared leadership (Indirect effect: I = .16; S = .16)	Well-being intentions (Path a = .26)	Role well-being (Path b: I = .63; S = .61)	b = .06
Shared leadership (Indirect effect: I = .06; S = N/A)	Well-being intentions (Path a = .25)	Low workplace stress (Path b: I = .23; S = N/A)	b = .17
Shared leadership (Indirect effect: I = .16; S = ns)	Well-being intentions (Path a = .26)	Subjective well-being (Path b: I = .62; S = ns)	b = .46

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level. N/A = Use single level PROCESS analysis.

Table 3.5.36. Shared leadership’s⁹ mediated relationships with well-being outcomes

X	M	Y	C'
Shared leadership (Indirect effect: I = .13; S = .17)	Low negative affectivity (Path a = .26)	Low workplace stress (Path b: I = .49; S = .66)	b = .09
Shared leadership (Indirect effect: I = .08; S = .12)	Low negative affectivity (Path a = .26)	Mental well-being (Path b: I = .32; S = .45)	b = .14
Shared leadership (Indirect effect: I = .25; S = .33)	Low negative affectivity (Path a = .30)	Subjective well-being (Path b: I = 1.01; S = 1.34)	b = .33
Shared leadership (Indirect effect: I = .12; S = .19)	Low negative affectivity (Path a = .26)	Energy (Path b: I = .45; S = .73)	b = .08
Shared leadership (Indirect effect: I = .10; S = .17)	Low negative affectivity (Path a = .26)	Engagement (Path b: I = .40; S = .65)	b = .14

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.37. Well-being belief culture (indirect & direct) mediated relationships with well-being outcomes

X	M	Y	C'
Well-being belief culture (Indirect effect: I = .25; S = .24)	Well-being intentions (Path a = .40)	Role well-being (Path b: I = .62; S = .59)	b = .08
Attitude to well-being (Indirect effect: I = .13; S = .12)	Well-being intentions (Path a = .19)	Role well-being (Path b: I = .65; S = .62)	b = ns
Well-being belief culture (Indirect effect: I = .11; S = .09)	Well-being intentions (Path a = .40)	Mental well-being (Path b: I = .27; S = .23)	b = .21
Well-being belief culture (Indirect effect: I = .25; S = ns)	Well-being intentions (Path a = .40)	Subjective well-being (Path b: I = .63; S = ns)	b = .51
Attitude to well-being (Indirect effect: I = .13; S = .08)	Well-being intentions (Path a = .19)	Subjective well-being (Path b: I = .67; S = .41)	b = .29
Well-being belief culture (Indirect effect: I = .11; S = .15)	Well-being intentions (Path a = .40)	Energy (Path b: I = .27; S = .38)	b = .09

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.38. Well-being belief culture (indirect & direct) mediated relationships with well-being outcomes

X	M	Y	C'
Well-being belief culture (Indirect effect: I = .13; S = .16)	Low negative affectivity (Path a = .25)	Low workplace stress (Path b: I = .52; S = .66)	b = ns
Well-being belief culture (Indirect effect: I = .09; S = .11)	Low negative affectivity (Path a = .25)	Mental well-being (Path b: I = .35; S = .44)	b = .21
Well-being belief culture (Indirect effect: I = .25; S = .33)	Low negative affectivity (Path a = .25)	Subjective well-being (Path b: I = 1.01; S = 1.32)	b = .45
Well-being belief culture (Indirect effect: I = .12; S = .19)	Low negative affectivity (Path a = .25)	Energy (Path b: I = .48; S = .77)	b = .08
Well-being belief culture (Indirect effect: I = .10; S = .16)	Low negative affectivity (Path a = .25)	Engagement (Path b: I = .42; S = .64)	b = .22

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.39. Normative belief culture (indirect & direct) mediated relationships with well-being outcomes

X	M	Y	C'
Normative belief culture (Indirect effect: I = .22; S = .22)	Well-being intentions (Path a = .36)	Role well-being (Path b: I = .61; S = .59)	b = .12
Subjective norms (Indirect effect: I = .12; S = .11)	Well-being intentions (Path a = .19)	Role well-being (Path b: I = .62; S = .58)	b = .05
Normative belief culture (Indirect effect: I = .25; S = .17)	Well-being intentions (Path a = .36)	Subjective well-being (Path b: I = .71; S = .46)	b = .38
Subjective norms (Indirect effect: I = .12; S = ns)	Well-being intentions (Path a = .19)	Subjective well-being (Path b: I = .64; S = ns)	b = .37
Normative belief culture (Indirect effect: I = .09; S = .12)	Well-being intentions (Path a = .36)	Energy (Path b: I = .24; S = .32)	b = .20

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.40. Normative belief culture (indirect & direct) mediated relationships with well-being outcomes

X	M	Y	C'
Normative belief culture (Indirect effect: I = .09; S = .12)	Low negative affectivity (Path a = .18)	Low workplace stress (Path b: I = .52; S = .65)	b = .18
Normative belief culture (Indirect effect: I = .18; S = .26)	Low negative affectivity (Path a = .18)	Subjective well-being (Path b: I = 1.05; S = 1.44)	b = .40
Normative belief culture (Indirect effect: I = .08; S = .14)	Low negative affectivity (Path a = .18)	Energy (Path b: I = .47; S = .76)	b = .19

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.41. Shared control belief climate (indirect & direct) mediated relationships with well-being outcomes

X	M	Y	C'
Shared control belief climate (Indirect effect: I = .16; S = .16)	Well-being intentions (Path a = .25)	Role well-being (Path b: I = .65; S = .63)	b = ns
Shared perceived well-being control (Indirect effect: I = .11; S = .11)	Well-being intentions (Path a = .18)	Role well-being (Path b: I = .61; S = .59)	b = .07
Shared control belief climate (Indirect effect: I = .19; S = ns)	Well-being intentions (Path a = .28)	Subjective well-being (Path b: I = .70; S = ns)	b = .31
Shared perceived well-being control (Indirect effect: I = .11; S = .11)	Well-being intentions (Path a = .18)	Subjective well-being (Path b: I = .61; S = .59)	b = .07

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

Table 3.5.42. Shared control belief climate (indirect & direct) mediated relationships with well-being outcomes

X	M	Y	C'
Shared control belief climate (Indirect effect: I = .11; S = .14)	Low negative affectivity (Path a = .22)	Low workplace stress (Path b: I = .49; S = .61)	b = .17
Shared control belief climate (Indirect effect: I = .23; S = .32)	Low negative affectivity (Path a = .22)	Subjective well-being (Path b: I = 1.05; S = 1.43)	b = .20
Shared control belief climate (Indirect effect: I = .10; S = .16)	Low negative affectivity (Path a = .22)	Energy (Path b: I = .45; S = .71)	b = .22
Shared control belief climate (Indirect effect: I = .09; S = .14)	Low negative affectivity (Path a = .22)	Engagement (Path b: I = .39; S = .64)	b = .27

X = Predictor; M = Mediator; Y = Outcome; and C' = Direct path from X to Y; I = Individual level; S = Shared level.

To summarise, with low NA the only demographic to provide mediator relationships (in addition to well-being intentions), such little support for H11 would suggest no support at all. However, this may be one of those instances when less is more in the sense that results speak to a dichotomy between the individual level (for well-being intentions) and shared level (for low NA); their combined strength being an average mediator focus across all indirect and direct predictors in four of the six well-being outcomes, thereby providing further support for IMMOCC's inclusion of well-being intentions, and consideration of low NA as a substantive as well as bias effect. Hence, it is suggested that H12 support is partial.

3.5.6. Well-being intention mediates paths between study demographics, controls and well-being outcomes (H13) This 1-1-1 structure predicts well-being intentions will mediate paths from study demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, shift hours, controls for low negative affectivity (low NA) and intolerance for ambiguity (low IfA) to well-being outcomes. These identified mediator relationships for gender (female), role (sergeants and custody assistants), and low NA regarding all six well-being outcomes (Tables 3.5.43 to 3.5.45). These saw a 50:50 effect strength for female between individual and shared levels, while results for role and low NA broadly favoured the individual rather than shared level. Except for three results, all other direct relationships (c') were statistically non-significant (meaning mediation explained the relationships between from predictor 'X' and outcome 'Y').

Table 3.5.43. Gender mediated relationships with well-being outcomes

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Female (Indirect effect, <i>I</i> = -.21; <i>S</i> = -.20)	Well-being intentions (Path <i>a</i> = -.34)	Role well-being (Path <i>b</i> , <i>I</i> = .65; <i>S</i> = .60)	<i>b</i> = ns
Female (Indirect effect, <i>I</i> = -.09; <i>S</i> = -.14)	Well-being intentions (Path <i>a</i> = -.34)	Low workplace stress (Path <i>b</i> , <i>I</i> = .28; <i>S</i> = .40)	<i>b</i> = ns
Female (Indirect effect, <i>I</i> = -.12; <i>S</i> = -.09)	Well-being intentions (Path <i>a</i> = -.34)	Mental well-being (Path <i>b</i> , <i>I</i> = .35; <i>S</i> = .26)	<i>b</i> = ns
Female (Indirect effect, <i>I</i> = -.30; <i>S</i> = -.14)	Well-being intentions (Path <i>a</i> = -.34)	Subjective well-being (Path <i>b</i> , <i>I</i> = .89; <i>S</i> = .40)	<i>b</i> = ns
Female (Indirect effect, <i>I</i> = -.12; <i>S</i> = -.17)	Well-being intentions (Path <i>a</i> = -.34)	Energy (Path <i>b</i> , <i>I</i> = .35; <i>S</i> = .49)	<i>b</i> = ns
Female (Indirect effect, <i>I</i> = -.12; <i>S</i> = -.18)	Well-being intentions (Path <i>a</i> = -.34)	Engagement (Path <i>b</i> , <i>I</i> = .35; <i>S</i> = .53)	<i>b</i> = ns

X = Predictor; *M* = Mediator; *Y* = Outcome; and *C'* = Direct path from *X* to *Y*; *I* = Individual level; *S* = Shared level.

Table 3.5.44. Role mediated relationships with well-being outcomes

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Custody Sergeant (Indirect effect, <i>I</i> = -.17; <i>S</i> = -.16)	Well-being intentions (Path <i>a</i> = -.26)	Role well-being (Path <i>b</i> , <i>I</i> = .66; <i>S</i> = .62)	<i>b</i> = ns
Custody Assistant (Indirect effect, <i>I</i> = .29; <i>S</i> = .28)	Well-being intentions (Path <i>a</i> = .45)	Role well-being (Path <i>b</i> , <i>I</i> = .65; <i>S</i> = .63)	<i>b</i> = ns
Custody Sergeant (Indirect effect, <i>I</i> = -.21; <i>S</i> = -.12)	Well-being intentions (Path <i>a</i> = -.26)	Subjective well-being (Path <i>b</i> , <i>I</i> = .79; <i>S</i> = .45)	<i>b</i> = -.41
Custody Assistant (Indirect effect, <i>I</i> = .37; <i>S</i> = .24)	Well-being intentions (Path <i>a</i> = .45)	Subjective well-being (Path <i>b</i> , <i>I</i> = .81; <i>S</i> = .53)	<i>b</i> = ns

X = Predictor; *M* = Mediator; *Y* = Outcome; and *C'* = Direct path from *X* to *Y*; *I* = Individual level; *S* = Shared level.

Table 3.5.45. Low negative affectivity mediated relationships with well-being outcomes

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Low negative affectivity (Indirect effect, <i>I</i> = .24; <i>S</i> = .23)	Well-being intentions (Path <i>a</i> = .40)	Role well-being (Path <i>b</i> , <i>I</i> = .40; <i>S</i> = .58)	<i>b</i> = .09
Low negative affectivity (Indirect effect, <i>I</i> = .13; <i>S</i> = ns)	Well-being intentions (Path <i>a</i> = -.27)	Subjective well-being (Path <i>b</i> , <i>I</i> = .32; <i>S</i> = ns)	<i>b</i> = 1.04

X = Predictor; *M* = Mediator; *Y* = Outcome; and *C'* = Direct path from *X* to *Y*; *I* = Individual level; *S* = Shared level. N/A = Use single level PROCESS analysis.

To summarise, results are particularly interesting for their ability to convert relationships for female, custody sergeant and low NA from negative to positive, as well as explaining the vast majority of X - Y relationships as being due to the influence of indirect mediators where no direct relationships previously existed. However, with no mediator relationships for contract, sector, age, tenure in custody/police, and low IfA, support for H13 is partial.

3.5.7. Support for perception and causality mechanisms re low negative affectivity (low NA) and intolerance for ambiguity (low IfA) (H2[b][i], H2[b][ii], H3[b][i] & H3[b][ii]) Since low IfA was unsupported for either of these mechanisms (H3[b][i] & H3[b][ii]), the focus is solely on low NA influences (H2[b][i] & H2[b][ii]). Here results were stronger for the *causality mechanism* whose analyses are identical to those of H12 (Table 3.5.36, 38, 40 & 42), whereby low NA mediates paths from indirect measures to officer and police staff well-being (i.e. shared leadership and well-being belief's culture in six outcomes; normative belief's culture in four outcomes; and control belief's climate in two outcomes). In contrast, the *perception mechanism* moves from an impact on low NA (as mediator) to an effect of low NA (as predictor); a finding supported in three of the four indirect measures, whereby low NA affects indirect perceptions and so impacts employee well-being. However, as with H12, single level PROCESS analyses had to be substituted in one instance (Table 3.5.46). Here, effects were generally stronger at the shared rather than individual level, with all direct relationships (c') statistically significant across five of the six well-being outcomes. Hence, in the context of current well-being results, the *causality mechanism* has indirect predictors responsible for low NA which impacts positively on officer and

police staff well-being, while in the case of the *perception mechanism* the opposite is true whereby low NA influences indirect predictors to positively impact officer and police staff well-being. However, the absence of direct predictors means results provide only partial support for H2(b)(i) and H2(b)(ii).

Table 3.5.46. Low negative affectivity mediated relationships with well-being outcomes

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Low negative affectivity (Indirect effect, <i>I</i> = .04; <i>S</i> = N/A)	Shared leadership (Path <i>a</i> = .41)	Low workplace stress (Path <i>b</i> , <i>I</i> = .09; <i>S</i> = N/A)	<i>b</i> = .53
Low negative affectivity (Indirect effect, <i>I</i> = .14; <i>S</i> = .14)	Shared leadership (Path <i>a</i> = .43)	Subjective well-being (Path <i>b</i> , <i>I</i> = .34; <i>S</i> = .33)	<i>b</i> = 1.02
Low negative affectivity (Indirect effect, <i>I</i> = .09; <i>S</i> = .12)	Well-being belief culture (Path <i>a</i> = .20)	Subjective well-being (Path <i>b</i> , <i>I</i> = .43; <i>S</i> = .60)	<i>b</i> = 1.04
Low negative affectivity (Indirect effect, <i>I</i> = .03; <i>S</i> = .13)	Control belief climate (Path <i>a</i> = .26)	Low workplace stress (Path <i>b</i> , <i>I</i> = .12; <i>S</i> = .51)	<i>b</i> = .50
Low negative affectivity (Indirect effect, <i>I</i> = .04; <i>S</i> = .13)	Control belief climate (Path <i>a</i> = .26)	Energy (Path <i>b</i> , <i>I</i> = .16; <i>S</i> = .50)	<i>b</i> = .49
Low negative affectivity (Indirect effect, <i>I</i> = .06; <i>S</i> = .11)	Control belief climate (Path <i>a</i> = .26)	Engagement (Path <i>b</i> , <i>I</i> = .25; <i>S</i> = .44)	<i>b</i> = .42

X = Predictor; *M* = Mediator; *Y* = Outcome; and *C'* = Direct path from *X* to *Y*; *I* = Individual level; *S* = Shared level. N/A = Use single level PROCESS analysis.

3.6. Moderators

3.6.1. Moderator importance It is the ability to explain when ‘X’ affects ‘Y’ and when it does not, i.e. the way a relationship between two variables is changed by the presence/absence of a third variable ‘W’. Using the threshold $t = 1.94(6)$, $p < .05$ (one-tailed), these interactions were tested using the hierarchical linear modelling’s random coefficient approach (R Core Team, 2015), following procedures set out in Finch et al. (2014, pp. 52-54). This saw simple slope analyses used to explore statistically significant interactions at low, medium and high (i.e. 25th, 50th, and 75th percentiles; Hayes, 2018) levels, where analyses saw all predictors grand mean centred.

3.6.2. Support for hyper-responsivity mechanism re low negative affectivity (low NA) and intolerance for ambiguity (low IfA) (H2[b][iii] & H3[b][iii]) In contrast

to the positive predictive influence of the causality and perception mechanisms regarding the influence of low NA, the hyper-responsivity mechanism produced entirely negative interactions for both low NA and low IfA (such that as low NA and IfA increased [improved] predictive relationships decreased [weakened]), though lacking support for low workplace stress, energy and engagement. In addition, 12 interactions which served only to weaken existing relationships were excluded (Tables 3.6.1 & 2, where 50% of the results were statistically non-significant, though in predicted direction). Hence, in the context of current well-being results, the hyper-responsivity mechanism ironically has low NA and IfA officers and police staff responding to their work environment in ways that weaken the indirect predictor – outcome relationships/well-being. These findings make sense from a team coherent perspective where very individualised outcomes such as these become less important, whereas potentially team focused low workplace stress, energy and engagement were unaffected. However, the absence of direct predictors means results provide only partial support for H2(b)(iii) and H3(b)(iii).

Table 3.6.1. Indirect predictor (low NA) moderated relationships with well-being outcomes

<i>X</i>	<i>W</i>	<i>X*W</i>	<i>Y</i>
Shared leadership, <i>b</i> = .16	Low negative affectivity, <i>b</i> = .31	<i>b</i> = -.06	Well-being intentions
Shared control belief climate, <i>b</i> = .19	Low negative affectivity, <i>b</i> = .36	<i>b</i> = -.08	Well-being intentions
Shared leadership, <i>b</i> = .14	Low negative affectivity, <i>b</i> = .23	<i>b</i> = -.04 ^(tr)	Role well-being
Shared control belief climate, <i>b</i> = .13	Low negative affectivity, <i>b</i> = .27	<i>b</i> = -1.64 ^(tr)	Role well-being

X = Predictor; *W* = Moderator; *X*W* = Interaction; *Y* = Outcome; (tr) = trend, i.e. ns but in predicted direction.

Table 3.6.2. Indirect predictor (low IfA) moderated relationships with well-being outcomes

X	W	X*W	Y
Shared leadership, b = .25	Low intolerance ambiguity, b = .07	b = -.03 ^(tr)	Well-being intentions
Normative belief culture, b = .37	Low intolerance ambiguity, b = .09	b = -.07	Well-being intentions
Shared control belief climate, b = .27	Low intolerance ambiguity, b = .05	b = -.06	Well-being intentions
Shared leadership, b = .21	Low intolerance ambiguity, b = .04	b = -.03 ^(tr)	Role well-being
Well-being belief culture, b = .30	Low intolerance ambiguity, b = .01	b = -.03 ^(tr)	Role well-being
Normative belief culture, b = .34	Low intolerance ambiguity, b = .05	b = -.07	Role well-being
Shared leadership, b = .22	Low intolerance ambiguity, b = .06	b = -.02 ^(tr)	Mental well-being
Normative belief culture, b = .32	Low intolerance ambiguity, b = .08	b = -.04 ^(tr)	Mental well-being
Shared control belief climate, b = .25	Low intolerance ambiguity, b = .05	b = -.05	Mental well-being
Shared leadership, b = .57	Low intolerance ambiguity, b = .02	b = -.10	Subjective well-being
Normative belief culture, b = .63	Low intolerance ambiguity, b = .27	b = -.12 ^(tr)	Subjective well-being
Shared control belief climate, b = .41	Low intolerance ambiguity, b = .19	b = -.19	Subjective well-being

X = Predictor; W = Moderator; X*W = Interaction; Y = Outcome; (tr) = trend, i.e. ns but in predicted direction.

3.6.3. Demographics moderate paths between indirect/direct predictors and

well-being intentions/outcomes (H14) This predicts demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, and shift hours, will moderate relationships between culture/climate (indirect and direct) and well-being intentions/outcomes. These identified statistically significant moderator influences across six of the seven well-being outcomes (the exception being low workplace stress; plus, three results added little or nothing of value and were excluded) (Table 3.6.3).

Table 3.6.3. Indirect predictor moderated relationships with well-being outcomes

X	W	X*W	Y
Shared leadership, b = .23	Tenure in custody, b = -.01	b = .02	Well-being intentions
Subjective norms, b = .20	Tenure in custody, b = .002	b = .01	Well-being intentions
Shared leadership, b = .25	Custody Sergeant, b = -.15	b = -.17	Well-being intentions
Shared leadership, b = .25	Detention Officer, b = .004	b = .22	Well-being intentions
Well-being belief culture, b = .39	Custody Sergeant, b = -.15	b = .21	Well-being intentions
Well-being belief culture, b = .31	Custody Sergeant, b = -.06	b = .14	Role well-being
Subjective norms, b = .16	Tenure in custody, b = -.01	b = .01	Role well-being
Shared leadership, b = .21	Detention Officer, b = .07	b = .23	Mental well-being
Shared perceived well-being control, b = .63	Sector, b = -.80	b = .46	Subjective well-being
Normative belief culture, b = .26	Custody Inspector, b = .28	b = -.83	Energy
Normative belief culture, b = .34	Custody Assistant, b = .31	b = .86	Energy
Normative belief culture, b = .33	Age, b = -.004	b = -.02	Energy
Shared control belief climate, b = .31	Contract, b = .06	b = -.45	Energy
Shared leadership, b = .28	Age, b = -.00	b = -.01	Engagement
Normative belief culture, b = .35	Custody Inspector, b = .14	b = -.51 ^(tr)	Engagement
Normative belief culture, b = .39	Custody Assistant, b = -.07	b = 1.03	Engagement
Normative belief culture, b = .32	Tenure in police, b = -.01	b = -.02	Engagement
Shared control belief climate, b = .34	Sector, b = -.47	b = .27	Engagement
Shared control belief climate, b = .36	Contract, b = .01	b = -.31	Engagement

X = Predictor; W = Moderator; X*W = Interaction; Y = Outcome; (tr) = trend, i.e. ns but in predicted direction.

For *well-being intentions*, moderator influences render: a) statistically non-significant negative relationships for tenure in custody (one positive) and custody sergeant, significantly positive (except one negative for custody sergeant); and b) statistically non-significant for detention officers.

For *role well-being*, moderator influences render statistically non-significant negative relationships significantly positive.

For *mental well-being* the one moderator influence renders a statistically non-significant relationship statistically significant.

For *subjective well-being*, the one moderator influence renders a negative relationship positive, such that as sector turns from private to public, the relationship between predictor and outcome increases.

For *energy*, moderator influences render: a) statistically non-significant positive relationships significantly negative for custody inspector and contract

(i.e. as contract decreases and turns from full- to part-time, the relationship between predictor and outcome decreases); and b) statistically non-significant relationships significant for custody assistant and age (i.e. weakening the predictive relationship for younger officers and police staff).

For *engagement*, the moderator influences render: a) statistically non-significant positive relationships, significantly negative for custody inspector and contract (i.e. as contract decreases and turns from full-time to part-time, the relationship between predictor and outcome decreases); b) negative relationships positive for custody assistant and sector (i.e. as sector turns from private to public, the relationship between predictor and outcome increases; and c) negative relationships for age and tenure in police slightly stronger.

To summarise, with demographic moderator influences for all but gender and shift hours, support for H14 is strong. Strengths were threefold, rendering statistically: a) non-significant negative relationships significant (i.e. custody sergeant, age (x 2) and tenure in police); b) non-significant negative relationships significantly positive (i.e. tenure in custody, custody sergeant, sector and custody assistant); and c) non-significant positive relationships (and trend) significantly negative (i.e. custody inspector and contract).

3.6.4. Shared perceived well-being control moderated relationships (H15[a], [b] & [c]) Predicts shared perceived well-being control climate will moderate three pathways between: (1) attitudes to well-being culture and intentions; (2) subjective well-being norm's culture and intentions; and (3) well-being intentions and outcomes. With no support for 1) or 2), and only limited support for 3) (one result being excluded as offering little or nothing of value), the one remaining result has the interaction rendering a previously positive trend negative (Table 3.6.4).

Table 3.6.4. Well-being intention moderated relationship with engagement

X	W	X*W	Y
Well-being intentions, b = .12	Shared perceived well-being control, b = .37	b = -.05 ^(tr)	Engagement

X = Predictor; W = Moderator; X*W = Interaction; Y = Outcome; (tr) = trend, i.e. ns but in predicted direction.

The extremely limited support for H15, provides no support at all. However, results provide further contrasting support for H8's relationship between well-being goal intentions and shared perceived well-being control, such that when one is strong, the other is generally weak or weakened. This was first observed in the role well-being result (excluded), where shared perceived well-being control was substantially weaker in contrast to engagement (above), where the opposite is true. Just as important, the results emphasise the fact that the theory of planned behaviour cannot be relied upon to inform more than a limited number of IMMOCC's internal relationships, and so IMMOCC must find its own internal support (theoretical and methodological), much of which is provided by the current study.

3.7. Well-being

3.7.1. Role and sector well-being comparisons (H1) Predicts privately contracted detention officers will report higher levels of role well-being, well-being intention, low workplace stress, mental and subjective well-being, energy and engagement than publicly contracted police custody inspectors, custody sergeants, detention officers, and custody assistants. Tested using a single one-way between-groups ANOVA with 1000 (bias corrected accelerated; BCa) bootstrapped samples, the violation of independence identified at sub-section 3.2 was addressed using Hochberg post hoc corrections at $p < .01$; Stevens, 2002, p. 260). Results produced statistically significant (or nearly) differences for sector

and role (combined as a single variable) for all outcomes except role well-being. In descending order these were: *low workplace stress* $F(4, 336) = 10.18, p = .0005$; *mental well-being* $F(4, 336) = 4.66, p = .001$; *energy* $F(4, 336) = 3.94, p = .004$; *subjective well-being* $F(4, 336) = 3.61, p = .007$; *engagement* $F(4, 336) = 2.80, p = .026$. In addition, *well-being intention* $F(4, 336) = 2.00, p = .095$ is included for completeness. These were explored post hoc using Hochberg corrections (Tables 3.7.1 to 3.7.6).

Table 3.7.1. Sector and role private detention officer comparisons low workplace stress

<i>Sector & role</i>	<i>M</i>	<i>SD</i>	<i>Post hoc 99% BCa CIs</i>
Private detention officer	3.53	.98	-
Public inspector	3.21	1.05	ns
Public sergeant	2.64	1.07	.47, 1.29
Public detention officer	2.85	1.11	.15, 1.26
Public custody assistant	3.53	1.01	ns

Table 3.7.2. Sector and role private detention officer comparisons mental well-being

<i>Sector & role</i>	<i>M</i>	<i>SD</i>	<i>Post hoc 99% BCa CIs</i>
Private detention officer	3.60	.73	-
Public inspector	3.41	.67	ns
Public sergeant	3.25	.69	.08, .61
Public detention officer	3.28	.80	ns
Public custody assistant	3.82	.16	ns

Table 3.7.3. Sector and role private detention officer comparisons energy

<i>Sector & role</i>	<i>M</i>	<i>SD</i>	<i>Post hoc 99% BCa CIs</i>
Private detention officer	4.08	.87	-
Public inspector	4.01	1.18	ns
Public sergeant	3.57	1.11	.10, .90
Public detention officer	3.74	1.24	ns
Public custody assistant	4.29	1.22	ns

Table 3.7.4. Sector and role private detention officer comparisons subjective well-being

<i>Sector & role</i>	<i>M</i>	<i>SD</i>	<i>Post hoc 99% BCa CIs</i>
Private detention officer	7.28	2.02	-
Public inspector	6.87	1.92	ns
Public sergeant	6.20	2.20	.18, 1.89
Public detention officer	6.11	2.28	.16, 2.42
Public custody assistant	7.00	2.27	ns

Table 3.7.5. Sector and role private detention officer comparisons engagement

<i>Sector & role</i>	<i>M</i>	<i>SD</i>	<i>Post hoc 99% BCa CIs</i>
Private detention officer	4.05	1.02	-
Public inspector	3.88	1.08	ns
Public sergeant	3.59	1.02	.08, .87
Public detention officer	3.73	1.07	ns
Public custody assistant	4.09	1.43	ns

Table 3.7.6. Sector and role private detention officer comparisons well-being intent

<i>Sector & role</i>	<i>M</i>	<i>SD</i>	<i>Post hoc 99% BCa CIs</i>
Private detention officer	5.97	.84	-
Public inspector	5.97	.69	ns
Public sergeant	5.64	1.06	ns
Public detention officer	5.76	1.08	ns
Public custody assistant	6.06	.94	ns

These results provide only partial support for H1, their message being that custody sergeant difference is true for five of the six well-being outcomes (also supported by statistically non-significant trends for role well-being and well-being intention), while publicly contracted detention officer difference is true in only two of the outcomes (being second to custody sergeants in the other outcomes, including role well-being). This sees privately contracted detention officers:

- 1) enjoying the best well-being in one outcome; 2) joint first with custody assistants in another outcome; 3) second behind custody assistants in three outcomes; and 4) joint second with custody inspectors in one other outcome. *Note. See Figure 3.7.1 for comparative mean scores, where custody assistants (n = 17) enjoy the best well-being overall but privately contracted detention officers (n = 63) provide*

the more reliable result (cf. Figures 3.7.2 & 3 for individual outcome results).

These findings differ for privately contracted detention officers from those found in Werner-de-Sondberg et al. (2018), possibly due to the appointment of a new contractor.

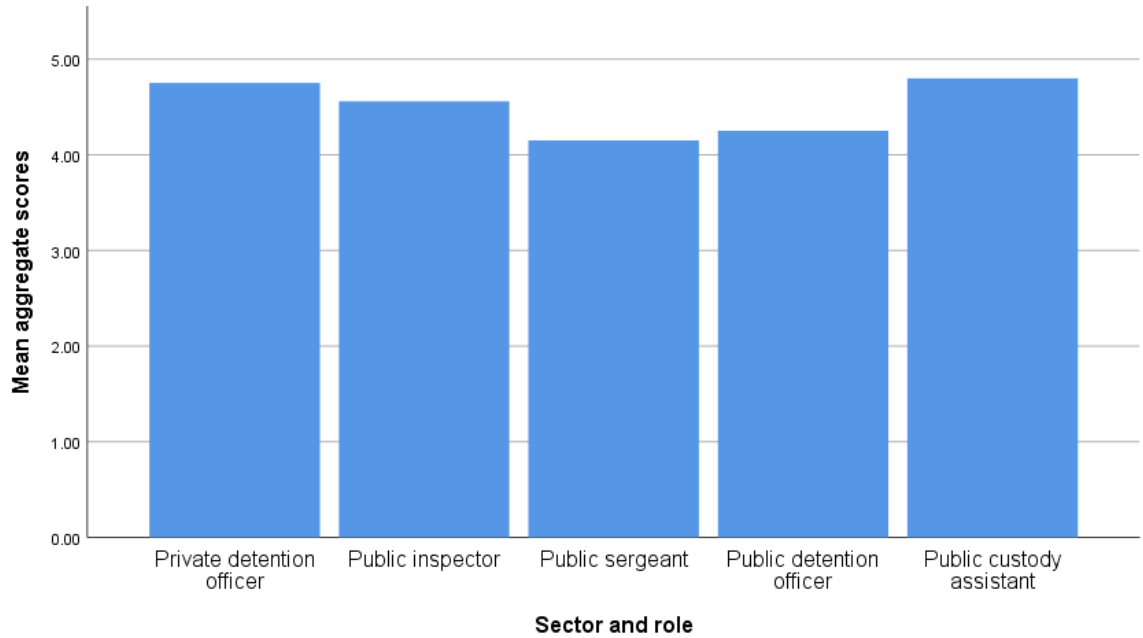


Figure 3.7.1. Simple bar aggregate mean scores for well-being by sector and role

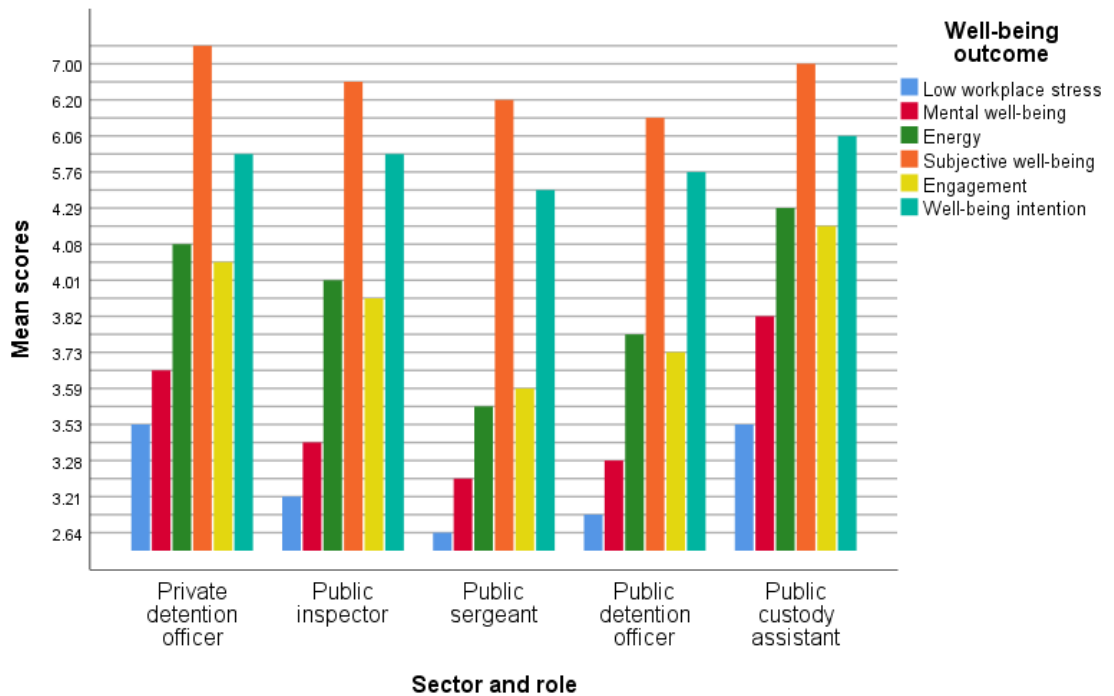


Figure 3.7.2. Clustered bar of mean scores for well-being outcomes by sector and role

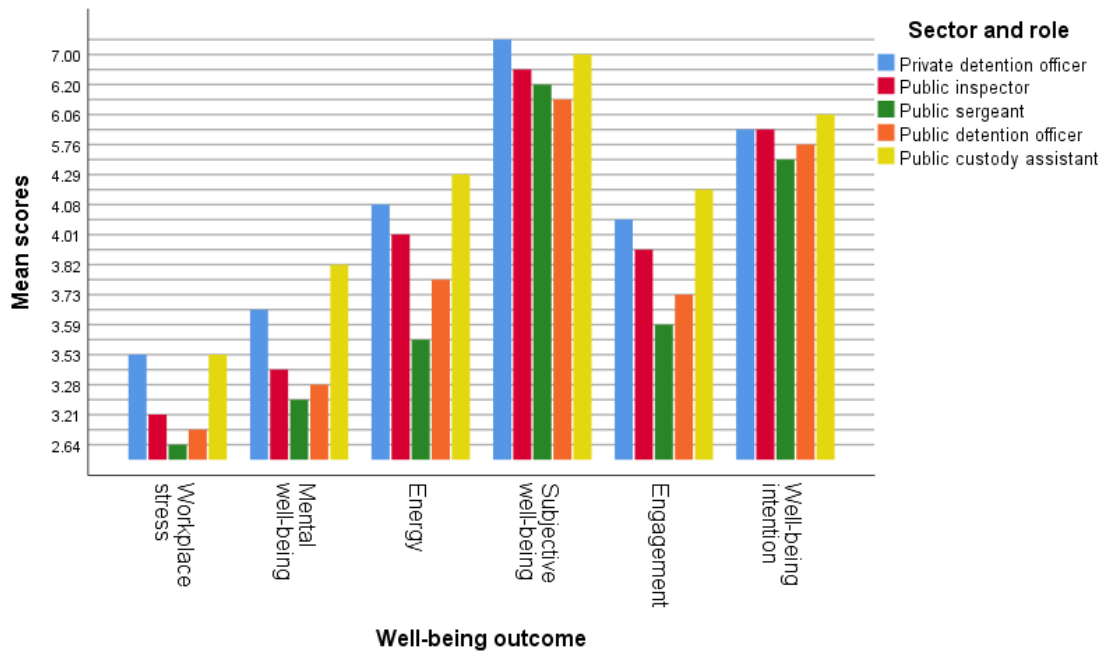


Figure 3.7.3. Clustered bar of mean scores for well-being outcome by sector and role

3.7.2. Study induced positive change (H21) This predicts the current study will produce positive change in well-being, low negative affectivity (low NA), and low intolerance for ambiguity (low IfA), independent of life changing events unconnected with the study. This was tested using the example of varying occasions outlined in Hox (2010; cf. Finch et al., 2014), whereby the first survey occasion is scaled 0 to provide a baseline measure; and the threshold for statistical significance was $t = 1.90(7)$, $p < .05$ one-tailed.

With only 84 returns disclosing change (i.e. positive = 17; negative = 32; and life changing event = 35), it is no surprise that 'occasion' – in terms of the four surveys – proved statistically non-significant (though with positive trends emerging for well-being intentions and low IfA, $t(7) = 1.65$ for both, with sample size ranging 112-119); hence removing the need for *post hoc* growth curve (polynomial) analyses. The control of life changing events independent of the study was, however, a little more successful, with one result for energy statistically significant

($t[7] = 1.94$), while all others (except for subjective well-being and low IfA [$p > .05$]) provided positive trends (ranging $t[7] = 1.37$ to 1.78).

Turning to the central issue of positive change, negative change was stronger. For positive change, three statistically significant predictors emerged for: low workplace stress ($t[7] = 2.17$); mental well-being ($t[7] = 2.15$); and engagement ($t[7] = 2.02$), while all others (except for well-being intentions, low NA and IfA [$p > .05$]) provided positive trends (ranging $t[7] = 1.24$ to 1.70). In contrast, negative change produced six statistically significant predictors for: poor subjective well-being ($t[7] = 4.97$); NA ($t[7] = 4.03$); poor energy ($t[7] = -3.86$); poor mental well-being ($t[7] = -3.82$); poor engagement ($t[7] = -3.73$); and workplace stress ($t[7] = -3.39$), while others (except for low IfA [$p > .05$], role well-being [$t[7] = -1.66$] and well-being intentions [$t[7] = -1.50$]) provided positive trends. Hence H21 is unsupported.

3.8. Chapter summary

Results provide linear answers to the research question, “To what extent can IMMOCC support the research aim of knowing how and why factors that promote or undermine police custody (officer & police staff) well-being also explain differences within and between their public and private sector roles?” It does this by evidencing the extent/strength of results for how and why differences arise in terms of five sub-categories of theory, method, mediation, moderation and well-being, as summarised in Table 3.8.

Table 3.8. Categorised summary of results for the 16 linear hypotheses

<i>Sub-type</i>	<i>Hypotheses</i>	<i>Level of support</i>
Theory	Shared leadership as positive predictor of outcomes (H4)	Strong
	Support for IMMOCC (H8)	Strong

Method	No control bias (H2[a] and H3[a])	Partial
	Cultural sub-component (+ve and -ve) coexistence (H5)	Partial
	Shared rather than individual level climate is better predictor (H6)	Partial
	Workplace design items provide best indirect climate (H7)	Strong
Mediator	Support for perception mechanism (H2[b][i] and H3[b][i])	Partial
	Support for causality mechanism (H2[b][ii] and H3[bii])	Partial
	Shared leadership → culture and climate → outcomes (H9)	None
	Indirect predictors → direct predictors → intentions (H10)	None
	Demographics, controls → culture and climate → intentions/outcomes (H11)	Strong
	Indirect/direct predictors → demographic(s), control(s) and intentions → outcomes (H12)	Partial
	Demographics, controls → intentions → outcomes (H13)	Partial
Moderator	Support for hyper-responsivity mechanism (H2[b][iii] and H3[b][iii])	Partial
	Indirect/direct predictors → demographic(s) → outcomes (H14)	Strong
	Direct culture → direct climate → intentions (H15[a] and [b])	None
	Intentions → direct climate → outcomes (H15[c])	None
Well-being	Better for private DOs than other staff (H1)	Partial
	As study induced positive change (H21)	None

These results are expanded in the following narrative where ✓ means hypothesis supported and X means hypothesis unsupported, as follows:

1) Theory Evidences shared leadership as a basis for team cohesion across four of the six well-being outcomes (H4✓). These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to target work groups and, therefore, the use of multilevel analysis where individuals are nested within teams – see section 7.6. There is also multilevel (linear) support for IMMOCC (including MSEM validation; H8✓), together with confirmation of well-

being intentions' relationship with perceived well-being control, such that when one is strong, the other is generally weak or weakened.

2) Method Evidences: a) bias concerns for negative affectivity (H2aX) but not intolerance for ambiguity (H3a✓); b) cultural sub-component (positive and negative) coexistence/potential tensions (H5✓); c) individual and shared level climate strengths (H6✓); and d) Workplace Design Questionnaire as currently the better climate informant than the Management Standards Indicator Tool (H7✓).

3) Mediator Evidences: a) causality and perception mechanisms for low NA (H2[a][i] & [ii]✓) but not low IfA (H3[b][i] & [ii]X); b) how culture and climate (indirect & direct), but especially climate, mediate paths between female/private sector/multiple roles/12-hour shifts, low NA and well-being intentions/outcomes (H11✓); c) low NA and well-being intentions mediate paths between indirect/direct measures and well-being outcomes (H12✓); and d) well-being intentions mediate paths between female/custody sergeants/custody assistants/low NA and well-being outcomes (H13✓). Of interest is the way that H2(a)(i) and H2(a)(ii) results (for low NA generally) and H11/H13 results (for positive culture, climate & well-being intention regarding females and custody sergeants specifically) convert negative relationships to positive. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to target positive culture, climate and well-being intention – see Discussion, section 7.6.

4) Moderator Evidences: a) hyper-responsivity mechanism for low NA and low IfA (H2[a][iii] & 3[b][iii]✓); and b) demographics (all but gender and shift hours) moderated paths between indirect/direct measures and well-being outcomes (H14✓). Here, H14 results are important for their ability to convert negative

relationships to positive. These results are important for the fact that when looking to future recommendations for improvement, they speak to the need to target the positives in these relationships – see Discussion, section 7.6.

5) Well-being Evidences: a) custody sergeants having least well-being, followed by public detention officers; and b) custody assistants having best well-being, followed by private detention officers as the more reliable result (H1✓).

Footnotes

4. This applies the general rule of thumb: skewness less than -1 or greater than 1, is highly skewed; skewness between -1 and -0.5 or 0.5 and 1, is moderately skewed; and skewness between -0.5 and 0.5, is approximately symmetric.
5. Generated following outcome regression onto all IMMOCC predictors.
6. cf. Chapter 4 (reverse relationships), where shared levels provide outcomes.
7. Individual and shared levels measure leadership and control belief climate (indirect and direct).
8. Originally intended to be tested using Sharples and Page-Gould (SP-G; 2016), attempts were frustrated by computational inconsistencies, with the only alternative being the single level use of a custom dialog box called PROCESS (Hayes, 2013 & 2018). That said, of the four Sharples and Page-Gould (S&P-G; 2016) analyses that were successful, comparisons with PROCESS were broadly similar, as follows:
 - 1) shared leadership mediated by attitude to well-being (S&P-G, $b = .07$ / PROCESS, $b = .08$);
 - 2) shared leadership mediated by subjective norms (S&P-G, $b = .05$ / PROCESS, $b = .05$); 3) shared leadership mediated by shared perceived well-being control (S&P-G, $b = .06$ /PROCESS, $b = .06$); and 4) shared climate mediated by shared perceived well-being control (S&P-G, $b = .08$ /PROCESS, $b = .10$). That left two culture sub-component analyses that were totally reliant on PROCESS: 1) well-being belief culture mediated by attitude to well-being ($b = .10$); and 2) normative belief culture mediated by subjective norms ($b = .09$). While PROCESS can explore multiple mediators and control for other variables, these procedures were not employed to ensure parity with Sharples and Page-Gould (2016).

9. While results for individual level leadership are not provided, it's potential prediction of individual level control belief climate was considered for the sake of completeness; with their results producing consistently larger effects than the shared level.

4. Results (Strategy 1b): Quantitative – Reverse (aka reciprocal)

4.1. Chapter aims and objectives

The chapter presents results for the last five hypotheses focused on IMMOCC's reverse relationships. They are presented in the same categorised order as set out in the Introduction (Table 1.6) regarding theory, mediators and moderators; here summarised as Table 4.1.

Table 4.1. Categorised summary of five reverse hypotheses

<i>Sub-type</i>	<i>Hypotheses</i>
Theory	Support for IMMOCC (H16) Climate predicts culture and shared leadership (H20)
Mediator	Well-being outcomes → demographics, NA and IfA controls, intentions and direct measures → indirect measures (H17) Well-being outcomes → demographics, NA and IfA controls and intentions → direct measures (H18)
Moderator	Well-being outcomes → demographics, NA and IfA controls and intentions → indirect/direct measures (H19)

Note. IMMOCC = Integrated Multilevel Model Organisational Culture Climate; NA = Negative Affectivity; IfA = Intolerance for Ambiguity.

Quantitatively, they ask the same research question, “To what extent can IMMOCC support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?” However, unlike chapter 3, where individual level well-being outcomes were regressed onto individual and shared level predictors, here the need to remain true to reverse relationships, means shared level leadership, culture and climate are regressed onto individual level well-being outcomes as predictors.

4.2. Theory

4.2.1. Support for IMMOCC (H16) Support for IMMOCC's reverse

relationships was tested using Lavaan 6.3 (e.g. Rosseel, 2018a, b). Here MSEM results continue to demonstrate good model utility, with five of the six reverse relationships evidencing equivalent relationships, though attitude to well-being could sometimes be weak (Appendix E, Figures 3.7 to 3.12). Having validated IMMOCC in general reverse terms, attention turns to the model's deeper reverse utility. This was achieved using the same approach outlined in Chapter 3 for H4, H5 and H8. Here, again, third model focus is for the sake of parsimony, and uses the same threshold $t = 1.71(24 \text{ or } 26)$, $p < .05$ one-tailed (Table 4.2.1a). Focusing solely on the main findings, this saw: 1) mental well-being predict all four indirect measures; and 2) negative affectivity, attitude to well-being, and engagement/disengagement predict three indirect measures (i.e. engagement (two)/disengagement (one) (with nine other variables predicting two outcomes and another eight predicting just one outcome).

Table 4.2.1a. Fixed effect outcomes for indirect measures and predictor covariates

	<i>Shared leadership</i>			<i>Well-being belief culture</i>			<i>Normative belief culture</i>			<i>Shared control belief climate</i>		
	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>
Role: Custody officer assistant	1.96*	0.94	2.09							2.37**	0.69	3.45
Role: Inspector	-1.22*	0.67	-1.81									
Role: Sergeant							-0.63*	0.27	-2.34	-0.61*	0.35	-1.77
Role: Detention officer							-0.39 ^(tr)	0.27	-1.44	-0.56 ^(tr)	0.35	-1.60
Sector				-0.75**	0.27	-2.75						
Contract	0.46 ^(tr)	0.29	1.57									
Age				0.02*	0.01	2.14	0.01*	0.01	2.09			
Gender							0.19*	0.11	1.75			
Tenure in police	0.03 ^(tr)	0.02	1.44									
Shift hours	-0.42	0.25	-1.64				0.20 ^(tr)	0.12	1.62			
Low negative affectivity				-0.15*	0.07	-2.12	-0.15*	0.06	-2.48	-0.15*	0.08	-2.01
Low intolerance for ambiguity							-0.06*	0.03	-1.99	0.05 ^(tr)	0.04	1.40
Attitude to well-being	0.14**	0.05	2.84	0.08*	0.04	2.17				0.14**	0.04	3.75
Subjective norms	0.09 ^(tr)	0.06	1.62	0.08 ^(*)	0.03	1.65						
Shared perceived climate							0.16**	0.06	2.61	0.21**	0.08	2.65
Individual perceived climate							-0.10 ^(*)	0.06	-1.67			
Well-being intentions				0.17*	0.08	2.09				0.14 ^(*)	0.08	1.69
Role well-being							0.19*	0.08	2.45			
Mental well-being	0.24	0.16	1.46	0.30**	0.12	2.53	0.17*	0.10	1.73	0.27*	0.13	2.17
Subjective well-being										-0.07*	0.04	-1.82
Engagement	0.16	0.11	1.40				0.14*	0.07	2.12	-0.07*	0.04	-1.82

^(tr) trend; ^(*) approaching statistical significance; *one-tailed p<.05; **one-tailed p<.01. Notes. 1. Coefficients are unstandardised. All effects estimated using FML.

To summarise, with 21 out of 24 variables providing meaningful, if not statistically significant findings, these results demonstrate strong support for IMMOCC's reverse relationships (H16). Of interest were: 1) variable shifts predict shared leadership; 2) engagement predicts shared leadership and normative belief culture; and 3) low intolerance for ambiguity predicts shared control belief climate; while 4) 12-hour shifts and intolerance for ambiguity predict normative belief culture; and 5) disengagement predicts shared control belief climate. These suggest two contrasting custody environments with: a) variable shifts epitomised by a shared leadership culture and tolerant/engaged climate; and b) 12-hour shifts epitomised by a culture and climate that is intolerant and disengaged. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to promote positive work environments epitomised by a shared leadership culture and tolerant/engaged climate and to be cautious of potentially negative environments epitomised by a culture and climate that is intolerant and disengaged – see Discussion, section 7.6.

Unexpected were the strength of cultural sub-component tensions for role, whereby shared leadership and well-being belief culture are generally far more positive than the completely negative normative belief culture (Table 4.2.1b). These results are a stark contrast to H5 (Chapter 3, sub-section 3.4.2), the reason being that H5 focused participant attention on well-being outcomes, whereas H16 focused attention on shared leadership, cultural sub-components and climate (as former predictors; all indirect); i.e. providing yet further evidence for the inclusion of cultural sub-components in IMMOCC. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to raise the status of custody by targeting positive relationships and so negate the effects of

these cultural sub-component tensions for role – see Discussion, section 7.6.

Table 4.2.1b. Cultural sub-component tensions

	<i>Shared leadership</i> ¹			<i>Well-being belief culture</i>			<i>Normative belief culture</i>		
	<i>Coeff</i>	<i>SE</i>	<i>t</i>	<i>Coeff</i>	<i>SE</i>	<i>t</i>	<i>Coeff</i>	<i>SE</i>	<i>t</i>
Role: Custody officer assistant ²	1.96	0.94	2.09	2.62	0.66	3.94	-0.37	0.53	-0.70
Role: Inspector	-1.22	0.67	-1.81	-0.97	0.44	-0.16	-0.51	0.33	-1.55
Role: Sergeant	-0.48	0.48	-1.00	-0.12	0.34	-0.36	-0.63	0.27	-2.34
Role: Detention officer	0.10	0.47	0.21	-0.46	0.34	-1.37	-0.39	0.27	-1.44
<i>Summed totals</i>	<i>0.36</i>	<i>2.56</i>	<i>-0.51</i>	<i>1.07</i>	<i>1.78</i>	<i>2.05</i>	<i>-1.90</i>	<i>1.40</i>	<i>-6.03</i>

1. Likened to organisational culture (Appelbaum et al. 1999) 2. Included as referent in intercept.

4.2.2. *Climate as predictor of culture and shared leadership (H20)* This intends climate should predict both culture (indirect and direct) and shared leadership while controlling for all other variables. This was tested using the same approach outlined for H4, H5, H8, and H16, where again, third model focus is for the sake of parsimony and uses the same threshold $t = 1.71(24 \text{ or } 26)$, $p < .05$ one-tailed (Tables 4.2.2a & b).

Table 4.2.2a. Fixed effect outcomes for control belief climate (in/direct) and predictor covariates

	<i>Shared leadership</i>			<i>Well-being belief culture</i>			<i>Normative belief culture</i>		
	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>
Role: Custody officer assistant ²	1.52 ^(tr)	0.97	1.57						
Role: Inspector	-0.98 ^(tr)	0.62	-1.59						
Role: Sergeant							-0.55*	0.27	-2.02
Sector				-0.74**	0.27	-2.76			
Contract	0.41 ^(tr)	0.28	1.48						
Age				0.02*	0.01	2.31	0.01*	0.01	2.07
Gender							0.17 ^(tr)	0.11	1.56
Tenure in police	0.03 ^(*)	0.02	1.67						
Shift hours	-0.42*	0.23	-1.81				0.21 ^(*)	0.12	1.69
Low negative affectivity				-0.12*	0.07	-1.71	-0.13*	0.06	-2.18
Low intolerance for ambiguity	-0.07 ^(tr)	0.05	1.44				-0.05*	0.03	-1.88
Well-being intentions				0.16*	0.08	2.02			
Role well-being							0.20**	0.08	2.53
Mental well-being	0.24	0.16	1.46	0.21**	0.11	1.80			
Subjective well-being	0.11*	0.05	2.31						
Engagement							0.14*	0.07	2.08
<i>Shared perceived climate</i>							0.16**	0.06	2.65
<i>Individual perceived climate</i>							-0.09 ^(tr)	0.07	-1.38
<i>Shared control belief climate</i>	0.27*	0.12	2.29	0.37**	0.09	4.21			
<i>Individual control belief climate</i>	0.22 ^(tr)	0.15	1.49	-0.17 ^(tr)	0.11	-1.55			

^(tr) trend; ^(*) approaching statistical significance; *one-tailed $p < .05$; **one-tailed $p < .01$. Notes. 1. Coefficients are unstandardised; 2. Included as referent in intercept. All effects estimated using FML.

