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**Staff perceptions of performance and effectiveness in the New  
Zealand State Sector**

**Further analysis of the 2016 Public Service Association survey on  
workplace dynamics**

**For the New Zealand Productivity Commission**

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## 1. Executive summary

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This study analyses the work experiences of public servants across a number of different subsectors in the state sector: Education; Health (District Health Boards); Health (non-District Health Boards); Justice (Operations); Justice (Law and Policy); Social Services; and what we classify as “Other” organisations in the State Sector. [See appendix B for how organisations were categorized.]

These categories correspond with the Productivity Commission’s inquiry into how the New Zealand State sector can effectively measure and improve productivity in core public services, with a focus on health, education, justice and social support. [The definition of core public services used here is customized to the inquiry terms of reference.] This study also analyses the experiences of different occupations in the state sector.

New Zealand public servants are motivated to serve the public, and are also resilient - but they were moderate in how they rate the capabilities of their line managers. Registered social professionals in the Core State Sector, in particular, rate leadership capability lower than other occupational groups. Leaders in District Health Boards are rated lower than those in other sectors.

Overall, employees did not rate their organisations as highly performing, with means for all sectors just below the mid-point of 4 (neither agree nor disagree)(see tables 6.1 to 6.4). The Justice sectors (both Operations, and Policy and Law) were both rated as having the least performing organisations. Registered social professionals, again, in the Core State Sector rated organisational performance lower than those working in other occupations.

Organisational performance was rated slightly higher by employees working outside of the Core State Sector.

Organisations were not rated as innovative, with average responses usually being below the midpoint of the scale of 4 (neither agree nor disagree). Organisations in the justice sectors (Operations, and Policy and Law) were rated as the least innovative.

In a similar vein, organisational learning cultures were not rated highly, with means often being between Disagree (3), and Neither agree nor disagree (4) (see tables 8.1 to 8.5). This was regardless of sector or occupation.

Organisational goal clarity was rated higher, with most ratings between 4 and 5 (4= neither agree nor disagree, 5 = agree) (see tables 9.1 to 9.3). Justice (operations) was rated the highest. Registered social professionals rated their organisations as having less goal clarity than those working in other occupations.

Further analyses found that public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only weakly with the leadership and organisational level variables (such as innovation, learning culture and performance). Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, and correlated positively, but moderately with organisational level variables. In conclusion, although state sector employees are motivated to serve the public and are resilient, leadership, performance, innovation and learning cultures all have scope for improvement.

## 2. Background and Method

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### Context

The New Zealand Productivity Commission has been asked by the Minister of Finance to undertake an inquiry into how the New Zealand State sector can effectively measure and improve productivity in core public services, with a focus on health, education, justice and social support. In particular, the Commission has been asked to undertake an inquiry that considers and provides advice on:

- a) How to measure efficiency/productivity in each of the identified core public service sectors: health, education, justice, social support. This should focus on meso (sector) and micro (function or service) level measures. Guidance should consider key measurement and accuracy issues, and how imperfect measures are most appropriately and usefully employed.
- b) The appropriate role of identified efficiency/productivity measures in public sector performance frameworks, with the goal of improving assurance to Ministers and incentives on agencies for improvement. This should draw on theory and evidence of incentive and disincentive effects of measurement and other performance approaches on different workforces.
- c) Developing the capability, culture and systems that can support agencies to better measure, understand and improve productivity.

The 2016 Public Service Association (PSA) survey on Workplace Dynamics in New Zealand Public Services includes information that may assist with considering the last of these areas.

The Commission contracted Centre for Labour, Employment and Work (CLEW) at Victoria University of Wellington to analyse the 2016 PSA survey and produce this report to help understand staff perceptions of performance, effectiveness or efficiency, and perceived willingness of organisations to change practices.

### Analysis

This study looks at how different parts, or subsectors, of the state sector differ from one another.

The seven different subsectors the study looked at were (See Appendix B for a list of organisations per sector):

1. Education;
2. Health (District Health Boards);
3. Health (non-District Health Boards);
4. Justice (Operations);
5. Justice (Law and Policy);

6. Social Services; and
7. Other organisations in the State Sector

An analyses of differences between these sectors is in chapters 2 – 10. on pages.

A further analysis, by occupation, is also provided at the end of each chapters 2 - 10. This analyses compares the experiences of different occupations between:

- The Core State Sector (including the Education, Health, Justice and Social Services sectors); and
- Other State Sector (including Other organisations in the State Sector).

These occupational categories used in these analyses are:

- Clerical/Administrative workers;
- Contact/Call centre workers;
- Managers;
- Professionals;
- Registered social, health, and education professionals;
- Unregistered community and personal service workers; and
- Other (Inspection/Regulation workers, Labourers, Machinery operators/Drivers, Sales workers, Scientists, Technician/Trades workers and Other).

The analyses provides descriptive statistics (number of participants, mean and standard deviation), and whether

This report provides:

- 1) Descriptive statistics for 39 items included in the 2016 PSA survey per sector (chapters 2 to 9);
- 2) Descriptive statistics per scale included in the 2016 PSA survey per sector and per sector and occupation (chapters 2 to 9); and
- 3) Descriptive statistics per factor derived from the data per sector and per sector and occupation (Chapter 10).
- 4) Correlations between items across all sectors, and by sector (see Chapter 11).