Here, Table 4.2.2a has indirect shared rather than individual level climate as the stronger predictor of shared leadership and well-being belief culture, with direct shared rather than individual perceived climate as the stronger predictor of normative belief culture. This parallels Table 4.2.2b where indirect shared climate predicts attitude to well-being, while direct shared climate predicts subjective norms. Hence, these provide strong support for H20 in the sense that the three indirect measures of climate predict three indirect measures of culture and two direct measures of climate predict the two direct measures of culture. This is important as it supports climate’s ability to influence culture change, given the view of Ehrhart et al. (2014, p. 301) that climate is the more accessible/malleable level at which to target culture change interventions – see Discussion, section 7.6.

Table 4.2.2b. Direct measures of culture fixed effects for control belief climate (in/direct) and predictor covariates

	<i>Attitude to well-being</i>			<i>Subjective norms</i>		
	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>	<i>Coeff.¹</i>	<i>SE</i>	<i>t</i>
Tenure in custody	-0.06*	0.03	-2.25			
Tenure in police				-0.05*	0.02	-1.96
Shift hours				-0.34 ^(tr)	0.23	-1.46
Low negative affectivity	0.31**	0.13	2.47			
Well-being intentions	0.25*	0.14	1.78			
Role well-being				0.25*	0.15	1.72
Mental well-being	-0.51*	0.21	-2.44	-0.27 ^(tr)	0.18	-1.46
Engagement				0.28*	0.13	2.19
<i>Shared perceived climate</i>				<i>0.42**</i>	<i>0.12</i>	<i>3.70</i>
<i>Shared control belief climate</i>	<i>0.37*</i>	<i>0.16</i>	<i>2.32</i>			

^(tr) trend; (*) approaching statistical significance; *one-tailed p<.05; **one-tailed p<.01. Note.

1. Coefficients are unstandardised; 2. Included as referent in intercept. All effects estimated using FML.

4.3. Mediators

4.3.1. Demographics, controls, well-being intentions and direct predictors mediate paths between well-being outcomes and all indirect measures. (H17) These

1-1-2 and 1-2-2 structures predict study demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, shift hours, controls for low negative affectivity (low NA) and low intolerance for ambiguity (low IfA), well-being intentions and direct measures will all mediate paths from well-being outcomes to indirect measures.

Results identified five mediators for three of the four indirect outcomes, namely: well-being intentions; attitude to well-being; subjective norms; shared perceived control; and low NA (the exception being normative beliefs culture for which the mediators were subjective norms, shared perceived control, and role [custody sergeant]) (Tables 4.3.1 to 4.3.4). However, as with H10, H11 and H12, single level PROCESS analyses had to be substituted in six instances.

Table 4.3.1. Well-being mediated relationships with shared leadership

X	M	Y	C'
Role well-being (Indirect effect: I = .26; S = .37)	Well-being intentions (Path a = .82)	Shared leadership (Path b: I = .32; S = .45)	b = .24
Mental well-being (Indirect effect: I = .16; S = .22)	Well-being intentions (Path a = .58)	Shared leadership (Path b: I = .27; S = .38)	b = .57
Energy (Indirect effect: I = .10; S = .12)	Well-being intentions (Path a = .25)	Shared leadership (Path b: I = .39; S = .47)	b = .23
Engagement (Indirect effect: I = .10; S = .12)	Well-being intentions (Path a = .28)	Shared leadership (Path b: I = .36; S = .44)	b = .34
Role well-being (Indirect effect: I = .11; S = .13)	Attitude to well-being (Path a = .60)	Shared leadership (Path b: I = .20; S = .22)	b = .42
Low workplace stress (Indirect effect: I = .11; S = .12)	Attitude to well-being (Path a = .48)	Shared leadership (Path b: I = .23; S = .24)	b = .19
Mental well-being (Indirect effect: I = .13; S = N/A)	Attitude to well-being (Path a = .72)	Shared leadership (Path b: I = .18; S = N/A)	b = .62
Energy (Indirect effect: I = .11; S = .11)	Attitude to well-being (Path a = .49)	Shared leadership (Path b: I = .23; S = .23)	b = .22
Engagement (Indirect effect: I = .13; S = .12)	Attitude to well-being (Path a = .61)	Shared leadership (Path b: I = .21; S = .20)	b = .30
Role well-being (Indirect effect: I = .12; S = .12)	Subjective norms (Path a = .63)	Shared leadership (Path b: I = .19; S = .19)	b = .40
Low workplace stress (Indirect effect: I = .11; S = .14)	Subjective norms (Path a = .51)	Shared leadership (Path b: I = .21; S = .27)	b = .19
Mental well-being (Indirect effect: I = .13; S = N/A)	Subjective norms (Path a = .89)	Shared leadership (Path b: I = .15; S = N/A)	b = .62
Energy (Indirect effect: I = .11; S = .10)	Subjective norms (Path a = .56)	Shared leadership (Path b: I = .20; S = .18)	b = .21
Engagement (Indirect effect: I = .11; S = .11)	Subjective norms (Path a = .68)	Shared leadership (Path b: I = .17; S = ns)	b = .31
Role well-being (Indirect effect: I = .14; S = .17)	Shared perceived control (Path a = .57)	Shared leadership (Path b: I = .25; S = .29)	b = .36
Low workplace stress (Indirect effect: I = .23; S = .30)	Shared perceived control (Path a = .83)	Shared leadership (Path b: I = .27; S = .36)	b = ns
Mental well-being (Indirect effect: I = .20; S = N/A)	Shared perceived control (Path a = 1.25)	Shared leadership (Path b: I = .16; S = N/A)	b = .55
Energy (Indirect effect: I = .22; S = .28)	Shared perceived control (Path a = .83)	Shared leadership (Path b: I = .27; S = .34)	b = ns
Engagement (Indirect effect: I = .19; S = .23)	Shared perceived control (Path a = .86)	Shared leadership (Path b: I = .22; S = .27)	b = .23
Role well-being (Indirect effect: I = .14; S = .26)	Low negative affectivity (Path a = .49)	Shared leadership (Path b: I = .28; S = .54)	b = .34
Low workplace stress (Indirect effect: I = .13; S = .24)	Low negative affectivity (Path a = .48)	Shared leadership (Path b: I = .26; S = .50)	b = .16
Mental well-being (Indirect effect: I = .15; S = .27)	Low negative affectivity (Path a = .76)	Shared leadership (Path b: I = .21; S = .36)	b = .51
Subjective well-being (Indirect effect: I = .05; S = .11)	Low negative affectivity (Path a = .26)	Shared leadership (Path b: I = .19; S = .44)	b = .16
Energy (Indirect effect: I = .15; S = .27)	Low negative affectivity (Path a = .48)	Shared leadership (Path b: I = .32; S = .57)	b = .16
Engagement (Indirect effect: I = .14; S = .23)	Low negative affectivity (Path a = .50)	Shared leadership (Path b: I = .28; S = .46)	b = .28

X = Predictor; M = Mediator; Y = Outcome; & C' = Direct path from X to Y. N/A = Use single level PROCESS analysis.

Table 4.3.2. Well-being mediated relationships with well-being beliefs culture

X	M	Y	C'
Role well-being (Indirect effect: I = .16; S = .29)	Well-being intentions (Path a = .82)	Well-being beliefs culture (Path b: I = .20; S = .36)	b = .26
Mental well-being (Indirect effect: I = .15; S = .17)	Well-being intentions (Path a = .58)	Well-being beliefs culture (Path b: I = .26; S = .30)	b = .37
Energy (Indirect effect: I = .09; S = .12)	Well-being intentions (Path a = .25)	Well-being beliefs culture (Path b: I = .36; S = .48)	b = ns
Engagement (Indirect effect: I = .09; S = .12)	Well-being intentions (Path a = .28)	Well-being beliefs culture (Path b: I = .32; S = .45)	b = .17
Role well-being (Indirect effect: I = .06; S = .12)	Attitude to well-being (Path a = .60)	Well-being beliefs culture (Path b: I = .10; S = .20)	b = .38
Low workplace stress (Indirect effect: I = .07; S = .10)	Attitude to well-being (Path a = .48)	Well-being beliefs culture (Path b: I = .14; S = .22)	b = ns
Mental well-being (Indirect effect: I = .08; S = .14)	Attitude to well-being (Path a = .74)	Well-being beliefs culture (Path b: I = .11; S = .19)	b = .44
Energy (Indirect effect: I = .07; S = .10)	Attitude to well-being (Path a = .49)	Well-being beliefs culture (Path b: I = .15; S = .20)	b = .11
Engagement (Indirect effect: I = .08; S = .11)	Attitude to well-being (Path a = .61)	Well-being beliefs culture (Path b: I = .13; S = .18)	b = .20
Role well-being (Indirect effect: I = .08; S = .16)	Subjective norms (Path a = .63)	Well-being beliefs culture (Path b: I = .12; S = .26)	b = .34
Low workplace stress (Indirect effect: I = .08; S = .17)	Subjective norms (Path a = .51)	Well-being beliefs culture (Path b: I = .15; S = .33)	b = ns
Mental well-being (Indirect effect: I = .10; S = .19)	Subjective norms (Path a = .90)	Well-being beliefs culture (Path b: I = .11; S = .21)	b = .40
Energy (Indirect effect: I = .09; S = .19)	Subjective norms (Path a = .56)	Well-being beliefs culture (Path b: I = .16; S = .34)	b = ns
Engagement (Indirect effect: I = .09; S = .20)	Subjective norms (Path a = .68)	Well-being beliefs culture (Path b: I = .14; S = .29)	b = .17
Role well-being (Indirect effect: I = .06; S = .14)	Shared perceived control (Path a = .57)	Well-being beliefs culture (Path b: I = .11; S = .24)	b = .35
Low workplace stress (Indirect effect: I = .16; S = .26)	Shared perceived control (Path a = .83)	Well-being beliefs culture (Path b: I = .19; S = .31)	b = ns
Mental well-being (Indirect effect: I = .11; S = .23)	Shared perceived control (Path a = 1.21)	Well-being beliefs culture (Path b: I = .09; S = .19)	b = .36
Energy (Indirect effect: I = .15; S = .26)	Shared perceived control (Path a = .83)	Well-being beliefs culture (Path b: I = .18; S = .34)	b = ns
Engagement (Indirect effect: I = .11; S = .23)	Shared perceived control (Path a = .86)	Well-being beliefs culture (Path b: I = .13; S = .26)	b = .15
Role well-being (Indirect effect: I = ns; S = .20)	Low negative affectivity (Path a = .49)	Well-being beliefs culture (Path b: I = ns; S = .41)	b = .39
Low workplace stress (Indirect effect: I = ns; S = .21)	Low negative affectivity (Path a = .48)	Well-being beliefs culture (Path b: I = ns; S = .43)	b = ns
Energy (Indirect effect: I = ns; S = .21)	Low negative affectivity (Path a = .48)	Well-being beliefs culture (Path b: I = ns; S = .43)	b = .09
Engagement (Indirect effect: I = ns; S = .23)	Low negative affectivity (Path a = .50)	Well-being beliefs culture (Path b: I = ns; S = .34)	b = .22

X = Predictor; M = Mediator; Y = Outcome; & C' = Direct path from X to Y.

Table 4.3.3. Well-being mediated relationships with normative beliefs culture

X	M	Y	C'
Role well-being (Indirect effect: I = .06; S = .12)	Subjective norms (Path a = .63)	Normative beliefs culture (Path b: I = .10; S = .19)	b = .25
Low workplace stress (Indirect effect: I = .06; S = .11)	Subjective norms (Path a = .51)	Normative beliefs culture (Path b: I = .11; S = .22)	b = ns
Energy (Indirect effect: I = .07; S = .12)	Subjective norms (Path a = .56)	Normative beliefs culture (Path b: I = .12; S = .21)	b = ns
Engagement (Indirect effect: I = .07; S = .13)	Subjective norms (Path a = .68)	Normative beliefs culture (Path b: I = .10; S = .19)	b = .15
Role well-being (Indirect effect: I = .07; S = .14)	Shared perceived control (Path a = .57)	Normative beliefs culture (Path b: I = .13; S = .25)	b = .25
Low workplace stress (Indirect effect: I = .15; S = .25)	Shared perceived control (Path a = .83)	Normative beliefs culture (Path b: I = .18; S = .30)	b = ns
Mental well-being (Indirect effect: I = .14; S = .25)	Shared perceived control (Path a = 1.21)	Normative beliefs culture (Path b: I = .12; S = .20)	b = .24
Energy (Indirect effect: I = .15; S = .23)	Shared perceived control (Path a = .83)	Normative beliefs culture (Path b: I = .18; S = .28)	b = ns
Engagement (Indirect effect: I = .12; S = .22)	Shared perceived control (Path a = .86)	Normative beliefs culture (Path b: I = .14; S = .25)	b = ns
Low subjective well-being (Indirect effect: I = .01; S = .01)	Role-Custody Sergeant (Path a = -.03)	Normative beliefs culture (Path b: I = -.42; S = -.51)	b = .08

X = Predictor; M = Mediator; Y = Outcome; & C' = Direct path from X to Y.

Table 4.3.4. Well-being mediated relationships with shared control beliefs climate

X	M	Y	C'
Role well-being (Indirect effect: I = .31; S = .28)	Well-being intentions (Path a = .82)	Shared control beliefs climate (Path b: I = .38; S = .34)	b = ns
Mental well-being (Indirect effect: I = .13; S = ns)	Well-being intentions (Path a = .58)	Shared control beliefs climate (Path b: I = .22; S = ns)	b = .48
Low workplace stress (Indirect effect: I = .10; S = .12)	Attitude to well-being (Path a = .48)	Shared control beliefs climate (Path b: I = .21; S = .24)	b = .20
Mental well-being (Indirect effect: I = .14; S = N/A)	Attitude to well-being (Path a = .72)	Shared control beliefs climate (Path b: I = .19; S = N/A)	b = .45
Energy (Indirect effect: I = .09; S = .12)	Attitude to well-being (Path a = .49)	Shared control beliefs climate (Path b: I = .18; S = .24)	b = .25
Engagement (Indirect effect: I = .10; S = .14)	Attitude to well-being (Path a = .61)	Shared control beliefs climate (Path b: I = .16; S = .23)	b = .30
Role well-being (Indirect effect: I = .10; S = .26)	Subjective norms (Path a = .63)	Shared control beliefs climate (Path b: I = .16; S = .41)	b = .25
Low workplace stress (Indirect effect: I = .07; S = .19)	Subjective norms (Path a = .51)	Shared control beliefs climate (Path b: I = .13; S = .37)	b = .21
Mental well-being (Indirect effect: I = .13; S = N/A)	Subjective norms (Path a = .89)	Shared control beliefs climate (Path b: I = .15; S = N/A)	b = .46
Subjective well-being (Indirect effect: I = .04; S = .11)	Subjective norms (Path a = .27)	Shared control beliefs climate (Path b: I = .16; S = .41)	b = .08
Energy (Indirect effect: I = .07; S = .20)	Subjective norms (Path a = .56)	Shared control beliefs climate (Path b: I = .12; S = .36)	b = .26
Engagement (Indirect effect: I = .06; S = .23)	Subjective norms (Path a = .68)	Shared control beliefs climate (Path b: I = .09; S = .34)	b = .32
Role well-being (Indirect effect: I = .15; S = .24)	Shared perceived control (Path a = .57)	Shared control beliefs climate (Path b: I = .27; S = .41)	b = .20
Low workplace stress (Indirect effect: I = .23; S = .36)	Shared perceived control (Path a = .83)	Shared control beliefs climate (Path b: I = .28; S = .41)	b = ns
Mental well-being (Indirect effect: I = .31; S = N/A)	Shared perceived control (Path a = 1.25)	Shared control beliefs climate (Path b: I = .25; S = N/A)	b = .28
Subjective well-being (Indirect effect: I = .10; S = .15)	Shared perceived control (Path a = .35)	Shared control beliefs climate (Path b: I = .30; S = .43)	b = ns
Energy (Indirect effect: I = .21; S = .33)	Shared perceived control (Path a = .83)	Shared control beliefs climate (Path b: I = .25; S = .40)	b = ns
Engagement (Indirect effect: I = .19; S = .31)	Shared perceived control (Path a = .86)	Shared control beliefs climate (Path b: I = .22; S = .35)	b = .20
Role well-being (Indirect effect: I = .08 S = .17)	Low negative affectivity (Path a = .49)	Shared control beliefs climate (Path b: I = .16; S = .35)	b = .24
Low workplace stress (Indirect effect: I = ns; S = .15)	Low negative affectivity (Path a = .48)	Shared control beliefs climate (Path b: I = ns; S = .30)	b = .22

X = Predictor; M = Mediator; Y = Outcome; & C' = Direct path from X to Y. N/A = Use single level PROCESS analysis.

Here effects were stronger at the shared (72.22%) rather than individual (5.56%) level, although 22.22 per cent saw little or no difference. Although most direct relationships (c') were statistically significant, 18 were not, meaning mediation explained their relationship between predictor (X) and outcome (Y). In short, with

role (custody sergeant) the only demographic mediator, support for H17 is partial. However, this is another one of those instances when less is more in the sense that support for the five mediators of well-being intentions, attitude to well-being, subjective norms, shared perceived well-being control, and low NA is strong, with all relationships shown to be positive except for role (custody sergeant; a rare negatively focused positive correlation, whereby the role of custody sergeant equals low normative belief culture).

4.3.2. Demographics, controls and well-being intention mediate relationships between well-being outcomes and direct measures (H18) This 1-1-2 structure predicts study demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, shift hours, controls for low negative affectivity (low NA) and low intolerance for ambiguity (low IfA), together with well-being intentions, will all mediate paths from well-being outcomes to direct organisational culture and climate. Results identified just two mediators of well-being intentions and low NA for all three direct organisational outcomes (Tables 4.3.5 to 4.3.7). Here effects fell equally between individual and shared levels at 43.48 per cent each, with 13.04 per cent having little or no difference between them. With all direct relationships (c') statistically significant except one, this saw mediation explain this one relationship between predictor (X) and outcome (Y).

Table 4.3.5. Well-being mediated relationships with attitudes to well-being

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Role well-being (Indirect effect: <i>I</i> = .51; <i>S</i> = .37)	Well-being intentions (Path <i>a</i> = .82)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .62 <i>S</i> = .45)	<i>b</i> = ns
Low workplace stress (Indirect effect: <i>I</i> = .12; <i>S</i> = ns)	Well-being intentions (Path <i>a</i> = .20)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .61; <i>S</i> = ns)	<i>b</i> = .38
Mental well-being (Indirect effect: <i>I</i> = .31; <i>S</i> = ns)	Well-being intentions (Path <i>a</i> = .58)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .54; <i>S</i> = ns)	<i>b</i> = .45
Energy (Indirect effect: <i>I</i> = .14; <i>S</i> = .10)	Well-being intentions (Path <i>a</i> = .25)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .57; <i>S</i> = .38)	<i>b</i> = .34
Engagement (Indirect effect: <i>I</i> = .13; <i>S</i> = ns)	Well-being intentions (Path <i>a</i> = .28)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .49; <i>S</i> = ns)	<i>b</i> = .47
Role well-being (Indirect effect: <i>I</i> = .25; <i>S</i> = .20)	Low negative affectivity (Path <i>a</i> = .49)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .52; <i>S</i> = .41)	<i>b</i> = .32
Low workplace stress (Indirect effect: <i>I</i> = .24; <i>S</i> = .16)	Low negative affectivity (Path <i>a</i> = .48)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .50; <i>S</i> = .33)	<i>b</i> = .33
Mental well-being (Indirect effect: <i>I</i> = .41; <i>S</i> = .40)	Low negative affectivity (Path <i>a</i> = .79)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .51; <i>S</i> = .51)	<i>b</i> = .35
Subjective well-being (Indirect effect: <i>I</i> = .12; <i>S</i> = ns)	Low negative affectivity (Path <i>a</i> = .26)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .47; <i>S</i> = ns)	<i>b</i> = .16
Energy (Indirect effect: <i>I</i> = .24; <i>S</i> = .24)	Low negative affectivity (Path <i>a</i> = .48)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .49; <i>S</i> = .50)	<i>b</i> = .26

X = Predictor; *M* = Mediator; *Y* = Outcome; & *C'* = Direct path from *X* to *Y*.

Table 4.3.6. Well-being mediated relationships with subjective norms

<i>X</i>	<i>M</i>	<i>Y</i>	<i>C'</i>
Mental well-being (Indirect effect: <i>I</i> = .15; <i>S</i> = ns)	Well-being intentions (Path <i>a</i> = .58)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .26; <i>S</i> = ns)	<i>b</i> = .73
Role well-being (Indirect effect: <i>I</i> = .16; <i>S</i> = .19)	Low negative affectivity (Path <i>a</i> = .49)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .33; <i>S</i> = .39)	<i>b</i> = .46
Low workplace stress (Indirect effect: <i>I</i> = .13; <i>S</i> = ns)	Low negative affectivity (Path <i>a</i> = .48)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .27; <i>S</i> = ns)	<i>b</i> = .38
Mental well-being (Indirect effect: <i>I</i> = .15; <i>S</i> = ns)	Low negative affectivity (Path <i>a</i> = .79)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .19; <i>S</i> = ns)	<i>b</i> = .76
Energy (Indirect effect: <i>I</i> = .12; <i>S</i> = ns)	Low negative affectivity (Path <i>a</i> = .48)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .26; <i>S</i> = ns)	<i>b</i> = .45
Engagement (Indirect effect: <i>I</i> = .10; <i>S</i> = ns)	Low negative affectivity (Path <i>a</i> = .50)	Attitudes to well-being (Path <i>b</i> : <i>I</i> = .21; <i>S</i> = .50)	<i>b</i> = .60

X = Predictor; *M* = Mediator; *Y* = Outcome; & *C'* = Direct path from *X* to *Y*.

Table 4.3.7. Well-being mediated relationships with perceived well-being control

X	M	Y	C'
Role well-being (Indirect effect: I = .19; S = ns)	Well-being intentions (Path a = .82)	Shared perceived well-being control (Path b: I = .24; S = ns)	b = .38
Role well-being (Indirect effect: I = .27; S = .47)	Low negative affectivity (Path a = .49)	Shared perceived well-being control (Path b: I = .56; S = .96)	b = .28
Low workplace stress (Indirect effect: I = .17; S = .26)	Low negative affectivity (Path a = .48)	Shared perceived well-being control (Path b: I = .34; S = .53)	b = .62
Mental well-being (Indirect effect: I = .23; S = .39)	Low negative affectivity (Path a = .79)	Shared perceived well-being control (Path b: I = .29; S = .50)	b = .96
Subjective well-being (Indirect effect: I = .11; S = .18)	Low negative affectivity (Path a = .26)	Shared perceived well-being control (Path b: I = .40; S = .68)	b = .24
Energy (Indirect effect: I = .16; S = .24)	Low negative affectivity (Path a = .48)	Shared perceived well-being control (Path b: I = .33; S = .49)	b = .65
Engagement (Indirect effect: I = .17; S = .26)	Low negative affectivity (Path a = .50)	Shared perceived well-being control (Path b: I = .34; S = .52)	b = .68

X = Predictor; M = Mediator; Y = Outcome; & C' = Direct path from X to Y.

To summarise, with no demographic mediators, support for H18 is partial, although support for the two mediators of well-being intention and low NA is stronger than this suggests.

4.4. Moderators

4.4.1. Demographics, controls and well-being intentions moderate relationships between well-being outcomes and both indirect and direct measures (H19) This predicts demographics of role, sector, contract, age, gender, tenure in custody, tenure in police, shift hours, controls for low negative affectivity (low NA), low intolerance for ambiguity (low IfA), and well-being intentions will all moderate paths from well-being outcomes (behavioural and/or psychosocial) to both indirect and direct measures. Results identified statistically significant moderator influences across six of seven outcomes (although one added little or nothing of value and was discarded). In addition, all predictors were grand mean centred and use the threshold $t = 1.94(6)$, $p < .05$, one-tailed, with relationships confirmed using simple

slope analyses to probe interactions at the 25th, 50th and 75th percentiles (Table 4.4.1).

Table 4.4.1. Well-being moderated relationships with in/direct measures

X	W	X*W	Y
Low workplace stress, b = .46	Tenure in custody, b = -.03	b = .04	Attitude to well-being
Subjective well-being, b = .27	Age, b = -.02	b = .01	Attitude to well-being
Subjective well-being, b = .26	Sector (private [0], public [1], b = -.41	b = .28	Attitude to well-being
Subjective well-being, b = .27	Tenure in police, b = -.03	b = .01	Attitude to well-being
Role well-being, b = .65	Tenure in custody, b = -.004	b = .04	Subjective norms
Subjective well-being, b = .26	Age, b = -.02	b = .01	Subjective norms
Low workplace stress, b = .17	Contract (part- [0], full-time [1], b = .26	b = -.04	Well-being belief culture
Role well-being, b = .33	Gender (female- [0], male [1], b = .01	b = -.25 ^(tr)	Normative belief culture
Energy, b = .18	Age, b = -.002	b = -.01	Normative belief culture
Subjective well-being, b = .11	Low intolerance for ambiguity, b = .04	b = -.06	Shared control belief climate
Well-being intention, b = .32	Low intolerance for ambiguity, b = .05	b = -.07	Shared control belief climate
Role well-being, b = .11	Well-being intention, b = .20	b = -.06	Shared control belief climate
Well-being intention, b = .34	Tenure in custody, b = -.02	b = .02	Shared control belief climate
Mental well-being, b = .71	Tenure in custody, b = .01	b = .04	Shared leadership
Well-being intention, b = .45	Tenure in custody, b = .01	b = .03	Shared leadership
Subjective well-being, b = .22	Low intolerance for ambiguity, b = -.03	b = -.05	Shared leadership

X = Predictor; W = Moderator; X*W = Interaction; Y = Outcome; (tr) = trend, i.e. ns but in predicted direction.

Here moderator influences either render negative relationships positive or vice versa. This is straightforward, except where:

- Sector increases (i.e. turns from private [0] to public [1]), when subjective well-being's relationship with attitudes to well-being decreases;
- Contract decreases (i.e. turns from full-time [1] to part-time [0]), when low workplace's relationship with well-being beliefs culture increases;
- Gender decreases (i.e. turns from male [1] to female [0]), when role well-being's relationship with normative beliefs culture decreases.

In summary, with moderators identified for all demographics (except role and shift hours), together with control for low NA, support for H19 is strong. Strengths were threefold, rendering: 1) negative relationships positive, including for sector (private to public); 2) positive relationships negative, including for contract (full-time to part-time), plus gender (male to female); and 3) statistically non-significant

relationships statistically significant.

4.5. Chapter summary

Results provide revers/reciprocal answers to the research question, “To what extent can IMMOCC support the research aim of knowing how and why factors that promote or undermine police custody (officer & police staff) well-being also explain differences within and between their public and private sector roles?” It does this by evidencing the extent/strength of results for how and why differences arise in terms of three sub-categories of theory, mediation and moderation, as summarised in Table 4.5.

Table 4.5. Categorical summary of results for the five reverse hypotheses

<i>Sub-type</i>	<i>Hypotheses</i>	<i>Level of support</i>
Theory	Support for reverse IMMOCC (H16)	Strong
	Climate predicts culture and shared leadership (H20)	Strong
Mediator	Well-being outcomes → demographics, control(s), intentions and direct measures → indirect measures (H17)	Partial
	Well-being outcomes → demographics, control(s) and intentions → direct measures (H18)	Partial
Moderator	Well-being outcomes → demographics, control(s) and intentions → indirect/direct measures (H19)	Strong

These results are expanded in the following narrative where ✓ means hypothesis supported and X means hypothesis unsupported, as follows:

1) Theory Evidences: a) multilevel (reverse) support for IMMOCC (H16✓), including contrasting work environments for shifts (i.e. variable & 12-hour), where the former is positive (i.e. more conducive to well-being) and latter negative (i.e. less conducive to well-being); thereby presenting a potential tension with linear results. These results

are important for the fact that when looking to future recommendations for improvement, they speak to a need to promote positive work environments epitomised by a shared leadership culture and tolerant/engaged climate and to be cautious of potentially negative environments epitomised by a culture and climate that is intolerant and disengaged – see section 7.6. There was also an unexpected strength of cultural sub-component tensions for role, where shared leadership and well-being belief culture were generally positive while normative belief culture was completely negative. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to raise the status of custody by targeting positive relationships and so negate the effects of these cultural sub-component tensions for role – see section 7.6; and b) climate as predictor of culture and shared leadership (H20✓), important for the fact that climate is seen as the more accessible/malleable level at which to target culture change interventions (Ehrhart et al. 2014) – see Discussion, section 7.6.

2) Mediator Evidences how: a) well-being intention, attitude to well-being, subjective norms, shared perceived well-being control and low NA mediate paths between well-being outcomes and indirect measures (H17✓); and b) well-being intentions and low NA mediate paths between well-being outcomes and direct measures (H18✓).

3) Moderator Evidences how study demographics (all except role and shift hours), low NA, and well-being intentions moderate paths between well-being outcomes and direct measures (H19✓).

5. Results (Strategy 2): Qualitative

5.1. Chapter aims and objectives

Here, the focus changes from quantitative to qualitative results in order to triangulate/crystallise support for IMMOCC as: 1) outcome result/consequence, necessitating a theoretical thematic analysis (i.e. top down); and 2) output production/creation, necessitating a thematic analysis (i.e. bottom-up).

5.2. Triangular support for IMMOCC as outcome using top-down theoretical thematic analysis

5.2.1. Introduction Consideration of IMMOCC as outcome result/ consequence, required use of theoretical thematic analysis (TTA; Braun & Clarke, 2006, 2013), i.e. top-down, involving largely semantic (explicit), descriptive (illustrative), and deductive coding (Braun & Clarke, 2006, 2013). Qualitatively, it asks the research question, “How will participant comments support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?” The opening ‘how’ produced two overarching themes called: 1) direct support; and 2) indirect support, each of which I will address, separately, in the next two sub-sections.

5.2.2. Results of TTA direct support While admittedly an unconventional sight in qualitative research (though supportive of a multi-strategy approach), the frequency table of participant comments at Appendix F, nevertheless, maps directly onto IMMOCC in terms of it’s indirect (Level 1 & 2), direct (Level 1 & 2), well-being intention/ outcome (Level 1), demographic and current control (Level 1) variables. With IMMOCC components already explained in Chapters 1 and 2 (Figures 1. 4 and

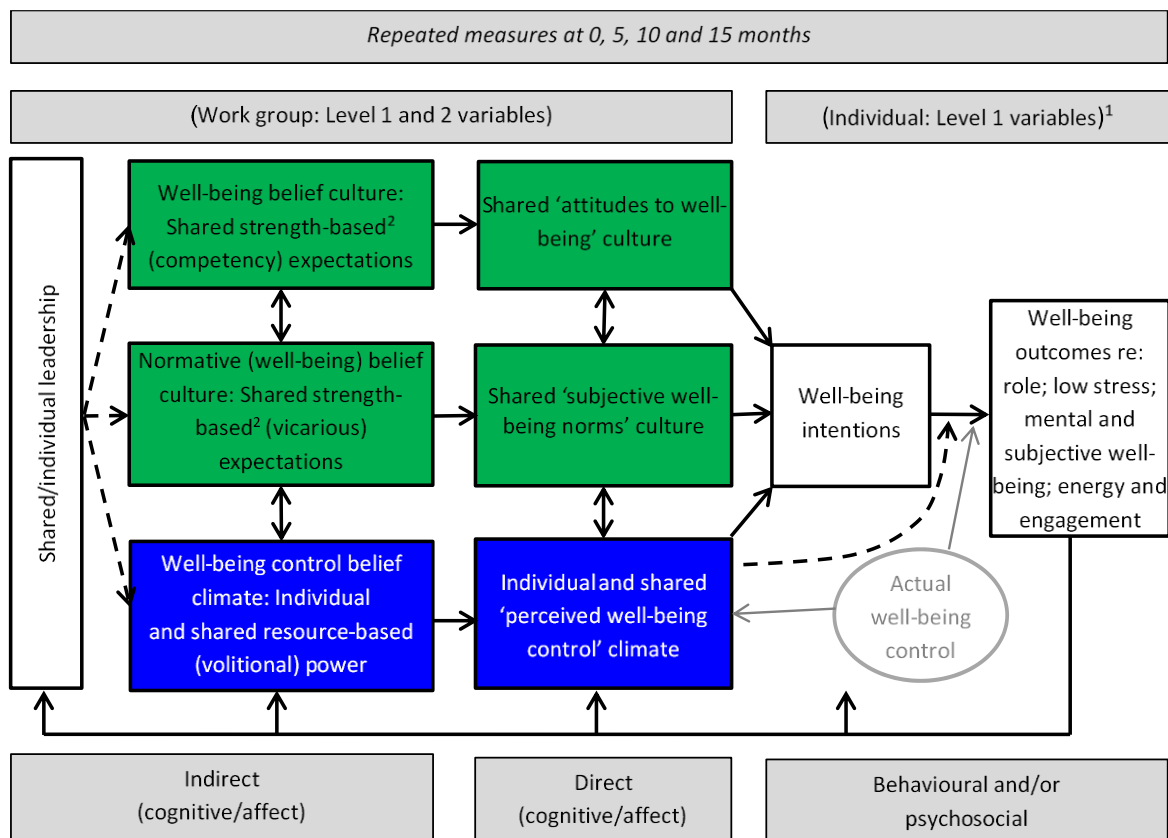


Figure 5.2. Integrated multilevel model of organisational culture and climate for police custody staff well-being. (Notes. 1. Includes demographics and controls; 2. Updates earlier version in Werner-de-Sondberg et al., 2018)

Figure 2.3; restated here as Figure 5.2), their qualitatively identifiable components (excluding demographics and controls, which can vary from study to study), are evidenced here with minimum definition as–

Shared leadership (aka leadership as a community of practice), whereby employees cohere around a shared history of common values and beliefs strongly associated with organisational culture (Appelbaum et al., 1999; cf. Askanasy & Härtel, 2014).

Participant No. 48 (MSc2; DO). *“The Custody environment is a challenging workplace where team work between Police Officers/Sergeants and Police Staff DO’s [&] CA’s is directly proportionate to the service levels we deliver to our clients...The interaction between some staff can be confrontational,*

but generally the staff work well together, communicating issues and needs well to facilitate a professional service level.”

Participant No. 72 (PhD2; DO). *“Working at the new custody block is a big move after you have worked in police stations for a long time. It’s completely different, not only a slight change to the DO’s role, but also a different environment and new staff to meet and rebuild a new team. I think all [of the] above added together will take time and effort from everyone to make a good team and make it work.”*

These detention officer extracts evidence past, present and future inter-relationships which, when linked as background factors to organisational culture and climate (both of which follow shortly), form a basis for team cohesion very much akin to shared leadership (Pearce & Conger, 2003; Appelbaum et al., 1999).

Organisational culture (indirect/direct, regarding sub-component well-being and normative belief expectations that provide valuable lessons for solving problems of external adaptation [well-being belief expectations] and internal integration [normative belief expectations] respectively; Schein, 2010).

Participant No. 72 (PhD2; Insp). *“Staffing levels where I work are very low. It is a daily challenge that takes up far too much of my time arranging for cover and overtime just to make the minimum safe staffing levels. If I were just allowed to concentrate on my normal ‘day job’ and the development of my team I would feel much better and less stressed.”*

Participant No. 11 (PhD1; Sgt). *“Your initial questions about well-being and achieving it at work were difficult to put into context - for the simple reason - no one is interested in our well-being they are only interested in the job being done... - so although yes it would be great and I have marked it so, sadly it will never happen.”*

Participant No. 20 (PhD1; Sgt). *“Because we have a large amount of cells, we have been subject to hectoring behaviour from management when we close temporarily due to being at safe capacity. I have been off work with stress due to this and the constant pressure of the environment here.”*

The first (Insp) extract evidences indirect well-being belief expectations that equate to all seven of the custody sergeant competencies of: decision making; leading change; leading people; managing performance; professionalism; public service; and working with others. Ironically, though negative in tone, its team development focus intends something much more positive. While the third (Sgt) extract evidences indirect normative belief expectations (also negative), the second (Sgt) extract evidences mixed direct well-being expectations (positive) and direct normative belief expectations (negative). These sub-component tensions (previously observed in Chapters 3 & 4, sub-sections 3.4.2 & 4.2.1), suggest a pattern of well-being belief expectations that are generally positive (reflective of external adaptation), though potentially undermined by normative belief expectations that are generally negative (reflective of internal integration); a topic we will return to in the next sub-section.

Control belief climate (aka organisational climate, indirect/direct, regarding control/resource-belief, meaning employees attribute to their work environment and which can potentially impact psychological well-being; cf. Glisson & James, 2002; Ehrhart et al., 2014).

Participant No. 45 (MSc2; Sgt). *“This role is stressful and can be extremely busy at times. It is a very confrontational role, not only with prisoners, but also colleagues. We are constantly filmed and our decisions are scrutinised all the time. There is a general feeling of lack of appreciation from supervisors. This causes stress and frustration. Supervisors manage by e-mail and do not take an interest in our career progression or welfare. Supervisors do not appear to understand our role and make decisions without consultation, which makes our job more difficult, creating stress. There is no reward or recognition. Equally there is no discipline or punishment for under performance or past attendance, which causes frustration in teams.”*

Participant No. 5 (PhD1; DO). *“[...] custody has a world of its own. The general public, like most*

distressful working environments, haven't a clue what we have to deal with. The violence, abuse, medical threats, 24 hr shifts, lack of support, stress, injuries, personal threats - the list goes on[...] I'm not saying this is how it is 24 hrs a day but we are expected to jump into action immediately [...] we have a prisoner in custody. That's part of the job but dealing with these people with their issues and all that custody throws at you sooner rather than later it must effect [...] your working [...] and private life."

Participant No. 107 (PhD2; Sgt). *"Custody is a soul-destroying environment. It makes me feel trapped with no chance of escape. The constant abuse and violence towards myself and my colleagues mean I am constantly on edge. Even the smell is at times unbearable due to the lack of hygiene from a lot (not all) of the prisoners. I feel more of a prisoner than they do. I am constantly provoked and under the spotlight, knowing that one wrong move means [Professional Standards] will take my job and my pension. [...] my Insp. recognised I was ready to snap and potentially hurt someone. I had time off with depression/anxiety [... but,] I am due to go back in soon and I am dreading it. I also know that I will get zero support from the organisation."*

The first two (Sgt & DO) extracts evidence indirect control belief climate which the Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015) grounded in self-determination theory (SDT; e.g. Ryan, 2009; Deci & Ryan, 2008) links to global well-being needs for autonomy, competence and relatedness. The third (Sgt) extract evidences direct control belief climate, where lack of control and self-esteem (cf. Ajzen, 1999, 2005; Fishbein & Ajzen, 2010), attributes meaning (negative in this instance) beyond police custody as work environment to the organisation.

Well-being intention/outcomes (each of which mirrors the other in terms of realising potential, coping with the normal stresses of life and working productively/ fruitfully; WHO, 2014).

Participant No. 45 (MSc2; Sgt). *"I love my job and I believe I make a valuable contribution to public*

protection. I enjoy the freedom that this role gives in my personal life which helps maintain a healthy work balance. [I] count myself lucky to be in this department. I have no desire to leave custody.”

Participant No. 24 (MSc2; DO). Custody is a very demanding place but can also be a rewarding one. I enjoy the work I do and feel that I do it to the best of my ability. I always say to people that no 2 days are the same in this job and I still agree with that. People are different and demanding, but I try to treat all with respect, but I also try to command respect back. It does make the job a lot easier. Having done the role for 15 years, a lot of “customers” [pics] know me and know how they will be treated and will generally act accordingly, and I am known within our team to be a calming influence on people.

Participant No. 6(PhD2; Sgt). Taken own steps to improve well-being - job have done nothing. I fail to see what difference you will make - Mental health is paid lip service nationally on many fronts so within the Police little to no change will take place. This survey is only being completed as we keep getting e-mails telling us to do so.”

With well-being intention already evidenced by Participant No. 11 (PhD1; Sgt; see organisational culture), these three (Sgt & DO) extracts focus on role well-being (as outcome; informed by the WHO, 2014), except that the last (Sgt) extract is organisationally less positive. From this and earlier extracts (e.g. Participant No. 107, PhD2; Sgt; see control belief climate), it is not difficult to see how well-being outcomes might also reflect poor well-being in terms of workplace stress, poor mental and subject well-being, exhaustion and disengagement (as outcomes also employed in this study).

5.2.3. Results of TTA indirect support Whereas direct support for IMMOCC was expected, what follows by way of indirect support was not. This produced a single overarching theme called ‘Support for contested issues’ which had three subordinates, each of which provide empirical support for: 1) the original seven

custody sergeant competencies (subsumed as four for well-being belief culture expectations, though retaining the original names; Skills for Justice, 2013); 2) the HSE definition of stress, which as outcome (albeit reverse coded for low stress) is sometimes considered a-theoretical (e.g. Patmore, 2006); and 3) the HSE Management Standards for workplace stress prevention which, as a multilevel adaptation of the short form HSE Management Standards Indicator Tool (MSIT; Cousins et al., 2004), was intended to measure control belief climate but was lost to the study in favour of the Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015). Hence, while these themes do not directly map onto IMMOCC, as presently conceived, they do triangulate indirect support for IMMOCC concerning original intentions (concerning all three subordinates) and future possibilities (concerning the third MSIT subordinate).

The first *support for contested issues* subordinate concerns the original seven custody sergeant competencies of–

1) *Decision making* (Defined as collates information to gain accurate understanding. Considers options before making clear, timely, justifiable [though revisable] decisions. Balances risks, costs and benefits. Ensures actions and decisions are proportionate and in public interest).

Participant No. 20 (PhD1; Sgt). *“... a stressful custody facility to work in due to the age and fabric of the building being inherently unsafe [no longer operational]. Also, the profile of the detainees is more demanding than anywhere else in the force and we have a much higher proportion of them removed to hospital than any other facility.”*

Participant No. 64 (PhD1; Sgt). *“You are continually having to make decisions which could be life or death decisions in this environment. If you make a wrong decision it is then pulled apart by senior management or professional standards.”*

Participant No. 66 (PhD3; Sgt). *“[Custody] carries a lot of responsibility for no reward. It’s dead-end,*

monotonous and dull. However, can I change someone's life? Can I help someone? Can a decision I make, when under pressure with lots of other 'plates spinning' have a huge impact? – Yes. But is this recognised? No. Sorry to be so morose and negative, but I really don't enjoy being a custody sergeant anymore. But that may be due to the bad computer systems and lots of policies which can easily trip you up."

Extracts evidence the sense of responsibility custody sergeants feel for decisions they make. For one this translates to fear of making wrong decisions, while another bemoans excessive pressures with no recognition of their potential consequence. These extracts speak to issues of responsibility/accountability and entrapment I will return to as '*Individualism and well-being*' subordinates highlighted inductively in the next TA sub-section; there is also the third extract where one sergeant views custody as a dead-end job. Looking to future recommendations for improvement, this speaks to a need to raise the status of custody to address cultural sub-component tensions and to offer skills training which challenge negative thinking in favour of detached coping (Paton et al., 2008; cf. Roger, 2002; Roger & Petrie, 2017) – see Discussion, section 7.6.

2) *Leading change* (Defined as positive about change, adapting rapidly to different ways of working. Flexibly open, takes an innovative and creative approach to solving problems).

Participant No. 4 (MSc2; Sgt). *"The main issue for me with custody is being given no choice in whether to do custody – just being told to go on a course, then just being told you are in custody when originally told a draw would take place. I understand that most Officers wouldn't see custody as their choice of role so understand management have to make difficult decisions but feel more fairness should be applied to the selection process, maybe having all newly promoted Sergeants given training and a minimum of 6 months in custody in their first 2 years as a Sergeant."*

Participant No. 72 (PhD1; Sgt). *"More resources are needed to support and assist those that work in*

custody. Making it a specialist role is one thing but to deliver a more supportive hierarchy is what's missing. [...] E.g. It's taken 3 months for my annual leave to be approved [...]. There are currently 300 leave applications pending [...] approval. Officers are frustrated and feel impotent.”

Participant No. 80 (MSc2; Sgt). “As a custody officer I believe more can be done to support the emotional well-being [in the face] of demands and stresses dealing with vulnerable people in custody, many of whom have underlying mental health issues. I would propose regular clinical supervision sessions to identify and address any issues.”

Participant No. 2 (PhD1; Sgt). “We need a national coordinated approach to custody. Running custody blocks should be taken out of the hands of the Police and given to civilian contractors and police supply the custody sergeants only.”

While not always positive about working in custody and the process that brought them there, each of the extracts is focused on approaches to solving problems. They also speak, in part, to a need to raise the status of custody, with the topic of a nationally co-ordinated approach to custody one I will return to in the Discussion (towards the end of section 7.6; although with a different focus in terms of private contractor involvement).

3) *Leading people* (Defined as inspires, directs and clarifies expectations. Recognises and rewards good work. Motivates, encourages and supports. Provides honest/constructive feedback that identifies and addresses areas for development).

Participant No. 45 (MSc2; Sgt). “There is a general [...] lack of appreciation from supervisors. This causes stress and frustration. Supervisors manage by e-mail and do not take an interest in our career progression or welfare. Supervisors do not appear to understand our role and make decisions without consultation, which makes our job more difficult, creating stress. There is no reward or recognition. Equally there is no discipline or punishment for under performance or past attendance, which causes frustration in teams.”

Participant No. 24 (MSc2; public DO). “I always say to people that no two days are the same in this

job and I still agree with that. People are different and demanding, but I try to treat all with respect, but I also try to command respect back. It does make the job a lot easier. Having done the role for [...] years, a lot of detainees know me and know how they will be treated and will generally act accordingly, and I am known within our team to be a calming influence on people.”

Both extracts evidence leading people by example, seen as failing in the first extract, though much more positive in the second. That said, the first also provides well-being with a line management/team focus, able to possibly benefit from skills training in the effective use of Socratic questions, giving and receiving feedback and active listening akin to the five-minute interventions approach used by Kenny and Webster (2015) which trained prison officers to turn everyday conversations with prisoners into rehabilitative interventions (an approach easily adapted to improve police custody [officer and police staff] relationships – see Discussion, section 7.6).

4) Managing performance (Defined as understands organisational objectives/priorities, and role within them. Plans and organises tasks to maintain and improve performance. Sets clear objectives and outcomes. Manages multiple priorities. Knows strengths across team, delegating and balancing workloads appropriately. Monitors delivery of standards and tackles poor performance effectively).

Participant No. 81 (MSc2; Sgt). *“There are days I feel that I cannot think clearly, and my head is spinning. Whilst we are meant to conduct care plans for our detainees this can be difficult to achieve, and we sometimes feel we are paying ‘lip service’ to this. My staff and I feel that no-one cares about the pressures we work under and that as long as we have cell space we should be taking prisoners – rather than realising the pressure we are dealing with.”*

The extract evidences management of multiple priorities where some expectations go unfulfilled. Frustration at internal pressure (usually from shift inspector) to take prisoners when they already have enough to deal with, is also evident. This further speaks to a need to raise the status of custody to address

cultural sub-component tensions and to offer skills training which challenge negative thinking in favour of detached coping.

5) *Professionalism* (Defined as acts with integrity, in line with the values and ethical standards of the Police Service. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and potentially volatile situations. Acts on own initiative with strong work ethic, including continuous professional development).

Participant No. 6 (MSc2; private DO). *“Detainees – depending on their demeanour, how you affect their lives vary. If they are seriously anti-Police they see you as hostile too, so disengage from you. But I am calm with everyone and try not to stress too much.”*

Participant No. 36 (PhD4; CA). *“The main cause of stress and pressure at work is the general shortage of staff. Every shift we are running on minimum staffing making each day strenuous and tiring. Our team dynamic is very good and positive but no-one on our team has had a refreshment break in over a year.”*

Integrity, ownership and a strong work ethic are all evidenced in these two extracts. In addition, the second extract speaks to the need to raise the status of custody relative to staffing issues (whether minimum staffing, refreshment breaks, sickness or succession planning) – see Discussion, section 7.6.

6) *Public service* (Defined as striving to understand and address expectations, changing needs and concerns of different communities. Builds public confidence by talking with people in local communities to explore their viewpoints and break down barriers. Develops partnerships to deliver the best possible overall service).

Participant No. 45 (MSc2; Sgt). *“I love my job and I believe I make a valuable contribution to public protection.”*

Participant No. 92 (PhD3; Sgt). *“Amazing role, and job, unfortunately lack of staff at times, otherwise very satisfying job. Helping victims and putting smile on their face – priceless.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“I am personally looking how custody can encompass this [i.e. build public confidence] more. It is clearly difficult to allow the public to walk around a suite to see how we work; but something I am exploring.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Agree with 3 only – i.e. partnerships re Liaison and Diversion. 1 [building public confidence] & 2 [understanding impact and benefits of policing] not relevant for DO role but would be expected to some degree for C/Sgts.”*

Extracts initially equate public service with job satisfaction (i.e. public protection and/or helping victims) but adopt a more strategic focus in the last two extracts.

7) *Working with others* (Works co-operatively with others to get things done, including helping to support colleagues. Is approachable, developing positive working relationships and a good team spirit. Talks to people using language they understand. Listens carefully and asks questions to clarify understanding, expressing own views positively and constructively. Persuades while managing expectations. Is courteous, polite and considerate, showing empathy and compassion. Treats people with dignity and respect, dealing with them fairly and without prejudice regardless of their background or circumstances).

Participant No. 13 (PhD1; Sgt). *“I feel that within the custody suite there is very little positivity. The people arrested do not want to be there. The officers arresting do not want to be there due to the time it takes to deal with prisoners and look at the custody sergeant as the reason for it taking so long. Often officers look at decisions made in relation to PACE as either unsupportive or at worse obstructive. As a consequence[,] there is very little respite should there be any outside pressure on staff or officers and as a consequence there is an accumulation of stress.”*

Participant No. 104 (PhD2; Sgt). *“Custody is a stressful environment which other departments, such as CID, PSD ignore. The overwhelming feedback is negative and critical.”*

Participant No. 105 (PhD2; Sgt). *“Extra ‘stress’ caused on a daily basis by the inability of ‘partner*

agencies' to fulfil their obligations, e.g. lack of HCP's/social workers/Appropriate Adults/solicitors working under duty solicitor scheme – Extra stress also caused by non-English speaking prisoners with lack of interpreters and travelling times for interpreters for interviews. Delays in receiving CPS charging advice for detained persons can also increase the stress levels in the custody environment.”

Participant No. 109 (PhD2; Sgt). *“Lack of understanding of PACE and custody matters from OIC's and other departments put pressure on time restraints in custody. Constant battles with other agencies that wash their hands of a problem if we have their problem in custody, i.e. Social Servicers, Mental Health Services.”*

Here we see a return to the cultural sub-component tensions addressed in the previous sub-section (originally observed in Chapters 3 & 4). Hence, there is an increasing sense that officers and police staff working in custody are focused on positive outcome expectations (well-being and otherwise), but express negative normative expectations when talking about those from outside custody who appear to undermine their efforts. This, once again, speaks to a need to raise the status of custody, and while this may be difficult to achieve in relation to external partners, it ought to be perfectly feasible organisationally in terms of levels and departments – see Discussion, section 7.6.

Overall, what is important about these results is the way that the original seven custody sergeant competencies (though quantitatively subsumed as four for well-being belief culture expectations), are qualitatively retained in full; a fact not only supported by custody sergeants but also, in no small part, by the other sector roles.

The second *support for contested issues* subordinate concerns the HSE definition of stress (cf. Patmore, 2006). This is important for the fact that officers and police staff had relied on only a common parlance sense of what they thought workplace stress meant though, in fact, shared remarkable consistency with the HSE view, as evidenced by these custody sergeant extracts.

Participant No. 8 (MSc2; Sgt). *“Custody it is seldom busy, that’s when I do feel stress, but it is short lived.”*

Participant No. 23 (MSc2; Sgt). *“The work we do changes hour by hour and we can go from a high to a low in seconds. Custody is a confined working place with no escape at times during a shift and this can very often be a reason stress builds up. Most other roles within the service allow the Officers to take a break away from the pressures.”*

Participant No. 51 (MSc2; Sgt). *“I moved from a larger custody block to the smaller custody block. Many of my answers here are in relation to the larger custody block as it is a fairer representation of the soring pressures of a custody officer and for the past week I have been removed from the block for medical reasons - the full stresses of life without daylight is much better. Stresses and well-being come from the environment, which at present is sometimes difficult to work in. However, this is still one of the most enjoyable posts I’ve had, and at the end of the day you can leave the stress at work.*

Participant No. 63 (MSc2; Sgt). *“Much of the stress of a Custody Officer’s role is the pressure of keeping detainees safe in custody. Majority of detainees are vulnerable by way of drug abuse, alcohol abuse, self-harm or suicidal tendencies, mental health issues or any combination. Single staffing Custody Officers results in no respite from the pressure. Audio and video recording of every second of your working day is subject to minute scrutiny in the event of an adverse incident – no other role is subject to this pressure.”*

Participant No. 35 (PhD3; Sgt). *“Stressful work environment - unrealistic pressures.”*

Participant No. 78 (PhD3; Sgt). *“I have been off work with stress for 3 months due to the violent, noisy, frustrating, angry, loud stressful environment that [is] custody”*

Participant No. 14 (PhD3; Sgt). *“Yes to -ve change in wb = More depressed, i.e. Long shifts - no respite - no meal breaks - increasing violence and prisoner mental health issues - Increased consumption of alcohol as a coping mechanism - lack of staff to adequately cope with demand.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“Several sergeants*

who joined custody at the same time as I have left. At least one of these openly admitted he could not take the pressure and was going to go on sick leave if he could not move out. This sort of thing however does not seem to reflect favourably on those who continue to work well in difficult conditions.”

These extracts (together with those of Participant Nos. 20 & 107 [PhD1 & 2; Sgts]) earlier, capture the HSE definition of workplace stress as ‘The adverse reaction people have to excessive pressure or other types of demand placed on them. It arises when people worry they cannot cope.’ Although the last sentence is sometimes excluded, faced with the realisation that more than half of the ten extracts reveal a distinct inability to cope (including the notion of boredom as a demand characteristic) suggests future exclusion should, perhaps, be reconsidered and that for police custody, at least, the HSE definition of stress is far from a-theoretical.

The third *support for contested issues* subordinates concerns workplace stress prevention and the HSE Management Standards Indicator Tool (MSIT, short version; Cousins et al., 2004), which failed to gain multilevel support (as adapted), and was lost to the study in favour of the Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015). Ironically, however, the language of the seven management standards was not lost, as follows.

1) *Demands* (Defined as workload, work patterns and work environment).

Participant No. 2 (MSc2; Sgt). *“There is constant noise in custody from other parties and detainees which does get annoying as there seems no escape.”*

Participant No. 71 (MSc2; Sgt). *“Custody is a very dynamic and demanding environment. I believe it is the only role that can be influenced every single time by policy, legislation, the emotional, the physical and the mental. A huge amount of responsibility is placed on custody staff to ensure the welfare of detainees (risk assessments, etc.), compliance with PACE, policy and with exit strategies. There is an inordinate and disproportionate amount of accountability on custody staff compared with*

other agencies and this responsibility of other agencies is often offset/ disguised as a police issue.

Morale/well-being is directly influenced by all the above factors.”

Participant No. 15 (MSc2; private DO). *“Working conditions in custody are very poor. No real rest area to take breaks or prepare food. I feel stress could be reduced if pointless phone calls were not directed to custody. In custody throughout a 12 hour shift we, as Detention Officers, must answer phone over 40 times per shift and half of these are not custody related questions.*

Participant No. 35 (MSc2; private DO). *“Very low [morale] within Custody now, pushing staff too far and too hard just to achieve targets. We work hard, very hard. We get very little understanding and rarely listened to. All persons who criticise us never visit Custody. Most of us feel unappreciated all the time. I [...] have very little time to read e-mails, if at all. Being made to feel guilty if you’re sick, but you’re willing to work because you don’t want long term sickness against you. It’s a no-win situation. It’s not pleasant, but they just pile it on. Workloads not shared fairly.”*

Participant No. 78 (MSc2; public DO). *“Whilst I was filling in this survey I was constantly answering the buzzer and being requested to do things. My stress levels are up because I am trying to fill this in and I have not had a clear five minutes to concentrate.”*

Participant No. 67 (PhD1; Sgt). *“I have worked shifts pretty much all my service, I have worked a long time in custody. I am at the stage in life and service where I feel drained and heading towards 'Burn out'. I find [daily] confrontation increasingly difficult to deal with trying constantly to maintain a 'brave face'. It gets more difficult as one gets older!”*

Participant No. 105 (PhD1; Sgt). *“[...] we currently run a six-month turnaround in Custody. The six months appears to be the ‘ideal’ amount of time any of the Sgts on the team wish to work in the custody environment.”*

Participant No. 13 (PhD2; Insp). *“Staffing levels where I work are very low. It is a daily challenge that takes up far too much of my time arranging for cover and overtime just to make the minimum safe staffing levels. If I were just allowed to concentrate on my normal 'day job' and the development of my team I would feel much better and less stressed.”*

Participant No. 7 (PhD3; Sgt). *“Working in custody has become more stressful since staffing numbers have been reduced. The custody IT system is incredibly slow, [recalls] dial up internet, which means it is difficult to multitask and easy to forget to do things when under pressure. There is no control over your workload and often massive queues. I would suggest this is one of the most difficult areas to work.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“When I joined the police service in [...], the custody sergeant had a high status and was almost feared at times. That has certainly gone and working conditions [...] at times make me feel that this is one of the most pressured and least appreciated roles in the force.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“The new [IT] system has been a disgrace in terms of how slow it is and the glitches. Apparently, it is because we are on [an older version] and the rest of the Force use [a newer version which isn't yet built for custody]. However, the company that owns it have no incentive to maintain [the older version] as it will be obsolete soon. Us mugs [must] put up with the slowness/issues in the meantime.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“There is no join up between our log/incident system and custody. The fridges/freezers which we store forensic samples in are your run of the mill domestic appliances. There is no computer to book samples in and out, no thoughts of possible cross contamination. The record and movement of samples is recorded in an old blue book (if we're lucky). Custody officers [personal protection equipment is sadly lacking]. [...] There is no equipment to take Bio metrics in a cell. Nurse's (HCP) [must] write everything in triplicate, which [must] be manually signed off and then typed up again. No thought of a handheld which could record both at the same time. I could go on however I hope that this give you a flavour.*

With every role represented in these extracts (extending back to 2013), their collective weight evidences a considerable range of 'demand' characteristics. These also see a return to the cultural sub-component tensions addressed earlier, except that here the mix of negative normative expectations extend to a broader range of

failings; all of which strengthen the need to raise the status of custody regarding ITS, negative speak from those outside custody, staffing, twelve hour shifts and the private sector— see Discussion, section 7.6.

2) *Control* (Defined as how much say one has in the way work is done).

Participant No. 33 (MSc2; Sgt). *“The custody suite can be a lonely place. Long shifts that are often single crewed with no opportunity to see daylight or even get fresh air.”*

Participant No. 52 (PhD1; Sgt). *“The biggest single issue during my short time in custody is due to staff sickness. No extra staff are rostered to replace the ones who are sick, and you end up working 8-10 hours on your own in a busy block which results in you finishing work drained. I do not feel it is stressful it’s just tiring and when the rest days come it takes longer to recover because you are so tired.”*

Participant No. 109 (PhD2; Sgt). *“Never have a refs break as only one Sergeant ever on duty at a time. Phone always going and prisoners coming in. Never get to switch off.”*

Participant No. 112 (PhD2; Sgt). *I would also like to add that my own personal well-being is affected massively by insufficient staffing. I am frequently the only Sgt. in the custody suite for 12 hours at a time, without leaving the suite. The prospect of a 12-hour shift as the lone Sgt creates a sense of dread, anxiety and pessimism. I also feel like I’m alone, with no one to help or turn to.*

Participant No. 7 (PhD3; Sgt). *“Working in custody has become more stressful since staffing numbers have been reduced. The custody IT system is incredibly slow, bring[ing] to mind dial up internet, which means it is difficult to multitask and easy to forget to do things when under pressure. There is no control over your workload and often massive queues. I would suggest this is one of the most difficult areas to work in”*

Extracts (also extending back to 2013), evidence a lack of control regarding long shifts (often exacerbated by staffing issues that necessitate single custody sergeant working), and are further exacerbated by poor IT etc; all of which further strengthens the case for an intervention focused on raising the status of custody.

3) *Support – Colleagues* (Defined as encouragement, backing and colleague resources)

Participant No. 3 (DoccPsych1; Sgt). *“In general, I feel that I always get support from colleagues and generally from line managers. The support from line managers seems to reduce in relation to the level at which the manager is up the organisation.”*

Participant No. 47 (MSc2; public DO). *“I believe [...] my answers may have been somewhat different if I was working alongside different colleagues whilst I was completing this questionnaire. I chose to do this role some 10 years ago and am aware of [how ...] the change in location and team has affected me personally, however I do still enjoy my role.”*

Participant No. 86 (PhD2; public DO). *“The role has been a challenge as I have been out of the custody block for over one year and I had to move shifts and to work with a new team. The new team have helped and supported me throughout my return to work.”*

Extracts reflect colleague support as both positive and negative. The last two extracts cite change in terms of location and teams, both of which relate to new builds replacing older sites that are no longer fit for purpose. Here too there is a need to offer skills training which challenges negative thinking in favour of detached coping – see Discussion, section 7.6.

4) *Support – Management* (Defined as encouragement, backing and management resources)

Participant No. 1 (DoccPsych2; Sgt). *“Since joining custody I have in general felt poorly motivated and generally little valued.”*

Participant No. 59 (MSc2; Sgt). *“Staff health and well-being is a massive area of neglect by senior managers and line managers. Managers fail to see the stress and sometimes distress their staff must endure every day. Staff in custody blocks are burnt out and managers cannot see this.”*

Participant No. 73 (MSc2; Sgt). *“Working conditions in custody block makes well-being quite difficult from a personal point of view. Heat, lighting, lack of fresh air all contribute. To try and get*

something sorted at management level can often leave you feeling frustrated with the thoughts of 'why bother'. Not only do we do battle with [detainees], but also, the organisation leaves a lot of staff dissatisfied with the job."

Participant No. 78 (PhD1; public DO). *"My wellbeing is being undermined by [an] Inspector telling us that we are to have a minimum staffing level at one particular custody block. Considering there are 10 staff on duty we are always being told that we cannot have annual leave, when all other custody blocks [can]."*

Participant No. 109 (PhD2; Sgt). *"No support at all from senior management who never enter the cell block to meet with custody staff."*

Extracts evidence management support in terms of failings (express and implied) which in relation to the first extract extend back to 2004. Here there is a need to offer skills training in the effective use of Socratic questions, giving and receiving feedback and active listening to custody inspectors/managers for the support they can offer as the official face of the organisation (Aarons et al., 2014; cf. Fitzhugh et al., 2019), in addition to their own leadership qualities (e.g. Bartone, 2014, 2019) – see Discussion, section 7.6.

5) *Relationships* (Defined as positive working that avoids conflict and deals with unacceptable behaviour).

Participant No. 6 MSc2; private DO). *"Depending on your colleagues it depends on their attitudes, which affects yours. Being a new D.O. a lot of older staff set in their ways don't like the new attitude that comes in. Have had some problems with staff – petty things that they don't like."*

Participant No. 21 (PhD1; DO) *"... there is no doubt about it that the job has got harder, but some of this is down to some of the decisions and attitudes towards civilian staff from police staff especially some of the temporary higher-ranking officers... To sum up in my opinion a good but demanding job made harder by wanabees."*

Participant No. 105 (PhD2; Sgt). *"Q79 Feeling close to other people. [Do you mean] physically/*

emotionally – work colleagues/prisoners? Q112 Custody & Detention Officers enjoy a climate of trust & mutual support – Yes, if regular custodians – No, if flexi worker or never worked with before.”

Participant No. 119 (PhD2; Sgt). *“In general the staff I work with here in custody are helpful, friendly. I have only had one Sgt. that clearly does not wish to be here and is negative in [their] approach and appears to disturb the morale of the staff around [them].*

Participant No. 74 (PhD3; Sgt). *“Yes to –ve change to wb. We are treated as a number, not a person. [If] a shift is covered, no one is interested in how disruptive a duty change has on your family life. “Put up or shut up” has been used as a reply when a duty change has been made at short notice, which has completely ruined an annual leave day on the next day. No respect and no encouragement. All the well-being surveys are designed to cover the arses of the people who are no[w] realising that they have given no support to the officers on the ground for years and they don’t want anything coming back on them. They have no more interest in our well-being as they have an intention to share the workload out more evenly.”*

Extracts evidence a range of relational issues (including where, on occasions, behaviour is less than acceptable). While these extracts further evidence the case for skills training focused on effective communication, the fourth also evidences the reality that working in police custody is not for everyone and that some sergeants really don’t want to be there and make life very difficult for those around them – see Discussion, section 7.6.

6) *Role* (Defined as absence of conflicting roles and understanding of role within organisation)

Participant No. 20 (MSc2; private DO). *“Working in custody can be an exhausting period in my week. However, I do get great satisfaction in the role that I play. I enjoy working for [the police] and base all my work in helping them [rather than my contracted employer].”*

Participant No. 74 (PhD2; public CA). *“I don’t feel challenged working in custody. The role has become routine. Shift pattern hampers my social life. The shift allowance we receive creates a false*

sense of wage scale, which makes it difficult to move into a 9 – 5 role[s]. Without the shift allowance my wage would be low, if I was to get a different job elsewhere, even though the job would have a better base of pay, I would be earning less without shift allowance pay. Shift allowance, in my opinion, traps people in custody.”

Participant No. 36 (PhD4; CA). *“The role of the CA and DO has drastically changed in the new blocks. CAs are doing more and DOs are doing less. However, there has been no reassessment of the roles or pay. This demotivates CAs as we are paid half as much as DOs but now do twice the work. Due to this the staff turnover for CAs is very high.”*

Participant No. 120 (PhD2; Insp). *“...sent to work in custody which is perceived by the rest of the force as a dead end, crap job, that no-one wants to do. Feel completely rejected and devalued.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“When I joined the police service [...], the custody sergeant had a high status and was almost feared at times. That has certainly gone and working conditions [...] at times make me feel that this is one of the most pressured and least appreciated roles in the force.”*

Initial extracts highlight contrasting issues of role conflict for detention officers and custody assistants. The first extends back to 2013 and a period of DO disquiet with the then private contractor (since replaced). The second concerns the negative portrayal of a shift allowance for someone who no longer enjoys being a CA. The third evidences apparent changes in both roles. Extracts end with a sense that for police officers (sergeants & inspectors), working in custody carries little value and none of the specialist status one might imagine; being viewed by the Inspector “as a dead end, crap job, that no-one wants to do” (i.e. leading to a sense their career is at an end) and by the sergeant as “one of the most pressured and least appreciated roles” (i.e. leading to a sense their career is stalled) – see Discussion, section 7.6.

7) *Change* (Defined as how change is managed and communicated)

Participant Nos. 15 & 17 (MSc2; private DO). *“Also, our management need to keep staff better informed as custody closes for 6 weeks next month and we, as staff, have still not been inform[ed] where we will be [working].”*

Participant No. 96 (PhD2; Sgt). *“I love my job. It is hard with less staff. It is dangerous with less staff. It is dangerous with untrained staff. We rarely see management. We feel unappreciated. Where are we going? What is the future? Have we any future? It would be nice to know what is happening to us.”*

Participant No. 20 (PhD3; Insp). *“I’m not sure it is all good with the Custody Sergeants at the minute!!!! – A few are taking exceptions to some things we are changing so engagement in a few things are providing a challenge.”*

While the first two extracts provide instances where change could be better communicated, the third evidences the way change has negatively impacted engagement.

Extracts suggest psychosocial stressors have long been prevalent in police custody (being supportive of the HSE’s Management Standards for workplace stress prevention; Mackay et al., 2004; cf. Brookes et al., 2013 whose call for a more qualitative focus these extracts also attempt to address). As to Patmore (2006), it is interesting to observe that in addition to her belief that the HSE’s approach to stress is a-theoretical, she also objects to the unrealistic way the management standards attempt to protect employees from ‘emotional pain, fear, grief, tension and anxiety’ (pp.214 & 330). Given the HSE’s definition of workplace stress as an inability to cope with adverse reactions to excessive pressures or other types of demands (as identified by the current research), one fails to see the management standards doing any such thing; but then neither are the HSE suggesting that such affected individuals should realise they have made a career mistake and leave, with dignity but without compensation (p. 229).

These findings for outcome result/consequence give grounds to assume literal and theoretical replication (as informed by Yin, 2014, p. 57; cf. Robson, 2011, p.140), i.e. literal in terms of similar directly/indirectly IMMOCC related support for all except WPDQ and HSE MSIT contrasts and theoretical in terms of quantitative versus qualitative contrasts, whereby the former support the WPDQ and the latter support the HSE MSIT.

5.3. Triangular support for IMMOCC as output using bottom-up thematic analysis.

5.3.1. Introduction Consideration of IMMOCC as output production/creation required use of thematic analysis (TA; Braun & Clarke, 2006, 2013), i.e. bottom-up, involving largely semantic (latent), interpretative (analytic), and inductive coding (Braun & Clarke, 2006, 2013). Qualitatively, it continues to ask the same research question, “How will participant comments support the research aim of knowing how and why factors that promote or undermine police custody (officer & police staff) well-being also explain differences within and between their public and private sector roles?” Here, the opening ‘how’ produced three overarching themes called: 1) individualism and well-being; 2) duty of care; and 3) contrasting differences, each with a variety of subordinate themes, as represented by the thematic maps (Fig. 5.3a, b & c).

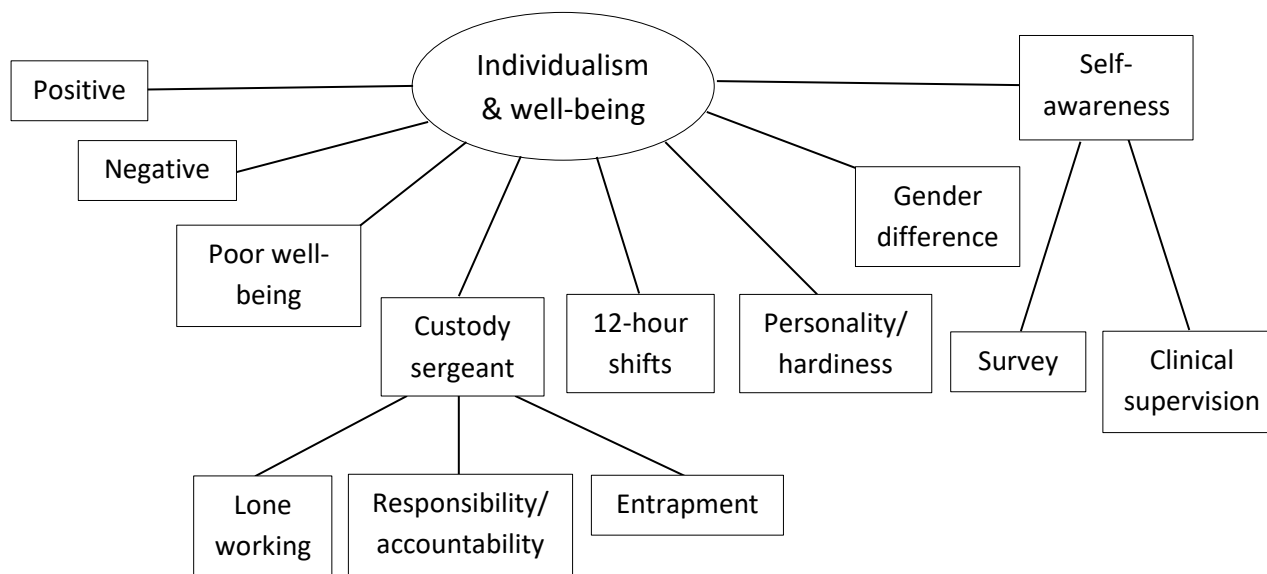


Fig. 5.3a. Thematic map for the individualism and well-being theme and its subordinates

The first theme speaks to '*individualism and well-being*' in terms of positive and negative exemplars, as well as evidencing specific cases of custody induced poor well-being. The theme also identifies specific custody sergeant vulnerabilities in terms of lone sergeant working, levels of responsibility/accountability, and feelings of entrapment. Further subordinates concern the impact of 12-hour shifts, personality/hardiness, and gender difference. It ends with issues of self-awareness concerning survey completion and clinical supervision. Linked to individualism and well-being, subordinates are expressed as light and darkening shade, where positive experiences, ability to cope with 12-hour shifts, gender (female) and self-awareness all reflect 'light' in terms of the importance of individual and gendered differences relative to personality traits/hardiness (also capable of being extended to groups; Bartone, 2004). They contrast 'darkening shade' regarding negative experiences, actual examples of custody related poor well-being and the identification of specific custody sergeant vulnerabilities.

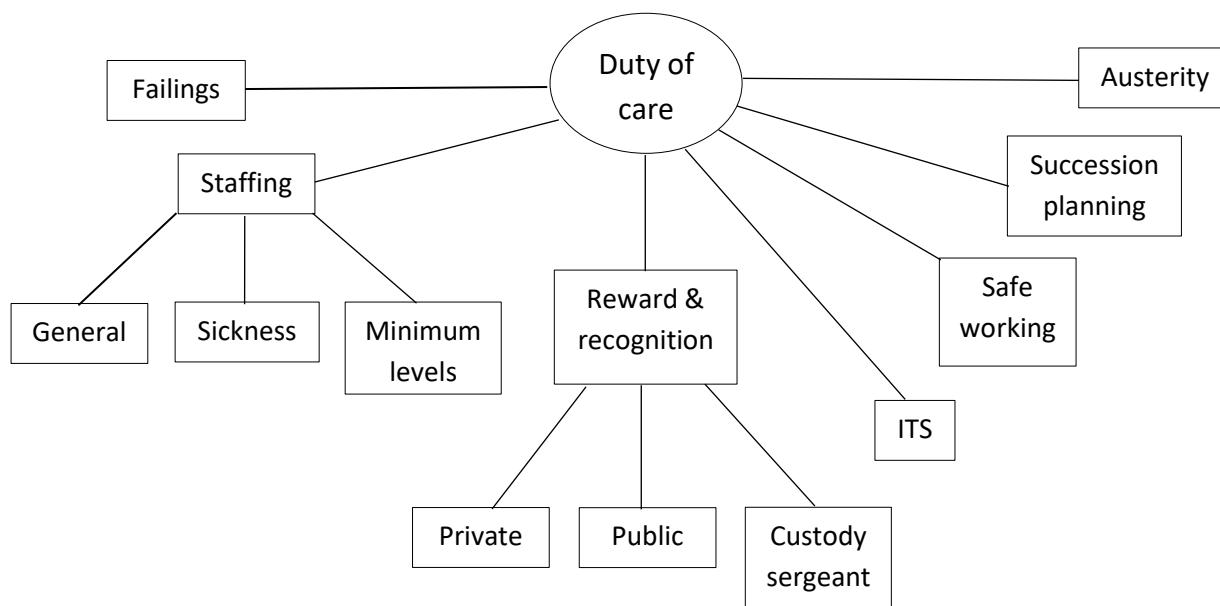


Fig. 5.3b. Thematic map for the duty of care theme and its subordinates

The second theme speaks to ‘*duty of care*’ (i.e. individual, organisational and governmental) in terms of failings (general & specific), including staffing (i.e. in general, together with sickness and minimum levels). Issues of reward and recognition feature across public (including custody sergeant) and private sectors. The theme’s final subordinates concern: IT; safe working; succession planning; and austerity. Linked to duty of care, subordinates express a continuum of tensions. First is a tension between individual and organisational viewpoints regarding staffing and reward/recognition; although the latter also expresses tensions between operational and strategic viewpoints (including safe working). Starkest, are ‘them and us’ failings which also extend to custody ITS and succession planning regarding the negative way custody is perceived to be spoken about at all levels and departments. Austerity cuts then extend duty of care to central government.

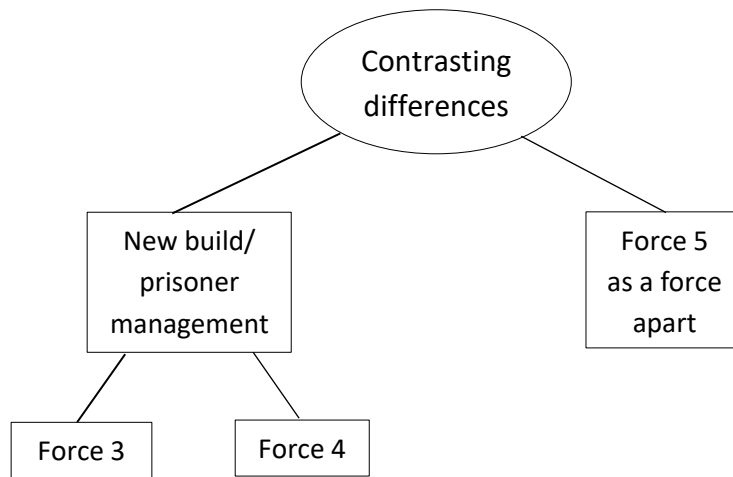


Fig. 5.3c. Thematic map for the contrasting differences theme and its subordinates
(Note. Force Nos. are the same as Appendix G)

The third theme speaks to ‘*contrasting differences*’ involving two subordinates:

1) new build/prisoner management between two police forces, where one has recently completed the transition from old to new (Force 3), while the other (Force 4) has yet to do so; and 2) Force 5, a force apart, whose approach to custody is very different to the other police forces. Linked to contrasting differences, Force 3 evidences how new build change produced new ‘secondary risk’ problems (though ameliorated somewhat by the support of people and teams), while Force 4 can likely expect to share some of the same problems. In contrast, Force 5 differences concern a six-month rotation of custody sergeants and the suggestion that custody is not viewed as a separate specialist department.

5.3.2. Individualism and well-being subordinate themes The first individualism and well-being subordinate evidences positive exemplars, as follows—

Participant No. 45 (MSc2; Sgt). *“I love my job and I believe I make a valuable contribution to public protection. I enjoy the freedom that this role gives in my personal life which helps maintain a healthy work balance [...] count myself lucky to be in this department. I have no desire to leave.”*

Participant No. 24 (MSc2; public DO). *“People are different and demanding, but I try to treat all with*

respect, but I also try to command respect back. It does make the job a lot easier.

Having done the role for [...] years, a lot of [prisoners] know me and know how they will be treated and will generally act accordingly, and I am known within our team to be a calming influence on people.”

Participant No. 24 (PhD1; Sgt). *“In a 24/7 world of instant gratification and immediate satiation its sometimes good to sit back relax and meditate. Take stock and count your blessings. As I enter my fifth decade on the planet I have started to become more tolerant less judgemental and more accommodating to people.”*

Participant No. 6 (PhD2; Sgt). *“Taken own steps to improve well-being.”*

Participant No. 119 (PhD2; Sgt). *“I work in custody as and when required, normally 2 – 3 shifts a month as overtime and instant cover if there is an issue or shortage. I find working in custody a change from the front-line response and it can be a little more relaxing.”*

Participant No. 28 (PhD2; private DO). *“[I] find [...] positive relaxing – thoughts/mind can help. I have been using meditation CD’s – this has helped me to relax. I’m much less stressful than I used to be me.”*

Participant No. 86 (PhD2; public DO). *“I have recently returned to work after [a period of illness], so my outlook has changed about every aspect of my life. In my job I do not, or try not, to worry as I feel this would impact on my well-being. I am kind, thoughtful, happy and well balanced. Until I became ill I was always stressed and found the role very challenging and I was always tired and unhappy. This has now changed because of my illness.”*

Participant No. 12 (PhD3; Sgt). *“I was completely stressed out in my former role and therefore appreciate being in custody. The experience I had before was such that I [could] not imagine [...] the 'grass [was] greener' in any other department.”*

Participant No. 7 (PhD3; Insp). *“Yes to +ve change: I’ve increased my exercise, given up sugar. Taken up a [interest] and successfully completed [a second degree]. I'm also approaching summer which is always better than the cold dark days. [Having quit most sugars (chocolate etc)], [t]his has resulted in*

significant weight loss and better steadier moods.”

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“Personally I take as much time off as possible – every bank holiday is converted to TOIL providing me with up to another eight days leave a year. I also never do overtime. However, I don’t think many people do this.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“Personally, I love [the role], and am good at it, but people who are forced into Custody, do not enjoy it, and therefore do not give their all. Custody is like any other specialised role, like CID, and should be treated as such.”*

These extracts provide a good range of positives, where it is interesting to see individual efforts to attain well-being also very much in evidence; except that this sometimes arises because officers feel they have little personal choice since, from their perspective, the job ‘does nothing but pay lip service’ to well-being (Participants 6 & 43, PhD2; Sgts); with one stating “I have never seen the organisation teach/coach or encourage any coping strategies” (Participant No. None i.e. provided as supplementary comment to PhD3; Sgt). A situation this thesis hopes to remedy by way of recommendations for the future – see Discussion, section 7.6.

The second individualism and well-being subordinate evidences negative exemplars, as follows–

Participant No. 67 (PhD1; Sgt). *“I have worked shifts pretty much all my service, I have worked a long time in custody. I am at the stage in life and service where I feel drained and heading towards 'Burn out'. I find confrontation on a daily basis increasingly difficult to deal with trying constantly to maintain a 'brave face'. It gets more difficult as one gets older!”*

Participant No. 86 (PhD1; private DO). *“Sgts who do not want to be in custody make life very difficult for other staff members.”*

Participant No. 119 (PhD2; Sgt). *“In general the staff I work with here in custody are helpful, friendly. I have only had one Sgt. that clearly does not wish to be here and is negative in [their] approach and*

appears to disturb the morale of the staff around [them].”

Participant No. 13 (PhD2; Insp). *“Staffing levels where I work are very low. It is a daily challenge that takes up far too much of my time arranging for cover and overtime just to make the minimum safe staffing levels. If I were just allowed to concentrate on my normal ‘day job’ and the development of my team I would feel much better and less stressed.”*

Participant No. 66 (PhD3; Sgt). *“Sorry to be so morose and negative, but I really don’t enjoy being a custody sergeant anymore.”*

Participant No. 14 (PhD3; Sgt). *“Yes to -ve change in well-being = More depressed [...] Increased consumption of alcohol as a coping mechanism.”*

Participant No. 31 (PhD4; Insp). *“I believe staff in custody should be given the opportunity to leave custody after a couple of years as it is a stressful environment and not all staff can deal with the pressures on a long-term basis and the high risk it carries.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“A number of the sergeants who joined custody at the same time as me have left. At least one of these openly admitted he could not take the pressure and was going to go on sick leave if he could not move out.”*

These extracts provide a range of negatives, especially regarding the influence of sergeants who do not want to be in custody. As to the notion that age and coping are incompatible, this rather stereotypical view is unsupported by life-span theories of control (Hertel et al., 2013; cf. Rauschenbach et al., 2013), which find the strengths of age and experience often underestimated. From a management perspective, it has been argued the inability to cope “should be captured by day to day feedback and appraisals.” (Participant No. None i.e. provided as supplementary comment to PhD3; Insp); while undoubtedly true, the widespread effectiveness of this approach is less certain. Once again, this emphasises the need to offer skills training which challenge negative thinking in favour of detached coping – see Discussion,

section 7.6.

The third individualism and well-being subordinate evidences specific examples of custody induced poor well-being, as follows—

Participant No. 51 (MSc2; Sgt). *“I moved from a larger custody block to the smaller custody block.*

Many of my answers here are in relation to the larger custody block as it is a more fair representation of the soring pressures of a custody officer and also for the past week I have been removed from the block for medical reasons - the full stresses of life without daylight is much better.”

Participant No. 20 (PhD1; Sgt). *“Because we have a large amount of cells, we have been subject to hectoring behaviour from management when we close temporarily due to being at safe capacity. I have been off work with stress due to this and the constant pressure of the environment here.”*

Participant No. 107 (PhD2; Sgt). *“After 3½ years in [custody] my Insp. recognised I was ready to snap and potentially hurt someone. I had time off with depression/anxiety [...]. I am due to go back in soon and I am dreading it. I also know that I will get zero support from the organisation.”*

Participant No. 78 (PhD3; Sgt). *“I have been off work with stress for 3 months due to the violent, noisy, frustrating, angry, loud stressful environment that being a custody sgt. brings.”*

Participant No. 28 (PhD4; public DO). *“The job has brought on depression – taking meds.”*

All but one of these examples relates to custody sergeants, where two were returned to custody (one to a smaller site and another on a rotational basis), despite their apparent continuing vulnerability; a vulnerability one imagines should have been identified through a process of secondary risk assessment (see later, p. 168 & Discussion, section 7.6).

The fourth individualism and well-being subordinate evidences specific custody sergeant issues concerning: 1) lone working; 2) levels of responsibility/accountability; and 3) entrapment, as follows—

1) Lone working, i.e. where there is no other custody sergeant on duty, as follows—

Participant No. 33 (MSc2; Sgt). *“The custody suite can be a lonely place. Long shifts that are often single crewed with no opportunity to see daylight or even get fresh air.”*

Participant No. 63 (MSc2; Sgt). *“Much of the stress of a Custody Officer’s role is the pressure of keeping detainees safe in custody. Majority of detainees are vulnerable by way of drug abuse, alcohol abuse, self-harm or suicidal tendencies, mental health issues or any combination. Single staffing Custody Officers results in no respite from the pressure.”*

Participant No. 112 (PhD2; Sgt). *“I am frequently the only Sgt. in the custody suite for 12 hours at a time, without leaving the suite. The prospect of a 12-hour shift as the lone Sgt creates a sense of dread, anxiety and pessimism. I also feel like I’m alone, with no one to help or turn to.”*

Participant No. 65 (PhD3; Sgt). *“The levels of sickness generally means you are working on your own most shifts. This causes stress at home as events cannot be planned for.”*

Participant No. 21 (PhD4; Sgt). *“Seldom have opportunity to leave custody for a break i.e. lunch, as often the only custody officer on duty.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Many Sgts prefer to work solo esp. in the quieter blocks as they can remain in control. There has been an issue raised by the minority re inability to take meal breaks”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“...personally, I prefer single sergeant working as, everything comes through me, and therefore nothing gets missed.”*

While it is clear lone working is not a problem for every custody sergeant, grounds exist for concern even in the more favourably disposed remarks (i.e. as epitomised by the last two extracts), where there is still the admission that some custody sergeants go without meal breaks while others could, potentially, miss things. What is ironic about these comments is the fact that custody sergeants are never actually alone, since they will always have one or more DOs working alongside them (something which never gets mentioned); the reasons being that custody sergeants know they are the ones legislatively responsible for how custody is run.

2) Responsibility/accountability, i.e. where it is the perceived level that is most keenly felt, as follows—

Participant No. 63 (MSc2; Sgt). *“Audio and video recording of every second of your working day is subject to minute scrutiny in the event of an adverse incident – no other role is subject to this pressure.”*

Participant No. 71 (MSc2; Sgt). *“A huge amount of responsibility is placed on custody staff to ensure the welfare of detainees (risk assessments, etc.), compliance with PACE and policy and also with exit strategies. There is an inordinate and disproportionate amount of accountability on custody staff compared with other agencies and this responsibility of other agencies is often offset/disguised as a police issue.”*

Participant No. 64 (PhD1; Sgt). *“You are continually having to make decisions which could be life or death decisions in this environment. If you make a wrong decision it is then pulled apart by senior management or professional standards.”*

Participant No. 66 (PhD3; Sgt). *“[Custody] carries a lot of responsibility for no reward. It’s dead end, monotonous and dull. However, can I change someone’s life? Can I help someone? Can a decision I make, when under pressure with lots of other ‘plates spinning’ have a huge impact? – Yes. But is this recognised? No.”*

It is clear the level of responsibility/accountability custody sergeants feel is acute. This would suggest that the perceived lack of specialist status (so keenly felt by some), is not without merit.

3) Entrapment, where there is a sense that the weight of legislative, policy and procedural considerations are just waiting to catch a custody sergeant out, as follows—

Participant No. 66 (PhD3; Sgt). *“Sorry to be so morose and negative, but I really don’t enjoy being a custody sergeant any more. But that may be due to the bad computer systems and lots of policies which can easily trip you up.”*

Participant No. 7 (PhD3; Sgt). *“The custody IT system is incredibly slow, bring[ing] to mind dial up internet, which means it is difficult to multitask and easy to forget to do things when under pressure.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“The speed of the IT systems in such a busy and high-risk environment makes life very stressful when you are trying to multitask, or when it is important to ensure that certain things are logged, but it is possible that things are missed in a fast-changing environment when the IT systems are “stuck”.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“I know a lot of Sgt’s don’t want the role for fear of receiving complaints etc.”*

While there are some general issues, the major concern for custody sergeants is poor ITS and the feeling that some systems are not fit for purpose; a situation that feeds the sense of entrapment due to the increased likelihood that something important could be missed when working in a pressured environment.

Crucially, these three issues of lone working, levels of responsibility/accountability and entrapment help explain quantitative results (Chapters 3 & 4) which show sergeants suffer the poorest well-being outcomes and are an obvious target for post-PhD resilience training (see Discussion, section 7.6).

The fourth individualism and well-being subordinate evidences the use of 12-hour shifts, as follows—

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“It is a huge selling point for Custody that we offer the 4 on then 4 off system. Most staff state this is one of the main reasons they like working in custody. We do not want to change this.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“It does give a lot of time off, however I spend much of this time recovering from working 2 12 hours night shifts every week just before my rest days. I accept there are issues with all shift patterns and there are definite for and against arguments for the 12-hour pattern”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“Mixed opinion – 12*

hours is a long time, but 4 days off gives good recovery”

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“...one of the major reasons many people are attracted to custody, including myself, was the 4 on, 4 off (12 hour pattern). However, having worked it for 18 months the reality is that working 12 hours in a custody environment is simply too long. I worked many 16-17 hour shifts as a detective but that was different – there would be long periods during such a shift which were very stress free – including drinking coffee waiting for solicitors etc. That is very different from dealing with detainees all day (or night) long, never being able to properly switch off.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“...C/Sgts... don’t work this pattern, only DO staff do. The latter enjoy their 4 RDs and allows them to work alongside all the Sgts rather than remain on one combined team.”*

It is clear 12-hour shifts generate mixed views, both for and against. For those against, it suggests caution over their blanket use and, perhaps, the need to differentiate smaller sites (less able to provide breaks) with larger sites (better able to provide breaks) – see Discussion, section 7.6.

The fifth individualism and well-being subordinate evidences the personality and hardiness sense that high pressure/demands and even hurt can be a source of individual and group strength (i.e. individual in terms of a proactive self-belief that they can positively influence events around them, and group in terms of positive leader-follower sensemaking/team cohesion; Bartone, 2004), as follows–

Participant No. 8 (MSc2; Sgt). *“As an optimist I very rarely wake up dreading coming to work.”*

Participant No. 71 (MSc2; Sgt). *“Morale/well-being is directly influenced by [a multiple of] factors, but mostly, I believe, the calibre and professional attitude of Officers is the determining factor.”*

Participant No. 58 (MSc2; Sgt). *“Just prior to completing this survey a prisoner called me every name under the sun, tried to spit at me and grab paperwork from my hand. I was not upset, offended or phased by this person’s behaviour, even finding it a little funny. 12 years ago I might not have slept*

at night! I suppose, therefore, a hardening of emotions has assisted in my feelings of well-being at work as these incidents that happen on a frequent basis have little effect on me emotionally.”

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“The role of the custody officer is unique; certain personalities thrive where others clearly struggle. At present I think there is a lot more support at the super blocks due to the larger teams and wealth of knowledge. These are very intimidating environments and operate very differently to the smaller blocks. I for one prefer the super blocks, I am by nature a social extrovert and recognise and manage my own stress well. There are others that are introvert by nature and find smaller blocks much easier to deal with. My point is that no one is selected based on personality, it is simply based on a promotion and can be released to go to the block. This can result in really low emotional intelligence environments where the Sgt makes it as hard and as uncomfortable as possible for the officers. There is a huge element of power and control to consider in the smaller blocks. The role of custody sgt doesn’t suit everyone however [and] when certain deficits are identified there is no effort made develop the Sgts who are struggling. In conclusion the role or custody Sgt is one of the most stressful and rewarding supervisor positions that I’ve done. If I [had] a personality which obsessed about control and risk or couldn’t manage my own stress then I have no doubt that this would have broken me by now.”*

These extracts raise possibilities for the identification of personality traits/hardiness characteristics, which can act as stress moderators for those selected to work in custody, and can also be incorporated as evaluative measures into a post PhD programme of resilience training (Robertson et al., 2015; cf. Bartone, 2004) – see Discussion, section 7.6.

The sixth individualism and well-being subordinate evidences gender difference, as follows–

Participant No. 1 (DOccPsych; Sgt). *“Have only been back to work for 4 weeks following 4 months maternity leave. Have found return to work particularly difficult this time – leaving baby daughter behind.”*

Participant No. 3 (MSc2; Sgt). *“I have a tough work/life balance (partner in the job + 2 young children).”*

Participant No. 21 (PhD2; Sgt). *“Childbirth and maternity leave.”*

Participant No. 2 (PhD2; private DO). *“Expecting child.”*

Participant No. 18 (PhD3; Sgt). *“More stressed, less staff and not consulted about change. Plus: Birth of twins.”*

These extracts evidence the difficulties of a work-life balance where children are concerned. That they are owned exclusively by female officers and police staff highlights a gender difference/additional work-life dimension no male was inclined to mention.

The last individualism and well-being subordinate evidences self-awareness in terms of: 1) survey completion; and 2) clinical supervision, as follows—

Participant No. 2 (DOccPsych; Sgt). *“Once started on this, I found it interesting, and quite revealing and valuable – perhaps we should fill in something similar on a monthly basis as a sort of General Health Questionnaire – to check on ourselves and to explore those times when we have to admit we felt a bit dodgy or confident or – perhaps occasionally out on a limb or even fully supported – all these would be useful to the organisation to be aware of.”*

Participant No. 9 (MSc2; Sgt). *“Thank you for the opportunity. I found this most thought provoking. In particular about the job hardening me emotionally.”*

Participant No. 80 (MSc2; Sgt). *“I believe that the role of any Police Officer places a significant amount of pressure on the individual. As a custody officer I believe more can be done to support the emotional well-being of the demands and stresses of dealing with vulnerable people in custody, many of whom have underlying mental health issues. I would propose regular clinical supervision sessions to identify and address any issues.”*

The first two extracts support the psychological principle that measurement,

even the simple act of completing one or more surveys, affects behaviour and can bring about change (Francis, Johnston, et al., 2004). As to the suggestion of clinical supervision, this may arise because it is a service that has already been made available to officers and police staff working in areas of child protection.

5.3.3. Duty of care subordinate themes The first duty of care subordinate evidences failings (general & specific; although excludes extracts from officers at stations whose custody blocks have closed, private DO contractor replaced, or other issue resolved), as follows–

Participant No. 85 (PhD1; private DO). *“What is promoted at a high level rarely reach the lower levels at the saturation level envisaged. Line managers, duties teams deal with different pressures or the pressures in ‘their’ roles, as opposed to thinking about any knock-on impact. Whilst ‘I look to achieve well-being’, there is a culture of ‘them and us’ between custody and other departments, without support of staffing managers. I can see why nationally custody is the most stressful role. There is a culture of the nine ‘am’ jury, who view matters some hours later with material gathered/available after any decision made. In short – the ‘them and us’ continues with little support from line managers. We are not considered part of the team despite regularly working alongside them. They have differing demands.”*

Participant No. 104 (PhD2; Sgt). *“Custody is a stressful environment which other departments, such as CID, PSD ignore. The overwhelming feedback is negative and critical.”*

Participant No. 3 (PhD3; Sgt). *“I feel the police do not do enough to promote well-being. We accept the work can be tough & work long hours. But when is there an acceptance to help us relax... [E.g.] Free gym? No. Time in rota for team events or time together? No.”*

Participant No. 13 (PhD4; UK). *“There is a culture of brow beating in custody with the managerial team having little or no experience or understanding of custody issues, not being interested until something goes wrong. Then they will literally ‘fall’ on the individuals concerned. There is no support from any aspect of the organisation.”*

Participant No. 1 (DOccPsych; Sgt). *“Since joining custody I have in general felt poorly motivated and generally little valued.”*

Participant No. 120 (PhD2; Insp). *“Recently unsuccessful for promotion and was no longer “wanted” in role performed at the time and sent to work in custody which is perceived by the rest of the force as a dead end, crap job, that no-one wants to do. Feel completely rejected and devalued. Cannot wait until I retire.”*

Participant No. 52 (PhD3; private DO). *“Yes to –ve change in wb = unmotivated.”*

Participant No. 3 (PhD4; Sgt). *“Yes to +ve change: I have now moved roles out of custody.”*

Participant No. 30 (PhD4; public DO). *“Undervalued and worn out!”*

Failings progress from a general sense of neglect to one lacking in support, motivation, engagement and value. In particular, the second and third extracts evidence cultural sub-component tensions which, described as “a culture of them and us” adds support to the need to raise the status of custody and prevent organisational duty of care being further undermined – see Discussion, section 7.6.

The second duty of care subordinate evidences three staffing issues concerning: 1) staffing in general; 2) sickness; and 3) minimum staffing levels, as follows–

Participant No. 7 (PhD3; Sgt). *“Working in custody has become more stressful since staffing numbers have been reduced.”*

Participant No. 11 (PhD3; Sgt). *“Yes to -ve change in wb = Lack of staff and support.”*

Participant No. 92 (PhD3; Sgt). *“Amazing role, and job, unfortunately lack of staff at times.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Normal staffing levels are more than adequate. Given the huge reduction in prisoners being arrested our current staffing levels are fine. The issue [was] not the “establishment” levels [but] a case that we were running light with a number of unfilled vacancies.”*

Participant No. 11 (PhD1; Sgt). *“... so many people have gone off on stress related sickness because*

at my station they have one Custody Sgt and one Detention Officer with no relief open to them - they know this and have done nothing about it.”

Participant No. 52 (PhD1; Sgt). *“The biggest single issue during my short time in custody is due to staff sickness. No extra staff are rostered to replace the ones who are sick and you end up working 8-10 hours on your own in a busy block which results in you finishing work drained. I do not feel it is stressful it’s just tiring and when the rest days come it takes longer to recover because you are so tired.”*

Participant No. 65 (PhD1; Sgt). *“The role is enjoyable mostly. However, what is wearing and tiring is constant shift changes to cover sickness. The levels of sickness generally means you are working on your own most shifts. This causes stress at home as events cannot be planned for.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“We are currently running into the hundreds of thousands of pounds in overtime covering sickness and staffing gaps.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“I have worked in many roles, uniform and non-uniform, sickness in custody is appalling and worse than anywhere I have experienced and has a huge impact on us operationally, but also morale etc etc. It is a vicious circle.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Sickness caused massive issues with staffing which we have dealt with by way of overtime at a high cost. We don’t deal robustly enough with sickness and do not follow the force policy. That said the force policy is weak and needs revisiting and making much clearer. There are too many loopholes that prevent positive action taken against recidivist sick notes.”*

Participant No. 11 (PhD1; public DO). *“Custody has been running to a bare minimum of staff and sometimes below the bear minimum although we are not sure what minimum staffing is these days because they keep changing the goal posts.”*

Participant No. 77 (PhD2; CA). *“I feel custody would be less stressful if staffing levels weren’t always at minimum. Due to a lack of staff it increases the work load on staff. Also staff are not able to take*

breaks as this would leave the current team below minimum.”

Participant No. 13 (PhD2; Insp). *“Staffing levels where I work are very low. It is a daily challenge that takes up far too much of my time arranging for cover and overtime just to make the minimum safe staffing levels.”*

Participant No. 36 (PhD4; CA). *“The main cause of stress and pressure at work is the general shortage of staff. Every shift we are running on minimum staffing making each day strenuous and tiring. Our team dynamic is very good and positive but no-one on our team has had a refs break in over a year since the new superblocks opened.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“...there is no resilience in the system. In every job you need the odd easier day when staffing is plentiful in order to preserve energy to get through the extremely tough days. If staffing is constantly at minimum or below there is no resilience – hence the sickness.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“It can be very stressful at times but if we keep staffing levels at the “preferred minimum levels” this will help this greatly. The issue in the past was – too many prisoners to deal with and too few staff – this is what brought the stress levels up. The last 12 months has seen a marked reduction in stress related sickness – this has coincided with the staffing levels being sorted out.”*

This is where the strategic view of an Inspector is essential in evidencing policy decisions intended to balance staff-prisoner numbers and the need to ensure force sickness policy is fit for purpose. The HSE (2019a) view staffing levels as “having the right numbers of the right people, in the right place at the right time.” (cf. HSE, 2019b where in response to an FAQ they clarify staffing is not only about numbers “but also about ensuring that staff have suitable knowledge, skill and experience to operate safely.”) However, as to the meaning of minimum staffing levels, these extracts imply little agreement. Not that these tensions around custody staffing are unique to the present research (cf. Criminal Justice Joint Inspections, 2015 and 2017 for North

Yorkshire and Cambridgeshire respectively). Nor are they unique to policing (cf. Care Quality Commission, 2019; Royal College of Nursing, 2019). The problem is that there are no mandatory standards for minimum staffing (something the Royal College of Nursing continues to campaign for), which raises the question whether police staff associations should be seeking to do the same for police custody.

The third duty of care subordinate evidences three reward and recognition issues concerning: 1) private DOs; 2) public DOs and CAs; and 3) custody sergeants (though, once again, extracts were excluded from officers at stations whose custody blocks had closed, private DO contractor replaced, or other issue resolved), as follows—

Participant No. 127 (PhD2; private DO). *“Management is frustrating and salary is worse. That is where morale is crushed and has an impact on your welfare.”*

Participant No. 4 (PhD3; public DO). *“I do enjoy my job as a Detention Officer but do sometimes feel stress[ed] out and underpaid due to the level of people we deal with on a daily basis.”*

Participant No. 74 (PhD2; public CA). *“The shift allowance we receive creates a false sense of wage scale, which makes it difficult to move into a 9 – 5 role. Without the shift allowance my wage would be low, if I was to get a different job elsewhere, even though the job would have a better base of pay, I would be earning less without shift allowance pay. Shift allowance, in my opinion, traps people in custody.”*

Participant No. 36 (PhD4; public CA). *“The role of the CA and DO has drastically changed in the new blocks. CAs are doing more and DOs are doing less. However, there has been no reassessment of the roles or pay. This demotivates CAs as we are paid half as much as DOs but now do twice the work. Due to this the staff turnover for COAs is very high.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“There is a need for a “Senior” or “Supervisory” Detention Officer rank on each team.”*

Participant No. 66 (PhD3; Sgt). *“It carries a lot of responsibility for no reward.”*

Participant No. 19 (PhD4; Sgt). *“I’m increasingly frustrated by our pay. I have compared payslips from 2010 and my take home pay is the same now as then. My pension will depend on my pay over the next 6 years and my standard of living for the rest of my life is now being eroded.”*

While it is clear the operational ranks of CA, DO and Sgt all share frustrations of one kind or another (evidencing how individuals share a duty of care to prevent stressful rumination; Roger, 2002; Roger & Petrie, 2017), it is interesting to observe the strategic view that DOs would benefit from a career structure that is currently lacking (contrasted as a further duty of organisational care).

The fourth duty of care subordinate evidences custody specific IT systems used to assist the booking-in of prisoners, as follows–

Participant No. 7 (PhD3; Sgt). *“The custody IT system is incredibly slow, bring[ing] to mind dial up internet, which means it is difficult to multitask and easy to forget to do things when under pressure.”*

Participant No. 66 (PhD3; Sgt). *“I really don’t enjoy being a custody sergeant any more. But that may be due to the bad computer systems and lots of policies which can easily trip you up.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“We are not up to date with Windows – the internet is very slow. NICHE application also is not particularly quick.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“I cannot believe the appalling quality of the IT system in terms of its speed [...] I certainly would not put up with this quality of IT in my personal life.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“Amazon would be bankrupt if they used our IT.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“The new NICHE system has been a disgrace in terms of how slow it is and the glitches. Apparently it is because we are on Niche 4 and the rest of the Force use Niche 5 (for crime recording, intel etc) but that isn’t yet built for custody. However, the company that owns it have no incentive to maintain Niche 4 as it will be obsolete soon. Us mugs have to put up with the slowness / issues in the meantime.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Niche is a difficult system to master and is not user friendly at all. This is a Regional IT system so it will not be changed anytime soon.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“...we use a booking in system called ICIS, which I believe is still being used by St Peter at the pearly gates. It [is] old and antiquated; it uses an odd control key function and thinks windows are what you clean with white vinegar.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“Think they are fine, although I feel Athena is a step backwards.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Disagree and improvements are expected at end of year with Athena.”*

These extracts evidence the three systems currently in use across the seven forces, namely: NICHE; ICIS; and ATHENA, none of which appear to be entirely fit for purpose, although ATHENA (despite some tension) fairs better than the others. However, given the consequences for staff (& especially custody sergeants), it is easy to see how these IT systems might represent a failed duty of organisational care; especially when linked to cultural sub-component tensions whereby staff want to do a good job but feel undermined by poor ITS – see Discussion, section 7.6.

The fifth duty of care subordinate evidences safe working in terms of staff – prisoner numbers (though excludes extracts from stations whose custody blocks have since closed), as follows–

Participant No. 3 (DOccPsych; Sgt). *“...most days at work are run with 14 – 15, sometimes more, PICs, so quite busy but bearable[; though] tonight we have only 3, but 2 of these are constant watch, occupying more resources.”*

Participant No. 5 (MSc2; Sgt). *“The shift Inspector expects me to always accept more detainees when we have space, even when I already have too much work to cope with.”*

While many new build custody sites now exist to ease the tensions of staff-prisoner numbers, the problem is far from removed at older/smaller stations, especially when exacerbated by 12-hour shifts etc. These extracts also provide tangible evidence for the tension that can sometimes exist between individuals and organisations regarding their shared duty of care (seen as positive in the first extract, but negative in the second); also reflective of further cultural sub-component tensions – see Discussion, section 7.6.

The sixth duty of care subordinate evidences custody succession planning, as follows–

Participant No. 4 (MSc2; Sgt). *“The main issue for me with custody is being given no choice in whether to do custody – just being told to go on a course, then just being told you are in custody when originally told a draw would take place. I understand that most Officers wouldn’t see custody as their choice of role so understand management have to make difficult decisions but feel more fairness should be applied to the selection process, maybe having all newly promoted Sergeants given training and a minimum of 6 months in custody in their first 2 years as a Sergeant.*”

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *“Due to Custody being a separate department to the local Response teams, Local management elect to offer up those who have a poor sickness record or who have medical issues when Succession Planning for Custody postings.”*

While difficulties concerning custody succession planning are no surprise, it is interesting to observe the strategic view that local commanders are not above cherry picking who they send to custody, even if those actions have negative consequences. This fact also appears to confirm the perceived low status of police custody in the minds of many senior officers – see Discussion, section 7.6.

The last duty of care subordinate evidences austerity cuts that have existed since the global recession of 2008 and were only being relaxed a decade later. For

the police, this hit hardest after October 2010 with the announcement of a four year 20 per cent cut in central funding from March 2011 to March 2015

(H. M. Treasury, 2010), as follows—

Participant No. 19 (MSc2; Sgt). *“The current situation for Police Officers is diabolical due to the government cutbacks is causing untold extra stress in the workplace for nearly everyone I have spoken to.”*

Participant No. 27 (MSc2; public DO). *“I know that all Police services are making large scale cuts to save money, but I believe it really is to the detriment of its staff and the long term consequences to our well-being and relationships is clearly unknown.”*

Participant No. 44 (MSc2; Sgt). *“With all the current government attacks on Police conditions and increasing demand I have found myself in a position I never believed I would: Jacked! I was always referred to as ‘positive’ and in fact was nicknamed ‘Smiler’ by a couple of colleagues, not any more.”*

Participant No. 67 (MSc2; Sgt). *“There would appear to be a bottomless pit of resources made available to dysfunctional people who do not contribute to society. However, investment in the people who have to care for these people is, and continues to be, withdrawn. As a result I am beginning to feel devalued and stressed.*

Participant No. 74 (MSc2; Sgt). *“I firmly believe that all the stress and negative thoughts about my job is the direct result of lack of staff and equipment. Five years ago people were happy in their role [...] and hardly ever off sick. Since cuts in staff and equipment not being replaced as it wears out, plus more and more tasks being given to DO’s, as other roles within force are cut, the job has become very stressful. I feel as though we are always crisis managing rather than coping, or exceeding, expectations.”*

Participant No. 37 (PhD 1; Sgt). *“I love my job; however, I find it extremely stressful and exhausting because of austerity cuts. On my team there are only two Sgts and we are currently doing the job of what four Sgts used to do and there is a greater flow of prisoners now than before.”*

It is interesting to observe that most extracts concerning austerity were recorded for the MSc in 2013 and only one for the PhD in 2016. This suggests that while the effects of austerity were initially hard felt, police custody (officers and police staff) have largely succeeded in meeting the challenges set out in the report by Her Majesty's Inspector of Constabulary (HMIC; 2014). Extracts also extend duty of care to central government.

5.3.4. Contrasting differences subordinate themes The first 'contrasting differences' subordinate evidences the new build/ prisoner management journeys of two police forces, as follows—

Force 3 (who opened 2 x 90 plus capacity cell blocks in 2016 with the closure of smaller/older sites no longer deemed fit for purpose).

Participant No. 13 (PhD2; Insp). *“Staffing levels where I work are very low. It is a daily challenge that takes up far too much of my time arranging for cover and overtime just to make the minimum safe staffing levels. If I were just allowed to concentrate on my normal 'day job' and the development of my team I would feel much better and less stressed.”*

Participant No. 19 (PhD2; CA). *“I feel overall that the things that make work worthwhile are the people you work with.”*

Participant No. 71 (PhD2; Sgt). *“Since moving to super blocks my work life has become very stressful.”*

Participant No. 72 (PhD2; public DO). *“Working at the new custody block is a big move after you have worked in police stations for a long time. It's completely different, not only a slight change to the DEO's role, but also a different environment and new staff to meet and rebuild a new team. I think all above added together will take time and effort from everyone to make a good team and make it work.”*

Participant No. 86 (PhD2; public DO). *“The role has been a challenge as I have been out of the custody block for over one year and I had to move shifts and to work with a new team.”*

The new team have helped and supported me throughout my return to work.”

Participant No. 21 (PhD3; public DO). *“Yes to +ve change in wb = “New block means after initial teething problems easier work environment.”*

Participant No. 32 (PhD3; Sgt). *“Although a close well working team, work life and home life stay firmly separate.”*

Participant No. 9 (PhD4; public DO). *“I am happy in my role sometimes as there have been many big changes and it takes time to settle in and also working with different staff you have to get to know them and how they work.”*

Participant No. 11 (PhD4; Sgt). *“Still expected to make things work when even when there [is] a serious risk persons may be harmed.”*

Participant No. 36 (PhD4; CA). *“The main cause of stress and pressure at work is the general shortage of staff. Every shift we are running on minimum staffing making each day strenuous and tiring. Our team dynamic is very good and positive but no-one on our team has had a refs break in over a year since the new superblocs opened.”*

Participant No. None (i.e. provided as supplementary comment to PhD3; Sgt). *“[Custody IT and equipment are n]owhere near adequate at present. [For example, t]here is no join up between our log/incident system and [ICIS]. The fridges/freezers which we store forensic samples in are your run of the mill domestic appliances. There is no computer to book samples in and out, no thoughts of possible cross contamination. The record and movement of samples is recorded in an old blue book (if we’re lucky). Custody officers PPE is sadly lacking. Officers uniform is still a white shirt (when everyone else wears comfortable t-shirts). There is no equipment to take Bio metrics in a cell. Nurse’s (HCP) have to write everything in triplicate, which has to be manually signed off and then typed up again. No thought of a handheld which could record both at the same time. I could go on however I hope that this give you a flavour”*

Extracts evidence resolution of some initial teething problems, while others appear to be ongoing. Some extracts, like 13, 71, 11, 36 and the last supplementary

comment speak to issues of secondary risk assessment, defined as risk created by the response to other (earlier) risk; in this case, where the new builds have created new risk problems of their own. Indeed, this is one reason why risk assessment is often viewed as a game of chess where one must think as many moves ahead as possible. In addition, there are several positive references to people and teams supporting one another (though that is not to say officers & police staff wouldn't benefit from the kind of skills training being recommended in the Discussion, section 7.6).

Force 4 (where custody is shared between three sites, but the oldest/largest is no longer fit for purpose).

Participant No. None (i.e. provided as supplementary comment to PhD3; Insp). *"[Site W] is not fit for purpose. [Sites X & Y] are fine. [Site W] needs selling off and a new build created on the same lines as [Site X] which is well designed. [Site Y] needs to close with the associated prisoners being taken by both [Site Z] and [Site X]. There is sufficient capacity to do this."*

November 2018 saw the announcement that Site W is to be replaced with a new build capacity for 50 prisoners. That it can expect some of the same teething problems experienced by Force 3 is almost certain; though, with the same hoped-for promise that people and teams will help support one another through the process. In the meantime, it is anticipated Site W will remain open for business for another two years before being finally sold; hence, reasons now and in the future why officers and police staff should benefit from the skills training being recommended in the Discussion, section 7.6).

The second contrasting differences subordinate evidences Force 5 as a force apart, as follows—

Participant No. 12 (PhD1; Sgt). *"Custody Sergeants [...] are seen by the powers that be as the poor relation. Senior managers do not value the role or the very particular environment that we work in."*

This I think is because Custody is not a department in it's own right as in most other forces. Performed this role in [another] force and did not experience this.

Participant No. 105 (PhD2; Sgt). *“At [...] we currently run a 6-month turnaround in Custody. The 6 months appears to be the ‘ideal’ amount of time any of the Sgts on the team wish to work in the custody environment.”*

The six-month turnaround, confirmed by other custody sergeants, represents a novel way of addressing the issue of custody succession planning, though whether it could work elsewhere is uncertain. The first extract view that custody is not seen as a specialist department is surprising, not least because it sets the force further apart from other police forces; a contrast the participant makes for themselves (though this is also problematic for the fact there is no evidence that the view is shared by anyone else; equally, it is also possible that no-one else is able to make the contrast because they don't have the same experience of having worked in a different force).

Collectively, these findings for output production/creation give grounds to assume literal and theoretical replication (Yin, 2014), i.e. literal in terms of similar overarching and subordinate themes being found at other custody sites relative to *‘Individualism and well-being’* (Fig. 5.3a) and *‘Duty of care’* (Fig. 5.3b); and theoretical in terms of their overarching and subordinate themes being found at other custody sites relative to *‘Contrasting differences’* (Fig. 5.3c), though for wholly anticipated reasons.

5.4. Chapter summary

Findings provide answers to the research question, “How will participant comments support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences

within and between their public and private sector roles?” It does this by evidencing the ‘how’ of triangulated/crystallised support for IMMOCC as:

1) Outcome result/consequence Necessitating a theoretical thematic analysis

(i.e. top down) approach resulting in the deductive mapping of IMMOCC:

a) Directly, in terms of shared leadership, organisational culture, control belief climate, and well-being intention/outcomes; and b) Indirectly, focused on the single overarching theme of ‘Support for contested issues’ regarding the original seven custody sergeant competencies, HSE definition of stress, and HSE Management Standards for workplace stress prevention; and

2) Output production/creation Necessitating a thematic analysis (i.e. bottom-up)

approach, resulting in the inductive identification of three overarching themes called:

a) Individualism and well-being (positive, negative, poor well-being, custody sergeant [i.e. lone working, responsibility/accountability, and entrapment], 12-hour shifts, personality/hardiness, gender difference, and self-awareness [i.e. survey and clinical supervision]); b) Duty of care: failings; staffing (i.e. general, sickness, and minimum levels); reward and recognition (i.e. private, public, and custody sergeant); ITS; safe working; succession planning; and austerity; and
c) Contrasting differences regarding the new build/prisoner management journeys of two police forces (Force 3 and Force 4), while Force 5 is something of a force apart.

6. Results (Strategy 3): Quantitative and qualitative case study

6.1. Chapter aims and objectives

The chapter brings consideration of results to a close by making explicit the synthesised strength of results from Chapters 3, 4 and 5 in terms of both single (embedded) and multiple case studies.

6.2. Single (embedded) case study

6.2.1. *Design* It's rationale is that police custody presents a common case (Yin, 2014) for study across all seven police forces. It's unit of analysis is the five officer and police staff roles pooled (quantitatively and qualitatively) across the seven police forces (together with a dummy case created solely for custody inspectors/managers). This pooling was necessary because officer and police staff role numbers were too few to permit multiple (embedded) cases for comparison across all seven forces; a situation exacerbated by the fact that privately contracted detention officers operated in only two forces (another contractor having declined to allow their officers to take part), and custody assistants were employed in only one force. The design asks the research question, "How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?" This produced eight propositions (subsumed as seven; akin to hypothesis testing), as follows:

1. Potentially high levels of pervasive negative affectivity affect all police custody (officer and police staff) roles.
2. Need to raise the status of custody as a place to work, while recognising that working in custody does not suit everyone and should reflect positively on those who do cope.

3. Staffing levels are undermined by sickness and uncertainty that normal staffing is adequate.
4. Custody ITS is largely inadequate.
5. Large new-build custody sites are the way forward.
6. Twelve hour shifts consistently produce the best well-being outcomes.
7. The private sector consistently produces the best well-being outcomes.

Analytically, the logic linking data to propositions was that of non-equivalent dependent variables forming patterns (Yin, 2014, pp 143-145); an approach born out of the identification and rejection of alternative/rival patterns and/or threats.

6.2.2. Potentially high levels of pervasive negative affectivity (NA) affect all police custody (officer and police staff) roles With results supported entirely by quantitative analyses, Table 6.2 evidences normative values for NA converted to percentiles based on 5-point scales for all five police custody (officer and police staff) roles (ranging 10 to 50; as opposed to the 7-point scale used by the current study). Adapted from Crawford and Henry (2004, p. 258), Table 6.2 demonstrates how quickly relatively low mean raw scores translate to high levels of pervasive NA, with a section towards the bottom providing percentages for the highest raw scores recorded for all police custody (officer & police staff) roles, except custody assistants at or above a raw score of 25. This evidences more than one in five of all police custody (officer and police staff) roles are at or above a raw score of 20 and NA percentile of 81; more than one in 10 of police custody (officer and police staff) roles (except custody assistants) are at or above a raw score of 25 and NA percentile of 91; and that nearly one in fifty of police custody (officer and police staff) roles (except custody assistants) present a raw score between 35 and 50 and NA percentile

greater than 99.

Table 6.2. Study raw scores for NA converted to percentiles

Roles	Mean raw scores	Percentiles ¹ NA	Highest levels %
	10	12	-
	11	18	-
Custody Assistants	12	28	-
Custody Inspectors	13	38	-
	14	47	-
Custody Sergeants	15	55	-
	16	63	-
	17	69	-
	18	74	-
	19	78	-
	20	81	-
private DOs	21 ²	84	-
	22	86	-
	23	88	-
	24	90	-
public DOs	25	91	-
	26	92	-
Confirmed for a % of all staff, except CAs at or above $M_{raw\ score}$ of 25.	20	81	21.21
	25	91	11.57
	35-50	>99	01.93

Note. 1. Percentiles provide a way to compare scores for individuals or groups (i.e. whether higher or lower); 2. Also occupies the mean raw score for the entire data set.

Findings demonstrate the vulnerability of all police custody (officer & police staff) roles, and in particular: *custody sergeants*, whose H1 levels of well-being were the poorest of all police custody (officer and police staff) roles; *publicly contracted detention officers*, whose H1 levels of well-being were second to custody sergeants for being the poorest; and *privately contracted detention officers* who, although enjoying some of the best well-being, occupy the mean NA raw score for the entire data set and NA percentile of 84.

This last result provides one of two threats to support for the proposition regarding single contractor influence and the possibility that private sector well-being at H1 is the result of impression management. However, this threat is rejected based on the reminder in Werner-de-Sondberg et al. (2018) of private detention officer

disquiet in 2013 (resulting in the then contractor being replaced) and, therefore, possibility that the same vulnerability remains despite improved well-being due to the influence of the new contractor.

The second threat concerns custody sergeants where mediator and moderator analyses (H11, H13 & H14) render all but one of the negative outcomes positive. That said, these indirect exceptions only serve to prove the original direct relationships; hence this threat is also rejected. As a result, these findings provide grounds to assume literal and theoretical replication, i.e. literal in terms of similar NA levels across all police custody (officer and police staff) roles; and theoretical in terms of contrasting custody sergeant well-being outcomes due to the presence of the same indirect mediator and moderator influences. While literal replication is the stronger of the two, both findings support the second Discussion recommendation at section 7.6 for the implementation of a two-part evaluated training programme focused on: (i) a brief introduction to stress and resilience; and (ii) skills training which challenges negative thinking in favour of detached coping and ensures the use of effective communication.

6.2.3. *Need to raise the status of custody as a place to work, while recognising that working in custody does not suit everyone and should reflect positively on those*

who do cope Although supported quantitatively and qualitatively, initial thoughts about raising the status of custody for those able to cope with the work were prompted by H5 and H16 cultural sub-component tensions that gave rise to two issues regarding custody as a place to work:

1) generally; and 2) for sergeants and inspectors, specifically. In general, from a police custody (officer and police staff) perspective, the problem is one of tension between positive (value-based) outcome expectations about working in custody and

negative (norm-based) expectations of individuals and groups (internal and external to the police), who are seen by police custody officers and police staff to undermine those positive expectations. Examples are:

- Inspector demands to accept more prisoners, despite a custody sergeant decision to accept no more due to safe working;
- Arresting officer resentment at time taken to process prisoners;
- Shortages of staff, equipment and poor ITS at busy sites;
- Single sergeant custody officer working/inability to take a break;
- Generally negative police attitudes towards working in custody;
- Police policy tensions about sickness, minimum staffing and custody succession planning; and
- Broader pressures from organisational partners (internal and external).

With both propositions offered for comment at the end of the third survey, custody sergeant and custody inspector/manager responses presented two sets of alternative/rival (within & between) perspectives, i.e. within custody sergeants (operationally) and between custody sergeants and inspectors (operationally/strategically), as follows—

Sergeant: *“Yes, this is a specialist role. We deal with high risk detainees and have a dynamic input on investigations.”*

Sergeant: *“Yes. I know a lot of Sgt’s [who] don’t want the role for fear of receiving complaints etc.”*

Sergeant: *“The role is unique in nature and that alone should raise the status however there is still a perception that the role is a punishment duty.”*

Sergeant: *“Not the priority in my view. Some roles will always have higher status than others (e.g. detective) and it is very hard to make custody glamorous or desirable.”*

Sergeant: *“Theoretically yes, but everyone recognises working as a night club doorman is not for everyone, but it doesn’t make it a high-status job.”*

Inspector: *“Partial – The role of Custody Sgt whilst difficult at times has many benefits such as, the shift pattern [12-hours], the availability of overtime, very little supervisory duties, if any. Chance to ‘Act Up’ as the Insp on a regular basis hence gain evidence for the next promotion board. Recently we have been inundated with ‘outside’ Sgts wishing to come into custody.”*

Inspector: *“Disagree. This [inability to cope] should be captured by day to day feedback and PDRs.”*

Intriguingly, the propositions were interpreted as being solely about the role of custody sergeant. As such, within custody sergeant perspectives about raising the status of custody can appear slightly at odds but are, in fact, more pragmatic than contradictory (cf. sub-sections 6.2.4. and 6.2.5 concerning adequate staffing and ITS, both of which reinforce the point that the status of custody turns on more than just the role of custody sergeant). As to the ability to cope, however, between custody sergeant and inspector views are operationally/strategically more divergent. For example, while the first inspector extract presents considerable logic, I suspect custody sergeants would want to take issue with the remark that they have “very little supervisory duties, if any.” The reason is that this restricted notion of supervision (i.e. a largely line-management focus), fails to recognise the duty of care laid down by PACE and the codes of practice regarding persons in custody, i.e. one that is able to encompass (where possible) positive outcomes for detainees, staff and the organisation (cf. Social Care Institute of Excellence, 2013). Similarly, while the validity of the second inspector extract is not in doubt, it suggests an all too familiar reduction to the individual level (Jex et al., 2014), without thought of shared level

alternatives for custody sergeants such as a six month rotation (Participant No. 105, PhD2; Sgt, among others), or ensuring they have every opportunity to leave custody after a couple of years (Participant No. 31, PhD4; Insp) etc.

Importantly, there is nothing in these views that justifies rejecting the propositions, since they merely represent two sides of the same coin; albeit operationally and strategically contestable/revisable. As such, these findings provide grounds to assume literal and theoretical replication, i.e. literal in terms of within custody sergeant views (operationally) about raising the status of custody (being, very likely, also shared operationally by police staff roles); and theoretical in terms of between custody sergeant views (operationally) and custody inspector/manager views (strategically) in terms of coping. While, again, literal replication is the stronger of the two, both findings support the first Discussion recommendation at section 7.6 for short, medium and long-term culture change to ensure all levels and departments speak positively about custody.

6.2.4. Staffing levels are undermined by sickness and uncertainty that normal staffing is adequate With results supported entirely by qualitative analyses, when propositions were offered for comment at the end of the third survey, sergeant and inspector responses presented a similar dichotomy as the last proposition in terms of custody sergeants (operationally) and custody inspectors/ managers (strategically). For sickness, these were—

Sergeant: *“Absolutely critical. I have worked in many roles, uniform and non-uniform, sickness in custody is appalling and worse than anywhere I have experienced and has a huge impact on us operationally, but also morale etc etc. It is a vicious circle.”*

Sergeant: *“Absolutely agree, we are currently running into the hundreds of thousands of pounds in overtime covering sickness and staffing gaps.”*

Inspector: *“This is true. Sickness caused massive issues with staffing which we have dealt with by way of overtime at a high cost. We don’t deal robustly enough with sickness and do not follow the force policy. That said the force policy is weak and needs revisiting and making much clearer. There are too many loopholes that prevent positive action taken against recidivist ‘sick notes’”*

Inspector: *“Agree. Due to Custody being a separate department to the local Response teams, Local management elect to offer up those who have a poor sickness record or who have medical issues when Succession Planning for Custody postings.”*

In contrast to the previous proposition, we see no divergence operationally and strategically but, instead, mutually reinforcing agreement. This provides grounds for literal replication between custody sergeants and inspectors/managers regarding issues of policy concerning sickness and police custody succession planning; also supportive of first Discussion recommendation at section 7.6 to address the same.

As to the adequacy of normal staffing levels, however, views are once again more divergent, as follows–

Sergeant: *“Agreed as there is no resilience in the system. In every job you need the odd easier day when staffing is plentiful [...] to preserve energy to get through the extremely tough days. If staffing is constantly at minimum or below there is no resilience – hence the sickness.”*

Inspector: *“No do not agree. Normal staffing levels are more than adequate. Given the huge reduction in prisoners being arrested our current staffing levels are fine. The issue was not ‘establishment’ levels [but a case] of unfilled vacancies.”*

That the last extract ends by acknowledging sickness and staff shortages were exacerbated by unfilled vacancies, evidences an opportunity to raise the status of

custody through better/more sensitive custody succession planning.

That said, for reasons unrelated to the current study, sickness was much improved across all seven forces by the end of the study; though, it has to be said, police custody's vulnerability to sickness and inadequate staffing has not improved (cf. Criminal Justice Joint Inspections, 2015 and 2017 for North Yorkshire and Cambridgeshire, both of which reinforce this point). Yet, there is nothing in these contrasting views that justifies rejecting the proposition, it is just that normal/minimum staffing levels support only theoretical replication in terms of deeply contrasting custody sergeant views (operationally) and custody inspector/ manager views (strategically); also supportive of the first Discussion recommendation at section 7.6 to address the same.

6.2.5. Custody ITS is largely inadequate With results supported entirely by qualitative analyses, when propositions were offered for comment at the end of the third survey, it became clear none of the three IT systems (NICHE; ICIS; and ATHENA) in use across the seven forces were entirely fit for purpose. Referring to NICHE–

Inspector: *“Agree. Niche is a difficult system to master and is not user friendly at all. This is a Regional IT system so it will not be changed anytime soon.”*

Sergeant: *“Since moving to Niche 4 1 year ago, I cannot believe the appalling quality of the IT in terms of its speed (it has been likened to working with dial up internet) and the difficulty of working with its software. I certainly would not put up with this quality of IT in my personal life. The speed of the IT systems in such a busy and high-risk environment makes life very stressful when you are trying to multitask, or when it is important to ensure that certain things are logged. [In] a fast-changing environment when the IT systems are ‘stuck’ [it is possible that things are missed].”*

Sergeant: *“We are not up to date with Windows – the internet is very slow. Niche application is also not particularly quick.”*

Sergeant: *“Amazon would be bankrupt if they used our IT.”*

Sergeant: *“The new NICHE system has been a disgrace in terms of how slow it is and the glitches. Apparently it is because we are on Niche 4 and the rest of the Force use Niche 5 (for crime recording, intel etc) but that isn’t yet built for custody. However, the company that owns it have no incentive to maintain Niche 4 as it will be obsolete soon. Us mugs have to put up with the slowness/issues in the meantime.”*

That the first and final extracts speak to NICHE as a regionally differential system with no immediate prospect of upgrade for custody users is a concern.

Referring to ICIS–

Sergeant: *“... we use a booking-in system called ICIS, which I believe is still being used by St Peter at the pearly gates. It [is] old and antiquated; it uses an odd control key function and thinks windows are what you clean with white vinegar.”*

Referring to ATHENA–

Sergeant: *“Think they are fine, although I feel Athena is a step backwards.”*

Inspector: *“Disagree and improvements are expected at end of year”.*

Although the belief that ATHENA is a backward step is not explained, it is clear the system fares better than NICHE and ICIS despite anticipated improvements to ATHENA still being awaited more than a year later; evidencing a missed opportunity to raise the status of custody by improvements to IT systems. Hence, findings give grounds to assume literal and theoretical replication, i.e. literal within the same ITS custody users; and theoretical between contrasting ITS custody users - both supportive of first Discussion recommendation at section 7.6 to address the same.

6.2.6. Large new-build custody sites are the way forward While support for

this view (quantitative and qualitative) is far from unanimous, threats to the proposition are too early and insufficient to justify its rejection. For example, while old/new comparisons were possible for one force, the quantitative evidence was far from conclusive either way (see Appendix G, Force 3); with mean score improvements for large new build custody sergeants in terms of workplace stress and subjective well-being only. In most other respects mean scores went down for: custody sergeants in respect of mental well-being and shared leadership (together with energy, though only marginally); public detention officers in respect of mental and subjective well-being, energy, engagement and shared leadership; and custody assistant for subjective well-being, energy and shared leadership. However, remaining unchanged were: custody sergeants for engagement; and custody assistants for workplace stress, mental well-being and engagement. Similarly, as evidenced inductively by the first contrasting difference for Force 3, while it is clear some new build teething problems appear resolved, for others they remain on going (hence, for this one force at least, it appears too early to judge one way or another). In contrast, when the proposition was offered for comment at the end of the third survey, it was clear responses suggested a dichotomy of 'for' and 'against' large new builds. Those 'for' saying–

Sergeant: *“We already have [Site W]. The trouble is that it was not purpose built and as such it makes daily tasks very difficult. By this I mean the management of detainees[,] location of staff etc. Compare this to {Site X}, the layout is much more conducive of a safe working environment. However, this still has its faults. I have visited [Site Z] and their site is much more purpose built and allows the management of detainees more safely.”*

Sergeant: *“Yes, [large new builds] allow unparalleled colleague support.”*

Those 'against' saying–

Sergeant: “Clearly you would hope modern design would be superior in terms of lay-out etc but size-wise, working at a huge custody suite, it more often leads to very long queues, waiting times etc. It may save money due to economies of scale but for those working in a large site it is not good news and most of my colleagues would prefer to work at a smaller station.”

Sergeant: “Colleagues who have worked in smaller suites when the force operated a number of such suites, certainly do not feel [large sites are the way forward]. [Site W, for example,] ... was built [as a] prison overspill, works against efficient running [and] so [makes] it is difficult to compare [with] a purpose-built building. Smaller suites are much easier to control in my opinion”

Inspector: “I have no view on this. It may work for large city forces i.e. Met and West Midlands but in rural areas this may be challenging.”

These findings give grounds to assume theoretical replication between those whose experiences favour smaller custody sites as opposed to those who favour larger custody sites; also supportive of first Discussion recommendation at section 7.6 to address the same.

6.2.7. Twelve hour shifts consistently produce the best well-being outcomes Although supported quantitatively and qualitatively, the initial evidence came from: H8, as positively predictive of low workplace stress, energy and engagement); H11, where twelve-hour shifts predict well-being belief culture [in seven analyses], shared perceived well-being [in five analyses], and attitude to well-being [in one analysis] as mediators, before variously predicting all seven well-being outcomes); and H16 and H20, where twelve-hour shifts were predictive of normative beliefs culture, with the former a statistically non-significant trend and latter

approaching statistical significance. Qualitatively, however, views about twelve-hour shifts were more mixed, with those in favour saying–

Inspector: *“Probably – It is a huge selling point for Custody that we offer the 4 on then 4 off system. Most staff state this is one of the main reasons they like working in custody. We do not want to change this.”*

Sergeant: *“Agree. The feedback is consistent with other colleagues, too.”*

Those against will say...

Sergeant: *“Interesting in that one of the major reasons many people are attracted to custody, including myself, was the 4 on, 4 off (12-hour pattern). However, having worked it for 18 months the reality is that working 12 hours in a custody environment is simply too long. I worked many 16-17 hour shifts as a detective but that was different – there would be long periods during such a shift which were very stress free – including drinking coffee waiting for solicitors etc. That is very different from dealing with detainees all day (or night) long, never being able to properly switch off.”*

Those less certain saying–

Sergeant: *“It does give a lot of time-off, however I spend much of this time recovering from working 2 12 hours night shifts every week just before my rest days. I accept there are issues with all shift patterns and there are definite for and against arguments for the 12-hour pattern.”*

Sergeant: *“Mixed opinion – 12 hours is a long time, but 4 days off gives good recovery.”*

Inspector: *“Partially agree. This may be the view of the minority (C/Sgts) but they don’t work this pattern., only DO staff do. The latter enjoy their 4 RDs and allows them to work alongside all the Sgts rather than remain on one combined team.”*

Sergeant: *“Don’t know but I personally feel the 12 hour, 4 on 4 off system is the way*

forward.”

These findings provide grounds for literal and theoretical replication, i.e. literal in terms of similar quantitative analyses; and theoretical dependent on contrasting qualitative views about twelve-hour shifts; also supportive of first Discussion recommendation at section 7.6 to address the same.

The private sector has some of the best well-being outcomes Linked to twelve-hour shifts (as the only shift pattern the private sector work in the current sample), while supported quantitatively and qualitatively, the initial evidence came from H1 analyses across six of seven outcomes and H11 mediator analyses where the private sector predict low well-being belief culture and shared perceived well-being control (in seven analyses), and low attitude to well-being, shared control belief climate and subjective norms (in five analyses), before rendering all seven well-being outcomes positive. In contrast, H16 and H20 reveal the private sector to be predictive of well-being belief culture. Fed back to participants at the end of the third survey, except for one custody sergeant who believed private sector benefits were debatable (but failed to explain why), one other disagreed, saying–

Sergeant: *“Disagree, I know people in the private sector who work longer hours than I do.”*

However, two other participants, for wholly contrasting reasons, broadly agreed with the proposition, especially the notion that the private, rather than public sector, were more likely to support practices conducive of staff well-being (e.g. Aarons et al., 2009; Heponiemi et al., 2010; and Liebling et al., 2015; all cited in Werner-de-Sondberg et al., 2018), as follows–

Sergeant: *“From colleagues in the private sector, they appear to have greater awareness of well-being and support it. E.g. – free gym membership; private healthcare.”*

Sergeant: *“In the last few years those working in the public sector have seen many*

reductions in funding which have badly affected working conditions and pay. I have never known morale so low. It was almost unheard of for people to leave before completing 30 years' service. Officers are now leaving in droves."

These findings give grounds to assume literal and theoretical replication, i.e. literal within the same company; and theoretical between contrasting companies, as evidenced by improvements between the 2013 exploratory study (Werner-de-Sondborg et al., 2018) and now; also supportive of first Discussion recommendation at section 7.6 to address the same.

Overall, extracts support eight propositions (subsumed as seven) regarding: 1) levels of negative affectivity; 2a) need to raise the status of custody; 2b) coping; 3) staffing levels; 4) custody ITS; 5) old (small)/new (large) custody contrasts; 6) twelve-hour shifts; and 7) the private sector. This is, in part, due to a richness of data, it's analysis, and contribution to knowledge (Braun & Clarke, 2013, p. 281). I say, in part, because there is a belief that readers should decide issues of generalisability and transferability for themselves (Lincoln & Guba, 1985; cited in Braun & Clark, p. 282), which is why I have provided as much background detail to the study as possible.

6.3. Multiple case study

6.3.1. Design Is the same as the single (embedded) case study, except that each of the seven police forces present a separate basis for cross-case synthesis in terms of similarity or difference (Yin, 2014; pp 164-168). The research question also remains, "How and why factors that promote or undermine police custody (officer & police staff) well-being also explain differences within and between their public and

private sector roles?” This produced five cross-cases whose Force numbers are the same as Appendix G, as follows:

1. Forces 1 & 2 (a paired alliance whose privately contracted detention officers are employed by the same contractor).
2. Forces 3 & 4 (as the only two forces whose police custody officers and police staff are all publicly contracted).
3. Forces 5, 6 & 7 (whose privately contracted detention officers are all employed by the same contractor – a different contractor to that of Forces 1 & 2 – who declined to allow their detention officers to take part and so are absent from the study, leaving only publicly contracted custody sergeants and their inspectors to take part; though the custody inspectors /managers are excluded from this current analysis).
4. Forces 1 & 2 versus 3 & 4 (as a comparison between privately and publicly contracted detention officers).
5. All seven forces (whose sub-component culture tensions suggest a need for culture change aimed at raising the status of custody).

6.3.2. Forces 1 & 2 privately contracted detention officers Both forces have enjoyed the same (though different) private contractors for some years; although there is a legacy issue whereby one of the two Force 1 locations have staff who were employed by a third contractor before this and whose culture was very different and their engagement in the study was much less than the other site (see Appendix G, Force 1, where numbers were too few to identify); yet it is clear their views as privately contracted detention officers are the same in terms of literal replication.

6.3.3. Forces 3 & 4 publicly contracted officers and police staff Aside from their publicly contracted similarity (excluding custody assistants, who are only employed

by Force 3), both have embarked on large new build projects (Force 3, very recently; and Force 4 less recently, though with one project pending in the next two years to replace a large site that is no longer fit for purpose). Hence, while it is possible to contrast old/new build differences for Force 3 (quantitatively, see Appendix G, where sites J and K are the new builds; and qualitatively, see Chapter 5 third theme of 'contrasting differences', new build/prisoner management subordinate), Force 4 is much more negatively influenced by the one unfit site L (quantitatively, see Appendix G; and qualitatively, see also Chapter 5 third theme of 'contrasting differences', new build/prisoner management subordinate). This result provides literal replication in terms of publicly contracted similarities between custody sergeants and detention officers, but only theoretical replication in terms of old/new build contrasts.

6.3.4. Forces 5, 6 & 7 all absent of privately contracted detention officers All enjoy a regional partnership with Force 4, except that their detention officers are privately contracted to the same company (a contractor who declined to allow their police staff to take part in the research). In addition, Force 5 sits apart from the other two (quantitatively, see Appendix G; and qualitatively, see Chapter 5 third theme of 'contrasting differences', force apart subordinate). Hence, there is literal replication between custody sergeants in Forces 6 & 7, but only theoretical replication in terms of Force 5 contrasting differences.

6.3.5. Forces 1 & 2 versus 3 & 4 sector detention officer comparisons These comparisons are only possible because private contractor disquiet, evidenced in Werner-de-Sondberg et al. (2018), changed with the then contractor being replaced. This ensures the absence of negative private sector culture as a potential confound. With its removal, the only contrast is one of sector difference, where quantitatively private sector detention officers (N = 63; repeated returns = 67) appear to enjoy

better well-being than their public sector counterparts (N = 54; repeated returns = 60) (cf. H1: Chapter 3, sub-section 3.7.1; a result that is broadly in keeping with extant literature as set out in Werner-de-Sondberg et al., 2018), where public sector custody assistants report the best well-being overall, though their numbers (N = 17) are much fewer and less reliable. Qualitatively, however, detention officer sector views are broadly similar, especially regarding the sub-section 5.3.1 'Duty of care' subordinate theme of 'Reward and recognition'. This currently supports literal replication in terms of similarity of detention officer role, but only theoretical replication in terms of sector differences.

6.3.6. All seven forces and their need for culture change This reinforces sub-component culture tensions for all police custody (officer and police staff) roles in all seven police forces (including an eighth dummy coded for custody inspectors/managers), regarding largely positive well-being belief expectations they feel are undermined by negative normative belief expectations. The result provides the strongest cross-case synthesis/basis for literal replication concerning a need for culture change in order to raise the status of police custody in the minds of those working outside it (internally and externally), both quantitatively (Chapters 3, 4 and sub-section 6.2.2 above) and qualitatively (Chapter 5).

Overall, results produced five synthesised cross-cases regarding:

1) Forces 1 & 2 and their paired alliance of privately contracted detention officers; 2) Forces 3 & 4 whose police custody (officers and police staff) are all publicly contracted; 3) Forces 5, 6 & 7 and their publicly contracted custody sergeants only; 4) Forces 1 & 2 versus 3 & 4 as a comparison between publicly and privately contracted detention officers; and 5) Need for all seven police forces to undertake culture change in order to eliminate current sub-component culture

tensions and so raise the status of custody – see Discussion, section 7.6.

6.4. Chapter summary

Findings provide answers to the research question, “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?” They do this by evidencing two contrasting case studies:

A) Single (embedded) regarding the five police officer and police staff roles pooled (quantitatively and qualitatively) across the seven police forces (including a dummy case created solely for custody inspectors/ managers) – an approach born out of the identification and rejection of alternative/rival patterns and/or threats which identified eight propositions (subsumed as seven) called:

1. Potentially high levels of pervasive negative affectivity affect all police custody (officer and police staff) roles.
2. Need to raise the status of custody as a place to work, while recognising that working in custody does not suit everyone and should reflect positively on those who do cope.
3. Staffing levels are undermined by sickness and uncertainty that normal staffing is adequate.
4. Custody ITS is largely inadequate.
5. Large new-build custody sites are the way forward.
6. Twelve hour shifts consistently produce the best well-being outcomes.
7. The private sector consistently produces the best well-being outcomes; and

B) Multiple case study where each of the seven police forces presented a separate basis for cross-case synthesis in terms of similarity or difference – an approach that identified five synthesised cross-cases, namely:

1. Forces 1 & 2 (a paired alliance whose privately contracted detention officers are employed by the same contractor).
2. Forces 3 & 4 (as the only two forces whose police custody officers and police staff are all publicly contracted).
3. Forces 5, 6 & 7 (whose privately contracted detention officers are all employed by the same contractor – a different contractor to that of Forces 1 & 2 – who declined to allow their detention officers to take part and so are absent from the study, leaving only publicly contracted custody sergeants and their inspectors to take part; though the custody inspectors/managers are excluded from this current analysis).
4. Forces 1 & 2 versus 3 & 4 (as a comparison between privately and publicly contracted detention officers).
5. All seven forces (whose sub-component culture tensions suggest a need for culture change aimed at raising the status of custody).

7. Discussion

7.1. Chapter aims and objectives

This chapter concludes the thesis by providing a summary of results, considers theoretical and methodological implications, reflects on problems and limitations, what should be done differently, and their implications outside of police custody. There is also consideration of my former role as a police officer/custody sergeant relative to the research and need to place the research within the wider literature. The chapter ends with post-PhD recommendations, future research implications, and finally thesis impact, strength and conclusions.

7.2. Summary of results

With the aim of exploring “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles”, the research developed a multi-strategy approach, each with a single research question, as follows:

Strategy 1 (quantitative) “To what extent can IMMOCC support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?”

Strategy 2 (qualitative) “How will participant comments support the research aim of knowing how and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?”

Strategy 3 (quantitative and qualitative) case study “How and why factors that promote or undermine police custody (officer and police staff) well-being also explain differences within and between their public and private sector roles?”

7.2.1. Strategy 1 (quantitative – linear; Chapter 3) results The first 16

hypothesised results focus on linear aspects of the study's integrated model of organisational culture and climate (IMMOCC), the level of support for which are summarised in Table 7.2a.

Table 7.2a. Categorised summary of results for the 16 linear hypotheses

<i>Sub-type</i>	<i>Hypotheses</i>	<i>Level of support</i>
Theory	Shared leadership as positive predictor of outcomes (H4)	Strong
	Support for IMMOCC (H8)	Strong
Method	No control bias (H[2][a] and H3[a])	Partial
	Cultural sub-component (+ve and -ve) coexistence (H5)	Partial
	Shared rather than individual level climate is better predictor (H6)	Partial
	Workplace design items provide best indirect climate (H7)	Strong
Mediator	Support for perception mechanism (H2[b][i] and H3[b][i])	Partial
	Support for causality mechanism (H2[b][ii] and H3[b][ii])	Partial
	Shared leadership → culture and climate → outcomes (H9)	None
	Indirect predictors → direct predictors → intentions (H10)	None
	Demographics, controls → culture and climate → intentions/outcomes (H11)	Strong
	Indirect/direct predictors → demographics, control(s) and intentions → outcomes (H12)	Partial
	Demographics, controls → intentions → outcomes (H13)	Partial
Moderator	Support for hyper-responsivity mechanism (H2[b][iii] and H3[b][iii])	Partial
	Indirect/direct predictors → demographic(s) → outcomes (H14)	Strong
	Direct culture → direct climate → intentions (H15[a] and [b])	None
	Intentions → direct climate → outcomes (H15[c])	None
Well-being	Better for private DOs than other staff (H1)	Partial
	As study induced positive change (H21)	None

These results are expanded in the following narrative where ✓ means

hypothesis supported and X means hypothesis unsupported, as follows:

1) Theory Evidences shared leadership as a basis for team cohesion across four of the six well-being outcomes (H4✓). These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to target work groups and, therefore, the use of multilevel analysis where individuals are nested within teams – see section 7.6. There is also multilevel (linear) support for IMMOCC (including MSEM validation; H8✓), together with confirmation of well-being intentions' relationship with perceived well-being control, such that when one is strong, the other is generally weak or weakened.

2) Method Evidences: a) bias concerns for negative affectivity (H2[a]X) but not intolerance for ambiguity (H3a✓); b) cultural sub-component (positive and negative) coexistence/potential tensions (H5✓); c) individual and shared level climate strengths (H6✓); and d) Workplace Design Questionnaire as currently the better climate informant than the Management Standards Indicator Tool (H7✓).

3) Mediator Evidences: a) causality and perception mechanisms for low NA (H2[a][i] and [ii]✓) but not low IfA (H3[b][i] and [ii]X); b) culture and climate (indirect and direct), but especially climate, mediated paths between female/private sector/multiple roles/12-hour shifts, low NA and well-being intentions/outcomes (H11✓); c) low NA and well-being intention mediated paths between indirect/direct measures and well-being outcomes (H12✓); and d) well-being intention mediated paths between female/custody sergeants/custody assistants/low NA and well-being outcomes (H13✓). Of interest is the way that H2[a][i] and H2[a][ii] results (for low NA generally) and H11/H13 results (for positive culture, climate and well-being intention regarding females and custody sergeants specifically) convert negative relationships to positive. These results are important for the fact that when looking to future

recommendations for improvement, they speak to a need to target positive culture, climate and well-being intention – see section 7.6.

4) Moderator Evidences: a) hyper-responsivity mechanism for low NA and low IfA (H2[a][iii] and 3[b][iii]✓); and b) demographics (all but gender and shift hours) moderated paths between indirect/direct measures and well-being outcomes (H14✓). Here, H14 results are important for their ability to convert negative relationships to positive. Hence, when looking to future recommendations for improvement, the results speak to the need to target the positives in these relationships – see section 7.6.

5) Well-being Evidences: a) custody sergeants having least well-being, followed by public detention officers; and b) custody assistants having best well-being followed by private detention officers as the more reliable result (H1✓).

7.2.2. Strategy 1 (quantitative – reverse; Chapter 4) results The last five hypothesised results focused on reverse aspects of the study’s integrated model of organisational culture and climate (IMMOCC), the level of support for which are summarised in Table 7.2b.

Table 7.2b. Categorised summary of results for the five reverse hypotheses

<i>Sub-type</i>	<i>Hypotheses</i>	<i>Level of support</i>
Theory	Support for reverse IMMOCC (H16)	Strong
	Climate predicts culture and shared leadership (H20)	Strong
Mediator	Well-being outcomes → demographics, controls, intentions and direct measures → indirect measures (H17)	Partial
	Well-being outcomes → demographics, controls and intentions → direct measures (H18)	Partial
Moderator	Well-being outcomes → demographics, controls and intentions → indirect/direct measures (H19)	Strong

These results are expanded in the following narrative where ✓ means

hypothesis supported and X means hypothesis unsupported, as follows:

1) Theory Evidences: a) multilevel (reverse) support for IMMOCC (H16✓), including contrasting work environments for shifts (i.e. variable and 12-hour), where the former is positive (i.e. more conducive to well-being) and latter negative (i.e. less conducive to well-being); thereby presenting a potential tension with linear results. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to promote positive work environments epitomised by a shared leadership culture and tolerant/engaged climate and to be cautious of potentially negative environments epitomised by a culture and climate that is intolerant and disengaged – see section 7.6. There was also an unexpected strength of cultural sub-component tensions for role, where shared leadership and well-being belief culture were generally positive while normative belief culture was completely negative. These results are important for the fact that when looking to future recommendations for improvement, they speak to a need to raise the status of custody by targeting positive relationships and so negate the effects of these cultural sub-component tensions for role – see section 7.6; and b) climate as predictor of culture and shared leadership (H20✓), important for the fact that climate is seen as the more accessible/malleable level at which to target culture change interventions (Ehrhart et al. 2014) – see Discussion, section 7.6.

2) Mediator Evidences how: a) well-being intention, attitude to well-being, subjective norms, shared perceived well-being control and low NA mediate paths between well-being outcomes and indirect measures (H17✓); and b) well-being intentions and low NA mediate paths between well-being outcomes and direct measures (H18✓).

3) Moderator Evidences how study demographics (all except role and shift hours),

low NA, and well-being intentions moderate paths between well-being outcomes and direct measures (H19✓).

7.2.3. Strategy 2 (qualitative; Chapter 5) results Findings triangulate support for IMMOCC as:

1) Outcome result/consequence Necessitating a theoretical thematic analysis (i.e. top down) approach resulting in the deductive mapping of IMMOCC:
a) Directly, in terms of shared leadership, organisational culture, control belief climate, and well-being intention/outcomes; and b) Indirectly, focused on the single overarching theme called 'Support for contested issues' regarding the original seven custody sergeant competencies, HSE definition of stress, and HSE Management Standards for workplace stress prevention.

Points of note for the 'original custody sergeant competencies' are that:
Decision making speaks to issues of responsibility/accountability and entrapment I will return to as '*Individualism and well-being*' subordinates highlighted inductively in the next TA sub-section. There is also one sergeant reference to custody as a dead-end job. Looking to future recommendations for improvement, this speaks to a need to raise the status of custody to address cultural sub-component tensions and to offer skills training which challenges negative thinking in favour of problem focused (detached) coping (Paton et al., 2008; cf. Roger, 2002; Roger & Petrie, 2017) – see section 7.6.

Leading change speaks, in part, to a need to raise the status of custody, with the topic of a nationally co-ordinated approach to custody one I will return to towards the end of section 7.6 focused on private contractor involvement.

Leading people provides a line management/team focus that would possibly benefit from skills training in the effective use of Socratic questions, giving and receiving

feedback and active listening akin to the five-minute interventions approach used by Kenny and Webster (2015) where prison officers were trained to turn everyday conversations with inmates into rehabilitative interventions (an approach easily adapted to improve police custody [officer and police staff] relationships – see section 7.6).

Managing performance speaks to a need to raise the status of custody to address cultural sub-component tensions and to offer skills training which challenges negative thinking in favour of detached coping.

Professionalism speaks to the need to raise the status of custody relative to staffing issues (whether minimum staffing, refreshment breaks, sickness or succession planning) – see section 7.6.

Working with others speaks to a need to raise the status of custody, and while this may be difficult to achieve in relation to external partners, it ought to be perfectly feasible organisationally in terms of levels and departments – see section 7.6.

Overall, what is important about these results is the way that the original seven custody sergeant competencies (though quantitatively subsumed as four for well-being belief culture expectations), are qualitatively retained in full; a fact not only supported by custody sergeants but also, in no small part, by the other sector roles.

Points of note in relation to the ‘HSE definition of stress’ is that they capture the HSE definition of workplace stress as ‘The adverse reaction people have to excessive pressure or other types of demand placed on them. It arises when people worry they cannot cope.’ And, while it is worth noting the last sentence is sometimes excluded, faced with the realisation that more than half of the ten extracts reveal a distinct inability to cope, this would suggest its retention should be reconsidered.

In addition to answering the call by Brookes et al. (2013) for a more qualitative

focus, points of note in relation to the 'HSE Management Standards' for workplace stress prevention are that:

Demands sees a return to the recurring theme of cultural sub-component tensions, where the mix of negative normative expectations strengthens the need to raise the status of custody regarding ITS, negative speak from those outside custody, staffing, twelve hour shifts and the private sector– see Discussion, section 7.6.

Support – colleagues cites change in terms of location and teams, both of which relate to new builds replacing older sites that are no longer fit for purpose. Here too there is a need to offer skills training which challenges negative thinking in favour of problem focused (detached) coping – see Discussion, section 7.6.

Support – management affirms the need to offer skills training in the effective use of Socratic questions, giving and receiving feedback and active listening to custody inspectors/managers for the support they can offer as the official face of the organisation (Aarons et al., 2014; cf. Fitzhugh et al., 2019), in addition to their own leadership qualities (e.g. Bartone, 2014, 2019) – see section 7.6.

Relationships further evidences the case for skills training focused on effective communication, with one extract also evidencing the reality that working in police custody is not for everyone and that some sergeants really don't want to be there and make life very difficult for those around them – see section 7.6.

Role ends with a sense that for police officers (sergeants and inspectors), working in custody carries little value and none of the specialist status one might imagine; being viewed by the Inspector “as a dead end, crap job, that no-one wants to do” (i.e. leading to a sense their career is at an end) and by the sergeant as “one of the most pressured and least appreciated roles” (i.e. leading to a sense their career is stalled) – see section 7.6.

2) Output production/creation Necessitating a thematic analysis (i.e. bottom-up) approach, resulting in the inductive identification of three overarching themes called:

a) Individualism and well-being (positive, negative, poor well-being, custody sergeant [i.e. lone working, responsibility/accountability, and entrapment], 12-hour shifts, personality/hardiness, gender difference, and self-awareness [i.e. survey and clinical supervision]); b) Duty of care: failings; staffing (i.e. general, sickness, and minimum levels); reward and recognition (i.e. private, public, and custody sergeant); ITS; safe working; succession planning; and austerity; and c) Contrasting differences regarding the new build/prisoner management journeys of two police forces (Force 3 and Force 4), while Force 5 is something of a force apart.

Points of note for 'individualism and well-being' are that:

Positive exemplars saw one sergeant speak of never seeing "the organisation teach/coach or encourage any coping strategies"; a situation this thesis hopes to remedy by way of recommendations for the future – see section 7.6.

Specific examples of custody induced poor well-being saw two sergeants returned to custody (one to a smaller site and another on a rotational basis), despite their apparent continuing vulnerability; a vulnerability one anticipates should have been identified through a process of secondary risk assessment – see section 7.6.

Custody sergeant issues of lone working, levels of responsibility/accountability and entrapment help explain quantitative results (Chapters 3 and 4) which show sergeants suffer the poorest well-being outcomes and are an obvious target for post-PhD resilience training – see section 7.6.

Twelve-hour shifts suggest a need for caution over their blanket use and, perhaps, the need to differentiate smaller sites (less able to provide breaks) with larger sites (better able to provide breaks) – see Discussion, section 7.6.

Personality/hardiness evidences the sense that high pressure/demands and even hurt can be a source of individual and group strength (i.e. individual in terms of a proactive self-belief that they can positively influence events around them, and group in terms of positive leader-follower sensemaking/team cohesion; Bartone, 2004). This raises the possibility of personality traits/hardiness characteristics being identified which act as stress moderators for those selected to work in custody, and can be incorporated as evaluative measures into a post PhD programme of resilience training (Robertson et al., 2015; cf. Bartone, 2004) – see section 7.6.

Points of note for ‘duty of care’ are that:

Failings evidence cultural sub-component tensions as “a culture of them and us” and are further supportive of the need to raise the status of custody to prevent organisational duty of care being undermined – see Discussion, section 7.6.

ITS evidence three systems, none of which appear to be entirely fit for purpose and, therefore, represent a failed duty of organisational care; especially when linked to cultural sub-component tensions whereby staff want to do a good job but feel undermined by poor ITS – see section 7.6.

Safe working suggests problems at older/smaller stations, especially when exacerbated by twelve-hour shifts etc., and especially regarding tensions that can sometimes exist between individuals and organisations regarding their shared duty of care (seen as positive in the first extract, but negative in the second); also reflective of further cultural sub-component tensions – see Discussion, section 7.6.

Succession planning evidences the perceived low status of police custody in the minds of many senior officers – see Discussion, section 7.6.

Points of note for ‘contrasted differences’ are that:

New build/prisoner management evidences several positive references to people

and teams supporting one another (though still benefitting from the kind of skills training being recommended in the section 7.6; especially with Force 4 [site W] remaining open pending its own new build replacement).

7.2.4. Strategy 3 (quantitative and qualitative; Chapter 6) synthesised case study results Findings evidence two contrasting approaches:

a) single (embedded) case study; and b) multiple case study, as follows.

A) Single (embedded) regarding the five officer and police staff roles pooled (quantitatively and qualitatively) across the seven police forces (including a dummy case created solely for custody inspectors/managers) – an approach born out of the identification and rejection of alternative/rival patterns and/or threats which identified eight propositions (subsumed as seven):

1. Potentially high levels of pervasive negative affectivity affect all police custody (officer and police staff) roles. A result that supports the second (climate) recommendation at section 7.6 for the implementation of a two-part evaluated training programme focused on: (i) a brief introduction to stress and resilience; and (ii) skills training which challenges negative thinking in favour of detached coping and ensures the use of effective communication.
2. Need to raise the status of custody as a place to work, while recognising that working in custody does not suit everyone and should reflect positively on those who do cope. Here, both findings support the first (culture) recommendation at section 7.6 for short, medium and long-term culture change to ensure all levels and departments speak positively about custody.
3. Staffing levels are undermined by sickness and uncertainty that normal staffing is adequate – see first (culture) recommendation section 7.6.
4. Custody ITS is largely inadequate – see first (culture) recommendation section

7.6.

5. Large new-build custody sites are the way forward – see first (culture) recommendation section 7.6.

6. Twelve-hour shifts consistently produce the best well-being outcomes – see first (culture) recommendation section 7.6.

7. The private sector consistently produces the best well-being outcomes – see first (culture) recommendation section 7.6; and

B) Multiple case study where the seven police forces provide a basis for cross-case synthesis in terms of similarity or difference, as follows:

1. Forces 1 and 2 (a paired alliance whose privately contracted detention officers are employed by the same contractor).

2. Forces 3 and 4 (as the only two forces whose police custody officers and police staff are all publicly contracted).

3. Forces 5, 6 and 7 (whose privately contracted detention officers are all employed by the same contractor – a different contractor to that of Forces 1 and 2 – who declined to allow their detention officers to take part and so are absent from the study, leaving only publicly contracted custody sergeants and their inspectors to take part; though the custody inspectors/managers are excluded from this current analysis).

4. Forces 1 and 2 versus 3 and 4 (as a comparison between privately and publicly contracted detention officers).

5. All seven forces (whose sub-component culture tensions suggest a need for culture change aimed at raising the status of custody) – see first (culture) recommendation section 7.6.

7.3. Theoretical implications

These chiefly centre on the structure of IMMOCC and its internal inter-relationships, which are supported quantitatively and qualitatively. Quantitatively (Strategy 1) concerns main (linear and reverse) relationships, together with indirect multilevel mediation and moderation relationships. Qualitatively (Strategy 2) concerns the use of theoretical thematic analysis (TTA; Braun & Clarke, 2006) resulting in deductive (top-down) mapping of IMMOCC, both direct and indirect.

Quantitatively, these began as a first field study validation of shared leadership (H4), with items developed from Bolden (2011), Fallah (2011), and Appelbaum et al. (1999); being supported as a basis for team cohesion in four of six well-being outcomes and where the measures ICC1 = .62 was heavily influenced by team membership, accounting for 62 per cent of variance. Indeed, these kinds of ICC1 team membership influences were prevalent in most of the IMMOCC measures (see Methodology sub-sections 2.3.4 to 2.3.6).

Confirmatory factor analytic support for IMMOCC's interrelationships continued with multilevel structural equation modelling (MSEM; linear and reverse; Appendix E, Figures 3.3.1 to 3.3.12); with results also confirming well-being intentions' relationship with perceived well-being control, such that when one is strong, the other is generally weak or weakened. That this suppressor relationship (Fishbein & Ajzen, 2010) remains the only identifiable TPB feature, emphasises how IMMOCC is grounded in its own independent theoretical and methodological support, much of which has been provided by the current study.

While linear (H8) support for IMMOCC was crucial, more enlightening still were the reverse relationships (H16). These included evidence of contrasting work environments focused on variable and twelve-hour shifts, where variable shifts

epitomised shared leadership/control belief climate and an engaged normative belief culture; and twelve-hour shifts epitomised intolerance for ambiguity normative belief culture and a disengaged shared belief climate. Also important was evidence that control belief climate predicts culture and shared leadership regarding three indirect and two direct measures of culture. This is because Ehrhart et al. (2014, p. 301) views climate as the more accessible/malleable level at which to target culture change (cf. Schneider & Barbera, 2014; Day et al., 2014; see also Guerrero et al., 2017 which speaks to effective leadership–climate–practice in the implementation of culturally competent services, as a variation on the same theme).

Turning from main to indirect effects, mediators included: *culture and climate* (indirect and direct), but especially climate (H11), able to convert negative to positive relationships for female, custody sergeant and the private sector; *low NA* (H2[b][i] and [i]i, H12, H17, and H18); *well-being intentions* (H12, H13, H17 and H18), able to convert negative to positive relationships for female, police sergeant custody officer and custody officer assistant; and *attitude to well-being, subjective norms, shared perceived well-being control* (H10 and H17). Moderators included: *low NA* (H2[b][iii] and H19); *low IfA* (H3[b][iii] and H19); *demographics* (all except role, gender and shift hours; H14 and 19); and *well-being intentions* (H19).

Qualitatively, TTA results focused: 1) directly on IMMOCC's linear inter-relationships of shared leadership, organisational culture, control belief climate, and well-being intention/outcomes; and 2) indirectly on the single overarching theme called 'support for contested issues' regarding the original seven custody sergeant competencies, HSE definition of stress, and HSE Management Standards for workplace stress prevention.

In terms of IMMOCC's linear inter-relationships, these concern:

1) Shared leadership (aka leadership as a community of practice), whereby employees cohere around a shared history of common values and beliefs strongly associated with organisational culture (Appelbaum et al., 1999; cf. Askanasy & Härtel, 2014). Here, detention officer extracts evidenced past, present and future inter-relationships which, when linked as background factors to organisational culture and climate formed a basis for team cohesion very much akin to shared leadership (Pearce & Conger, 2003; Appelbaum et al., 1999);

2) Organisational culture (indirect/direct, regarding sub-component well-being and normative belief expectations that provide valuable lessons for solving problems of external adaptation [well-being belief expectations] and internal integration [normative belief expectations] respectively; Schein, 2010). Here, an inspector extract evidenced indirect well-being belief expectations that equated to all seven of the custody sergeant competencies of: decision making; leading change; leading people; managing performance; professionalism; public service; and working with others. Ironically, though negative in tone, it's team development focus intended something much more positive. In contrast, sergeant extracts evidenced indirect normative belief expectations (negative), and mixed direct well-being expectations (positive)/normative belief expectations (negative). These sub-component tensions evidence a pattern of well-being belief expectations that are generally positive (reflective of external adaptation), though potentially undermined by normative belief expectations that are generally negative (reflective of internal integration).

3) Control belief climate (aka organisational climate, indirect/direct, regarding control/resource-belief meaning employees attribute to their work environment and which can potentially impact psychological well-being; cf. Glisson & James, 2002; Ehrhart et al., 2014). Here, sergeant and detention officer extracts evidenced an

indirect control belief climate where the Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015), grounded in self-determination theory (SDT; e.g. Ryan, 2009; Deci & Ryan, 2008), linked global well-being needs to autonomy, competence and relatedness; contrasting a sergeant extract which evidenced direct control belief climate, where lack of control and self-esteem (cf. Ajzen, 1999, 2005; Fishbein & Ajzen, 2010) attributed meaning (negative in this instance) that extends beyond police custody as work environment to the organisation; and

4) Well-being intention/outcomes (each of which mirrors the other in terms of realising potential, coping with the normal stresses of life and working productively/ fruitfully; WHO, 2014). Here, a sergeant extract evidenced well-being intention while sergeant and detention officer extracts evidenced role well-being (as outcome; informed by WHO, 2014), except that the last (Sgt) extract is organisationally less positive (a contrast which evidences why well-being outcomes can also reflect poor well-being in terms of workplace stress, poor mental and subject well-being, exhaustion and disengagement).

Indirectly, results focused on a single overarching theme called 'Support for contested issues' which had three subordinates, each of which evidence support for: 1) the original seven custody sergeant competencies (subsumed as four for well-being belief culture expectations, though retaining the original names; Skills for Justice, 2013); 2) the HSE definition of stress, which as outcome (albeit reverse coded for low stress) is sometimes considered a-theoretical (e.g. Patmore, 2006); and 3) the HSE Management Standards for workplace stress prevention which, as a multilevel adaptation of the short form HSE Management Standards Indicator Tool (MSIT; Cousins et al., 2004), was intended to measure control belief climate but was lost to the study in favour of the Workplace Design Questionnaire (WPDQ; Karanika-

Murray & Michaelides, 2015). Hence, while these themes do not directly map onto IMMOCC, as presently conceived, they do triangulate indirect support for IMMOCC concerning original intentions (concerning all three subordinates) and future possibilities (concerning the third MSIT subordinate).

The first *support for contested issues* subordinate concerns the original seven custody sergeant competencies of–

1) *Decision making* (Defined as collates information to gain accurate understanding. Considers options before making clear, timely, justifiable [though revisable] decisions. Balances risks, costs and benefits. Ensures actions and decisions are proportionate and in public interest). Extracts evidence the sense of responsibility custody sergeants feel for decisions they make. For one this translates to fear of making wrong decisions, while another bemoans excessive pressures with no recognition of their potential consequence.

2) *Leading change* (Defined as positive about change, adapting rapidly to different ways of working. Flexibly open, takes an innovative and creative approach to solving problems). While not always positive about working in custody and the process that brought them there, each of the extracts are focused on approaches to solving problems.

3) *Leading people* (Defined as inspires, directs and clarifies expectations. Recognises and rewards good work. Motivates, encourages and supports. Provides honest/constructive feedback that identifies and addresses areas for development). Both extracts evidence leading people by example, seen as failing in the first extract, though much more positive in the second.

4) *Managing performance* (Defined as understands organisational objectives/priorities, and role within them. Plans and organises tasks to maintain and improve

performance. Sets clear objectives and outcomes. Manages multiple priorities. Knows strengths across team, delegating and balancing workloads appropriately. Monitors delivery of standards and tackles poor performance effectively). The extract evidences management of multiple priorities where some expectations go unfulfilled. Frustration at internal pressure (usually from shift inspector) to take prisoners when they already have enough to deal with, is also evident.

5) *Professionalism* (Defined as acts with integrity, in line with the values and ethical standards of the Police Service. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and potentially volatile situations. Acts on own initiative with strong work ethic, including continuous professional development). Integrity, ownership and a strong work ethic are all evidenced in these two extracts.

6) *Public service* (Defined as striving to understand and address expectations, changing needs and concerns of different communities. Builds public confidence by talking with people in local communities to explore their viewpoints and break down barriers. Develops partnerships to deliver the best possible overall service). Extracts initially equate public service with job satisfaction (i.e. public protection and/or helping victims) but adopt a more strategic focus in the last two extracts.

7) *Working with others* (Works co-operatively with others to get things done, including helping to support colleagues. Is approachable, developing positive working relationships and a good team spirit. Talks to people using language they understand. Listens carefully and asks questions to clarify understanding, expressing own views positively and constructively. Persuades while managing expectations. Is courteous, polite and considerate, showing empathy and compassion. Treats people with dignity and respect, dealing with them fairly and without prejudice regardless of

their background or circumstances). Here we see a return to the cultural sub-component tensions addressed in the previous sub-section (originally observed in Chapters 3 and 4). Hence, there is an increasing sense that officers and police staff working in custody are focused on positive outcome expectations (well-being and otherwise), but express negative normative expectations when it comes to those from outside custody who appear to undermine their efforts.

The second *support for contested issues* subordinate concerns the HSE definition of stress. This is important for the fact that officers and police staff had relied only on a common parlance sense of what they thought workplace stress meant though, in fact, they were remarkably consistent in their views, thereby countering the view of Patmore (2006) that the HSE definition of stress was a-theoretical (at least where police custody is concerned).

The third *support for contested issues* subordinates concern workplace stress prevention and the HSE Management Standards Indicator Tool (MSIT, short version; Cousins et al., 2004), which failed to gain multilevel support (as adapted) and was lost to the study in favour of the Workplace Design Questionnaire (WPDQ; Karanika-Murray & Michaelides, 2015). Ironically, however, the language of the seven management standards was not lost, as follows.

1) *Demands* (Defined as workload, work patterns and work environment).

With every role represented (extending back to 2013), their collective weight evidences a considerable range of demand characteristics. These also see a return to the cultural sub-component tensions addressed earlier, except that here the mix of negative normative expectations extends to a broad range of failings.

2) *Control* (Defined as how much say one has in the way work is done).

Extracts (also extending back to 2013), evidence a lack of control regarding long

shifts (often exacerbated by staffing issues that necessitate single custody sergeant working) and are further exacerbated by poor IT etc.

3) *Support – Colleagues* (Defined as encouragement, backing and colleague resources). Extracts reflect colleague support as both positive and negative.

4) *Support – Management* (Defined as encouragement, backing and management resources). Extracts evidence management support in terms of failings (express and implied).

5) *Relationships* (Defined as positive working that avoids conflict and deals with unacceptable behaviour). Extracts evidence a range of relational issues (including where, on occasions, behaviour is less than acceptable).

6) *Role* (Defined as absence of conflicting roles and understanding of role within organisation). Initial extracts highlight contrasting issues of role conflict for detention officers and custody assistants. The first issue extends back to 2013 and a period of DO disquiet with the then private contractor (since replaced). The second issue concerns the negative portrayal of a shift allowance for someone who no longer enjoys being a CA. The third issue evidences apparent changes in both roles. Extracts end with a sense that for police officers (sergeants and inspectors), working in custody carries little value and none of the specialist status one might imagine.

7) *Change* (Defined as how change is managed and communicated). While the first two extracts provide instances where change could be better communicated, the third evidences the negative impact of some change communications.

7.4. Methodological implications

There are six methodological issues: 1) support for Spector et al. (2000) regarding the partialling of bias effects; 2) organisational culture measurement;

3) contrasting individual and shared level control belief climate measurement; 4) contrasting MSIT and WPDQ measures of control belief climate; 5) contrasting linear and reverse outcome measurement levels; and 6) Support for a configural approach (Ostroff & Schute, 2014).

The first concerns support for Spector et al. (2000) regarding the partialling of bias effects. While the accuracy and truthfulness of NA self-reports is no longer automatically doubted as it once was, large differences between zero and first-order partials remain a legitimate first test of potential bias (Spector et al.). That said, they also recognise that of itself “this is insufficient evidence” and advise “only when a variable has been demonstrated conclusively to be a bias and only a bias should it be partialled.” (p. 90). This is precisely what happened in the current study, where despite large differences between zero and first-order NA partials, no NA partialling took place due to considerable evidence for NAs substantive effects, including the perception, causality and hyper-responsivity mechanisms.

The second concerns organisational culture measurement, already dealt with in the sense that, where possible, it should never be measured as a single construct. For this reason, IMMOCC structurally measures it as two sub-components: 1) value-based, outcome expectations; and 2) norm-based, normative expectations.

The third contrasts individual and shared level control belief climate measurement, where H5 failed to resolve the issue of control belief climate measurement, expected to be stronger at the shared rather than individual level (Ehrhart et al., 2014); the problem being that while some shared levels captured everything, and more individual levels did not, at other times the reverse was true. Hence: Individual level strength was greater for H11 and for some analyses in H10; Shared level strength was greater for H7 and H17, and marginally greater for H10;

and joint Individual and Shared level strength was apparent for H18 and for some analyses in H10. (Note. It was also the case that H12 [non-control belief climate related], saw the individual level stronger in two sets of analyses, while the individual and shared levels were 50:50 in a third set). Therefore, the issue must remain a question for researchers to consider independently.

Remaining with control belief climate, the fourth methodological issue contrasts WPDQ and MSIT measures where there was unequivocal support for the former over the latter, notwithstanding that efforts to convert the MSIT for multilevel use should continue since it offers a language and set of constructs police custody officers and police staff are very familiar with.

The fifth issue contrasts 'linear' and 'reverse' outcome measurement levels, where the expectation is that outcome variables are measured at the individual level, and predictor variables are measured at either the individual or shared levels (Hofmann et al., 2000). True for the linear analyses, the reverse analyses saw shared level culture and climate regressed onto individual level well-being outcomes as predictors. While this could have been resolved by group mean centring shared culture and climate measures to provide individual level equivalents, advice at the time was that "Conceptually if the outcome has a total effect which is interpretable, then it shouldn't necessarily need to be disaggregated by group mean centering, if the results are interpretable." (T. S. Baguley, personal communication, 3rd September 2018). Given that reverse results (H16 and H20) proved not only interpretable, but also highly informative in terms of providing explicit meaning for the linear results (H4), it was felt that group mean centring was unnecessary.

The last concerns broader issues of IMMOCC and the multilevel survey it supports, where instead of organisational culture and climate once being viewed as

greater than the sum of their parts, Ostroff and Schute (2014) report an increased tendency to focus on parts to the exclusion of broader simultaneous inter-relationships; a situation for which they propose a configural remedy. IMMOCC's multi-strategy overview (linear and reverse), essentially, takes the same approach, as evidenced by the strength of qualitative explanations for culture sub-component tensions that could easily have been overlooked had this not been the case. Hence, while climate describes 'what' happens within an organisation, it is explained by culture in terms of 'why' it happens; which, in this study speaks to the use of a multilevel survey able to evidence comparative analyses across multiple custody sites and potentially contrasting sectors. Although it is interesting that in proposing their configural approach, Ostroff and Schulte (2014) favour induction over deduction, believing that the latter is less well developed; whereas, in the current study, IMMOCC's strong theoretical grounding evidenced support for both approaches.

7.5. Critical reflections on: 1) problems and limitations of the study, what should be done differently, and their implications outside of police custody; 2) my former role as a police officer/custody sergeant relative to the research; and 3) placing the research within the wider literature

For the sake of structure and ease of explanation, the first point will be divided into two sub-sections: 1) problems and limitations of the study and what should be done differently (including the potential impact of decisions on outcomes); and 2) implications of problems and limitations outside police custody.

7.5.1. Problems and limitations of the study and what should be done differently

Six problems and limitations were identified; the first five of which concern issues of measurement and/or analysis, whereas the sixth is related to survey participation:

- 1) Direct culture and climate item weaknesses;
- 2) Sharples and Page-Gould multilevel mediational weaknesses;
- 3) Absence of scale sub-scale/component analyses;
- 4) Single item weaknesses;
- 5) Participant inability to understand some of the multilevel survey items; and
- 6) Participant sample and the process of conducting police custody research.

The first problem/limitation concerns direct culture and climate items, despite their omega reliabilities, i.e. *attitudes to well-being culture* ($\omega = .81$), *subjective well-being norms culture* ($\omega = .78$), and *perceived well-being control climate* ($\omega = .93$). Of concern is the fact that all three measures comprise only two of their original four items; a situation that should be improved in future if they are to be used with confidence in the same or broadly similar settings (although had little or no impact on current outcomes). Further to advice in Francis, Eccles et al. (2004) and Francis, Johnston et al. (2004), these could see the following items added:

PART D1: ATTITUDES TO YOUR TEAM/WORK GROUP ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
54.3) We find achieving well-being in our daily working lives	Very Disagreeable	Moderately Disagreeable	Slightly Disagreeable	Not Sure	Slightly Agreeable	Moderately Agreeable	Very Agreeable
55.4) We find achieving well-being in our daily working lives	Very Unhelpful	Moderately Unhelpful	Slightly Unhelpful	Not Sure	Slightly Helpful	Moderately Helpful	Very Helpful
Note. These reinstate the original items, removed to provide parity with subjective norms and perceived well-being control.							

PART D2: PRESSURES FOR YOUR TEAM/WORK GROUP TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
56.7) Most people who are important to us think we should achieve well-being in our daily working lives							
57.8) Most people who are important to us do not seek to achieve well-being in their daily working lives							

PART D3: THE CONTROL YOU BELIEVE YOUR TEAM/WORK GROUP HAS TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
58.11) For us to achieve well-being in our daily working lives will be	Very Difficult	Moderately Difficult	Slightly Difficult	Not Sure	Slightly Easy	Moderately Easy	Very Easy
59.12) For us to achieve well-being in our daily working lives is beyond our control	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree

The second problem/limitation concerns the use of Sharples and Page-Gould (2016); an approach to multilevel mediation that has strengths, but also some weaknesses. Strengths are that it incorporates Zhang et al. (2009) procedures for disentangling within (1) and between (2) group effects regarding 1-1-1 and 2-1-1 structured analyses, where Level 1 relationships could interfere with Level 2 mediation effects (other variants employed in the current study being 1-2-1, 1-1-2, and 1-2-2). These provide bootstrapped bias estimates for the indirect within-subjects, between-subjects and total effects, all of which have demonstrated negligible bias. Weaknesses are an inability to explore multiple mediators or to control for other variables – limitations in terms of an absence of shared variance that also raise concerns about false positives and Type I error. While this specific problem was addressed by retaining only those results with effect sizes equal to or greater than $r = .1$ (Cohen, 1988) – resulting in more than 300 lesser statistically significant results being discarded – broader analytic interpretation was tempered by taking account of overall patterns of statistical significance. This saw a three-step approach whereby confirmation of: 1) all or nearly all hypothesised content was interpreted as strong support; 2) many (but not all or nearly all) hypothesised content was interpreted as partial support; and 3) little or no hypothesised content was interpreted as no support. These limitations are unfortunate given that the approach

of Sharples and Page-Gould is incredibly easy to use (though, again, had little or no impact on current outcomes). Going forward, however, I would seriously give consideration to using more established approaches to multilevel mediation such as those employed by *MLwiN* and *Mplus*, believed to be capable of exploring multiple mediators and of controlling other variables in terms of shared variance, although *Lavaan* also presents some possibilities.

The third problem/limitation concerns the fact that five of the current measures (subsumed as four), have sub-scales/components whose analyses have been excluded for the sake of parsimony. First is well-being belief culture whose competency factors include: decision making, professionalism and working with others; leading people and managing performance; leading change; and public service. Second is normative belief culture whose two factors include: constructive culture; and passive-defensive culture. Third is well-being control belief climate whose three factors include: autonomy; competence; and relatedness. Fourth is well-being intentions/role well-being whose three factors include: copes with the normal stresses of life; works productively and fruitfully; and contributes to home and local community. All of these should be included in the future for the sake of a more informed and in-depth understanding of the results but would have had no impact on current outcomes.

The fourth problem/limitation concerns single item weaknesses. There are just two single items, namely: 1) copes with the normal stresses of life; and 2) workplace stress. Copes with the normal stresses of life is not at all problematic, because it never features as a single outcome item, being aggregated as part of well-being intentions and role well-being, both of which exhibit omega reliabilities of $\omega = .85$ and $\omega = .83$ respectively. By contrast, workplace stress is problematic for two reasons.

First, because it exhibited poor re-test reliability, i.e. second wave = $-.02$; third wave = $.06$; and fourth wave = $.07$. Second, is the fact that it was omitted by 23 (6.27%) participants; a situation that turned into something of a trend at several sites (see Appendix G, Annex Table 2). This can be due to emotional inhibition (Roger, 2002; Roger and Petrie, 2017), i.e. a reluctance to admit emotional experience. Equally, Labott et al. (2013) evidence emotional risk attached to telephone surveys, despite there being no adverse event and no participant being harmed. With no reason given for participants omitting the workplace stress item in the current study, the reason may never be known. Nevertheless, it is proposed that the single stress item should be replaced with the 10-item perceived stress scale (PSS-10; Cohen, Kamarck & Mermelstein, 1983); ideal not only because it nicely captures the HSE definition of workplace stress, but also because it refers specifically to stress in only one item and is, therefore, less likely to be omitted for reasons of emotional inhibition and/or risk. However, it is accepted that use of the single item impacted current workplace stress outcomes in two ways: 1) by providing a less accurate mean score; and 2) because it was the one measure that caused computational difficulties using Sharples and Page-Gould (2016); although, for the most part, overcome using Hayes (2018).

The fifth problem/limitation concerns participant inability to comprehend some of the multilevel 'if/then' item introductions (written to comply with the principle of compatibility), resulting in concerns about potential 'underestimation' (Hoyle, 1995), where some participants provided only neutral answers while others provided no answers at all; a situation which generated 32 negative comments, with several saying they were either put-off completing the survey or "wouldn't be completing any more" (an obviously regrettable situation, though how far it impacted outcomes is

unclear). Hence, with only one participant writing to say they had completed the survey and found it “an excellent and searching set of questions”, I am determined that action should be taken to avoid this happening again in the future (addressed in the next paragraph, though I am not overlooking the fact that the majority of participants expressed no difficulty completing the survey at all). Equally, as outlined in sub-section 3.2, the evidence from Tabachnick and Fidell (2013) is that the study’s large sample skewness and kurtosis were insufficient to cause a threat to outcomes.

That is not to suggest I sought to ignore the problem. My difficulty was that while negative comments about the wording of items ran throughout all four of the surveys, the first survey’s 84 participants generated only nine comments, one of which was entirely positive and, therefore, did not obviously suggest immediate re-writing. What I did do, was restructure the surveys so that sections A1, 2, and 3 became sections D1, 2 and 3 (Appendix B) and were, therefore, less immediately problematic. However, this together with workplace stress omissions, explains some of the difficulties conducting research into police custody (officer and police staff) well-being, although it is doubtful these two issues are specific to police custody per se. For example, while the current study was well supported managerially, there is no denying referent-shift compositions were something few police custody officer and police staff had ever seen before; with the most problematic sections being B, C, and D (Appendix B). However, while there are potential alternative explanations for participant difficulties (addressed in the sixth problem/limitation), long term, I believe the best remedy is to see the problematic item introductions re-worded, as follows:

PART A: WORKING IN CUSTODY (BASED ON CUSTODY OFFICER SPECIFIC COMPETENCIES). How far do you see the following statements contributing to team well-being in the next six months or so?

Working in custody...	Extremely Unlikely	Very Unlikely	Unlikely	Neither Unlikely nor Likely	Likely	Very Likely	Extremely Likely
1.13) We gather, verify and assess all appropriate and available information to gain an accurate understanding of situations							

PART B: EXPECTATIONS OF OTHERS. How far do you think team members should never or always do the following to achieve well-being in the next six months or so?

Please circle the number that most applies...	Never do						Always do
	-3	-2	-1	0	1	2	3
30.144) Helping others grow and develop							

PART C: FACTORS THAT PROMOTE OR UNDERMINE TEAM WELL-BEING. How far do you see the following statements contributing to team well-being in the next six months or so?

Working in custody...	Much More Difficult	More Difficult	Difficult	Neither Difficult nor Easier	Easier	Much Easier	Very Much Easier
45.63) We have a chance to use personal initiative or judgment in carrying out our work							

PART D1 (Direct well-being belief culture): ATTITUDES TO ACHIEVING WELL-BEING IN THE NEXT 6 MONTHS OR SO

Working in custody...	Completely Worthless	Moderately Worthless	Slightly Worthless	Not Sure	Slightly Beneficial	Moderately Beneficial	Very Beneficial
54.1) We find achieving well-being in our daily working lives							

PART D2 (Direct normative belief culture): PRESSURES TO ACHIEVE WELL-BEING IN THE NEXT 6 MONTHS OR SO

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
56.5) We are expected to achieve well-being in our daily working lives							

PART D3 (Direct control belief climate): CONTROL NEEDED TO ACHIEVE WELL-BEING IN THE NEXT 6 MONTHS OR SO.

Working in custody...	Very Difficult	Moderately Difficult	Slightly Difficult	Not Sure	Slightly Easy	Moderately Easy	Very Easy
58.9) Achieving well-being in our daily working lives will be							

PART E: YOUR INTENTION TO ACHIEVE WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

	Never	Rarely	Occasionally	Not Sure	Sometimes	Most days	Every day
Working in custody...							
60.75) I want my colleagues to agree I work productively and fruitfully							

The sixth problem/limitation concerns the participant sample and the process of conducting police custody research of which there are three elements. The first element follows on from the fifth problem/limitation concerning the fact that some officers and police staff do not cope well when working in custody; a situation which raises the possibility that poor officer and police staff well-being exacerbated participant difficulties when completing 'if/then' (Part A, B, C and D) items. The reason for this turns on the issue of cognitive load at times when cognitive ability is compromised due to an imbalance between *arousal* (i.e. stress, anxiety and depression) and *performance*; a situation represented by the Yerkes-Dodson curve (Yerkes & Dodson, 1908; also, Cantopher, 2015; cf. Roger, 2002; Roger & Petrie, 2017), whereby excessive pressure and other types of demand outstrip ability to cope, as in the following extract from someone whose well-being appears to be less than ideal:

PART B: EXPECTATIONS OF OTHERS

The following statements describe various behaviours. How far do you see them as **something most people, whose opinion matters, would want your team/work group to never or always do, in order for the team/work group to achieve work-related well-being over the next 6 months or so - doesn't make sense**

	Never do						Always do
Please circle the number that most applies to you...							
144) Helping others grow and develop	(-3)	-2	-1	0	1	2	3
145) Taking time with people	-3	(-2)	-1	0	1	2	3
146) Dealing with others in a friendly way	-3	-2	-1	0	1	2	(3)
148) Pursuing a standard of excellence	-3	-2	-1	0	1	2	3
149) Openly showing enthusiasm	-3	-2	-1	0		2	3

150) Thinking in unique and independent ways	-3	-2	-1	0	1	2	3
151) Doing even simple tasks well	-3	-2	-1	0	1	2	3
154) Always following policies and practices	-3	-2	-1	0	1	2	3
153) 'Going along' with others	-3	-2	-1	0	1	2	3
155) Fitting into the 'mould'	-3	-2	-1	0	1	2	3
156) Pleasing those in positions of authority	-3	-2	-1	0	1	2	3

PART C: FACTORS THAT PROMOTE OR UNDERMINE TEAM WELL-BEING

The following statements describe working conditions for you in custody. Taking into account the extent to which you see them as true or false, how much easier or more difficult will they make it for your team/work group to achieve work-related well-being over the next 6 months or so.

?	Much More Difficult	More Difficult	Difficult	Neither Difficult nor Easier	Easier	Much Easier	Very Much Easier
Working in custody...							
63) We have a chance to use personal initiative or judgment in carrying out our work							
64) We can decide on the order in which things are done							
65) We can adapt our job roles according to workplace needs							
66) Negative feedback is provided to us in a constructive way							
67) We feel that we are listened to							
68) The management shows that they have confidence in the people who work for them							
69) There are opportunities to develop friendships							
70) People are open to sharing ideas							
71) There is good co-operation between colleagues							

PART D1: ATTITUDES TO YOUR TEAM/WORK GROUP ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Completely Worthless	Moderately Worthless	Slightly Worthless	Not Sure	Slightly Beneficial	Moderately Beneficial	Very Beneficial
1) We find achieving well-being in our daily working lives				X			
2) We find achieving well-being in our daily working lives	Very Dissatisfying	Moderately Dissatisfying	Slightly Dissatisfying	Not Sure	Slightly Satisfying	Moderately Satisfying	Very Satisfying
				X			

PART D2: PRESSURES FOR YOUR TEAM/WORK GROUP TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
5) We are expected to achieve well-being in our daily working lives	X						
6) We see others achieve well-being in their daily working lives	X						

PART D3: THE CONTROL YOU BELIEVE YOUR TEAM/WORK GROUP HAS TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
9) Achieving well-being in our daily working lives will be	Very Difficult	Moderately Difficult	Slightly Difficult	Not Sure	Slightly Easy	Moderately Easy	Very Easy
	X						
10) We feel confident that we can achieve well-being in our daily working lives	Not at all	Hardly at all	Occasionally	Not sure	Sometimes	Most of the time	All of the time
	X						

PART E: YOUR INTENTION TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO – items omitted

PART F: YOUR ACTUAL BEHAVIOUR IN ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO – items omitted

PART G: FACTORS THAT CAN AFFECT YOUR MENTAL WELL-BEING IN GENERAL.

Working in custody...	None of the time	Rarely	Some of the time	Often	All of the time
96) I've been feeling optimistic about the future	X				
97) I've been feeling useful	X				
98) I've been feeling relaxed	X				
99) I've been dealing with problems well	X				
100) I've been thinking clearly					
101) I've been feeling close to other people					
102) I've been able to make up my own mind about things					

Ironically, this participant appeared to have no difficulty completing Part A 'if/then' questions (Appendix B). Nevertheless, it presents the possibility that a short version of the IMMOCC survey (minus changes to the 'If/then' items), could serve as a well-being test for those unable to cope when working in police custody.

The second element was the difficulty in gaining private contractor permission for their staff to be surveyed, with one contractor declining to take part on two separate occasions, i.e. the current and earlier exploratory study (Werner-de-Sondberg et al., 2018). This limited the two studies to a private detention officer focus involving just one contractor; a lack of private sector comparison that at one point (sub-section 6.2.2), suggested private sector well-being outcomes might have been unreliable due to socially desirable/impression management concerns about

inflated responses and the potentially incompatible levels of private detention officer negative affectivity (Spector, 2006). However, there is no reason social desirability/ impression management concerns should not be added as a further control, thereby ensuring such suspicions, though rejected in the current sample, are better evidenced in future. Nevertheless, it cannot be denied that a lack of private sector comparison limited the study (a topic we will return concerning future research).

The third element concerns the fact that survey returns did not start (N = 84) or end (N = 54) well. The best surveys were the second (N = 127) and third (N = 102); and this only because the researcher took time to cultivate face to face relationships with influential officers, i.e. inspectors/chief inspectors, although even this was clearly unsustainable despite, what was known to be, their best efforts. Hence, what was initially designed to be a three-wave panel study saw a fourth wave added, with the time lag between surveys reduced from seven to five months. Nor was the study able to generate as many repeated returns as hoped, with only 29 participants completing two surveys, and four participants completing three surveys; hence, more than 90 per cent (n = 300) completed only one survey, albeit at different times across the four waves (though, once again, how far it impacted outcomes is unclear).

7.5.2. Implications of problems and limitations outside police custody All six of the problems and limitations highlighted by the last sub-section have implications outside police custody. As before, the first five concern issues of measurement and/or analysis, whereas the sixth is related to survey participation:

- 1) Indirect and direct culture and climate;
- 2) Multilevel mediation;
- 3) Scale and sub-scale/component reliabilities;
- 4) Work-related stress as a single item measure;

5) Unfamiliarity with multilevel survey items in theory of planned behaviour research linked to the principle of compatibility; and

6) Participant samples and the process of conducting research in the wider community.

The first implication reminds us that latent variables like these cannot be directly observed and must be inferred by the use of self-reports measured directly and/or indirectly (Francis, Johnston et al., 2004, p. 44) to account for different assumptions about individual abilities to access and report them (p. 47). Hence, contrary to previous notions of self-report bias, this provides important recognition that self-reports often provide the best way to tap these kinds of internal states (cf. Spector, 2006; Brannick et al., 2010).

The second implication concerns indirect multilevel mediation (aka indirect MLM.R), introduced by Sharples and Page-Gould (2016) for use in R, where problems reside in the software's inability to explore multiple mediators or control for other variables in terms of shared variance; limitations which, in the absence of multiple test correction for Type I error, would necessitate a different approach. The two-part remedy offered here is an example of how such problems can be overcome in other research. Part 1 saw analytic interpretations tempered by taking account of overall patterns of statistical significance, whereby: 1) all or nearly all hypothesised content was interpreted as strong support; 2) many (but not all or nearly all) hypothesised content was interpreted as partial support; and 3) little or no hypothesised content was interpreted as no support. Part 2 took the decision to retain results only where effect sizes were equal to or greater than $r = .1$ (Cohen, 1988). In addition, there were occasions when the use of indirectMLM.R were frustrated by computational inconsistencies, with the only alternative being the single

level use of a custom dialog box called PROCESS (Hayes, 2013, 2018), where it is interesting to note that of four indirect MLM analyses that were successful, comparisons between the two were broadly similar (as evidenced by Chapter 3, Footnote 7).

The third implication is a reminder to undergraduate and early career researchers of the importance of including scale and sub-scale/component reliabilities so that peers can be fully aware of how their data are performing in the current research and not merely how they have performed in past research. To this I would add the fact that aggregation of results to the group mean (or other measures of central tendency; typical of surveys involving emergent processes), must be justified using intra-class correlation coefficients (ICC1 and ICC2; Bliese, 2000, pp. 369-376; Bliese & Jex, 2002, pp. 268-269). These allow for weak ICC1s in individual responses shared among group members (e.g. ≥ 0.1) and strong ICC2s in levels of group mean reliability (though anticipating group sizes > 15) (Bliese 2000, p. 373; cf. Muthén, 1997).

The fourth implication concerns the measurement of work-related stress as a single item measure, which I have observed can be too easily omitted by participants. Hence, I would prefer to see it replaced by something like the 10-item perceived stress scale (PSS-10; Cohen, Kamarck, & Mermelstein, 1983); ideal not only because it nicely captures the HSE definition of workplace stress, but also because it refers specifically to stress in only one item and is, therefore, less likely to be omitted.

The fifth implication concerns an absence of multilevel survey items in theory of planned behaviour (TPB) research linked to the principle of compatibility. Conventional TPB research observes a single (group) level approach, with no

adaption to multilevel use beyond my own efforts regarding the simultaneous modelling of organisational culture and climate. That is not to say that it could not be adapted for multilevel use. The problem arises when trying to integrate the principle of compatibility with different compositions for individual (i.e. direct consensus) and shared (i.e. referent-shift) level use. This is certainly the area where I have experienced most difficulty in the current research, though my previous efforts in Werner-de-Sondberg (2013) experienced no such difficulties. But then they were limited to the use of simple 5-point bipolar scales ranging -2 to +2 rather than the more elaborate anchors I have employed in the current research following advice in Francis, Johnston et al., 2004 and Francis, Eccles et al, 2004 (though these papers are not concerned with multilevel use either). Having presented a potential remedy to the current research in the previous sub-section (7.5.1.6), all I can do is encourage TPB researchers to follow my example in the hope that TPB will finally be adapted for multilevel use together with appropriate advice for item construction.

The sixth implication concerns participant samples and the process of conducting research in the wider community, of which there are two elements. The first element concerns participant inability to cope where it is clear researchers must take care to ensure the wording of multilevel (particularly TPB type) measures avoid compounding cognitive load at times when cognitive ability is compromised due to an imbalance between arousal (i.e. stress, anxiety and depression) and performance (cf. sub-section 7.5.1.5 and 6). The second element concerns the need for more well-being research into hard to access private companies, especially regarding later concerns in section 7.6 that the private sector is not subject to the same level of scrutiny as the public sector (Mulgan, 2006; cf. Cameron, 2004) – a fact hinted at in Werner-de-Sondberg et al. (2018) and the current study, where the same contractor

declined to support research across four police forces, despite the involvement of a second private contractor.

7.5.3. Impact of my former role as a police officer/custody sergeant Here I critically reflect on the impact of my experience in the police and of developing and testing my own model, so that I might demonstrate my understanding of the impact of this on the study. This will include consideration of my closeness to the context and of the strengths and limitations this entails, including issues of credibility and access to data.

Reflecting on the impact of my own experience in the police and of developing and testing my own model, I think a first issue is one of general limitations and how these might affect me. An obvious one for anyone who knows me is a tendency to be protective of the police (including those who work in custody), which some might feel has the potential to adversely impact my judgement in terms of design, analysis and interpretation. However, I do not believe this to be the case, since my protection of the police concerns a desire to correct misinformation/disinformation and nothing more. In all other respects, I remain perfectly objective in my judgements, being very much aware of police strengths, weaknesses, abilities and failings.

A second concerns specific limitations of using my own model, where, again, I might be expected to be protective of the model/research and be invested with so much self-interest in ensuring the model and research succeeds that I might be tempted to behave in a less than professional manner and even unethically. While perfectly reasonable concerns, anyone who knows me, knows that is not who I am, since my integrity as a police officer and researcher has never been questioned, as evidenced by my retention and ready willingness to disclose the 32 negative survey comments etc.

That said, my reason for denying these limitations is not because I lack self-awareness, but rather that my experiences (personal and professional) have made me very self-aware, i.e. in ways that others who do not know me might not expect. For example, on the topic of distance and objective impartiality, I would suggest five things have helped keep me grounded, as follows.

First, is the fact that I have never lost sight of the complexity of the research setting and the fact that while IMMOCC may be used to frame the research, it offers no guarantee that it will capture every facet of this incredibly nuanced and dynamic work environment. Hence, the reason for the multi-strategy design whereby the research is entirely about being interested in what the data (quantitative and qualitative) show and of the potential need to revise the model to capture the unforeseen in ways more likely to produce transformational change. This is important for the fact that while IMMOCC needs to be tested and validated, it is also there to help guide the research methods, data collection and analysis. It also reminds me that no model is perfect and that all models can find themselves subject to revision for a host of reasons, e.g. some conceptual (as outlined in the review of social cognitive models by Conner & Norman, 2015), others methodological, where the sample data simply do not fit due to measurement error of one kind or another. Currently, however, findings would suggest it is the multilevel wording of the survey which needs revising, rather than the model which informs it.

Second, was the 'critical friend' relationship I had with my director of studies and supervisors, examples of which were the many conversations I had with my director of studies to resolve early tensions around: 1) thesis definition of well-being; 2) development of WHO informed intention-outcome measures; and 3) providing IMMOCC with a theoretical justification independent of the theory of planned

behaviour. In addition, there was a need to be trained in the use of R for multilevel analysis (including finding suitable software for multilevel mediation) for which my one co-supervisor was invaluable, while my other co-supervisor was equally invaluable in helping me resolve issues around the qualitative aspects of my research.

Third was the need to provide feedback reports to all levels of custody at the end of each survey, with each carefully constructed to build on the one before it (with executive summary and tables for management but without tables for all other officers and police staff); including a need to encourage written feedback, to be sent to me by email, where possible. This included distribution of initial propositions at the end of survey 3; an approach that produced the most email responses.

Fourth concerned thesis write-up, which you will see later I regard as integral to analysis and where, ironically (because of the excessive pressure it sometimes put me under), saw my third year PhD job as an assistant lecturer in forensic psychology also prove invaluable, due to the insights I gained teaching quantitative and qualitative analysis (and other related topics).

Finally, the realisation that there was going to be need for a post PhD intervention was something I incorporated when presenting key initial findings to stakeholders at the end of my third year.

Turning to perceived strengths, I should explain my police career was an eclectic one, conducted in and out of uniform (and in many different departments – operational and strategic). There are also my personal experiences of poor well-being, many of which arose as a serving police officer; though I view these as mostly cathartic (i.e. responsible for a depth of self-other awareness and compassionate understanding) responsible for moulding how I believe people view me, as follows:

1. That as a police officer I had a reputation for being a thoroughly dispassionate and objective investigator, including a genuine willingness to be open to new possibilities; qualities, I feel certain, define my post-graduate research. For example, it must be said that the finding of cultural sub-component tensions was a genuine surprise. This was because the 'strength of tensions' (Chapter 4) was not something I had ever experienced when working in custody. True, there were plenty of Sergeants who did not want to work in custody and shift inspectors would occasionally question my decisions not to take any more prisoners, but that was never anything like the wholesale negative view of custody perceived to be so dominant (organisationally) by the current research; a result that only came to light because of the multi-strategy approach I employed.

2. Being critically evaluative. For example, while I am respectful of rank, I am not fazed by it and am always prepared to question anything I am told. Similarly, my 30-year police experience allows me to interpret and question meaning, both operationally and strategically, as follows:

Individualism and well-being subordinate: Lone working concerns of custody sergeants which overlook the help/support/company provided by DOs.

Reply (Insp): Don't agree. Many Sgts prefer to work solo esp. in the quieter blocks as they can remain in control. There has been an issue raised by the minority re inability to take meal breaks.

While it is true lone working is not a problem for every custody sergeant, the admission that a minority are unable to take meal breaks was a much bigger problem than the comment implied.

Proposition 2: "...recognising that working in custody does not suit everyone and should reflect positively on those who do cope."

Reply (Insp): Partial – The role of Custody Sgt whilst difficult at times has many benefits such as, the shift pattern, the availability of overtime, very little supervisory duties if any. Chance to “Act Up” as the Insp on a regular basis hence gain evidence for the next promotion board. Recently we have been inundated with “outside” Sgt wishing to come into custody.

Reply (Insp): Disagree. This should be captured by day to day feedback and PDRs.

In the first reply, I found myself questioning the statement that custody sergeants have “very little supervisory duties, if any.” The reason being that it applies a very restricted notion of supervision (i.e. one largely focused on line-management), which fails to recognise the duty of care laid down by PACE and the codes of practice regarding persons in custody, i.e. one that is able to encompass (where possible) positive outcomes for detainees, staff and the organisation (e.g. Skinns et al., 2017, pp. 610-11 regarding “teachable moments”; see also section 7.6; cf. Social Care Institute of Excellence, 2013).

For the second reply, it is not the validity of the comment that is in doubt, but the suggestion of an all too familiar reduction to the individual level (Jex et al., 2014), without thought of shared level alternatives for custody sergeants such as a 6-month rotation (Participant No. 105, PhD2; Sgt, among others), or ensuring they have every opportunity to leave custody after a couple of years (Participant No. 31, PhD4; Insp) etc.

Proposition 3: “Staffing levels are undermined by sickness...”

Reply (Insp): Agree. Due to Custody being a separate department to the local Response teams, Local management elect to offer up those who have a poor sickness record or who have medical issues when Succession Planning for Custody postings.

Hence my later recommendation (section 7.6) that vacancies are filled at the earliest opportunity (with succession plans prioritising the needs of custody so that local management do not cherry pick by offering-up Sergeants with poor sickness records).

Proposition 3: "...and uncertainty that normal staffing levels are adequate."

Reply (Insp): No do not agree. Normal staffing levels are more than adequate.

Given the huge reduction in prisoners being arrested our current staffing levels are fine. The issue was – not the “establishment” levels for [...] Custody – it was a case that we were running light with a number of unfilled vacancies.

While the statement about reduction in prisoners being arrested (i.e. as an intentional policy) might seem counter intuitive, it is in fact true; with one such policy example being the increased range of fixed penalty notices for police and other agencies, so as to broaden the number and range of enforcement agencies and to de-criminalise many offences.

Proposition 4: "Custody ITS is largely inadequate."

Reply (Insp): Disagree and improvements are expected at end of year with Athena.

I can report anticipated improvements to ATHENA were still awaited more than a year later.

Proposition 6: "Those working 12 hour shifts consistently produce the best well-being outcomes."

Reply (Insp): Probably – It is a huge selling point for Custody that we offer the 4 on then 4 off system. Most staff state this is one of the main reasons they like working in custody. We do not want to change this.

As recommended later (section 7.6), the comment fails to exercise caution over the blanket use of twelve-hour shifts or to differentiate between smaller sites (less able to

provide breaks) with larger sites (better able to provide breaks).

My one weakness concerns analysis as writing (Braun & Clarke, 2013, pp.248-9 and 296-8), though I view the effort applied to the process as a distinct strength. My problem in writing the thesis was the amount of data which, coupled with work pressures, made it very difficult for me to sometimes see the wood for the trees in my writing (a point also acknowledged by Braun & Clarke, p. 298). Hence, I have found myself agreeing with Cameron et al. (2009, p. 270) that academic writing is 'a messy and iterative process of bringing ideas into being'. It is for this reason that I have been grateful for the considerable verbal and written feedback I have received from my supervisors and examiners, while also benefiting from time away from the thesis between each iterations; with the end result, I hope, speaking for itself in terms of strength of the process.

On the topic of writing, I must confess to frustration at not being able to write better than I do (though I recognise I am much better than I used to be). The reasons have nothing to do with failings in my primary, junior or secondary education, since my teachers were all excellent. I was just very slow; a situation that did not improve until the second year of my A levels. However, I think the main difficulty resides in my 30 year career with the police, where writing statements of evidence and reports is very formulaic – a feature that dominated much of my writing up until the end of my second post-graduate degree (DOccPsych, 2008), following my retirement from the police in 2006. However, having worked as a lecturer since 2017, I have found myself exposed to many more/different styles of writing (including staff well-being blogs) and now do see my writing definitely improving.

That leaves issues of credibility and access to data, as evidenced by the following email which aimed to encourage greater levels of staff participation:

Dear All,

You will by now all be aware of the on-going Wellbeing Study being conducted by Rob Werner-de-Sondberg, an academic from Nottingham Trent University and ex Custody Sgt.

Disappointingly it appears that the completion rate of the latest phase of the survey has been poor, despite it being available both online and in paper format (these being delivered to the suites back in October).

There is still time to complete the survey which is important and will allow [...] to assess the wellbeing of our staff during what has been a major period of change.

The survey can be found via the below link:

[...]

Can I ask that you make every effort to complete this please.

Regards

In terms of content, this email speaks powerfully about issues of access and organisational buy-in, where you will see from the first sentence my role as a former custody sergeant was perceived as a definite strength.

I would conclude this section by saying an early attempt was made to form a virtual advisory group also intended to inform and keep the research grounded. This was to comprise representatives from the Independent Custody Volunteer Association, Police Health and Safety Managers, Custody Department Heads, Police Federation (Inspector and Sergeant), Private Contractor and UNISON. However, while support for this was assured at the outset (with everyone being sent copies of survey feedback reports), in practice, feedback was only ever received from Custody Heads (or their nominees) and the one private contractor representative.

7.5.4. Placing the research within the wider literature As I write this, the country is slowly emerging from a four month 'lockdown' having been in the grip of a Coronavirus (Covid-19) pandemic. This has seen issues of well-being and mental health thrust very much to the fore. As an occupational psychologist, it reminds me of the impact organisational culture and climate has in terms of context, job design and organisational behaviours and the way that they support wider literature

concerning issues of: explanatory reductionism (Johns, 2006, 2016); unintended consequences (Johns, 2010); social/relational characteristics and employee initiative (Grant et al., 2010); and measurement, contrasting direct/indirect effects, the gravitational hypothesis, occupational reinforcement patterns, technical systems and organisational structures (Morgeson et al., 2010); elements of which can be found in of the current study, as follows.

Explanatory reductionism (Johns, 2006, 2016) refers to the tendency to seek causal explanations at lower rather than higher levels of analysis. It broadly mirrors the current study's statement of Jex et al. (2014), that despite continued calls for multilevel analysis between individuals and groups, it might seem curious that research remains largely focused on individuals. Johns (2006), however, targets his criticisms at both qualitative and quantitative researchers, stating how the former immerse themselves in the context while failing to recognise universal phenomena while the latter turn to an increasingly "scientised" approach which overlooks what would once have been considered contextually rich. The current research, however, attempts to address the limitations of both disciplines by promoting a multi-strategy design focused on the multilevel contexts of individuals and groups by role and sector; something it does by following a sequential transformative design (Creswell, 2003, as cited in Robson, 2013, p. 165), i.e. one conceptually informed by IMMOCC, that leads quantitatively without prioritising the quantitative over the qualitative and synthesises results following analysis of their findings.

Unintended consequences (Johns, 2010) speaks to the unintended and sometimes negative consequences that can arise due to larger contexts in which jobs are embedded, in ways that can either shape or undermine intended job design effects. This was the finding of cultural sub-component tensions in the current study,

whereby generally positive patterns of well-being belief expectations, are undermined by normative belief expectations that are generally negative. For job design research purposes, this sees Johns recommend: 1) extending criterion space to include a full range of outcomes (able to better appreciate multiple/subtle effects at the micro-context level of work; broadly reflecting the views of Tetrick et al., 2012); and 2) Adopting a configural approach able to accommodate non-linearity, synergy and equifinality; broadly reflecting the views of Ostroff & Schute (2014); both of which are evidenced in the current study.

The increasing importance of social/relational characteristics of jobs and the way employees take the initiative to effect task and relational boundaries speaks to changed work contexts (Grant et al., 2010); both of which are evidenced in the current study in terms of shared leadership/community of practice (Bolden, 2011; Fallah, 2011; cf. Appelbaum et al., 1999) and the various ways employees have sought to improve their own well-being.

'Measurement' bemoans the comparatively little research which considers how occupational and organisational context impacts work design, especially in terms of the way they constrain or enable different work design features and influence relationships between work design features and various outcomes (Morgeson et al., 2010). This is something I have sought to remedy in the current study by promoting a multi-strategy approach focused on the multilevel contexts of individuals, groups, their roles and sectors. As informed by IMMOCC, this approach also supports my belief that well-being outcomes need to be placed within their proper organisational context, and that means simultaneously talking about organisational culture and climate and how the one informs the other and vice versa.

Contrasting direct/indirect effects, largely speaks for itself since it is ubiquitous

to all fields of research, whether in terms of linear, reverse, mediator or moderator effects; all of which feature as multilevel perspectives in the current study. This includes confirmation of well-being intentions' relationship with perceived well-being control, such that when one is strong, the other is generally weak or weakened. That this suppressor relationship (Fishbein & Ajzen, 2010) remains the only identifiable TPB feature, emphasises how IMMOCC is now grounded in its own independent theoretical and methodological support, much of which has been provided by the current study.

The gravitational hypothesis expresses the central tenet that different occupations require different levels of ability, which then help shape post holder "survival" (Morgeson et al., 2010, p. 353); however, it is clear from the current study that officers and police staff, do not all share the same positive abilities where well-being is concerned. This includes occupational reinforcement patterns, whereby work environments reinforce needs concerning achievement, comfort, status, altruism, safety and autonomy, believed to inform work design in terms of structural and individual correspondence (cf. Johns, 2006), i.e. situational opportunities and constraints that affect the occurrence and meaning of organisational behaviour; although it is clear from the current study that the discovery of sub-cultural tensions suggests officers and police staff are experiencing many more constraints than opportunities.

It is well established that technical systems can have a potent effect on work designs in the way that they seek to transform inputs to outputs (i.e. able to interact with the work design to influence outcomes) (Morgeson et al., 2010). Given current study evidence that custody ITS is largely unfit for purpose, it would appear the influence on outcomes is often more negative than positive. This is then

exacerbated by the fact that every action in police custody is recorded (audibly and visually).

Finally, organisational structures generally contrast mechanistic with organic structures, whereby the former is centralised/formalised and, thereby, negatively related to autonomy; a situation that largely describes police custody. In addition, work design characteristics mediate the relationship between organisational structure and outcomes (although organisational structure can also interact with work design to influence employee outcomes; Morgeson et al., 2010) – elements of which are all observed in the current research.

7.6. Post-PhD recommendations

As stated in the Methodology (sub-section 2.3.1 and section 2.4), it was always hoped that Strategies 1, 2, and 3, would provide a basis for recommendations, thereby fulfilling the promise of a quasi-action research approach (Coghlan & Brannick, 2014). Collectively, these recommendations can be summarised as a ***need to raise the status of custody*** by targeting the negatives of organisational practice to bring about positives. This sees each negative organisational practice identified, followed by a specific recommendation intended to tackle it.

1. Cultural sub-component tensions, captured quantitatively in Chapter 3 and Chapter 4, while triangulated/crystallised qualitatively in Chapter 5 by TTA and TA analyses and by synthesised case study results (Chapter 6).

Recommendation(s):

- Short, medium and long-term culture change (largely achieved by targeting climate factors; Ehrhart et al., 2014), e.g.
Short term (see Chapters 5 and 6): Ensure ITS is fit for purpose; and

Medium to long term (see Chapters 5 and 6): Custody sector roles will see all levels and departments within the police speak positively about custody so that...

- Custody Inspectors do not feel their careers are at an end;
 - Custody Sergeants do not feel their careers are stalled;
 - DOs and COAs do not feel they are battling Custody Sergeants who do not want to be there.
- Staffing (see Chapters 5 and 6) addresses...
- Avoidance of slavish adherence to minimum staffing
 - Provision for officers to get a break;
 - Sickness policy need to be fit for purpose and adhered to (including the need for secondary risk assessment when returning officers and police staff to custody having shown themselves unable to cope); and
 - Vacancies are filled at the earliest opportunity (with succession plans prioritising needs of custody so that local management do not cherry pick by offering-up Sergeants with poor sickness records).
- Clarity (see Chapters 5 and 6) about strengths and weaknesses of...

Larger purpose-built sites, i.e.

- Need to promote strengths over weaknesses; and
- Ensure vulnerable officers have a choice to work at smaller or larger sites (though always subject to secondary risk assessment).

Twelve-hour shifts, i.e.

- Caution over blanket use; and
- Need to differentiate smaller sites (less able to provide breaks) from larger sites (better able to provide breaks).

The private sector, i.e.

- Need to verify results which suggest the sector enjoys the best well-being outcomes

2. Potentially high levels of pervasive NA for all custody staff, and poor well-being outcomes for sergeants and public DOs, captured quantitatively in Chapter 3 and Chapter 4, while triangulated/crystallised qualitatively in Chapter 5 by TTA and TA analyses and by synthesised case study results (Chapter 6).

Recommendation(s):

- Implementation of a two-part evaluated training programme for all five police custody (officer and police staff) roles which targets individual and team climate (as elaborated in Appendix I), focused on...
 - A brief introduction to stress and resilience; and
 - Skills training which:
 - (i) Challenges negative thinking and encourages detached coping; and
 - (ii) Ensures effective use of Socratic questions, giving and receiving feedback and active listening (intended to support a continuous programme of five-minute interventions aimed at further strengthening individual and team resilience when back in custody).

Although it is recognised the second recommendation is likely to be

implemented before the first, both are intended to sit within a rolling programme of standard risk assessment, i.e. identify, assess, control, record and review. This is because the two-tier approach views police custody as a ‘critical occupation’ (Paton & Violanti, 1996 as cited in Clarke, 2008), i.e. one whose exposure to events capable of undermining behavioural and psychosocial well-being can be more chronic than for emergency services (e.g. as recognised for child protection; Clarke, 2008, p. 166); a strength of the approach being its ability to target organisational practices that in the right work environment should see positive outcomes outweigh the negative (cf. Clarke, 2008, p. 167).

This borrows from the Model of Dynamic Adaptation (MDA; Clarke 2004, 2008; Figure 7.6) whose 2004 study of prison staff saw age (static), coping style (stable) and organisational culture (critical occupation of prison staff) as the best predictors of

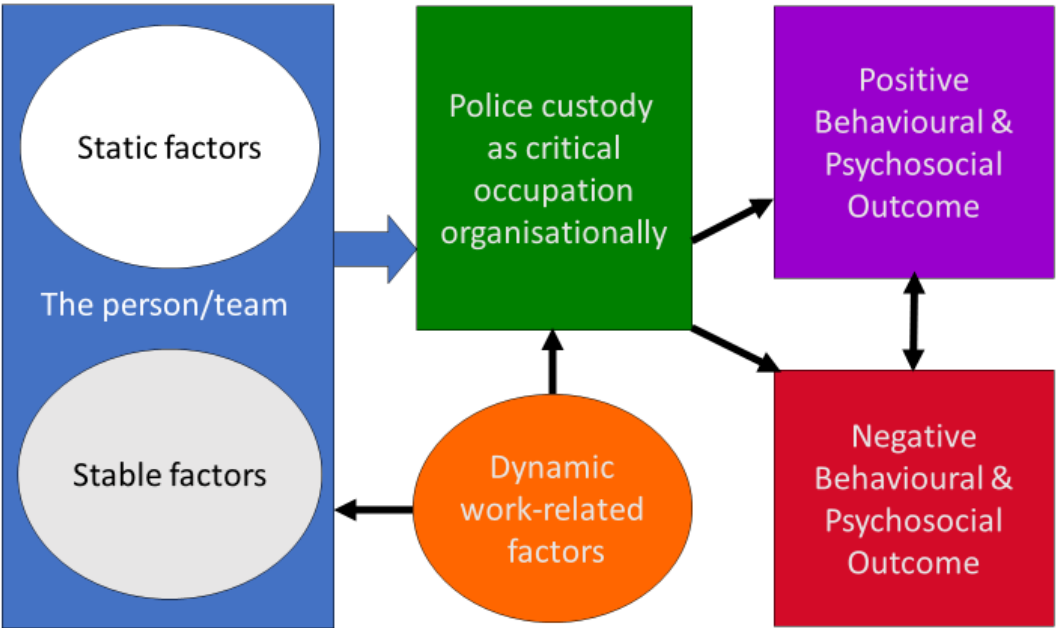


Figure 7.6. The Model of Adaptation (adapted slightly from the original to better reflect police custody as observed by this study)

positive psychological outcome. Viewed as empowerment ‘enablers’ (Conger & Kanungo, 1988; Thomas & Velthouse, 1990, both cited in Appelbaum et al., 1999),

this would see the proposed recommendations act as interventions for targeting competence, meaningfulness, choice and impact (aka progress; Appelbaum et al., 1999, p. 247); an approach that is flexible (in its application), dynamic (in its ability to cope with change) and holistic (fully accommodates all five sector roles). From an MDA point of view, these interventions are also recognisable as primary, secondary and tertiary in the way that they target the HSE Management Standards for workplace stress reduction regarding demands, control, support (colleague and management), relationships, role and change (Mackay et al., 2004; cf. Clarke, 2008, pp. 172-175). (Note: The Robertson et al., 2015 review of resilience training found support for its efficacy in improving personal (and by inference) team resilience, while also calling for more work-based/personality studies; a call, the second of the recommended interventions addresses on both counts).

While the recommended interventions continue the study's multilevel focus, the second recommendation's inclusion of custody inspectors/managers is a recognition of the support this rank offers as the official face of the organisation (Aarons et al., 2014; cf. Fitzhugh et al., 2019), in addition to their own leadership qualities (e.g. Bartone, 2014, 2019). If successful, these recommendations would see police custody viewed as a valued/quality place of work, akin to that promoted by the British Psychological Society (2017; cf. Waddell & Burton, 2006; Leach et al., 2010; and Butterworth et al., 2013). However, if unsuccessful, the potential consequence could be the same as that observed in the two studies by Butterworth et al. where the transition from unemployment to poor quality (as opposed to good quality) work was seen as equally or more detrimental to mental health than being unemployed; a mindset, one assumes, no-one would wish for any member of police custody (officer or police staff).

The desire to raise the status of custody is supported by a range of police and/or police custody related literature (domestic and international). Skinns et al. (2017, pp. 610-11) identifies police custody as qualitatively different to any other police setting. A situation they find counterbalanced by: rapport building through humour and light-hearted conversation; treating prisoners with dignity and respect; breaking down barriers between staff and prisoners; and alleviating uncertainty by the provision of regular and accurate information. All of which is described as the ultimate “teachable moment” for prisoners in terms of the opportunity it provides for prisoners to learn about “good” in their relationships with the police and of their own valued place within society; a situation made possible only because of ‘good’ police custody practice.

Status aside, there is benefit in going back to a time when police custody outsourcing was in its infancy (e.g. Heath et al., 2009), for the fact that many issues of concern then, remain prevalent today (as evidenced by Werner-de-Sondberg et al., 2018 and the current research); though this is not to deny benefits in terms of gaoler diversity. Nevertheless, there remain continued concerns that outsourcing: 1) has done nothing to change the fact that custody sergeants remain predominately mature males whose role is considered far from prestigious; 2) still offers only basic remuneration and is, therefore, problematic in terms of staff retention and morale (a fact that questions the decision to reject further police civilianisation; an approach that would have generated not insubstantial savings while providing detention officers with better wages, conditions and prospects); and 3) reduces public accountability because the private sector is not subject to the same level of scrutiny as the public sector (Mulgan, 2006; cf. Cameron, 2004) – a fact hinted at in Werner-de-Sondberg et al. (2018) and the current study, where the same contractor declined to support

research across four police forces, despite the involvement of a second private contractor.

Objective support for these outsourcing concerns was found in the role of Custody Nurses which brings issues that are remarkably similar and yet also different to those raised by the current study. Employed 24/7, while supported by on-call police surgeons, de Viggiani (2013) evaluated their pilot introduction in 2008 where two issues arose concerning their: 1) marginal or detached status relative to their NHS counterparts, especially concerning comparable terms and conditions of service and sense of a subordinate 'cinderella' status that police custody (officers and police staff) so obviously identify with in the current study; and 2) absence of regional and national healthcare workforce development for criminal justice (including dedicated specialist training to work in the criminal justice system).

Set within the broader context of police custody healthcare McKinnon et al. (2016) highlight several issues where lack of research is a concern regarding: 1) police continuing to experience difficulties identifying prisoner healthcare issues despite improvements following the introduction of custody nurses and recommendations of the Bradley Report (2009) for prisoners suffering mental ill-health or learning disabilities; 2) no replication of police custody risk assessment tools, given their self-report nature and need for better information sharing between health and justice; and 3) police custody as an opportunity for intervention despite the limited time custody sergeants have to complete tasks and, therefore, calling for a tiered approach where initial screening is followed by a more detailed assessment for those who screened positive.

These issues speak to 'good' police custody being something more than the use of soft skills identified by Skinns et al. (2017). Hence, if the tensions identified by

police custody officers and police staff in the current study cannot be resolved, then the only recourse may be to create a national police custody service staffed by police custody inspectors/managers and sergeants seconded for the purpose (as in other branches of the service like regional police training), who would continue to be supported by civilian detention officers/assistants and nurses (except that none of these posts would continue to be privately contracted, but instead enjoy enhanced recognition including seniority distinctions for detention officers, with custody nurses also seconded as NHS staff and therefore on the same terms and conditions of service).

This would see police custody receive the specialist status it's officers (inspectors and sergeants) need and deserve, while finally bringing once privately contracted detention officers into the light of public scrutiny and ensuring nurses are fully integrated with the NHS. This would: 1) strengthen the shift from police custody healthcare to the NHS (as sought by the Bradley Report, 2009); and 2) fulfil the promises of McKinnon et al. (2016) and Skinns et al. (2017) regarding evidence-based excellence in police custody, of which the current research is intended to play its part, but remains very much a work in progress.

7.7. Future research implications

These have two implications post-thesis, regarding: 1) thesis specific research; and 2) broader thesis-related research.

7.7.1. Thesis specific research Here, nine areas merit further investigation:

- 1) Shared Leadership;
- 2) Multilevel adaptation of the Management Standards Indicator Tool;
- 3) Strengthening direct culture and climate measures;

- 4) Improving, if possible, well-being intention and role well-being measures;
- 5) Implementation and evaluation of post-PhD intervention;
- 6) Short version IMMOCC survey as test of custody well-being;
- 7) Culture and climate as moderators;
- 8) Private sector; and
- 9) Custody nurses.

The first area recognises the current study as a first field study validation of shared leadership conceptually and, therefore, in need of further research. Issues concern the fact that items retained only five of an original seven developed from Bolden (2011), Fallah (2011), and Appelbaum et al. (1999). The two lost items were: 1) the Custody Officer is in charge overall, but we all share a common sense of purpose and direction; and 2) leadership emerges from the interactions between Custody and Detention Officers. Hence, there is an issue about whether there is anything about their omission that needs to be revisited.

The second area recognises a need for continued effort to adapt the Management Standards Indicator Tool (MSIT; Cousins et al., 2004) for multilevel use. Here, my own efforts included the following, all measured using the same scale as the WPDQ (Appendix B, Part C):

Role: We find clarity about what our duties and responsibilities are makes achieving well-being in our daily working lives...

Control: We find choice in deciding what we do at work makes achieving well-being in our daily working lives...

Relationships: We find bullying at work makes achieving well-being in our daily working lives...

Demands: We find unrealistic time pressures makes achieving well-being in our daily working lives...

Support of colleagues: We find receiving the respect at work we deserve from colleagues makes achieving well-being in our daily working lives...

Change: We find being consulted about change at work makes achieving well-being in our daily working lives...

Relationships: We find strained relationships at work makes achieving well-being in our daily working lives...

Support of line-manager: We find our line-manager's encouragement at work makes achieving well-being in our daily working lives...

The third area recognises a need to strengthen the direct culture and climate measures for future use (see the first limitation of section 7.3).

The fourth area seeks to improve the well-being intention and role well-being measures, if possible. Based on the WHO (2014) mental health definition of well-being, the only theme unsupported was *realising potential*, with all others retaining seven of 12 items. This saw two general well-being items lost to the study regarding:

I want to achieve well-being in my daily working life...

I intend to achieve well-being in my daily working life...

Of more concern was the loss of two *realising potential* items, as follows:

I feel I have potential I want to realise, so achieving well-being in my daily working life...

I am confident I can realise my potential, so achieving well-being in my daily working life ...

There was also a second coping item, which would have been useful to retain:

I want to cope with the normal stresses of life, so achieving well-being in my daily working life...

The fifth area currently provides the major research need in terms of implementing and evaluating the multilevel intervention set out in the second set of recommendations; established as a genuine desire to provide a contextually data rich prevention and maintenance programme of the kind sought by workplace health management (e.g. Weyman, 2012; cf. Nazaruk et al., 2010).

The sixth area builds on the fifth regarding use of a short version IMMOCC survey, which could then be used to assess custody staff well-being, as a test of coping (Appendix J).

For the seventh area, while Jex et al. (2014) identified a general need to examine the moderator effects of organisational culture and climate, the current

study could only justify testing the three-part hypothesis that “shared perceived well-being control climate, will moderate three pathways between: (1) attitudes to well-being culture and well-being intentions; (2) subjective well-being norms culture and well-being intentions; and (3) well-being intentions and outcomes (H15).”

Unfortunately, with no support for either 1) or 2), and only limited support for 3) (with one result being excluded as offering little or nothing of value), all that remains is contained in Table 3.6.4 (here reproduced as Table 7.7), where the interaction renders a previously positive trend negative.

Table 7.7. Well-being intention (moderated) relationship with engagement

<i>X</i>	<i>W</i>	<i>X*W</i>	<i>Y</i>
Well-being intentions, <i>b</i> = .12	Shared perceived well-being control, <i>b</i> = .37	<i>b</i> = -.05 ^(tr)	Engagement

X = Predictor; *W* = Moderator; *X*W* = Interaction; *Y* = Outcome; (tr) = trend, i.e. ns but in predicted direction.

This extremely limited support for H15, provides no support at all. However, results do provide support for H8 in terms of well-being intentions’ relationship with shared perceived well-being control, so that when one is strong the other is generally weak or weakened. This was first observed in the Role well-being result (excluded), where shared perceived well-being control was substantially weaker, and contrasted engagement where, as seen above, the opposite was true. Results also confirm TPB’s limited role in informing IMMOCC’s internal inter-relationships and, therefore, a need to examine the indirect moderator effects of organisational culture and climate.

The eighth area seeks to better understand the private sector and especially whether Strategy 1 and 3 results for private sector well-being are reliable. The need for caution arose for two reasons: 1) results involved just one company which itself is a replacement for the earlier company in Werner-de-Sondberg et al. (2018); and 2) levels of high pervasive NA in sub-section 6.2.2 (Table 6.2), suggesting the possibility of impression management which, although rejected, speaks to the need

for comparative research across multiple contractors where possible. However, given the difficulties obtaining private sector permission to conduct this kind of research (identified in section 7.3), further investigation may only be possible once two or more private contractors can be found to support the research, for which it may be necessary to enlist help from the National Police Chiefs Council and/or Ministry of Justice.

The ninth area concerns custody nurses and the need to understand their situation better, not least in terms of the issues raised by the section 7.6.

7.7.2. Broader thesis-related research More aspirational, it invites consideration of three areas for future research:

- 1) Use of IMMOCC and police custody staff-prisoner relations;
- 2) Use of IMMOCC and the National Health/Prison Services; and
- 3) Task-focused applications of IMMOCC.

The first area is a concern that where, in the prison service, sector differences regarding dimensions of culture, confidence in the use of authority, knowledge/experience and the delivery of safe/reliable regimes can adversely impact staff well-being (Liebling et al., 2010) and so, potentially, staff-prisoner relations (Liebling, 2011), the same could also be true of police custody (despite the benefits of soft skills presented in section 7.6). This relational focus could be achieved by working with the Independent Custody Visiting Association to assess whether pre and post changes in police custody staff well-being also impact staff-prisoner relations.

With recent austerity cuts perceived to have impacted police custody staff well-being, the second area recognises staff well-being in the National Health and Prison Services are equally legitimate sources for IMMOCC research. In the NHS, this is supported by headlines such as “Lack of social care is piling pressure on

surgeries and A & Es” (Care and Support Alliance, 2017), and in the prison service, “Austerity cuts blamed for prison ‘crisis’” (Morris, 2014; cf. House of Commons Justice Committee, 2015) and “Austerity has a negative impact on Europe’s prison services and disheartens staff” (European Public Services Union, 2017).

The third area recognises IMMOCC is also capable of being applied to task as well as people-focused research. This is because the Organizational Culture Inventory (Balthazard et al., 2006) used to provide a measure of normative belief culture in the current study has three factors, with the first two being people-focused and the third task-focused (unused in the current study). However, adaption to task-focused outcomes would be perfectly easy to achieve (no matter the occupation or organisation), provided appropriate staff competencies are selected as a measure of outcome belief culture (where necessary), and of employing the ‘principle of compatibility’ in terms of target, action, context and time (see Methodology, Chapter 2, sub-section 2.3.2).

7.8. Thesis impact, strength and conclusions

While not denying IMMOCC still has room for improvement, few would doubt the model’s utility and potential for impacting well-being in a variety of organisational settings, given the weight of empirical evidence provided by this study (theoretical and methodological); though benefiting larger organisations in terms of staff competencies and the application of multilevel analysis.

Thesis strength lay in three areas. First, the study’s multi-strategy design, whose benefits were sevenfold in terms of: 1) triangulation; 2) completeness; 3) strength of inference; 4) answering multiple research questions; 5) ability to address contextual complexity; 6) explaining findings in terms of multiple levels of

abstraction; and 7) illustration of data (cf. Bryman, 2006, as cited in Robson, 2011, p. 167).

Second, was the study's ability to collect a large and rich set of data from all five police custody roles, where all but one (i.e. custody officer assistant), were spread across seven police forces (including two involving privately contracted detention officers, albeit from the same contractor). Third, is the fact that theoretically and methodologically the thesis provides considerable support for IMMOCC's structure (quantitatively and qualitatively): quantitatively (Strategy 1) concerning main effect (linear and reverse) relationships, together with multilevel mediation and moderation relationships (including the fact that while perceived well-being control's relationship with well-being intention remains the only identifiable TPB feature, all other elements of empirical support for IMMOCC are entirely grounded in the current study); and qualitatively (Strategy 2) concerning TTA (top-down, deductive) and TA (bottom-up, inductive) identification of several overarching and subordinate themes. Finally, Strategy 3's single (embedded) and multiple case study syntheses of Strategies 1 and 2 combined to provide evidence for all of the recommendations presented in section 7.6.

To conclude, the thesis addresses the research aim of exploring how and why factors that promote or undermine police custody staff well-being also explain differences within and between their public and private sector roles and workplaces (i.e. custody units), by identifying how and why: 1) factors promote or undermine police custody staff well-being (e.g. linear, reverse, mediational and moderational); and 2) differences within and between public and private sector roles see all staff vulnerable to poor well-being, but especially police sergeant custody officers, and both publicly and privately contracted detention officers. This was achieved by

pursuing three research questions: 1) to what extent can IMMOCC support the research aim...; 2) how will participant comments support the research aim...; and 3) how and why factors that promote or undermine police custody (officer and police staff) well-being also explain.... This was facilitated in two ways by: a) the development of an integrated multilevel model of organisational culture and climate (IMMOCC); and b) use of IMMOCC to support the development of a multilevel survey (including space at the end for participants to provide open comments).

7.8. Chapter summary

The chapter concluded the thesis by providing a summary of results, considered theoretical and methodological implications, reflected on problems and limitations, what should be done differently, and their implications outside of police custody. There was also consideration of my former role as a police officer/custody sergeant relative to the research and need to place the research within the wider literature. The chapter ended with post-PhD recommendations, future research implications, and finally thesis impact, strength and conclusions.

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Sector well-being differences among UK police custody staff

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Abstract

The research empirically tests a new model concerning sector well-being differences in UK police custodial staff. These differences can arise because police sergeant custody officers are supported by detention officers who can be publicly or privately contracted, with the latter providing a heterogeneous mix never previously researched. The model adopts a structure able to inform a survey approach conducted across four English police forces. Drawing on diverse literature which suggests the private rather than public sector is more likely to support practices conducive to staff well-being, this study hypothesized that private sector detention officers would report lower levels of emotional exhaustion and workplace stress and higher levels of personal accomplishment than their public sector counterparts. ANOVA, t-tests, and multilevel analyses detected statistically significant differences for private sector detention officers regarding higher levels of emotional exhaustion, and lower levels of personal accomplishment and workplace stress (with the stress result the only one in the predicted direction). Results should be interpreted as context specific linked to privately contracted detention officer disquiet with their then employer (since replaced). That said the results provide a good test of the model's utility together with important lessons for model and survey development in the future.

Keywords: Police custody; employee well-being; public and private sectors; organizational culture and climate; multilevel analysis.

Sector well-being differences among UK police custody staff

1. INTRODUCTION

A diverse research literature suggests that the private rather than public sector is more likely to support practices conducive to staff well-being. This was true, for example, regarding greater levels of private sector support, attitudes and use of evidence-based practice implemented by mental health service providers in the United States (Aarons *et al.*, 2009). Similarly, Heponiemi *et al.* (2010) reported a comparison of Finnish physicians which saw not only greater levels of positive private sector job attitudes and well-being, but also organizational justice and job control than in the public sector. Finally, in England, the wholesale transition of Her Majesty's Prison Birmingham from the public to private sector in 2011 produced a statistically significant improvement in staff quality of life scores, particularly in the period 2012 to 2013 (exceeding levels for 2011; Liebling *et al.*, 2015). Part of this success appears due to a combination of public and private sector strengths: public, in terms of experience and a traditional-professional approach to the use of authority; private, in terms of more efficient staff deployment, a clearer vision, and innovative and capable management.

Sector differences between staff in UK police custodial services are a neglected area of research. In England and Wales, for example, though such custodial services are run by police sergeant custody officers (legislatively responsible under the Police and Criminal Evidence Act, 1984), the civilian detention officers¹ who support them fulfil their role can be publicly or privately contracted, with the latter providing a heterogeneous mix never previously researched. The need for such research is important for the fact that where

1. Second-tier 'restricted powers' custody officer assistants also exist but are virtually unknown at this time.

detention officers are privately contracted, it is possible that sector differences in terms of organizational culture and climate could impact staff well-being differently. Unfortunately, the absence of research makes it impossible to know if this is true.

Of concern is the difficulty ‘police custody’ poses as a workplace, with the treatment of prisoners a natural source of public and media attention (e.g. Sgt. Andrews, Wiltshire Police in Macfarlane, 2010) – especially involving deaths in police custody (Davies, 2010) – and where, consequently, every action by staff and prisoners is constantly recorded audibly and visually. While this makes custody staff well-being an important area of research, the issue of sector differences invites the problem of measuring organizational culture and climate from integrated perspective (see Ehrhart *et al.*, 2014). Organizational culture and climate represent the why and what of organizational behavior (cf. Askanasy & Härtel, 2014). The ‘why’ in terms of the deep seated history of the organization, as reflected in its policies, practices and procedures. The ‘what’ in terms of the meaning employees attribute to these events, policies, practices and procedures and the behaviors they see rewarded, supported and expected.

An early example of integrated culture and climate measurement was Glisson and James (2002), whose cross-level analysis of individuals nested within teams risked confound if measured by one without the other. More recently, Ehrhart *et al.* (2014), cites three modelled examples. Two (Schneider *et al.*, 2011a, b, and Ostroff *et al.*, 2012) focus on employee well-being, with leadership being critical to both constructs (though focused on process and strategic climates in the first and molar climate in the second). One is Zohar and Hofmann (2012), whose more traditional integration has top-down (deep-layered/espoused) culture contrasting bottom-up (enacted) strategic climate. A final, unpublished example based its structure on the theory of planned behavior (TPB; Ajzen, 1991; cf. Fishbein & Ajzen, 2010) and for this reason shares parsimony with the “climcult” model of Schneider *et al.* (2011b) (Werner-de-Sondberg, 2008). However, this last model was focused on the

behavioral outcome of effective communication. A new challenge is to see if it can be applied to affective outcomes such as well-being.

Whatever the reality of police custody staff well-being (public and private), the aim of this research is to explore and understand it from the context of workplace differences, and specifically organization culture and climate differences.

1.1. Public versus private sector custody staff well-being

The evidence that working in police custody can adversely affect well-being comes from two sources. UNISON (2010), who reported results of a 2008 study of police staff which found that detention officers experienced higher levels of stress, more staff shortages and lower levels of workplace safety than other staff roles in the police service and were less likely to recommend their job to others. Houdmont (2014), whose longitudinal profiling of custody officers' health similarly found heightened levels of officer burnout (emotional exhaustion), psychological distress (depression/anxiety) and intention to leave.

As with the HMP Birmingham experience, sector differences were also noted across a broader range of prison estates concerning dimensions of culture, confidence in the use of authority, knowledge/experience and the delivery of safe/reliable regimes (Liebling *et al.*, 2010). Where such factors negatively impact prison staff well-being, there is concern this could undermine staff-prisoner relations (Liebling, 2011). The same concern applies to police custody with the added dimension of a sometimes-heterogeneous mix of police and privately contracted civilian staff sharing the same workplace.

1.2. Conceptualizing organizational climate and culture

While organization culture and climate can be viewed as the *why* and *what* of organizational behavior, with shared culture (behavioral and normative) the driver for climate in the way employees collectively attribute meaning (control) to what is rewarded, supported and expected, this level of agreement does not yet extend to climate (cf. James and James,

1989; Ehrhart *et al.*, 2014). This debate is far from trivial because individual psychological climate, even when aggregated as organizational climate, is always viewed as the property of the individual traditionally used to measure affective outcomes, whereas shared level organizational climate is regarded as the property of the organization traditionally used to measure organizational level outcomes. Culture, on the other hand is more consistently viewed as patterns of shared basic assumptions promoted as templates for employee conduct and behavior (external and internal; e.g. Schein, 2010). This sees the two constructs as inter-related but also distinctly different (Askanasy & Härtel, 2014), thus providing the clear message that to thoroughly understand custody staff well-being (public and private), organization culture and climate must be measured simultaneously using an integrated model.

1.3. Applying an earlier model of integrated culture and climate

This integration of organisation culture and climate found a home in Werner-de-Sondberg (2008). This was important for the fact that it provided two sub-components of organization culture (behavioral and normative) and a third of organization climate (control) (all indirect and direct), able to be applied using a survey. Originally used to predict effective communication, the question now is whether the model can also be used to predict well-being. The World Health Organization (WHO, 2011) mental health definition of well-being provided the answer. This sees every individual realizing their potential, coping with the normal stresses of life, working productively and fruitfully, able to contribute to their local community. An approach which essentially conceives well-being as a behavioral and affective/psychosocial goal, attainment of which depends on factors such as low stress, low emotional exhaustion and personal accomplishment (cf. behaviors versus goals in Fishbein & Ajzen, 2010).

The approach applies the proposition that positive attitudes and norms (culture) promote positive control (climate) and, therefore, the likelihood that well-being will be achieved

(Askanasy & Härtel, 2014). To this end, indirect beliefs inform the rest of the model by first passing through each of their direct counterparts of attitudes to well-being, subjective well-being norms, and perceived well-being control (PWC). This then allows them to inform behavioral/psychosocial goal intentions and finally the well-being outcomes themselves. That said, PWC is also able to predict the outcomes directly, but only to the extent that it provides a proxy for actual well-being control (stronger during times of low volitional control and, therefore, represented as a dashed-line in Fig. 1).

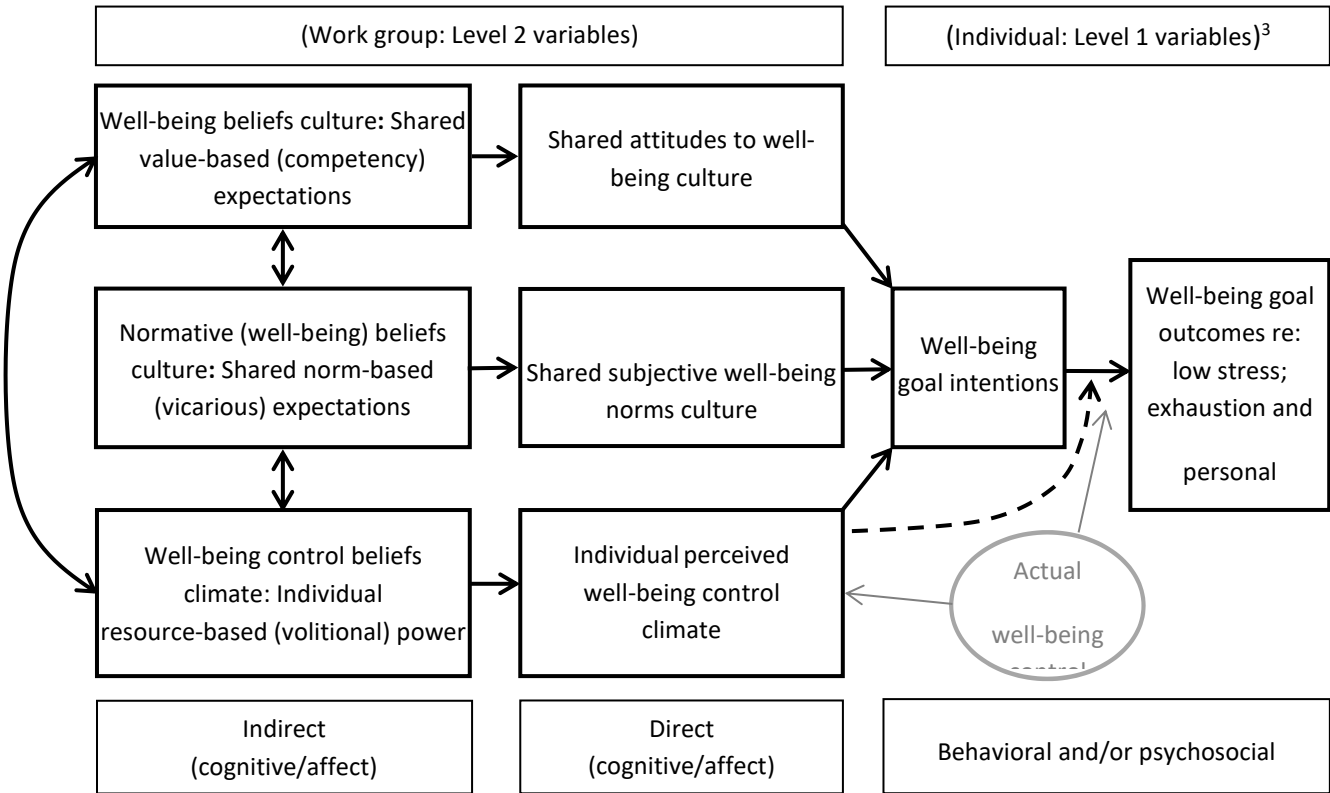


Fig. 1. Conceptual model for police custody staff well-being (Note 3. Includes demographics)

This study is original for two reasons: 1) it pilots a new model for organizational culture and climate integration; and 2) it explores well-being across sector differences in a much-neglected area of research. Both address the single research question of exploring how and why factors that promote or undermine police custody staff well-being might also explain differences within and between their public and private sector roles.

Given the study's focus on affective outcomes (emotional exhaustion, personal accomplishment, workplace stress), the individual rather than shared level was used to measure organizational climate (i.e. aggregated psychological climate). Based on prior theory and research, four hypotheses were proposed:

H1. Privately contracted detention officers will report lower levels of emotional exhaustion than publicly contracted detention officers;

H2. Privately contracted detention officers will report higher levels of personal accomplishment and low workplace stress than publicly contracted detention officers;

H3. Privately contracted detention officers will report lower levels of emotional exhaustion than police sergeant custody officers;

H4. Privately contracted detention officers will report higher levels of personal accomplishment and low workplace stress than police sergeant custody officers.

2. METHOD

2.1. Participants and procedure

In order to test the hypotheses a paper survey was developed and distributed to all police sergeant custody officers (251) and detention officers (272) located across 23 custody units in four English police forces in 2013. Eighty-one completed surveys were returned (a response rate of 15.5%, which is common). These responses included police sergeant custody officers (39), detention officers (public = 27; private = 15). Custody officer M_{age} (42.4 years) was similar to that of public sector detention officers (41.6 years), although both were much older than private sector detention officers (29.0 years). M_{tenure} in custody for detention officers (public = 11.1 years) was longer than for detention officers (private) or custody officers (both 3.7 years). The public sector, e.g. custody officers (82.1%) and detention officers (public = 63.0%) tends to be male dominated relative to private sector detention officers (private = 53.3%). Most staff were on full-time contracts, with some part-time

contracts for custody officers (2.6%) and detention officers (public = 14.8%; private = 0%).

The right to withdraw, confidentiality of the data, and anonymity of responses were explained to participants at the start of the survey.

2.2. Measures

TPB's traditional use of belief elicitation processes and their cross-products has been replaced with a priori organization culture and climate items which use only one cross-product arm, as recommended by Gagné and Godin (2000). True to the TPB, items remain grounded in the principle of compatibility linked to target, action, context, and time (Ajzen, 2005). No case was removed due to standard data cleaning, and both methodological and statistical assumptions regarding the two-level, nested nature, and multivariate normality/independence of the data were confirmed. As shown in Figure 1 items were measured at two levels, including the individual level for demographic covariates.

For parsimony, all model predictors were bi-directionally worded and scored ranging -2 to +2. Summed once items had been deleted to maximize alpha reliability, aggregation was justified using intra-class correlation coefficients which allow for weak ICC1s (also providing an effect size and measure of total variance explained by group membership) and strong ICC2s. Demographics were role (detention officer = 0, custody officer = 1), sector (private = 0, public = 1), contract (part-time = 0, full-time = 1), age (numeric), gender (female = 0, male = 1), tenure in custody (numeric), shift when survey completed (days = 0, earlies = 1, lates = 2, nights = 3, other = 4). Finally, both the small sample and pilot nature of the study saw some alphas reduced from $p < .05$ to $p < .10$.

2.2.1. Well-being beliefs culture: Used 14 custody officer competencies (Home Office, 2003) regarding: respect for race and diversity ($\alpha = .75$, 95% CI [.7, .8]); effective communication ($\alpha = .72$, 95% CI [.6, .8]); problem solving ($\alpha = .71$, 95% CI [.6, .8]); personal responsibility ($\alpha = .77$, 95% CI [.7, .8]); and resilience ($\alpha = .83$, 95% CI [.7, .9]),

with two (i.e. community and customer focus [$\alpha = .51$] and planning and organizing [$\alpha = .59$]) removed due to their low alphas. Although expected to be less familiar to detention officers, they provided an opportunity for both to be assessed using the same scales. For example, “Team members understand other people’s views and take them into account, helping them achieve well-being in their daily working life” (anchored “disagree” to “agree”). These produced an alpha reliability of .92, 95% CI [.9, .9] (ICC2 .91 95% CI [.9, .9] and ICC1 .43 95% CI [.4, .5]) (a large effect heavily influenced by team membership, accounting for 43% variance).

2.2.2. *Normative (well-being) beliefs culture*: Used eight items informed by both the Organizational Culture Inventory (people focused; Balthazard *et al.*, 2006) and *a priori* (Werner-de-Sondberg, 2008) influences, e.g. “Team members believe the approval of others [and of] line-manager(s) [will] actively help them to achieve well-being in their daily working life” (both anchored “disagree” to “agree”). These produced an alpha reliability of .71, 95% CI [.6, .8] (ICC2 .58, 95% CI [.4, .7] and ICC1 .15, 95% CI [.1, .2]) (a medium to large effect moderately influenced by team membership, accounting for 15% variance).

2.2.3. *Well-being control beliefs climate*: Used five items informed by the Stress Management Standards Indicator Tool (Cousins *et al.*, 2004) for: control; support (colleagues and managers); role; and change; e.g. “Clarity about what my duties and responsibilities are (not assumed) makes achieving well-being in my daily working life” (each anchored “difficult” to “easier”). These produced an alpha reliability of .70, 95% CI [.58, .79] (ICC2 .68, 95% CI [.6, .8] and ICC1 .30, 95% CI [.2, .4]) (a large effect strongly influenced by team membership, accounting for 30% variance).

2.2.4. *Attitudes to well-being culture*: Used two items, e.g. “Team members would find achieving well-being in their daily working life” (experientially “satisfying” and of overall “worth/value”). These produced an alpha reliability of .81, 95% CI [.7, .88] (ICC2 .81, 95%

CI [.7, .9] and ICC1 .68, 95% CI [.5, .8] (a very large effect heavily influenced by team membership, accounting for 68% variance).

2.2.5. *Subjective well-being norms culture*: Used three items reflecting injunctive, descriptive and moral considerations (anchored “disagree” to “agree”), e.g. “Team members are urged to/see others/feel they should try to achieve well-being in their daily working life.” These produced an alpha reliability of .54, 95% CI [.33, .69] ICC2 .42, 95% CI [.2, .6] and ICC1 .20, 95% CI [.1, .3]) (a nearly large effect moderately influenced by team membership, accounting for 20% variance).

2.2.6. *Perceived well-being control climate*: Used two items reflecting: self-efficacy (“Achieving well-being in my daily working life will be” [anchored “very difficult” to “very easy”]); and capability (“I feel confident that I can achieve well-being in my daily working life” [anchored “false” to “true”]). These produced an alpha reliability of .81, 95% CI [.7, .88] (ICC2 .78, 95% CI [.7, .9] and ICC1 .64, 95% CI [.5, .8]) (a very large effect heavily influenced by team membership, accounting for 64% variance).

2.2.7. *Well-being intentions*: Used two items, e.g. “I want/intend to achieve well-being in my daily working life” (anchored “hardly ever” to “every day”). These produced an alpha reliability of .69, 95% CI [.52, .8] ICC2 .58, 95% CI [.4, .7] and ICC1 .41, 95% CI [.2, .6]) (a large effect heavily influenced by team membership, accounting for 41% variance).

2.2.8. *Actual well-being goal outcomes*: These were selected to support the WHO (2011) mental health definition of well-being, with only three of the survey’s standardized outcomes having effect. This saw workplace stress use the annual Health and Safety Executive (HSE) item, “In general I find my job?” (anchored “not at all stressful” to “extremely stressful”). Developed by Smith *et al.* (2000), it was reverse coded to better reflect *low workplace stress*. Of the 22-item Maslach Burnout Inventory (human services version; Maslach and Jackson, 1996 as cited in Houdmont, 2013), only two dimensions were

used regarding *emotional exhaustion* (e.g. “I feel emotionally drained from my work”), and *personal achievement* (e.g. “I feel very energetic”); all anchored “never” to “every day” using a 7-point unipolar scale. These produced alpha reliabilities for emotional exhaustion of .91, 95% CI [.88, .94] (ICC2 .85, 95% CI [.8, .9] and ICC1 .38, 95% CI [.3, .5]) (a large effect strongly influenced by team membership, accounting for 38% variance); and for personal achievement .74, 95% CI [.64, .82] (ICC2 .59, 95% CI [.4, .7] and ICC1 .15, 95% CI [.1, .2]) (a medium effect moderately influenced by team membership, accounting for 15% variance). Unlike workplace stress, emotional exhaustion could not be reverse scored because of warnings in Demerouti *et al.* (2010) that low scores on negatively worded exhaustion did not necessarily represent its polar opposite of energy.

3. RESULTS

Tables I(i) and (ii) present the means (M), standard deviations (SD), and zero-order correlations (r) for this sample.

[Insert Tables I(i) and I(ii) about here; Appendix A1]

While cross-level analyses provide insights into the research question how and why factors that promote or undermine police custody staff well-being might also explain differences within and between their public and private sector roles, sample size limitations did not permit them to test any of the hypotheses. The cross-level analyses were conducted using hierarchical linear modelling’s random coefficient approach (R Core Team, 2015). This regression-based approach uses three different models (Finch *et al.*, 2014). The first model (null; random intercept with and without slope) was absent of individual and shared-level fixed effects. The second and third (random intercept and slope for role and sector) added first the individual-level fixed effects of well-being intentions and covariate demographics, in order to control for work group differences, followed by the shared-level fixed effects for culture, and aggregated individual level fixed effects for climate.

For *emotional exhaustion* (Table II), it was not until Step 3, when all six shared-level culture and climate predictors entered the analysis that the strength of sector differences became apparent. This saw sector differences between custody units ($B = 446.8$) as the largest source of random variance, with less variance due to differences in the constant between custody units ($B = 226.8$), role ($B = 116.0$), and differences in individuals within custody units ($B = 96.3$). The following shared-level predictors emerged as statistically significant, likely to undermine well-being: Positive well-being beliefs culture (indirect; $B = 1.3$, 95% CI [0.1, 2.5]); low well-being control beliefs climate (indirect; $B = -2.09$, 90% CI [-3.9, -0.2]); low attitudes to well-being culture (direct; $B = -11.5$, 95% CI [-21.7, -1.3]); and low perceived well-being control (direct; $B = -5.3$, 95% CI [-10.3, -0.3]). Although some may see positive well-being beliefs culture a contradiction in terms of the other results, this is not the case if viewed as an example that sometimes “more is less”; a situation exacerbated by this one positive rowing against the tide of negative low climate, low attitudes and low control (a metaphor for exhaustion if ever there was one).

[Insert Table II about here; Appendix A1]

Hypotheses 1 and 3 were tested using two one-way between-groups ANOVAs with 1000 (BCa) bootstrapped samples. While the first and second ANOVAs considered sector and role comparisons separately, they essentially drew on the same data and so produced very similar statistically significant results (for sector $F[3, 72] = 2.2$, $p < .10$; for role $F[4, 71] = 2.0$, $p < .10$). These saw planned comparisons reveal privately contracted detention officers in two police forces exhibited greater levels of emotional exhaustion ($M = 29.4$, $SD = 10.2$) than police sergeant custody officers across the same two forces ($M = 22.3$, $SD = 10.1$) (90% CI for sector [-13.5, -.6]; for role [-13.9, -.0]). This provided first tests of the heterogeneous mix between privately contracted detention officers and police sergeant custody officers (H3), which, though statistically significant, were in the opposite direction to that predicted.

Differences between privately and publicly contracted detention officers (H1) were statistically non-significant.

For *personal accomplishment* (Table III), the strength of sector differences became apparent at Step 1b, also providing an ICC1 which showed a very large proportion of variance (70%) was due to group membership. This saw sector differences between custody units ($B = 148.3$) as the largest source of random variance, with less variance due to differences in the constant between custody units ($B = 86.2$), individual differences within custody units ($B = 36.7$), and role across custody units ($B = 24.8$). In Step 2, with individual-level demographic and predictor covariates entering the analysis, the largest source of random variance was differences in the constant between custody units ($B = 46.8$), followed by individual differences within custody units ($B = 37.4$). Less variance was explained by sector differences between custody units ($B = 21.3$), with differences in role between stations having little effect ($B = 1.8$). Sector (public; $B = 6.03$, 90% CI [0.7, 11.5]) and gender (male; $B = 2.9$, 90% CI [0.2, 5.6]) emerged as statistically significant individual-level demographic and predictor covariates. In Step 3, when all six shared-level culture and climate predictors entered the analysis, the largest sources of random variance were differences in the constant between custody units ($B = 68.7$) and sector ($B = 66.8$). Less variance was explained by individual differences within custody units ($B = 35.3$) with differences in roles between custody units negligible ($B = 0.5$). The following shared-level predictors emerged as statistically significant, likely to promote well-being: Sector (public; $B = 7.9$, 90% CI [1.8, 14.0]); Contract (part-time; $B = -5.2$, 90% CI [-9.5, -0.6]); Shifts (days; $B = -1.1$, 90% CI [-2.1, -0.1]); low well-being beliefs culture (indirect; $B = -0.4$, 90% CI [-0.8, -0.0]); and positive perceived well-being control (direct; $B = 1.2$, 90% CI [0.3, 2.2]). Here, one sees a clear contrast with emotional exhaustion, where well-being beliefs culture were positive, whereas for personal accomplishment, they are low; an example of “less is more” and that

sometimes our best efforts work against us.

[Insert Table III about here; Appendix A1]

Hypotheses 2 and 4 were tested using two one-way between-groups ANOVAs with 1000 (BCa) bootstrapped samples. The first ANOVA considered sector comparisons and produced a statistically significant difference between public and private sectors, $F(3, 72) = 4.6, p = .005$. Planned comparisons revealed privately contracted detention officers in two police forces exhibited less personal accomplishment ($M = 28.0, SD = 8.9$) than the police sergeant custody officers across the same two forces ($M = 35.7, SD = 7.9$) (90% CI [2.4, 13.0]). This was also true of the same privately contracted detention officers when compared to police sergeant custody officers in a third force ($M = 39.7, SD = 3.4$) (90% CI [-16.6, -8.9]). This provided a first test of difference between privately contracted detention officers and police sergeant custody officers (H4), which, though statistically significant, was in the opposite direction to that predicted. Differences between privately and publicly contracted detention officers (H2) were statistically non-significant, except for an independent samples *t*-test which revealed privately contracted detention officers in one force ($M = 28.0, SD = 9.2$) experienced less personal accomplishment than publicly contracted detention officers in another force ($M = 31.8, SD = 8.2$) (90% CI [-7.5, -.2]) ($t[39] = -1.3, p = .09$, one-tailed), which though statistically significant was in the opposite direction to that predicted.

The second ANOVA considered role comparisons and produced a statistically significant difference across detention and custody officer roles, $F(4, 71) = 4.7, p = .002$. Planned comparisons revealed privately contracted detention officers across in two police forces exhibited less personal accomplishment ($M = 28.0, SD = 8.9$) than police sergeant custody officers across the same two forces ($M = 35.7, SD = 7.9$) (90% CI [2.5, 13.2]). This was also true of the same privately contracted detention officers when compared to police sergeant custody officers in two other different forces: 1) $M = 39.7, SD = 3.4$ (90% CI [-16.9,

-8.8]); 2) $M = 33.6$, $SD = 7.6$ (90% CI [3.9, 12.4]). This provided a second test of difference between privately contracted detention officers and police sergeant custody officers (H4), which though statistically significant was in the opposite direction to that predicted. Differences between privately and publicly contracted detention officers (H2) were statistically non-significant.

For *low workplace stress* (Table IV), it was not until Step 3, when all six shared-level culture and climate predictors entered the analysis that the strength of sector differences had effect. This saw the largest sources of random variance were role differences ($B = 1.8$) and sector differences ($B = 1.5$) between custody units. Less variance was explained by individual differences within custody units ($B = 0.8$) and differences in the constant between custody units ($B = 0.3$). The following shared-level predictors emerged as statistically significant, likely to promote well-being: Contract (part-time; $B = -0.7$, 90% CI [-1.4, -0.0]); positive well-being control beliefs climate (indirect; $B = 0.2$, 90% CI [0.0, 0.3]); and positive perceived well-being control (direct; $B = 0.3$, 90% CI [0.0, 0.6]), all of which are uncontroversial.

[Insert Table IV about here; Appendix A1]

Hypotheses 2 and 4 were initially tested using two one-way between-groups ANOVAs with 1000 (BCa) bootstrapped samples. However, all results proved statistically non-significant, except for independent sample t-tests which revealed privately contracted detention officers in two police forces experienced less workplace stress ($M = 3.1$, $SD = 0.9$) than police sergeant custody officers in the same two forces ($M = 2.3$, $SD = 0.8$) (95% CIs for sector [0.2, 1.4]; and for role [0.1, 1.4]) ($t[19] = -1.95$, $p = .03$, one-tailed) (H4). These were the first and only statistically significant results in the predicted direction. In contrast, differences between privately and publicly contracted detention officers (H2) were statistically non-significant.

4. DISCUSSION

4.1. Theoretical implications

These results address the study aim of exploring police custody staff well-being across the sectors (public and private), and of testing an integrated model of organization culture and climate, which conceives well-being as a behavioral and affective/psychosocial goal, attainment of which depends on factors such as low stress, low emotional exhaustion and personal accomplishment. This saw the research question how and why factors that promote or undermine police custody staff well-being might also explain differences within and between their public and private sector roles, expose considerable disquiet among privately contracted detention officers such that predictors of emotional exhaustion and personal accomplishment were less reflective of well-being than anticipated. That said, while the finding of private detention officer disquiet exerted a strong and very specific influence, other findings were important for their more general messages about well-being, as follows. For emotional exhaustion, the “more is less” metaphor of positive well-being beliefs culture rowing against the tide of negative low climate, low attitudes and low control. For personal accomplishment, the “less is more” antithesis of low well-being beliefs culture, where sometimes – if we are not careful – our best efforts work against us, but in this sample enjoys the shared strength of working in the public sector, on part-time contracts, conventional days rather than shifts, and positive control climate. For low workplace stress the same finding of part-time contracts together with positive control climate (indirect and direct).

Not that one should one overlook the fact that these results are the product of an integrated model of organization culture and climate, which though a work in progress is still showing considerable utility. A particular strength being the inclusion of cultural sub-components (indirect and direct), which together with well-being control climate (indirect and direct), suggest attitudes towards well-being are statistically significant, whereas normative

sub-components are not. This is important for the fact it cautions against measuring culture as a single construct without including its sub-components.

4.2. Practical implications

Privately contracted detention officer disquiet should be seen as context specific. This is because their then employer has since been replaced, suggesting the result may be atypical (though emphasizing the importance of differential sub-cultural effects; cf. Salas *et al.*, 2014). The same applies to the fact there was no statistical difference between publicly and privately contracted detention officers concerning emotional exhaustion (H1) and low workplace stress (H2), where it is likely private detention officer disquiet was also having an effect.

Applications of the model for practical purposes have scope to explain/predict any number of workplace behaviors and goals (people and task focused), though benefitting larger organizations in terms of cross-level analysis. While private contractor replacement was no surprise, other findings impact custody staff in terms of: validating competency behaviors (since replaced by decision making, leadership [i.e. leading change, people and managing performance], professionalism, public service and working with others in Skills for Justice, 2013); lack of normative predictors (indirect and direct); and workplace design, as informed by Stress Management Standards (MacKay *et al.*, 2004). Equally, the outsourcing and commissioning of occupational roles to sectors (community, private and voluntary) is now so commonplace within the UK public sector, e.g. armed forces, criminal justice and policing, education, health and the prison service that any or all could benefit from this approach.

4.3. Study limitations

Despite limitations of a cross-sectional design, with a relatively small sample, there were good levels of power (Field, 2013), and the study benefited from access to 23 custody units across four police forces, thus providing invaluable multilevel lessons for how the model and survey might be improved in the future. No items currently exist which capture the WHO

(2011) mental health definition of well-being in terms of both behavioral and affective/psycho-social factors and the possibility of balancing positive and negative well-being influences (Tetrick, Quick & Gilmore, 2013). This issue also questions use of the Maslach Burnout Inventory with its negatively worded emotional exhaustion items, which risks conflating well-being with burnout; precisely the reason workplace stress was recorded. For this reason, future research should use the Oldenburg Burnout Inventory (Demerouti *et al.*, 2010) whose two-dimensional/bi-directionally worded items make it easier to code for energy and engagement, as a better match for well-being.

For some, the sole use of a self-report survey is a distinct limitation, though well suited to tap the kinds of internal states sought by this research. No longer viewed as automatically common method biased (e.g. Brannick *et al.*, 2010) measures, procedural and statistical, were taken to avoid survey bias.

Finally, the model and survey needs to apply a much more rigorous test in three ways: 1) longitudinally, in order to explore causal relations; 2) across a much larger sample, in order to better understand the strength of cross-level analyses; and 3) across many more, different dimensions of well-being, in order to be clear about the model's predictive power and validity.

5. CONCLUSION

This study successfully tests an integrated model of organization culture and climate for the purpose of exploring sector well-being differences across 23 custody units in four English police forces. This saw the model conceptualize well-being as a behavioral and affective/ psychosocial goal, based on the WHO (2011) mental health definition of well-being, predicted by two sub-components of culture (behavioral and normative) and single control factor for climate. Findings detected considerable disquiet among privately contracted detention officers specifically and some important messages about well-being generally.

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Table I(i). Means, standard deviations and correlations for study demographic variables (N = 81)

	M	SD	1	2	3	4	5	6	7
1. Role	0.48	0.50							
2. Sector	0.81	0.39	.46**						
3. Contract	0.94	0.24	.14	-.12					
4. Age	39.67	9.99	.27*	.51	.04				
5. Gender	0.70	0.46	.25*	.18	.40**	.33**			
6. Tenure in Custody	5.93	5.04	-.45**	.22	-.10	.41**	.07		
7. Shift survey completed	2.73	1.34	-.07	.39**	-.09	.25*	.12	.28*	

* p < .05; ** p < .01, two-tailed.

Table I(ii). Means, standard deviations and Correlations for study predictor and outcome variables (N = 81)

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
8. Well-being beliefs culture	11.51	10.93	.14	.10	-.15	.05	.01	-.08	-.13									
9. Normative (well-being) beliefs culture	-0.22	5.52	.10	.35**	-.27	.10	.02	-.08	.09	.57**								
10. Well-being control beliefs climate	3.98	3.62	.31**	.24*	-.00	.03	-.10	-.25*	-.04	.52**	.47**							
11. Attitudes to well-being culture	2.93	1.53	.37**	.02	-.01	.07	-.08	-.22	-.15	.38**	.22	.39**						
12. Subjective well-being norms culture	0.73	2.75	.18	.19	-.16	.23	-.06	-.12	.00	.57**	.57**	.48**	.31**					
13. Perceived well-being control	-0.64	2.93	.02	.00	-.16	.04	-.03	-.04	.03	.34**	.43**	.41**	-.04	.39**				
14. Well-being intentions	2.31	1.74	.10	-.12	-.07	-.16	-.06	-.32**	-.25*	.18	.25*	.23*	.32**	.30**	.13			
15. Low workplace stress	2.95	1.06	-.00	-.09	-.06	-.11	-.00	-.18	-.13	.23*	.16	.24*	.13	.08	.47**	.00		
16. Emotional exhaustion	28.86	12.89	-.16	-.02	.06	-.06	.08	.17	-.00	-.38**	-.43**	-.46**	-.18	-.30**	-.69**	-.19	-.60**	
17. Personal Accomplishment	33.31	8.09	.37**	.32	-.05	.21	.13	-.17	.05	.32**	.36**	.34**	.13	.29**	.31**	.13	.09	-.41**

* p < .05; ** p < .01, two-tailed. Note. Items 1 to 7 are as per Table 1a.

Table II. R analyses: Emotional exhaustion (Level 1 = 81; Level 2 = 23)

Variable	1a. Random effects: Null model (intercept only)			1b. Random effects: Null model (with slope)			2. Random effects: Individual-level demographic and predictor covariates				3. Random effects: Individual and shared-level demographic and predictor covariates			
	Coefficient ¹	SE	<i>t-value</i>	Coefficient ¹	SE	<i>t-value</i>	Coefficient ¹	SE	<i>t-value</i>	df	Coefficient ¹	SE	<i>t-value</i>	df
Constant	27.12***	1.83	14.81	27.31***	1.68	16.27	23.18*	9.69	2.39	8	45.57*	5.67	3.11	6
Role							-6.11	6.03	-1.01	16	-4.95	5.94	-0.83	16
Sector							1.82	6.31	0.29	16	-3.68	8.50	-0.43	16
Contract							5.85	6.19	0.94	16	7.18	5.91	1.21	16
Age							0.01	0.19	0.08	16	0.12	0.19	0.62	16
Gender							-0.04	3.69	-0.01	16	0.69	3.56	-0.01	16
Tenure in Custody							-0.02	0.45	-0.05	16	-0.23	0.43	0.19	16
Shift							0.59	1.33	0.44	16	1.85	1.41	1.32	16
Well-being intentions							-0.64	0.92	-0.70	16	-0.49	0.89	-0.55	16
Well-being beliefs culture ²											1.32*	0.59	2.25	22
Normative beliefs culture ²											0.62	1.19	0.52	22
Control beliefs climate ²											-2.09†	1.41	-1.48	22
Well-being attitudes culture ³											-11.54*	5.01	-2.30	22
Subjective norms culture ³											1.38	2.12	0.65	22
Well-being control climate ³											-5.30*	2.48	-2.14	22
Shared L2 variance (τ)	26.27			0.00			4.10				226.83			
Role				134.49			92.51				116.03			
Sector				78.36			50.24				446.84			
Individual L1 variance (σ^2)	121.18			100.80			113.14				96.29			
ICC1	0.18			0.00										
χ^2							4.69 ⁴			8	13.96 ⁴			6

† $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$. Notes. 1. Coefficients are non-standardised; 2. Indirect measures; 3. Direct measures; 4. Estimated using FML, whereas all other coefficient estimates use RML.

Table III. R analyses: Personal accomplishment (Level 1 = 81; Level 2 = 23)

Variable	1a. Random effects: Null model (intercept only)			1b. Random effects: Null model (with slope)			2. Random effects: Individual-level demographic and predictor covariates				3. Random effects: Individual and shared-level demographic and predictor covariates			
	Coefficient ¹	SE	<i>t-value</i>	Coefficient ¹	SE	<i>t-value</i>	Coefficient ¹	SE	<i>t-value</i>	df	Coefficient ¹	SE	<i>t-value</i>	df
Constant	33.83***	1.13	29.87	35.01***	0.91	38.61	33.27***	6.00	5.55	8	27.63**	8.37	3.30	6
Role							2.59	2.88	0.90	16	2.88	2.85	1.01	16
Sector							6.03†	4.19	1.44	16	7.89†	4.71	1.68	16
Contract							-3.83	3.45	-1.11	16	-5.15†	3.44	-1.50	16
Age							0.00	0.11	0.00	16	-0.03	0.11	-0.24	16
Gender							2.92†	2.07	1.41	16	2.28	2.04	1.12	16
Tenure in Custody							-0.20	0.25	-0.79	16	-0.14	0.25	-0.58	16
Shift							-0.91	0.72	-1.26	16	-1.10†	0.78	-1.41	16
Well-being intentions							-0.33	0.51	-0.65	16	-0.70	0.52	-1.34	16
Well-being beliefs culture ²											-0.43†	0.31	-1.39	22
Normative beliefs culture ²											-0.75	0.63	-1.20	22
Control beliefs climate ²											1.21†	0.75	1.62	22
Well-being attitudes culture ³											2.37	2.65	0.90	22
Subjective norms culture ³											0.75	1.10	0.68	22
Well-being control climate ³											0.93	1.32	0.70	22
Shared L2 variance (τ)	10.65			86.20			46.77				68.68			
Role				24.80			1.84				0.45			
Sector				148.29			21.29				66.75			
Individual L1 variance (σ^2)	44.88			36.69			37.37				35.27			
ICC1	0.19			0.70										
χ^2							13.86 ⁴			8	11.12 ⁴			6

† $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$. Notes. 1. Coefficients are non-standardised; 2. Indirect measures; 3. Direct measures; 4. Estimated using FML, whereas all other coefficient estimates use RML.

Table IV. R analyses: Low workplace stress (Level 1 = 81; Level 2 = 23)

Variable	1a. Random effects: Null model (intercept only)			1b. Random effects: Null model (with slope)			2. Random effects: Individual-level demographic and predictor covariates				3. Random effects: Individual and shared-level demographic and predictor covariates			
	Coefficient ¹	SE	<i>t-value</i>	Coefficient ¹	SE	<i>t-value</i>	Coefficient ¹	SE	<i>t-value</i>	<i>df</i>	Coefficient ¹	SE	<i>t-value</i>	<i>df</i>
Constant	3.07***	0.16	19.37	3.03***	0.14	21.31	4.20***	0.81	5.15	8	4.20**	1.21	3.45	6
Role							-0.44	0.52	-0.85	16	-0.64	0.60	-1.06	16
Sector							0.32	0.51	0.63	16	0.44	0.63	0.70	16
Contract							-0.55	0.52	-1.06	16	-0.74†	0.54	-1.37	16
Age							-0.01	0.02	-0.70	16	-0.02	0.02	-1.29	16
Gender							0.35	0.32	1.10	16	0.38	0.33	1.19	16
Tenure in Custody							-0.05†	0.04	-1.39	16	-0.03	0.04	-0.87	16
Shift							-0.05	0.11	-0.44	16	-0.08	0.13	-0.60	16
Well-being intentions							-0.03	0.08	-0.35	16	-0.03	0.08	-0.35	16
Well-being beliefs culture ²											-0.01	0.05	-0.21	22
Normative beliefs culture ²											-0.07	0.11	-0.66	22
Control beliefs climate ²											0.17†	0.13	1.38	22
Well-being attitudes culture ³											0.02	0.40	0.05	22
Subjective norms culture ³											-0.12	0.19	-0.64	22
Well-being control climate ³											0.31†	0.22	1.41	22
Shared L2 variance (τ)	0.19			0.00			0.00				0.28			
Role				0.83			1.07				1.76			
Sector				0.24			0.24				1.54			
Individual L1 variance (σ^2)	0.95			0.79			0.79				0.80			
ICC1	0.17			0.00										
χ^2							6.58 ⁴			8	9.29 ⁴			6

† $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$. Notes. 1. Coefficients are non-standardised; 2. Indirect measures; 3. Direct measures; 4. Estimated using FML, whereas all other coefficient estimates use RML.

Well-being among custody personnel: A multi-strategy approach across seven police services

Welcome to the custody staff well-being survey: an opportunity for you to be involved in identifying well-being issues about working in police custody over the next year. This is important for the fact well-being can affect the quality of both staff and staff-prisoner relations and, therefore, needs to be understood and nurtured as fully as possible.

Well-being is defined as every individual realising their potential, **cop**ing with the normal stresses of life, **work**ing productively and fruitfully, **able to make a contribution at home and to their local community** (with those **emboldened** seen as particularly relevant to custody personnel). It can be summarised as the ability to flourish as an individual with resilience to life's events and challenges.

Taking part in this study will involve you completing the same survey on three separate occasions, i.e. now and in a further 5 and 10 months. This involves you doing one of three things:

- (1) tick (✓) the box that best fits your personal experience(s);
- (2) circle the number between two action statements, e.g. Never do: -3, -2, -1, 0, 1, **2**, 3: Always do;
- (3) write the answer in the space provided.

On the last page you will see an opportunity to record additional comments, so please be as honest and open as you can. This survey should take more than 15-20 minutes, dependant on how much you want to write at the end.

Any data you provide is completely anonymous and confidential. No comment will be published without first being screened (& edited) to ensure your complete anonymity. There are no right or wrong answers. Respond according to your first reaction but please do not spend too long on the questions. First thoughts are usually the most accurate. Taking part is completely voluntary and you can always withdraw later if you wish. Once analysed, amalgamated results (numeric & narrative), will be fed back to you at every stage – whether you completed a survey or not – so allowing you to comment on any specific results. In addition, Custody Inspectors will be dealt with as a single group across all seven forces, so that no individual is able to be identified.

I would just make you aware that an on-line version of this survey is also available (link sent to you by email). In the hope you will want to complete all three surveys, I need to match your replies to the different surveys (important for the fact I will not be retaining any names or other information that can be linked back to you). To do so, I would ask that you provide a code unique to you and which takes the following form...

The day and month you were born added together, e.g. 3rd June (03 + 06 = 09) enter '09'. Then enter the last three digits of your primary telephone number, e.g. 0123 456 789, enter '789'.

Sum of DOB day + month

Last 3 digits of your telephone number

For example:

	0	9	7	8	9
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Enter your unique code here:

--	--	--	--	--

Should you have any questions about this research, please e-mail me at wernerdesondberg@btinternet.com. In addition, my lead supervisor, Dr Maria Karanika-Murray, can be contacted by email at maria.karanika-murray@ntu.ac.uk.

Before getting started you will need to read and tick the boxes (☐) which accompany each of the following statements...

“I confirm that I have read and understood the participant information provided in advance of this study and have also had the opportunity to ask questions which have been answered satisfactorily.” ☐

“I understand that my participation is voluntary and that I am free to withdraw at any time throughout its three phases, without giving any reason, and without my legal rights being affected.” ☐

“I am aware that any data used from this project will be anonymised and only used for teaching and research purposes. I agree to take part in this study.” ☐

Thank you,

Rob Werner-de-Sondberg

PART A: CONSEQUENCE OF WORK-RELATED BEHAVIOUR FOR YOUR TEAM’S WELL-BEING
(BASED ON CUSTODY OFFICER SPECIFIC COMPETENCIES).

The following statements describe working in custody. Taking into account the extent to which you see them as true or false, how likely is it that they will contribute to your team/work group achieving work-related well-being over the next 6 months or so.

Working in custody...	Extremely Unlikely	Very Unlikely	Unlikely	Neither Unlikely nor Likely	Likely	Very Likely	Extremely Likely
1.13) We gather, verify and assess all appropriate and available information to gain an accurate understanding of situations							
2.14) We consider a range of possible options before making clear, timely, justifiable decisions							
3.18) We are positive about change and adapt rapidly to different ways of working							
4.19) We are flexible and open to alternative approaches to solving problems							
5.20) We encourage flexibility in others regarding solving problems							
6.25) We acknowledge the achievements of individuals and teams by recognising and rewarding good work							

	Extremely Unlikely	Very Unlikely	Unlikely	Neither Unlikely nor Likely	Likely	Very Likely	Extremely Likely
7.26) We recognise when people are becoming demotivated and provide encouragement and support							
8.27) We give honest and constructive feedback to help people understand their strengths and weaknesses							
9.28) We coach and guide each other, identifying and addressing areas for development							
10.30) We plan and organise tasks effectively to maintain and improve performance							
11.31) We set clear objectives and outcomes							
12.32) We forward plan (i.e. manage multiple priorities, think things through in advance, balance resources and coordinate activities to complete tasks within deadlines)							
13.33) We know each other's strengths, delegate appropriately and balance workloads across the team							
14.36) We act with integrity, in line with the values and ethical standards of the Police Service							
15.37) We take ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and potentially volatile situations							
16.38) We show professionalism (i.e. act on our own initiative to address issues, show a strong work ethic and demonstrate extra effort when required)							
17.39) We uphold professional standards, act as role models to others and challenge unprofessional conduct or discriminatory behaviour							
18.41) We remain calm and professional under pressure, defuse conflict and are prepared to step forward and take control when required							
19.44) We build public confidence by talking with people in local communities to explore their viewpoints and break down barriers between them and the police							
20.45) We understand the impact and benefits of policing for different communities, and identify the best way to deliver services to them							
21.46) We develop partnerships with other agencies to deliver the best possible overall service to the public							
22.47) We work co-operatively with others to get things done, willingly giving help and support to colleagues							

	Extremely Unlikely	Very Unlikely	Unlikely	Neither Unlikely nor Likely	Likely	Very Likely	Extremely Likely
23.48) We are approachable, develop positive working relationships and a good team spirit							
24.49) We explain things well, ensure instructions are understood and talk to people using language they understand							
25.50) We listen carefully and ask questions to clarify understanding, expressing our own views positively and constructively							
26.51) We persuade people by stressing the benefits of a particular approach, keeping them informed of progress and managing their expectations							
27.52) We are courteous, polite and considerate, showing empathy and compassion							
28.53) We deal with people as individuals to address their specific needs and concerns							
29.54) We treat people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances							

PART B: EXPECTATIONS OF OTHERS

The following statements describe various behaviours. How far do you see them as something most people, whose opinion matters, would want your team/work group to never or always do in order for the team/work group to achieve work-related well-being over the next 6 months or so.

Please circle the number that most applies to you...	Never do						Always do
30.144) Helping others grow and develop	-3	-2	-1	0	1	2	3
31.145) Taking time with people	-3	-2	-1	0	1	2	3
32.146) Dealing with others in a friendly way	-3	-2	-1	0	1	2	3
33.148) Pursuing a standard of excellence	-3	-2	-1	0	1	2	3
34.149) Openly showing enthusiasm	-3	-2	-1	0	1	2	3
35.150) Thinking in unique and independent ways	-3	-2	-1	0	1	2	3
36.151) Doing even simple tasks well	-3	-2	-1	0	1	2	3
37.154) Always following policies and practices	-3	-2	-1	0	1	2	3

38.153) 'Going along' with others	-3	-2	-1	0	1	2	3
39.155) Fitting into the 'mould'	-3	-2	-1	0	1	2	3
40.156) Pleasing those in positions of authority	-3	-2	-1	0	1	2	3

PART C: FACTORS THAT PROMOTE OR UNDERMINE TEAM WELL-BEING

The following statements describe working conditions for you in custody. Taking into account the extent to which you see them as true or false, how much easier or more difficult will they make it for your team/work group to achieve work-related well-being over the next 6 months or so.

Working in custody...	Much More Difficult	More Difficult	Difficult	Neither Difficult nor Easier	Easier	Much Easier	Very Much Easier
45.63) We have a chance to use personal initiative or judgment in carrying out our work							
46.64) We can decide on the order in which things are done							
47.65) We can adapt our job roles according to workplace needs							
48.66) Negative feedback is provided to us in a constructive way							
49.67) We feel that we are listened to							
50.68) The management shows that they have confidence in the people who work for them							
51.69) There are opportunities to develop friendships							
52.70) People are open to sharing ideas							
53.71) There is good co-operation between colleagues							

PART D1: ATTITUDES TO YOUR TEAM/WORK GROUP ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Completely Worthless	Moderately Worthless	Slightly Worthless	Not Sure	Slightly Beneficial	Moderately Beneficial	Very Beneficial
54.1) We find achieving well-being in our daily working lives							
55.2) We find achieving well-being in our daily working lives	Very Dissatisfying	Moderately Dissatisfying	Slightly Dissatisfying	Not Sure	Slightly Satisfying	Moderately Satisfying	Very Satisfying

PART D2: PRESSURES FOR YOUR TEAM/WORK GROUP TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
56.5) We are expected to achieve well-being in our daily working lives							
57.6) We see others achieve well-being in their daily working lives							

PART D3: THE CONTROL YOU BELIEVE YOUR TEAM/WORK GROUP HAS TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
58.9) Achieving well-being in our daily working lives will be	Very Difficult	Moderately Difficult	Slightly Difficult	Not Sure	Slightly Easy	Moderately Easy	Very Easy
59.10) We feel confident that we can achieve well-being in our daily working lives	Not at all	Hardly at all	Occasionally	Not sure	Sometimes	Most of the time	All of the time

PART E: YOUR INTENTION TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Never	Rarely	Occasionally	Not Sure	Sometimes	Most days	Every day
60.75) I want my colleagues to agree I work productively and fruitfully							
61.76) I want my line-manager to agree I work productively and fruitfully							
62.77) I feel I have the ability to make a contribution at home and to my local community							
63.80) I intend to cope with the normal stresses of life							
64.81) I intend that my colleagues should agree I work productively and fruitfully							
65.82) I intend that my line-manager should agree I work productively and fruitfully							
66.83) I intend to make a contribution at home and to my local community							

PART F: YOUR ACTUAL BEHAVIOUR IN ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

	Never	Rarely	Occasionally	Not Sure	Sometimes	Most days	Every day
Working in custody...							
67.87) I know my colleagues would agree I work productively and fruitfully							
68.88) I know my line-manager would agree I work productively and fruitfully							
69.89) I am making a contribution at home and to my local community							
70.92) I try to cope with the normal stresses of life							
71.93) I know my colleagues would agree I try to work productively and fruitfully							
72.94) I know my line-manager would agree I try to work productively and fruitfully							
73.95) I try to make a contribution at home and to my local community							

PART G: FACTORS THAT CAN AFFECT YOUR MENTAL WELL-BEING IN GENERAL.

	None of the time	Rarely	Some of the time	Often	All of the time
Working in custody...					
74.96) I've been feeling optimistic about the future					
75.97) I've been feeling useful					
76.98) I've been feeling relaxed					
77.99) I've been dealing with problems well					
78.100) I've been thinking clearly					
79.101) I've been feeling close to other people					
80.102) I've been able to make up my own mind about things					

	Extremely stressful	Very stressful	Moderately stressful	Mildly stressful	Not at all stressful
81.103) In general I find working in custody...					

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
82.104) I always find new and interesting aspects in my work							
83.105) There are days when I feel tired before I arrive at work							
84.106) It happens more and more often that I talk about my work in a negative way							
85.107) After work, I tend to need more time than in the past in order to relax and feel better							
86.108) I can tolerate the pressure of my work very well							
87.109) Lately, I tend to think less at work and do my job almost mechanically							
88.110) I find my work to be a positive challenge							
89.111) During my work, I often feel emotionally drained							
90.112) Over time, one can become disconnected from this type of work							
91.113) After working, I have enough energy for my leisure activities							
92.114) Sometimes I feel sickened by my work tasks							
93.115) After my work, I usually feel worn out and weary							
94.116) This is the only type of work that I can imagine myself doing							
95.117) Usually, I can manage the amount of my work well							
96.118) I feel more and more engaged in my work							
97.119) When at work, I usually feel energized							

Working in custody, I've generally been feeling...	Not at all	Very slightly	A little	Not sure	Moderately	Quite a bit	Extremely
98.120) Distressed							
99.121) Upset							
100.122) Hostile							
101.123) Irritable							
102.124) Scared							
103.125) Afraid							
104.126) Ashamed							
105.127) Guilty							
106.128) Nervous							
107.129) Jittery							

PART H: PRACTICES WHEN WORKING IN CUSTODY.

Working in custody I find...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
108.137) There are two kinds of people in the world: the weak and the strong							
109.138) A person either knows the answer to a question or does not know the answer to a question							
110.139) There are two kinds of people: the good and the bad							
111.140) You can classify all kinds of people as either honest or crooked							
112.132) Custody and Detention Officers enjoy a climate of trust and mutual support							
113.133) Leadership is fluid, resting on openness to boundaries between Custody and Detention Officers							
114.134) Expertise is distributed between Custody and Detention Officers							
115.135) Custody and Detention Officers are united in a common enterprise, sharing a set of values, beliefs, ways of talking, and ways of doing things							
116.136) Working in Custody means we balance control between authority and power with enough influence to promote trust, motivation, accountability and participation							

PART I: YOUR PERSONAL WELL-BEING.

Please circle the number that most applies to you...	Not at all										Completely
117.160) Overall, how satisfied are you with your life nowadays	0	1	2	3	4	5	6	7	8	9	10
118.161) Overall, to what extent do you feel the things you do in your life are worthwhile	0	1	2	3	4	5	6	7	8	9	10
119.162) Overall, how happy did you feel yesterday	0	1	2	3	4	5	6	7	8	9	10
120.163) Overall, how anxious did you feel yesterday	0	1	2	3	4	5	6	7	8	9	10

PART J: BACKGROUND INFORMATION.

By which police service are you employed/contracted?:

Role: Custody Inspector ; Custody Officer ; Detention Officer (public) ; Detention Officer (private) ;
Custody Assistant (public) .

Contract: Part-time ; Full-time .

Station:

Age:

Gender:

Tenure in custody (years & months):

Tenure in police service (years & months):

Shift when completing survey: Days ; Earlies ; Lates ; Nights ; Other .

(If other, please state:

.....).

Length of shift: 8 hours ; 9 hours ; 10 hours ; 11 hours ; 12 hours .

Have you experienced any of the following since the last survey?

A) Positive change in your well-being? (Y / N / NA, I have not completed any previous survey)

(If "yes", please specify:);

B) Negative change in your well-being? (Y / N / NA, I have not completed any previous survey)

(If "yes", please specify:);

C) A life changing event of any kind? (Y / N)

(If "yes", please specify:).

ADDITIONAL COMMENTS

Please share your comments on any of the questions or further thoughts about your work-related well-being.

.....
.....

Research debrief guide

Stress (which includes burnout), is the adverse reaction people have to excessive pressure or other types of demand placed upon them. It arises when they worry they cannot cope.

Here are some of the symptoms that people may experience:

I am unable to think clearly enough to complete a task

I do not have time for myself. Someone is always asking for my help and I find it difficult to say no

My life is just one crisis after another. I have constant headaches and stomach ache

I keep expecting something to go wrong and I'm not sure how much of this I can take

The signs of stress can vary from person to person, but here are some of the most common ones.

PHYSICAL SIGNS

- Headaches
- Muscle tension or pain
- Stomach problems
- Sweating
- Dizziness
- Bowel or bladder problems
- Breathlessness or palpitations
- Dry mouth
- Tingling body

EMOTIONAL FEELINGS

- Irritability
- Anxious or tense
- Low mood
- Apathy
- Low self-esteem

BEHAVIOUR

- Temper outbursts
- Excessive drinking/smoking
- Changes in eating habits
- Withdrawal from usual activities
- Becoming unreasonable
- Being forgetful or clumsy
- Rushing around

LIFE EVENTS

Any one or more of the following over the last year could increase your likelihood of stress.

- Divorce or relationship breakdown
- Death of a close family member
- Getting married/civil ceremony
- Organisational change
- Health problems
- Pregnancy
- Re-deployment
- High financial commitments/debts
- Legal problems
- Problems with neighbours
- Work overload/underload
- New technology

A SELF-HELP GUIDE TO COPING WITH STRESS

The first step to tackling stress is becoming aware that it is a problem. The next step involves taking control of its cause and effect. Some practical ways to do this are set out as follows.

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Activity change

- Try to maintain routine. Don't get stuck in a rut of inactivity. Change really can be as good as a rest.

Open-up

- Communication is very important, i.e. work colleagues, managers, peer/support, personal relationships.

Be realistic

- About what you can achieve. Don't take on too much.

Eat a balanced diet

- Use it as an opportunity to relax in the company of others. Eating alone encourages bad habits.

Time management

- Plan your time, one task at a time. Take breaks/time away from the computer. Don't make too many changes at once in your life.

Relaxation/leisure

- Relaxing may take several different approaches. Try to exercise on a daily or weekly basis. Make sure you get enough sleep.

Action plan

- Try to think through your problems and solutions by writing them down in the day, freeing your mind for sleep at night.

Nothing works: What else should I do?

- If problems persist, seek professional help, i.e. GP or employee Occupational Health Services and Samaritans.

Table 2.1. Exploratory factor analysis for shared leadership (SL) and intolerance for ambiguity (IfA)

	Factor	
	SL	IfA
SL7	.838	
SL6	.837	
SL4	.786	
SL5	.754	
SL3	.741	
IfA3		.889
IfA4		.759
IfA1		.744
IfA2		.672

Variance explained: 34.92% 26.45%

Extraction Method: Principal Axis Factoring; Rotation Method: Varimax with Kaiser Normalization; N = 330; KMO = .823; All anti-image correlations > .5; Critical value for loadings = .298 (with 4+ >.6; Stevens, 2002); Determinant = .009.

Table 2.2. Exploratory factor analysis for well-being belief culture (wbC)

	Factor			
	Decision making/ professionalism/wor king with others	Leading people/ managing performance	Leading change	Public service
wbC7.8	.828			
wbC5.3	.805			
wbC5.6	.805			
wbC7.7	.753			
wbC7.4	.734			
wbC5.4	.730			
wbC5.1	.714			
wbC7.6	.711			
wbC7.3	.709			
wbC5.2	.699			
wbC7.2	.644			
wbC1.2	.614		.484	
wbC1.1	.588		.422	
wbC3.3		.833		
wbC3.4		.801		
wbC3.5		.778		
wbC3.2		.739		
wbC4.3		.694		
wbC4.2		.661		
wbC4.4		.616		
wbC4.5		.604		
wbC2.2	.441		.688	
wbC2.3	.430		.651	
wbC2.1			.591	
wbC6.4				.774
wbC6.3				.716
wbC6.5				.570

Variance explained: 29.90% 21.09% 9.09% 8.39%

Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization.
 N = 330; KMO = .953; All anti-image correlations > .5; Critical value for loadings = .298 (Stevens,
 2002); Determinant = .3.91E-012.

Table 2.3. Exploratory factor analysis for normative belief culture (nbC)

	Factor	
	Constructive	Passive-defensive
nbC6	.864	
nbC2	.826	
nbC1	.818	
nbC5	.817	
nbC7	.777	
nbC3	.774	
nbC8	.755	
nbC12		.974
nbC10		.727
nbC13		.714

Variance explained: 45.46% 19.93%

Extraction Method: Principal Axis Factoring; Rotation Method: Varimax with Kaiser Normalization; N = 330; KMO = .873; All anti-image correlations > .5; Critical value for loadings = .298 (Stevens, 2002); Determinant = .002.

Table 2.4. Exploratory factor analysis for control belief climate (cbClim)

	Factor		
	Competence	Relatedness	Autonomy
CB13_WPDQ	.816		
CB14_WPDQ	.784		
CB12_WPDQ	.625		
CB15_WPDQ		.817	
CB16_WPDQ		.738	
CB17_WPDQ		.631	
CB10_WPDQ			.776
CB11_WPDQ			.720
CB9_WPDQ			.587

Variance explained: 24.26% 21.74% 20.47%

Extraction Method: Principal Axis Factoring; Rotation Method: Varimax with Kaiser Normalization; N = 330; KMO = .873; All anti-image correlations > .5; Critical value for loadings = .298 (Stevens, 2002); Determinant = .007.

Table 2.5. Exploratory factor analysis for direct culture and climate (i.e. attitude to well-being culture [attitude], subjective norms [subjN] culture, & perceived well-being control climate [pwbc])

	Factor		
	subjN	pwbc	attitude
subjN1	.999		
subjN2	.999		
pwbc1		.913	
pwbc2		.901	
attitude2			.893
attitude1			.883
Variance explained:	33.32%	28.87%	28.08%

Extraction Method: Principal Axis Factoring; Rotation Method: Varimax with Kaiser Normalization; N = 330; KMO = .560; All anti-image correlations > .5; Critical value for loadings = .298 (Stevens, 2002); Determinant = .5.15E-005.

Table 2.6. Exploratory factor analysis for well-being intention (Intent) and role well-being outcome (roleOut)

	Factor			
	Intend work productively & fruitfully	Work productively & fruitfully	Intend & make contribution	Intend & try cope normal stress of life
intent5	.843			
intent4	.840			
intent11	.808			
intent10	.784			
roleOut11.4		.816		
roleOut5.2		.806		
roleOutw10.3		.796		
roleOut4.1		.796		
roleOut6.1			.859	
roleOut12.2			.816	
intent12			.771	
intent6			.753	
intent9				.763
roleOut9				.754
Variance explained:	22.84%	21.78%	20.51%	10.37%

Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization. N = 330; KMO = .798; All anti-image correlations > .5; Critical value for loadings = .298 (Stevens, 2002); Determinant = .3.76E-006.

Table 3.1a. Means, standard deviations and zero-order correlations of main study variables (N = 367)

<i>Study Variables</i>	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. <i>Shared leadership</i>	5.11	1.37														
2. <i>Well-being belief culture</i>	5.04	1.03	.44**													
3. <i>Normative belief culture</i>	1.06	.86	.25**	.37**												
4. <i>Control belief climate</i>	4.20	1.12	.39**	.40**	.28**											
5. <i>Attitude to well-being</i>	4.99	1.78	.34**	.33**	.19**	.40**										
6. <i>Subjective norms</i>	3.90	1.66	.32**	.37**	.30**	.34**	.32**									
7. <i>Perceived well-being control</i>	3.27	1.59	.36**	.37**	.31**	.46**	.41**	.58**								
8. <i>Well-being goal intention</i>	5.75	1.03	.35**	.37**	.24**	.33**	.39**	.31**	.32**							
9. <i>Well-being role outcome</i>	5.68	.87	.33**	.37**	.24**	.28**	.28**	.32**	.32**	.72**						
10. <i>Low workplace stress</i>	2.93	1.12	.27**	.20**	.21**	.32**	.31**	.35**	.57**	.28**	.20**					
11. <i>Mental well-being</i>	3.36	.75	.41**	.41**	.32**	.40**	.30**	.41**	.59**	.49**	.47**	.52**				
12. <i>Subjective well-being</i>	6.48	2.20	.37**	.34**	.21**	.25**	.35**	.36**	.49**	.41**	.35**	.43**	.67**			
13. <i>Energy</i>	3.75	1.11	.26**	.23**	.21**	.36**	.31**	.38**	.59**	.32**	.28**	.56**	.60**	.60**		
14. <i>Engagement</i>	3.75	1.06	.33**	.32**	.27**	.40**	.37**	.44**	.59**	.34**	.28**	.44**	.59**	.57**	.74**	
15. <i>Negative affectivity</i>	2.01	1.06	-.33**	-.25**	-.11*	-.26**	-.37**	-.30**	-.47**	-.46**	-.38**	-.53**	-.57**	-.55**	-.51**	-.50**

* p < .05; ** p < .01; one-tailed.

Table 3.1b. Means, standard deviations and partial correlations of main study variables (controlling for negative affectivity; N = 367)

<i>Study Variables</i>	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>
<i>1. Shared leadership</i>	5.09	1.37													
<i>2. Well-being belief culture</i>	5.04	1.03	.40												
<i>3. Normative belief culture</i>	1.04	.84	.23	.33											
<i>4. Control belief climate</i>	4.23	1.12	.37	.39	.29										
<i>5. Attitude to well-being</i>	4.97	1.79	.24	.25	.14	.35									
<i>6. Subjective norms</i>	3.90	1.64	.25	.29	.25	.29	.24								
<i>7. Perceived well-being control</i>	3.24	1.59	.25	.28	.29	.41	.31	.51							
<i>8. Well-being goal intention</i>	5.77	1.01	.22	.30	.20	.24	.26	.22	.16						
<i>9. Well-being role outcome</i>	5.71	.85	.21	.28	.20	.20	.15	.24	.18	.65					
<i>10. Low workplace stress</i>	2.91	1.11	.14	.09	.17	.22	.14	.21	.41	.04	.01				
<i>11. Mental well-being</i>	3.35	.73	.27	.33	.29	.33	.14	.29	.44	.30	.33	.29			
<i>12. Subjective well-being</i>	6.45	2.21	.23	.26	.16	.15	.19	.26	.32	.22	.19	.13	.53		
<i>13. Energy</i>	3.75	1.13	.14	.13	.19	.28	.17	.30	.47	.14	.12	.39	.47	.44	
<i>14. Engagement</i>	3.74	1.07	.21	.23	.25	.34	.24	.34	.46	.16	.11	.25	.43	.42	.65

* p < .05; ** p < .01; one-tailed.

Table 3.2a. Means, standard deviations and zero-order correlations of main study variables (N = 367)

<i>Study Variables</i>	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>	<i>14</i>
<i>1. Shared leadership</i>	5.11	1.37														
<i>2. Well-being belief culture</i>	5.04	1.03	.44**													
<i>3. Normative belief culture</i>	1.06	.86	.25**	.37**												
<i>4. Control belief climate</i>	4.20	1.12	.39**	.40**	.28**											
<i>5. Attitude to well-being</i>	4.99	1.78	.34**	.33**	.19**	.40**										
<i>6. Subjective norms</i>	3.90	1.66	.32**	.37**	.30**	.34**	.32**									
<i>7. Perceived well-being control</i>	3.27	1.59	.36**	.37**	.31**	.46**	.41**	.58**								
<i>8. Well-being goal intention</i>	5.75	1.03	.35**	.37**	.24**	.33**	.39**	.31**	.32**							
<i>9. Well-being role outcome</i>	5.68	.87	.33**	.37**	.24**	.28**	.28**	.32**	.32**	.72**						
<i>10. Low workplace stress</i>	2.93	1.12	.27**	.20**	.21**	.32**	.31**	.35**	.57**	.28**	.20**					
<i>11. Mental well-being</i>	3.36	.75	.41**	.41**	.32**	.40**	.30**	.41**	.59**	.49**	.47**	.52**				
<i>12. Subjective well-being</i>	6.48	2.20	.37**	.34**	.21**	.25**	.35**	.36**	.49**	.41**	.35**	.43**	.67**			
<i>13. Energy</i>	3.75	1.11	.26**	.23**	.21**	.36**	.31**	.38**	.59**	.32**	.28**	.56**	.60**	.60**		
<i>14. Engagement</i>	3.75	1.06	.33**	.32**	.27**	.40**	.37**	.44**	.59**	.34**	.28**	.44**	.59**	.57**	.74**	
<i>15. Intolerance for ambiguity</i>	2.88	1.59	-.06	-.12**	.06	-.10*	-.13**	-.04	-.01	-.14**	-.07	-.06	-.16**	-.18**	-.09*	-.22**

* $p < .05$; ** $p < .01$; one-tailed.

Table 3.2b. Means, standard deviations and partial correlations of main study variables (controlling for intolerance for ambiguity; N = 367)

<i>Study Variables</i>	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>
<i>1. Shared leadership</i>	5.09	1.37													
<i>2. Well-being belief culture</i>	5.04	1.03	.45												
<i>3. Normative belief culture</i>	1.04	.84	.26	.36											
<i>4. Control belief climate</i>	4.23	1.12	.42	.43	.32										
<i>5. Attitude to well-being</i>	4.97	1.79	.33	.31	.19	.41									
<i>6. Subjective norms</i>	3.90	1.64	.32	.34	.27	.35	.33								
<i>7. Perceived well-being control</i>	3.24	1.59	.36	.36	.31	.48	.43	.57							
<i>8. Well-being goal intention</i>	5.77	1.01	.33	.37	.25	.3	.38	.33	.35						
<i>9. Well-being role outcome</i>	5.71	.85	.31	.34	.24	.281	.27	.33	.33	.71					
<i>10. Low workplace stress</i>	2.91	1.11	.28	.20	.22	.32	.31	.34	.56	.28	.21				
<i>11. Mental well-being</i>	3.35	.73	.39	.40	.32	.41	.31	.41	.59	.48	.47	.51			
<i>12. Subjective well-being</i>	6.45	2.21	.36	.34	.22	.26	.34	.38	.51	.42	.36	.42	.67		
<i>13. Energy</i>	3.76	1.13	.28	.23	.23	.36	.32	.40	.60	.34	.29	.56	.62	.60	
<i>14. Engagement</i>	3.74	1.08	.33	.30	.30	.41	.36	.44	.60	.34	.28	.45	.58	.57	.74

* p < .05; ** p < .01; one-tailed.

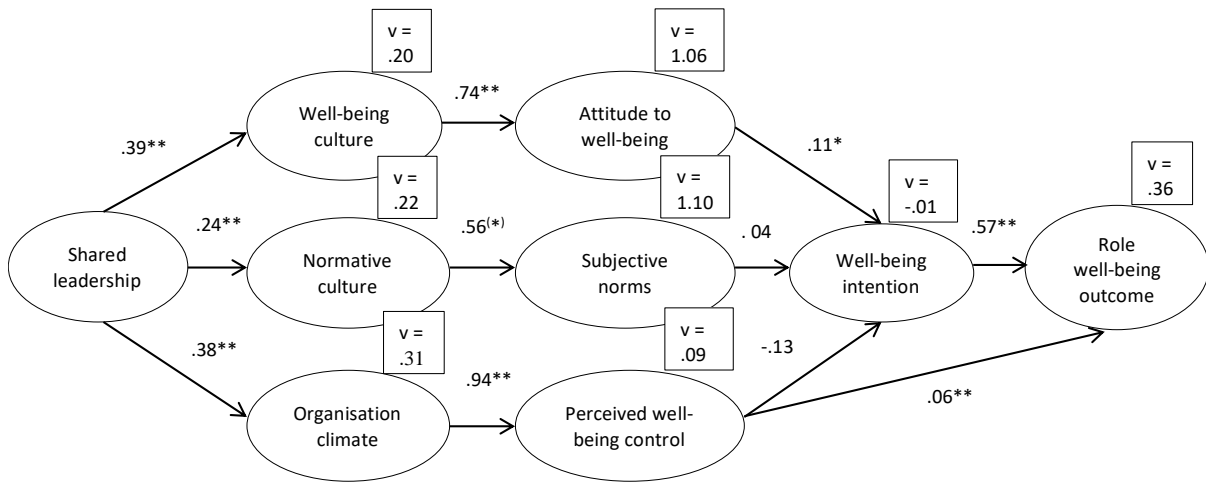


Figure 3.1. IMMOCC with role well-being as outcome (Sample size = 353) $\chi^2 = 52.65$, $df = 19$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being intention = .01; ICC, Perceived well-being control = .20.

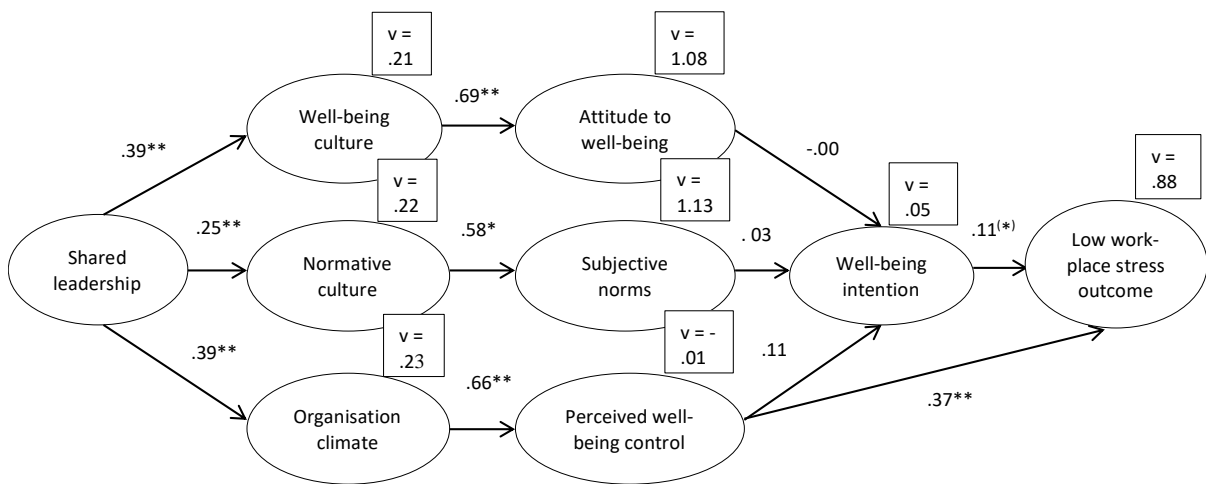


Figure 3.2. IMMOCC with low workplace stress as outcome (Sample size = 337) $\chi^2 = 58.79$, $df = 19$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being intention = .09; ICC, Perceived well-being control = .13.

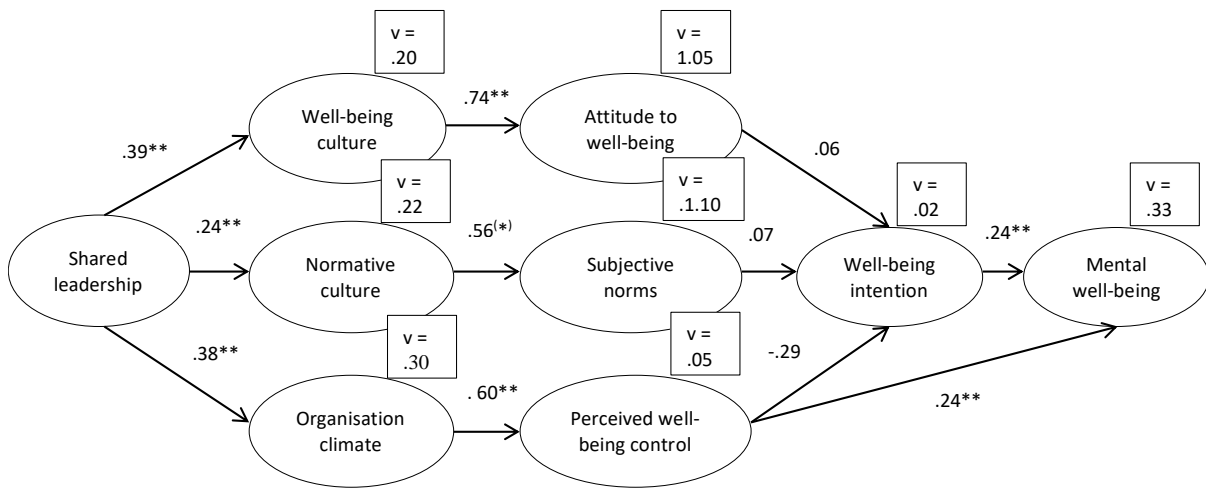


Figure 3.3. IMMOCC with mental well-being as outcome (Sample size = 354) $\chi^2 = 58.24$, $df = 19$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being intention = .04; ICC, Perceived well-being control = .11.

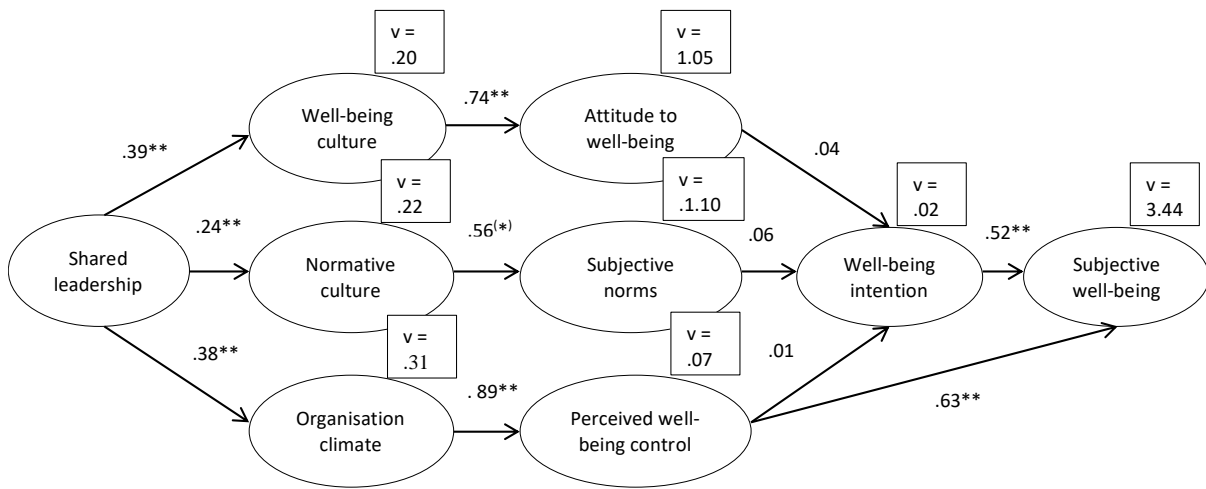


Figure 3.4. IMMOCC with subjective well-being as outcome (Sample size = 351) $\chi^2 = 61.26$, $df = 19$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being intention = .04; ICC, Perceived well-being control = .19.

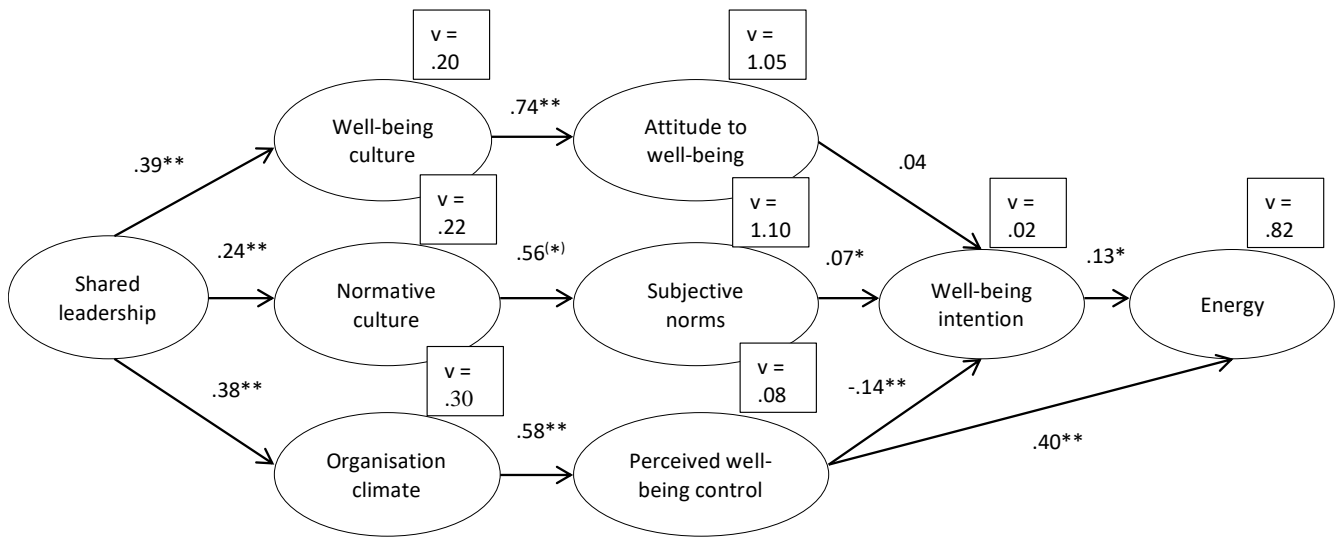


Figure 3.5. IMMOCC with energy as outcome (Sample size = 354) $\chi^2 = 58.38$, $df = 19$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being intention = .05; ICC, Perceived well-being control = .12.

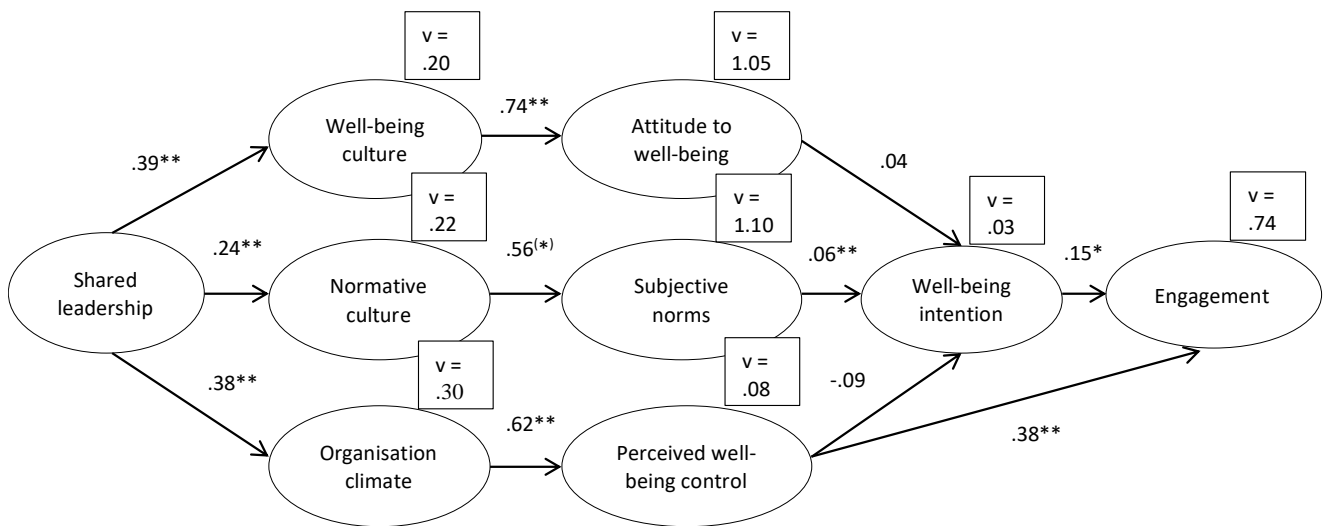


Figure 3.6. IMMOCC with energy as outcome (Sample size = 354) $\chi^2 = 56.66$, $df = 19$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being intention = .05; ICC, Perceived well-being control = .12.

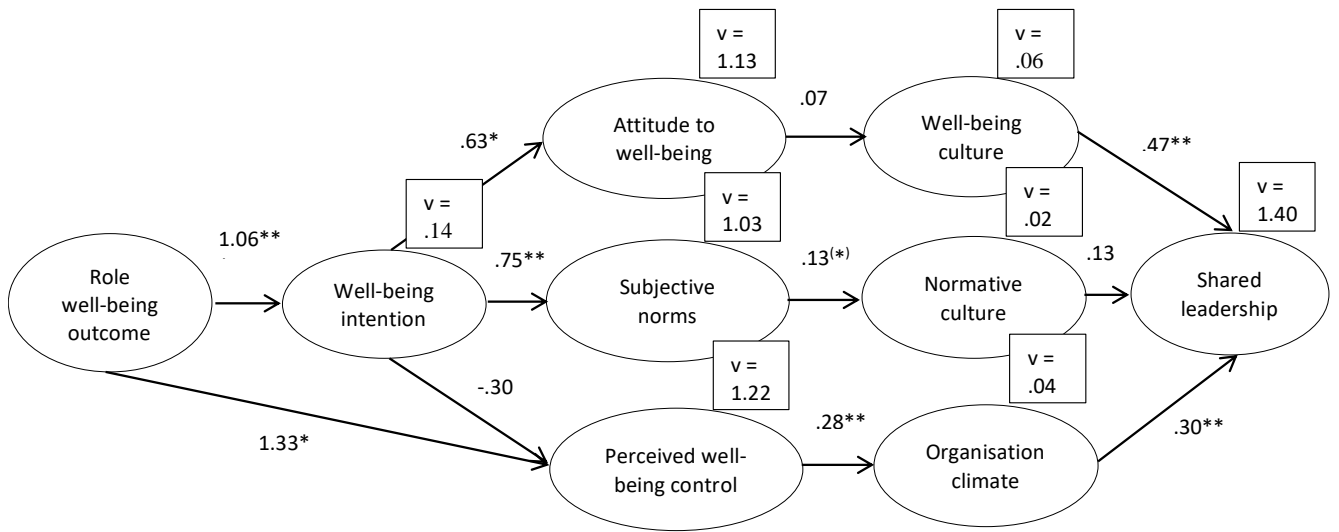


Figure 3.7. IMMOCC (reversed) with role well-being outcome as predictor (Sample size = 353) $\chi^2 = 61.26$, $df = 17$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being culture = .13; ICC, Normative belief culture = .14; ICC, Organisation climate = .18.

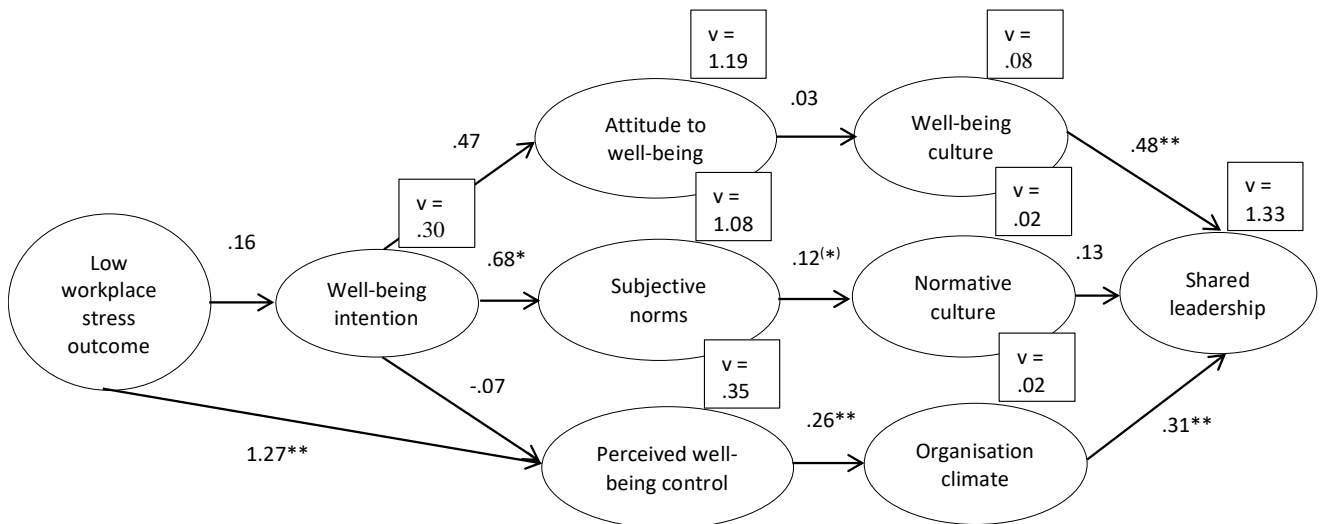


Figure 3.8. IMMOCC (reversed) with low workplace stress outcome as predictor (Sample size = 337) $\chi^2 = 54.67$, $df = 17$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being culture = .15; ICC, Normative belief culture = .13; ICC, Organisation climate = .18.

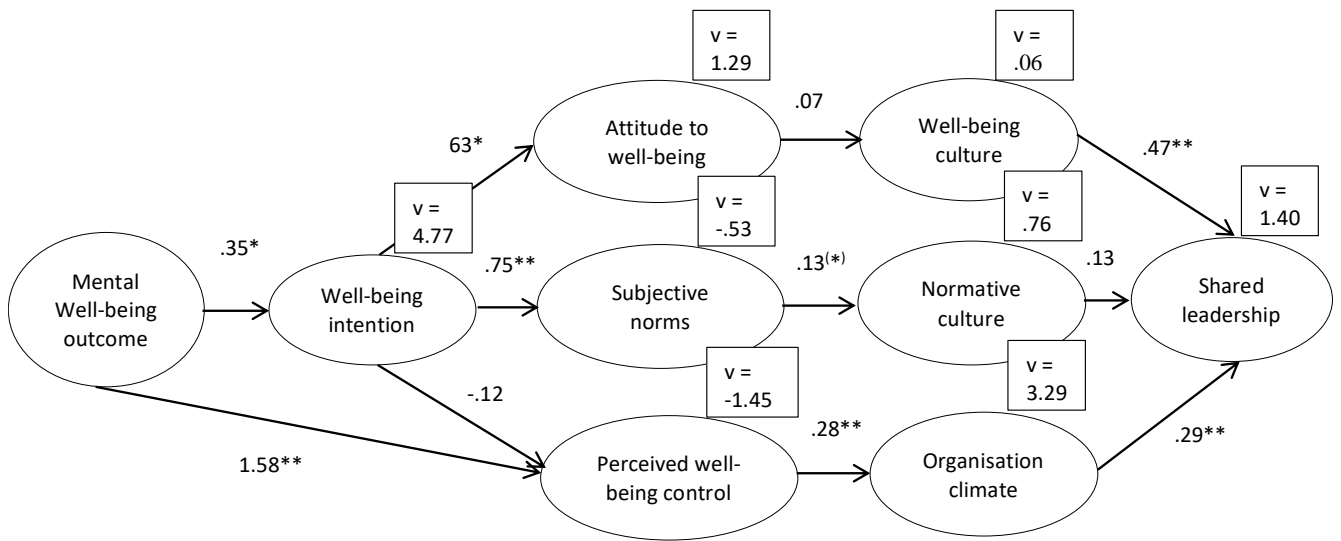


Figure 3.9. IMMOCC (reversed) with mental well-being outcome as predictor (Sample size = 354) $\chi^2 = 53.35$, $df = 17$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being culture = .14; ICC, Normative belief culture = .15; ICC, Organisation climate = .18.

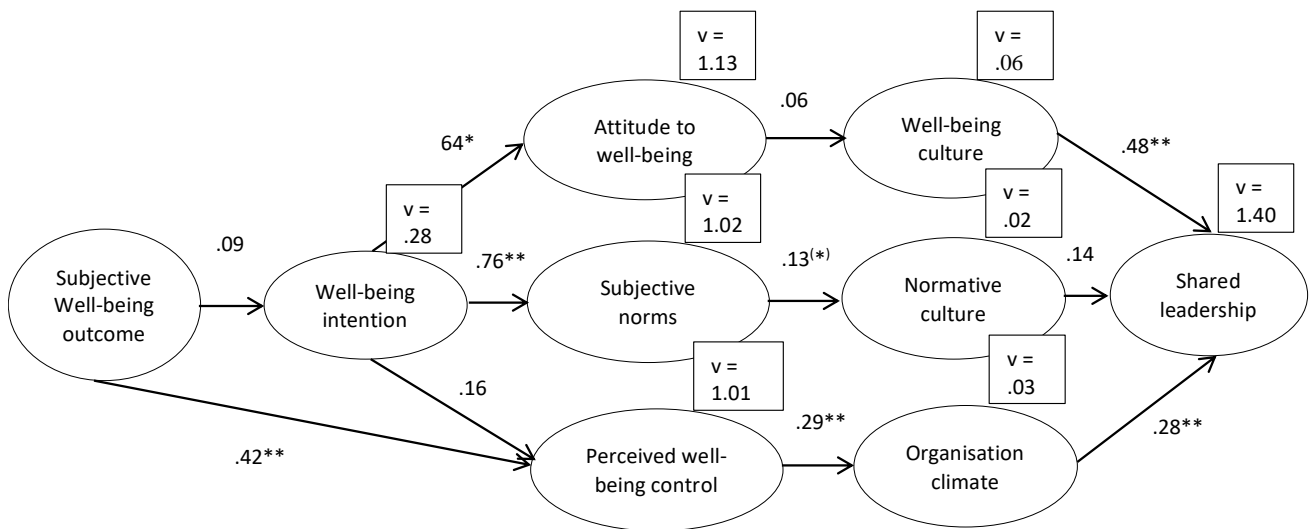


Figure 3.10. IMMOCC (reversed) with subjective well-being outcome as predictor (Sample size = 351) $\chi^2 = 59.21$, $df = 17$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being culture = .13; ICC, Normative belief culture = .15; ICC, Organisation climate = .19.

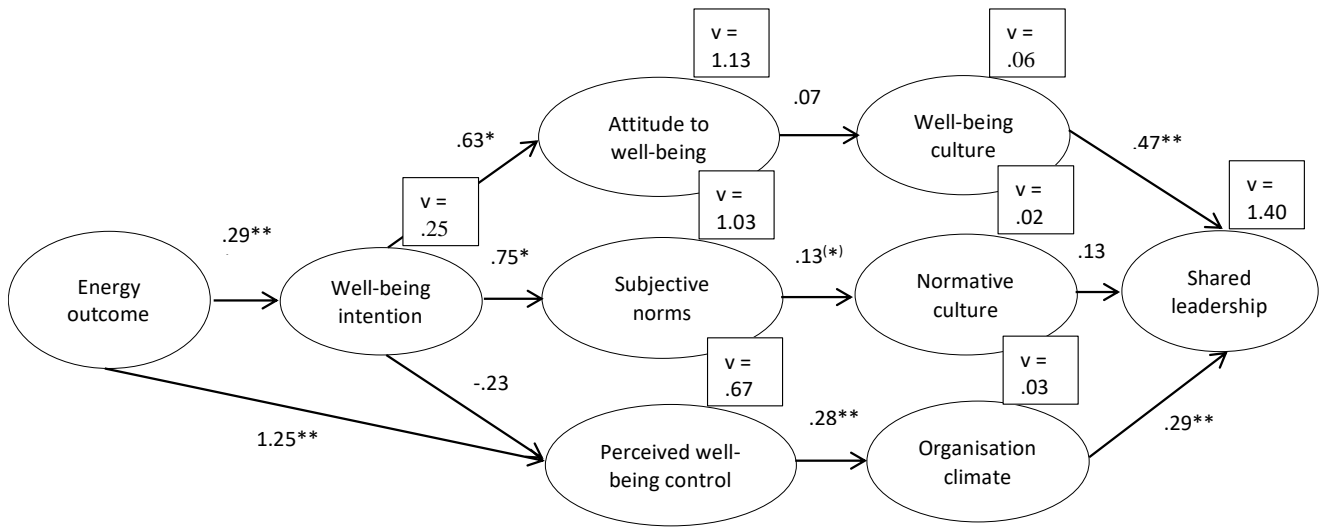


Figure 3.11 IMMOCC (reversed) with energy outcome as predictor (Sample size = 354) $\chi^2 = 53.17$, $df = 17$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being culture = .13; ICC, Normative belief culture = .15; ICC, Organisation climate = .17.

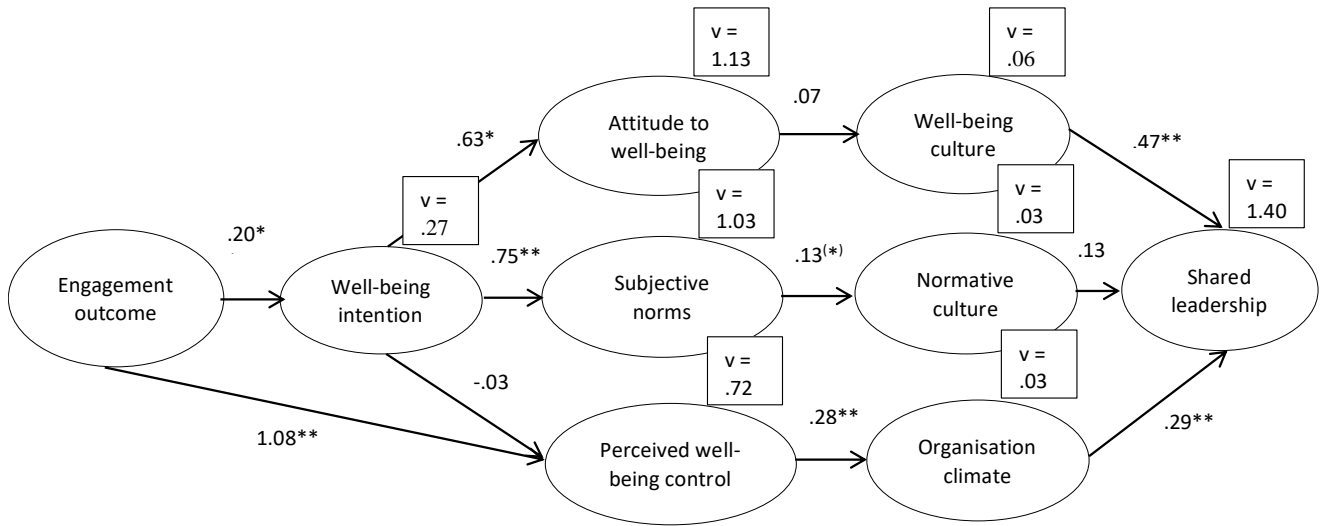


Figure 3.12. IMMOCC (reversed) with engagement outcome as predictor (Sample size = 354) $\chi^2 = 50.88$, $df = 17$; $p < .01$; * = $p < .05$; ** = $p < .01$; V = Variances; ICC, Well-being culture = .13; ICC, Normative belief culture = .14; ICC, Organisation climate = .18.

Frequency table of comments in support of IMMOCC

<i>Model properties</i>	<i>Model concepts</i>	<i>Frequencies</i>	<i>Indicators</i>
Shared leadership		1+4 = 5	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4 (2015-17)
Organisational culture	-	-	-
Well-being beliefs (I)	Competency expectations	-	-
	<i>Decision making</i>	1+2 = 3	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
	<i>Leading change</i>	2+2+3 = 7	All three data sets
	<i>Leading people</i>	1+1 = 2	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
	<i>Managing performance</i>	2+5 = 7	-/-
	<i>Professionalism</i>	3+3 = 6	-/-
	<i>Public service</i>	2+3 = 5	-/-
	<i>Working with Others</i>	4+5 = 9	-/-
	<u>All</u>	<u>1 = 1</u>	MSc2(2013)PhD1-4(2015-17)
Well-being beliefs (D; aka attitude to well-being)		1+1 = 2	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
Normative beliefs (I)	Vicarious expectations	3+25+77 = 105	All three data sets
Normative beliefs (D; aka subjective norm)		1 = 1	MSc2(2013)PhD1-4(2015-17)
Organisational climate			
Control belief climate (I)	Volitional power		
	<i>HSE: Demand</i>	5+17+54 = 76	All three data sets
	<i>HSE: Control</i>	3+13+30 = 46	-/-
	<i>HSE: Support - Colleagues</i>	1+2+10 = 13	-/-
	<i>HSE: Support – Mgt.</i>	3+7+28 = 38	-/-
	<i>HSE: Relationships</i>	1+7+11 = 19	-/-
	<i>HSE: Role</i>	2+4+17 = 23	-/-
	<i>HSE: Change</i>	5+3+40 = 48	-/-
	<i>General support</i>	1 = 1	MSc2(2013)PhD1-4(2015-17)
	<u>All</u>	<u>11+31 = 42</u>	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
	<i>WPDQ: Autonomy</i>	2 = 2	-/-
	<i>WPDQ: Competence</i>	1+3+7 = 11	All three data sets
	<i>WPDQ: Relational</i>	1+8+10 = 19	-/-
	<u>All</u>	<u>4+11+32 = 47</u>	-/-
Control belief climate (D; aka perceived well-being control)		7+2 = 9	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
Well-being intentions (O)	Parallels Role well-being	-	-
Outcomes	Role well-being	-	-
	<i>Realising potential</i>	1 = 1	MSc2(2013)PhD1-4 (2015-17)
	<i>Coping normal life stresses</i>	3+1 = 4	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
	<i>Work productively/fruitfully</i>	3+2 = 5	-/-
	<u>All</u>	<u>3+5 = 8</u>	-/-
	Workplace stress	17+31 = 48	-/-
	Mental well-being	4+16 = 20	-/-
	Subjective well-being	3 = 3	MSc2(2013)PhD1-4(2015-17)
	Energy	1+4+6 = 11	All three data sets
	Engagement	2+2+6 = 10	-/-
	<i>Burnout</i>	2+1 = 3	MSc2(2013)PhD1(2015-16)/ MSc2(2013)PhD1-4(2015-17)
Demographics	Age	1+1 = 2	-/-
	Gender	1+2 = 3	-/-
	Contract	1 = 1	MSc2(2013)PhD1(2015-16)
	Sector	3 = 3	MSc2(2013)PhD1-4(2015-17)
	Tenure in custody	3+4 = 7	MSc2(2013)PhD1(2015-16)
	Tenure in police	3+4 = 7	-/-
	Shifts	1+10 = 11	-/-
Controls	Negative affectivity	2+3+7 = 12	All three data sets
	Intolerance for ambiguity	3 = 3	MSc2(2013)PhD1-4 (2015-17)

Key: I = Indirect measure; D = Direct measure; O = Occasional outcome.

Executive summary: Results of custody staff well-being across seven forces - surveys 1-4

Aims

Welcome to the last of my feedback reports, intended to provide a supplement to the key initial results already provided.

Designed to tease out 'cause and effect' relationships over time, the benefits of the study remain threefold:-

1. To provide evidence of how custody staff roles impact their well-being;
2. To contribute an understanding of workplace well-being in general and police custody specifically; and
3. To use the findings to influence positive custody staff well-being now and in the future, including the development of actionable guidance for those tasked with improving the well-being of police custody staff.

Need

The need for this research is borne out by results which show that between 4.17 - 36.36% of staff reported their work was very or extremely stressful. These included the fact that: 1) between 2.53 - 26.67% rarely enjoyed mental well-being; and 2) between 1.27 - 26.67% rarely or never had any energy; and 3) between 1.27 - 23.33% rarely or never felt engaged.

Method

With the exception of three forces whose privately contracted detention officers are unable to take part, all other staff were invited to complete the surveys. This comparative report provides final results overall (though removing repeat returns to provide a sample of 330; a response rate of 46.15%).

Final comparisons

Well-being outcomes across the seven forces (based on standard descriptive statistics)

- **Role well-being** (i.e. effective in increasing well-being). All staff reported positive role well-being suggestive of effective behaviours in support of their well-being.
- Levels of **work-related stress** present concerns for all seven forces due to numbers reporting their work as very stressful (ranging 9.72% to 36.36%), or extremely stressful (ranging 5.56% to 36.36%).
- **Mental well-being** presents concerns for all seven forces due to reports that one or more participants rarely (ranging 5.88% to 26.67%) or never (ranging 2.53% and 4.17%) experience mental well-being. This contrasts the Office of National Statistic's **subjective well-**

being re: life satisfaction, purpose and experience for all seven forces rarely (ranging 2.56% to 9.09%) or never in the case of three forces (ranging 1.28% to 9.09%) experiencing subjective well-being.

- **Energy** presents concerns for all seven forces due to reports that one or more participants rarely (ranging 5.88% to 26.67%) or never in the case of six forces (ranging 1.27% to 18.18%) have any energy, which can also be an indication of burnout.
- **Engagement** presents concerns for all seven forces due to reports one or more participants are rarely (ranging 5.88% to 23.33%) or never in the case of six forces (ranging 1.27% to 18.18%) engaged, which can also be an indication of burnout.
- **Shared leadership** (i.e. level of custody practice/team cohesion). On average all forces reported positive levels of shared leadership.

Implications

Given high levels of pervasive negative feelings across all staff roles and custody sergeants exhibiting the poorest well-being across all outcomes, the seven forces are currently looking to see what improvements can be made to strength custody staff well-being.

With my grateful thanks to all who took part,

Dr C. Rob. M. Werner-de-Sondberg, CPsychol, AFBPsS,
Chartered (BPS) & Registered (HCPC) Psychologist;
Formerly a West Mercia Custody Sergeant.

Annex

Well-being outcomes across the seven forces (Note. One group with less than 7 respondents remain unidentifiable across two sites spread over two years and four surveys; similarly, three groups of 7 remain unidentifiable across two years and four surveys).

Number of participants (% returns): Force 1 = 17 (42.5%); Site A = 12 (63.16%); CSs = <7; DOs = 12 (120%);

Force 2 = 80 (74.77%); Site B = 16 (84.21%); Site C = 13 (68.42%); Site D = 20 (105.26%); Site E = 18 (75%); Site F = 7 (36.84%); CSs = 30 (62.5%); DOs = 50 (96.15%);

Force 3 = 104 (35.86%); Site G = 9 (36%); Site H = 11 (36.67%); Sites G & H = 25 (45.45%); Site I = 11 (31.43%); Site J = 17 (18.89%); Site K = 26 (27.37%); CSs = 45 (44.12%); DOs = 43 (38.05%); CSAs = 16 (21.33%);

Force 4 = 30 (28.85%); Site L = 21 (30.00%); CSs = 17 (38.64%); DOs = 11 (18.33%);
 Force 5 = 30 (41.1%); Site M = 13 (92.86%); Site N = 11 (55%);
 Force 6 = 11 (40.74%); Site O = 7 (41.18%); Force 7 = 31 (119.23%); Site P = 20 (111.11%); Site Q = 7 (87.5%); and
 Inspectors (across all seven forces) = 24 (72.73%). *Note: For all scales low scores reflect negative well-being and high scores positive well-being.*

1. Role well-being (i.e. effective in increasing well-being)

Table 1: Average role well-being scores based on 7-point scale, i.e. all positive. Table removed since scores for all seven forces and Inspectors were between 5 to 6, with only eight scores between 3 to 4.

2. Level of work-related stress

Table 2: Average work-related stress scores based on 5-point scale, i.e. some poor to concern

Force	Extremely stressful (1)	Very stressful (2)	Moderately stressful (3)	Mildly stressful (4)	Not at all stressful (5)
1 ¹	15 CSs and DOs (Av = 2.87); Site A = 11 (Av = 2.61); CSs = <7 (Av = 3.17, but would be at 2.33 were it not for one response at another site); DOs = 11 (Av = 2.94) (Extremely stressful = 13.33%) (Very stressful = 26.67%)				
2 ¹	72 CSs & DOs (Av = 3.36); Site B = 15 (Av = 3.17); Site C = 10 (Av = 3.2); Site D = 18 (Av = 2.95); Site E = 14 (Av = 3.39); Site F = 6 (Av = 3.13); CSs = 26 (Av = 2.8); DOs = 43 (Av = 3.98) (Extremely stressful = 5.56%) (Very stressful = 9.72%)				
3 ¹	101 CSs, DOs & CAs (Av = 2.75); Site G = 8 (Av = 2.87); Site H = 11 (Av = 2.86); Sites G & H = 23 (Av = 2.83); Site I = 11 (Av = 2.31); Site J = 16 (Av = 3.61); Site K = 20 (Av = 2.93); CSs >NB = 38 (Av = 2.59)/<NB = 6 (Av = 1.5); DOs >NB = 27 (Av = 2.55)/<NB = 7 (Av = 2.9) CAs >NB = 15 (Av = 2.98)/<NB = 1 (Av = 3) (Extremely stressful = 7.92%) (Very stressful = 16.83%)				
4 ¹	26 CSs and DOs (Av = 2.54); [Site L = 13 (Av = 2.5)/CSs = 8 (Av = 1.88)/DOs = 9 (Av = 3.11)]; CSs = 16 (Av = 2.52) (Extremely stressful = 26.9%) (Very stressful = 15.38%)				
5 ¹	28 CSs (Av = 2.83); Site M = 13 (Av = 3.31); Site N = 9 (Av = 2.67) (Extremely stressful = 14.29%) (Very stressful = 14.29%)				

6	11 CSs (Av = 2.13); Site O = 7 (Av = 2.00) (Extremely stressful = 36.36%) (Very stressful = 36.36%)
7 ¹	29 CSs (Av = 2.44); Site P = 18 (Av = 3.06); Site Q = 7 (Av = 2.00) (Extremely stressful = 10.34%) (Very stressful = 31.03%)
I	24 (Av = 3.35) (Extremely stressful = 4.17%) (Very stressful = 16.67%)

Key: **red** = poor; **brown** = concern. 1. It will be seen that many participants declined to answer this question; For Force 3: >NB = Results after new builds; and <NB = Results before new builds.

3. Mental well-being

Table 3: Average mental well-being scores based on 5-point scale, i.e. some concern

Force	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
1		17 CSs and DOs (Av = 3.64); Site A = 12 (Av = 3.34); CSs = <7 (Av = 3.63, but would be at 3.19 were it not for one response at another site); DOs = 11 (Av = 4.00) (Rarely = 5.88%)			
2	79 CSs & DOs (Av = 3.44); Site B = 16 (Av = 3.32); Site C = 13 (Av = 3.36); Site D = 20 (Av = 3.29); Site E = 14 (Av = 3.57); Site F = 7 (Av = 3.16); CSs = 27 (Av = 3.04); DOs = 48 (Av = 3.79) (Never = 2.53%) (Rarely = 15.19%)				
3	104 CSs, DOs & CAs (Av = 3.36); Site G = 9 (Av = 3.19); Site H = 11 (Av = 3.16); Sites G & H = 25 (Av = 3.27); Site I = 11 (Av = 3.52); Site J = 17 (Av = 3.95); Site K = 20 (Av = 3.3); CSs >NB = 40 (Av = 3.07)/<NB = 6 (Av = 3.21); DOs >NB = 29 (Av = 2.95)/<NB = 7 (Av = 3.88) CAs >NB = 15 (Av = 3.79)/<NB = 1 (Av = 3.71) (Never = 2.88%) (Rarely = 22.12%) (>NB)				
4	30 CSs and DOs (Av = 3.19); [Site L = 21 (Av = 3.29)/CSs = 9 (Av = 2.93)/DOs = 11 (Av = 3.36)]; CSs = 17 (Av = 3.24) (Never = 3.33%) (Rarely = 26.67%)				
5		30 CSs (Av = 3.32); Site M = 13 (Av = 3.47); Site N = 11 (Av = 3.03) (Rarely = 13.33%)			
6		11 CSs (Av = 3.33); Site O = 7 (Av = 3.19) (Rarely = 18.18%)			
7	31 CSs (Av = 3.32); Site P = 20 (Av = 3.56); Site Q = 7 (Av = 3.2) (Never = 3.23%) (Rarely = 25.81%)				
I	24 (Av = 3.36) (Never = 4.17%) (Rarely = 20.83%)				

Key: **red** = poor; **brown** = concern. For Force 3: >NB = Results after new builds; and <NB = Results before new builds.

4. Subjective well-being (regarding issues of life satisfaction, purpose and experience)

Table 4: Average subjective well-being scores based on 11-point scale*, i.e. a little concern

Force	Never (1)	Rarely (2-3)	Occasionally (4-5)	Sometimes (6-7)	Most days (8-9)	CSmpletely (10)
1		17 CSs and DOs (Av = 6.99); Site A = 12 (Av = 6.43); CSs = <7 (Av = 6.43, but would be at 5.83 were it not for one response at another site); DOs = 11 (Av = 7.48) (Rarely = 5.88%)				
2		78 CSs & DOs (Av = 6.87); Site B = 16 (Av = 6.89); Site C = 13 (Av = 6.76); Site D = 19 (Av = 6.92); Site E = 14 (Av = 7.31); Site F = 7 (Av = 5.74); CSs = 27 (Av = 6.59); DOs = 48 (Av = 7.27) (Never = 1.28%) (Rarely = 2.56%)				
3		104 CSs, DOs & CAs (Av = 6.14); Site G = 9 (Av = 5.21); Site H = 11 (Av = 6.59); Sites G & H = 25 (Av = 6.3); Site I = 11 (Av = 6.13); Site J = 17 (Av = 7.05); Site K = 20 (Av = 6.17); CSs >NB = 40 (Av = 8.4)/<NB = 6 (Av = 6.96); DOs >NB = 29 (Av = 5.07)/<NB = 7 (Av = 6.18) CAs >NB = 15 (Av = 7.00)/<NB = 1 (Av = 7.25) (Rarely = 3.85%) (>NB)				
4		29 CSs and DOs (Av = 6.03); [Site L = 21 (Av = 6.07)/CSs = 9 (Av = 5.22)/DOs = 11 (Av = 6.73)]; CSs = 17 (Av = 6.37) (Rarely = 6.9%)				
5		30 CSs (Av = 6.61); Site M = 13 (Av = 6.88); Site N = 11 (Av = 6.48) (Rarely = 6.67%)				
6	11 CSs (Av = 6.05); Site O = 7 (Av = 5.64) (Never = 9.09%) (Rarely = 9.09%)					
7	31 CSs (Av = 6.38); Site P = 20 (Av = 7.15); Site Q = 7 (Av = 5.71) (Never = 3.23%)					
I		23 (Av = 6.79) (Rarely = 4.35%)				

Key: **brown** = concern. *Originally scaled 0 to 10, they have been re-scaled to more easily convey summarised results. For Force 3: >NB = Results after new builds; and <NB = Results before new builds.

5. Energy

Table 5: Average energy scores based on 7-point scale*, i.e. some concern

Force	Never (1)	Rarely (2)	Occasionally (3)	Not sure (4)	Sometimes (5)	Most days (6)
1		17 CSs and DOs (Av = 4.26); Site A = 12 (Av = 4.05); CSs = <7 (Av = 4.13, but would be at 3.88 were it not for one response at another site); DOs = 11 (Av = 4.48) (Rarely = 5.88%)				
2	79 CSs & DOs (Av = 3.8); Site B = 16 (Av = 3.66); Site C = 13 (Av = 3.76); Site D = 20 (Av = 3.81); Site E = 14 (Av = 3.63); Site F = 7 (Av = 3.3); CSs = 27 (Av = 3.43); DOs = 48 (Av = 4.19) (Never = 1.27%) (Rarely = 8.86%)					
3	103 CSs, DOs & CAs (Av = 3.71); Site G = 9 (Av = 3.59); Site H = 11 (Av = 3.83); Sites G & H = 25 (Av = 3.73); Site I = 11 (Av = 2.98); Site J = 17 (Av = 4.67); Site K = 20 (Av = 3.58); CSs >NB = 40 (Av = 3.11)/<NB = 6 (Av = 3.27); DOs >NB = 29 (Av = 3.47)/<NB = 7 (Av = 4.36) CAs >NB = 15 (Av = 4.06)/<NB = 1 (Av = 4.63) (Never = 2.91%) (Rarely = 15.53%) (>NB)					
4	30 CSs and DOs (Av = 3.38); [Site L = 21 (Av = 3.52)/CSs = 9 (Av = 2.86)/DOs = 11 (Av = 3.58)]; CSs = 17 (Av = 3.27) (Never = 13.33%) (Rarely = 26.67%)					
5	30 CSs (Av = 3.58); Site M = 13 (Av = 3.79); Site N = 11 (Av = 3.28) (Never = 3.33%) (Rarely = 23.33%)					
6	11 CSs (Av = 3.19); Site O = 7 (Av = 2.95) (Never = 18.18%) (Rarely = 9.09%)					
7	31 CSs (Av = 3.88); Site P = 20 (Av = 4.3); Site Q = 7 (Av = 2.96) (Never = 3.23%) (Rarely = 19.35%)					
I	24 (Av = 4.2) (Rarely = 8.33%)					

Key: **brown** = concern. *Originally scaled 'strongly disagree' to 'strongly agree', they have been re-scaled to more easily convey summarised results. For Force 3: >NB = Results after new builds; and <NB = Results before new builds.

6. Engagement

Table 6: Averaged engaged scores based on 7-point scale*, i.e. some concern

Force	Never (1)	Rarely (2)	Occasionally (3)	Not sure (4)	Sometimes (5)	Most days (6)
1		17 CSs and DOs (Av = 4.25); Site A = 12 (Av = 3.79); CSs = <7 (Av = 3.89, but would be at 3.46 were it not for one response at another site); DOs = 11 (Av = 4.77) (Rarely = 5.88%)				
2	79 CSs & DOs (Av = 3.83); Site B = 16 (Av = 3.39); Site C = 13 (Av = 3.81); Site D = 20 (Av = 3.89); Site E = 14 (Av = 3.85); Site F = 7 (Av = 3.51); CSs = 27 (Av = 3.51); DOs = 48 (Av = 4.31) (Never = 1.27%) (Rarely = 10.13%)					
3	103 CSs, DOs & CAs (Av = 3.71); Site G = 9 (Av = 3.11); Site H = 11 (Av = 3.34); Sites G & H = 25 (Av = 3.29); Site I = 11 (Av = 3.1); Site J = 17 (Av = 4.56); Site K = 20 (Av = 3.6); CSs >NB = 40 (Av = 3.6)/<NB = 6 (Av = 3.65); DOs >NB = 29 (Av = 3.21)/<NB = 7 (Av = 4.3) CAs >NB = 15 (Av = 3.02)/<NB = 1 (Av = 3.00) (Never = 2.91%) (Rarely = 16.5%) (>NB)					
4	30 CSs and DOs (Av = 3.46); [Site L = 21 (Av = 3.62)/CSs = 9 (Av = 2.82)/DOs = 11 (Av = 3.92)]; CSs = 17 (Av = 3.27) (Never = 13.33%) (Rarely = 23.33%)					
5	30 CSs (Av = 3.57); Site M = 13 (Av = 3.85); Site N = 11 (Av = 3.14) (Never = 3.33%) (Rarely = 23.33%)					
6	11 CSs (Av = 3.11); Site O = 7 (Av = 2.88) (Never = 18.18%) (Rarely = 9.09%)					
7	31 CSs (Av = 3.95); Site P = 20 (Av = 4.06); Site Q = 7 (Av = 3.89) (Never = 3.23%) (Rarely = 19.35%)					
I	24 (Av = 3.99) (Rarely = 8.33%)					

Key: **brown** = concern. *Originally scaled 'strongly disagree' to 'strongly agree', they have been re-scaled to more easily convey summarised results. For Force 3: >NB = Results after new builds; and <NB = Results before new builds.

7. Shared leadership (i.e. level of custody practice/team CShesion)

Table 6: Average shared leadership scores based on 7-point scale*, i.e. some **poor to concern**

Force	Never (1)	Rarely (2)	Occasionally (3)	Not sure (4)	Sometimes (5)	Most days (6)	Every day (7)
1	17 CSs and DOs (Av = 5.6); Site A = 12 (Av = 4.94); CSs = <7 (Av = 5.15, but would be at 4.4 were it not for one response at another site); DOs = 11 (Av = 6.24) (Never = 5.88%)						
2	79 CSs & DOs (Av = 5.52); Site B = 16 (Av = 5.32); Site C = 13 (Av = 4.72); Site D = 20 (Av = 5.97); Site E = 14 (Av = 5.08); Site F = 7 (Av = 6.03); CSs = 27 (Av = 5.37); DOs = 48 (Av = 5.79) (Rarely = 1.27%)						
3	103 CSs, DOs & CAs (Av = 5.12); Site G = 9 (Av = 4.65); Site H = 11 (Av = 5.01); Sites G & H = 25 (Av = 5.11); Site I = 11 (Av = 6.27); Site J = 17 (Av = 5.92); Site K = 20 (Av = 4.47); CSs >NB = 40 (Av = 4.72)/<NB = 6 (Av = 5.87); DOs >NB = 29 (Av = 4.63)/<NB = 7 (Av = 5.84) CAs >NB = 15 (Av = 5.6)/<NB = 1 (Av = 6.0) (Never = 5.83%) (Rarely = 3.88%) (>NB)						
4	30 CSs and DOs (Av = 4.56); [Site L = 21 (Av = 4.81)/CSs = 9 (Av = 4.24)/DOs = 11 (Av = 5.4)]; CSs = 17 (Av = 4.07) (Never = 3.33%) (Rarely = 3.33%)						
5	30 CSs (Av = 5.05); Site M = 13 (Av = 4.75); Site N = 11 (Av = 4.89) (Never = 6.67%) (Rarely = 6.67%)						
6	11 CSs (Av = 4.42); Site O = 7 (Av = 4.1) (Never = 9.09%) (Rarely = 9.09%)						
7	31 CSs (Av = 4.85); Site P = 20 (Av = 4.88); Site Q = 7 (Av = 5.31) (Never = 3.23%)						
I	24 (Av = 4.63)						

Key: **brown** = concern. *Originally scaled 'strongly disagree' to 'strongly agree', they have been re-scaled to more easily convey summarised results. For Force 3: >NB = Results after new builds; and <NB = Results before new builds.

Current results for your further comment

As promised in the Survey 3 feedback report, here are 12 propositions (arising from the data), I hope you will want to comment on further. You can do this in two ways, by:

- 1) Emailing me your reply to wernerdesondberg@btinternet.com; or
- 2) Posting your reply to my home at 13, Beauchamp Road, Malvern Link, Worcs. WR14 1RZ.

As always, the anonymity and confidentiality of your replies (and email addresses) is assured, and no-one will see any of them but me.

If you could please reply by the end of February, 2017, I would be very grateful. Thank you,

Dr Rob Werner-de-Sondberg.

1: There is a need to raise the status of custody staff. Relates to culture sub-components/coexisting.

Reply:

2: Recognising that the role of Custody Sgt does not suit everyone (especially those who find it difficult to deal with), should serve to raise the status of those who deal with it well. Relates to climates + outcomes.

Reply:

3: Concerns about Single Sgt working overlook the help/support/company provided by DOs. Relates to culture sub-components/coexisting.

Reply:

4: Sickness undermines staffing levels and is a recurrent problem. Relates to culture sub-components/coexisting.

Reply:

5: Sickness aside, normal staffing levels are inadequate. Relates to culture sub-components/coexisting.

Reply:

6: Custody staff employ various strategies in order to cope. Relates to climates + outcomes.

Reply:

7: Custody IT systems and equipment are inadequate. Relates to culture sub-components/coexisting.

Reply:

8: Large new-build custody sites are the way forward. [Relates to climates + outcomes.](#)

Reply:

9: Though a number of custody specific competencies remain valid, some staff doubt the relevance of public service items. That is: 1) We build public confidence by talking with people in local communities to explore their viewpoints and break down barriers between them and the police, so helping us achieve well-being in our daily working lives...

2) We understand the impact and benefits of policing for different communities, and identify the best way to deliver services to them, so helping us achieve well-being in our daily working lives...

3) We develop partnerships with other agencies to deliver the best possible overall service to the public, so helping us achieve well-being in our daily working lives...

Reply: [Relates to outcomes expectations \(culture\).](#)

10: Some officers will not answer the work-related stress question, “In general I find working in custody: (1) extremely stressful to (5) not at all stressful”

Reply: [Relates to stress as outcome.](#)

11: Those working 12 hour shifts consistently produce the best well-being outcomes.

Reply: [Relates to outcomes.](#)

12: Those working in the private sector consistently produce the best well-being outcomes. [Relates to outcomes.](#)

Reply:

Post-PhD intervention

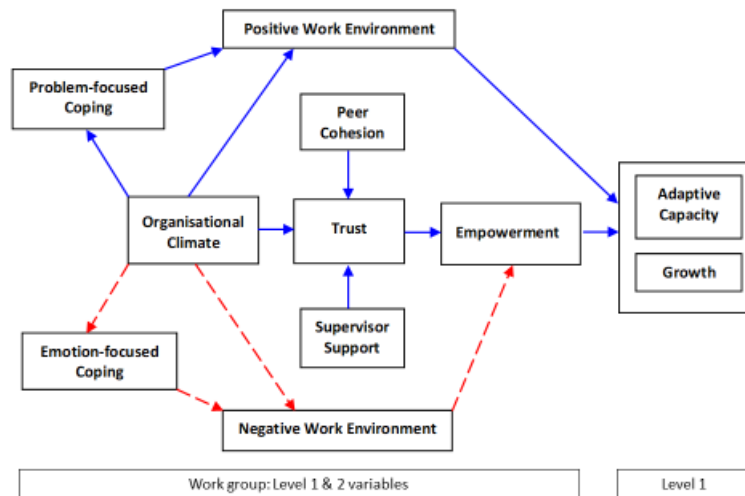
Approved by two police forces, what will the project (an evaluated training programme) look like?

Aims

This supplement explains:

1. The adapted stress shield model of police resiliency around which the project is structured; and
2. How the project will be implemented and evaluated.

The Stress Shield model (as adapted)¹



Note. Solid lines indicate positive influences on adaptive capacity and growth.
Dashes indicate negative influences on empowerment.

1. For original model see Paton et al. (2008; cf. Slade, & Lopresti, 2013) – based on research conducted with North Yorkshire Police – only missing items are: Conscientiousness (cf. Hardiness later) → PF Coping/Empowerment; and Emotional stability → EF Coping. + additional outcome of Job satisfaction (with the latter already measured).

Outcomes (Individual: Level 1)

Adaptive capacity = *Resilient Coping Style Questionnaire*; and
Growth = *Stress related growth*.

Predictors (Work group: Levels 1 & 2)

The central element of **organisational climate, trust (as informed by peer cohesion and supervisor support), and empowerment** would be subsumed by the climate survey (Roger 2010);

Work environments (positive and negative) = *Physical Work Environment Satisfaction Questionnaire (Carlopio, 1996, as adapted)*;

Detached coping = *Coping styles questionnaire*.

Emotion focused coping (Rumination) = *Emotion control questionnaire*.

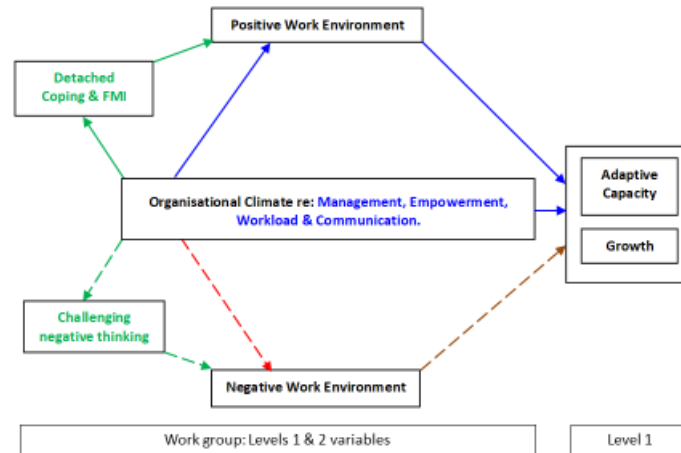
Implementation

A single training day in two parts (with all elements taught to and implemented by in-house staff), regarding...

1. Welcome, introductions and completion of initial measures; and
2. Skills training to include:
 - a. A brief introduction to stress and resilience, with an opportunity, outside the session, to understand strengths and weaknesses of own resilience using Robertson Cooper i-resilience questionnaire (without condition and completely free of charge); and
 - b. Skills training re: (i) Challenging negative thinking; (ii) Detached coping¹; and (iii) Effective use of Socratic questions, giving and receiving feedback and active listening (intended to support a continuous programme of five minute interventions when back in custody).^{2 & 3}

1. Implements the Challenge of Change Resilience approach of Roger and Petrie (2017; cf. Roger (2002)).
2. For original Five-Minute Intervention see Kenny and Webster (2015) where trained prison officers turn everyday conversations with prisoners into rehabilitative interventions.
3. With trainers trained to implement the programme on my behalf, the cost would be trainer abstraction and officer engagement only, since all materials are readily available (and need only to be pulled together as a single day's training package), especially if structured alongside conventional training days. The training and analyses can then be conducted in my own time.

The Stress Shield model (as adapted)

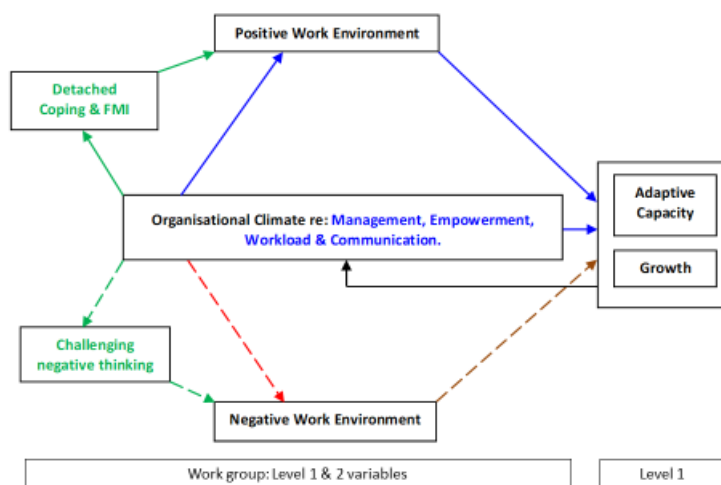


Note. Solid lines indicate positive influences on adaptive capacity and growth.
Dashes indicate negative influences on adaptive capacity and growth.

It will be seen that the skills training aspects of the intervention are designed to tackle: 1) **Emotion focused coping** (bottom left of model) **in terms of challenging negative thinking**; and 2) **Problem focused coping** (top left of model) **in terms of detached coping and five minute interventions regarding the effective use of Socratic questioning, giving and receiving feedback and active listening**.

Reverse relationships are also assumed, as follows...

The Stress Shield model (as adapted)



Note. Solid lines indicate positive influences on adaptive capacity and growth. Dashes indicate negative influences on adaptive capacity and growth.

Although not a feature of the original model, reverse relationships would provide tangible evidence for culture change.

Note. As with IMMOCC, the intervention is also multilevel, i.e. individual in terms of the two outcomes; individual and shared in terms of the climate predictors (though shared items are also capable of being analysed at the individual level).

Evaluation

- *Targets 4 x roles of Custody Inspector/Sergeant, Detention Officer and Custody Officer Assistant (one force only) (N = 419).*
- *Baseline* measures captured at start of training days will see follow-up on at least one occasion.
- *Stepped wedge design* provides running control.

Custody staff well-being survey – short version

Welcome to the custody staff well-being survey – short version: an opportunity to assess your well-being while working in custody. This is important for the fact well-being can affect the quality of both staff and staff-prisoner relations and, therefore, needs to be understood and nurtured as fully as possible. **It concerns your ability to flourish as an individual with resilience to life's events and challenges.**

Taking part in this study will involve you completing the same survey on four separate occasions, i.e. now and further 3, 6 and 9 months. This involves you doing one of three things:

- (1) tick (✓) the box that best fits your personal experience(s);
- (2) circle the number between two action statements, e.g. Never do: -3, -2, -1, 0, 1, **2**, 3: Always do;
- (3) write the answer in the space provided.

On the last page you will see an opportunity to record additional comments, so please be as honest and open as you can. This survey should take more than 10-15 minutes, dependant on how much you want to write at the end.

Any data you provide will be completely anonymous and confidential since it is being scored by an academic researcher who is totally independent of the company. For instance, no comment will be published without first being screened (and edited) to ensure your complete anonymity.

Be assured there are no right or wrong answers. Respond according to your first reaction and do not spend too long on the questions. First thoughts are usually the most accurate. Once analysed, amalgamated results (numeric & narrative), will be fed back to you at every stage, so allowing you to comment on any specific results.

Thank you,

Rob

Dr C Robert M Werner-de-Sondberg, CPsychol, AFBPsS,
Chartered (BPS) & Registered (HCPC) Psychologist,
E-mail: wernerdesondberg@btinternet.com

PART A: CONSEQUENCE OF WORK-RELATED BEHAVIOUR FOR YOUR TEAM'S WELL-BEING
(BASED ON CUSTODY OFFICER SPECIFIC COMPETENCIES).

The following statements describe working in custody. Taking into account the extent to which you see them as true or false, how likely is it that they will contribute to your team/work group achieving work-related well-being over the next 6 months or so.

Working in custody...	Extremely Unlikely	Very Unlikely	Unlikely	Neither Unlikely nor Likely	Likely	Very Likely	Extremely Likely
1) We gather, verify and assess all appropriate and available information to gain an accurate understanding of situations							
2) We are flexible and open to alternative approaches to solving problems							
3) We recognise when people are becoming demotivated and provide encouragement and support							
4) We set clear objectives and outcomes							
5) We remain calm and professional under pressure, defuse conflict and are prepared to step forward and take control when required							
6) We understand the impact and benefits of policing for different communities, and identify the best way to deliver services to them							
7) We treat people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances							

PART B: EXPECTATIONS OF OTHERS

The following statements describe two behaviours. How far do you see them as something most people, whose opinion matters, would want your team/work group to never or always do, in order for the team/work group to achieve work-related well-being over the next 6 months or so.

Please circle the number that most applies to you...	Never do						Always do
8) Pursuing a standard of excellence	-3	-2	-1	0	1	2	3
9) Openly showing enthusiasm	-3	-2	-1	0	1	2	3

PART C: FACTORS THAT PROMOTE OR UNDERMINE TEAM WELL-BEING

The following statements describe working conditions for you in custody. Taking into account the extent to which you see them as true or false, how much easier or more difficult will they make it for your team/work group to achieve work-related well-being over the next 6 months or so.

Working in custody...X Remove for post-PhD due to WPDQ overlap	Much More Difficult	More Difficult	Difficult	Neither Difficult nor Easier	Easier	Much Easier	Very Much Easier
10) We can adapt our job roles according to workplace needs							
11) We feel that we are listened to							
12) People are open to sharing ideas							

PART D1: ATTITUDES TO YOUR TEAM/WORK GROUP ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
13) We find achieving well-being in our daily working lives	Completely Worthless	Moderately Worthless	Slightly Worthless	Not Sure	Slightly Beneficial	Moderately Beneficial	Very Beneficial
14) We find achieving well-being in our daily working lives	Very Dissatisfying	Moderately Dissatisfying	Slightly Dissatisfying	Not Sure	Slightly Satisfying	Moderately Satisfying	Very Satisfying

PART D2: PRESSURES FOR YOUR TEAM/WORK GROUP TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
15) We are expected to achieve well-being in our daily working lives							
16) We see others achieve well-being in their daily working lives							

PART D3: THE CONTROL YOU BELIEVE YOUR TEAM/WORK GROUP HAS TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
	Very Difficult	Moderately Difficult	Slightly Difficult	Not Sure	Slightly Easy	Moderately Easy	Very Easy
17) Achieving well-being in our daily working lives will be							
18) We feel confident that we can achieve well-being in our daily working lives	Not at all	Hardly at all	Occasionally	Not sure	Sometimes	Most of the time	All of the time

PART E: YOUR INTENTION TO ACHIEVE WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
	Never	Rarely	Occasionally	Not Sure	Sometimes	Most days	Every day
19) I intend that my colleagues should agree I work productively and fruitfully							
20) I intend that my line-manager should agree I work productively and fruitfully							

PART F: YOUR ACTUAL BEHAVIOUR IN ACHIEVING WORK-RELATED WELL-BEING OVER THE NEXT 6 MONTHS OR SO.

Working in custody...							
	Never	Rarely	Occasionally	Not Sure	Sometimes	Most days	Every day
21) I know my colleagues would agree I try to work productively and fruitfully							
22) I know my line-manager would agree I try to work productively and fruitfully							

PART G: FACTORS THAT CAN AFFECT YOUR MENTAL WELL-BEING IN GENERAL.

Working in custody...	None of the time	Rarely	Some of the time	Often	All of the time
23) I've been dealing with problems well					
24) I've been thinking clearly					

	Extremely stressful	Very stressful	Moderately stressful	Mildly stressful	Not at all stressful
25) In general I find working in custody...					

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
26) I always find new and interesting aspects in my work							

Working in custody...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
27) There are days when I feel tired before I arrive at work							
28) After work, I tend to need more time than in the past in order to relax and feel better							
29) I feel more and more engaged in my work							

PART H: PRACTICES WHEN WORKING IN CUSTODY.

Working in custody I find...	Strongly Disagree	Moderately Disagree	Slightly Disagree	Not Sure	Slightly Agree	Moderately Agree	Strongly Agree
30) There are two kinds of people: the good and the bad							
31) You can classify all kinds of people as either honest or crooked							
32) Custody and Detention Officers are united in a common enterprise, sharing a set of values, beliefs, ways of talking, and ways of doing things							
33) Working in Custody means we balance control between authority and power with enough influence to promote trust, motivation, accountability and participation							

PART I: YOUR PERSONAL WELL-BEING.

Please circle the number that most applies to you...	Not at all										Completely
34) Overall, how satisfied are you with your life nowadays	0	1	2	3	4	5	6	7	8	9	10
35) Overall, to what extent do you feel the things you do in your life are worthwhile	0	1	2	3	4	5	6	7	8	9	10

PART J: BACKGROUND INFORMATION.

By which police service are you employed/contracted?:

Role: Custody Inspector ; Custody Officer ; Detention Officer (public) ; Detention Officer (private) ;
Custody Assistant (public) .

Contract: Part-time ; Full-time .

Station:

Age:

Gender:

Tenure in custody (years & months):

Tenure in police service (years & months):

Shift when completing survey: Days ; Earlies ; Lates ; Nights ; Other .

(If other, please state:

.....).

Length of shift: 8 hours ; 9 hours ; 10 hours ; 11 hours ; 12 hours .

ADDITIONAL COMMENTS

Please share your comments on any of the questions or further thoughts about your work-related well-being.

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