Tests of statistical significance are also provided (Analysis of Variance, or ANOVA tests). IBM SPSS Statistics 23 package was used to conduct the analyses.

## Items included in the analysis

The Commission selected 39 questions in consultation with staff members in CLEW to form the basis of the analysis. These 39 questions constitute eight validated scales covering motivation, employee resilience, constructive leadership, leadership capability, organisational performance, workplace innovation, learning culture, and goal clarity.

Appendix A lists the 39 items included in the analyses and associated measures (see chapters 2 to 9 for more information). Each question was answered using a seven-point Likert scale as follows:

1 = strongly disagree

2 = disagree

3 = somewhat disagree

4 = neither agree nor disagree

5 = somewhat agree

6 = agree

7 = strongly agree

Robustness tests (kurtosis) were also conducted on the results.

## 2016 Workplace Dynamics in New Zealand Public Services Survey

An email was sent to 57,315 PSA members inviting them to participate in this survey. Further invitations to participate were included in PSA newsletters and other union communications. Participation was voluntary. Members without email access were offered alternative ways to participate. The survey was conducted by researchers from the School of Management's Centre for Labour, Employment and Work (CLEW) and hosted online by the PSA. Ethical approval for the survey was obtained from the Pipitea Human Ethics Committee at Victoria University of Wellington.

The 2016 Workplace Dynamics in New Zealand public services survey is the third in a series of surveys conducted by CLEW for the PSA. The first concerned women's experience in the public service (Proctor-Thomson, Donnelly, & Plimmer, 2011). The second concerned men's and women's experiences, and organisational capabilities (Plimmer, Wilson, Bryson, Blumenfeld, Donnelly, & Ryan, 2013).

### 3. Public Service Motivation

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Public service motivation relates to the notion that working for the public can be fulfilling, or even a vocation. According to Wright and Pandey (2008), public service motivation relates to higher performance and job satisfaction.

This chapter presents descriptive statistics for analyses including the public service motivation scale (Wright & Pandey, 2008;  $\alpha = .78$ ).

Overall, public service motivation was rated positively (between 5 = somewhat and 6 = agree) for all sectors. Employees in the Social Services sector scored significantly higher on public service motivation than those working in other sectors. Employees who worked in the Core State Sector scored significantly higher on public service motivation than employees who worked in non-core State Sector organisations. Clerical administration staff reported less public service motivation than others.

The following tables and graphs present descriptive statistics per item included in the Public Service Motivation scale (Wright & Pandey, 2008).

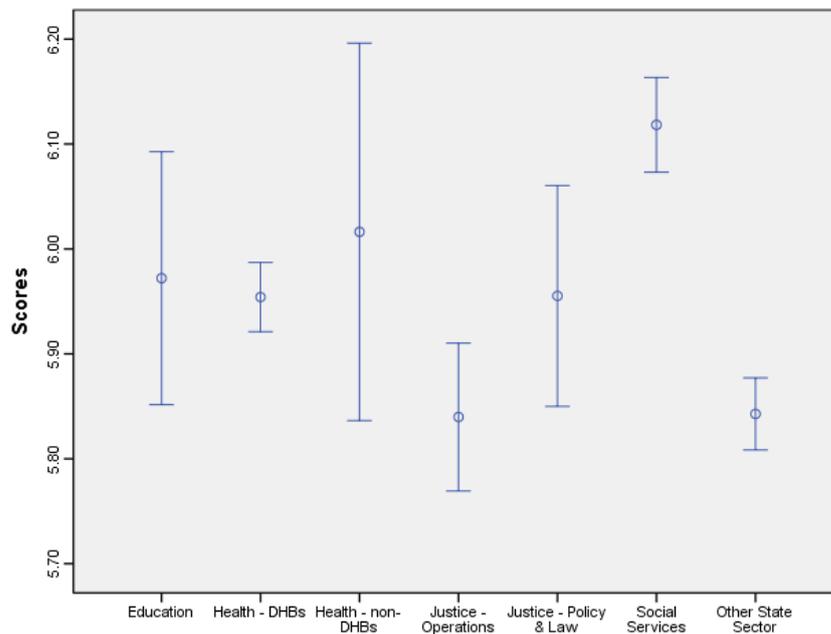
## Meaningful public service is very important to me

Employees working in the Social Services sector scored significantly higher than those working in District Health Boards, Justice (Operations) sector and other State Sector organisations [ $F_{BF}(6,2504.989) = 15.264, p < .001$ ]. Employees working in DHBs also scored significantly higher than those working in other organisations in the State Sector.

Table 2.1: Meaningful public service is very important to me

Sectors	N	Mean	Std. Deviation
Education	323	5.97	1.10
Health - DHBs	3,554	5.95	1.00
Health - non-DHBs	123	6.02	1.01
Justice - Operations	849	5.84	1.05
Justice - Policy & Law	469	5.96	1.16
Social Services	1,775	6.12	0.97
Other State Sector	3,797	5.84	1.08
<b>Total</b>	<b>10,890</b>	<b>5.93</b>	<b>1.04</b>

Figure 2.1: Meaningful public service is very important to me



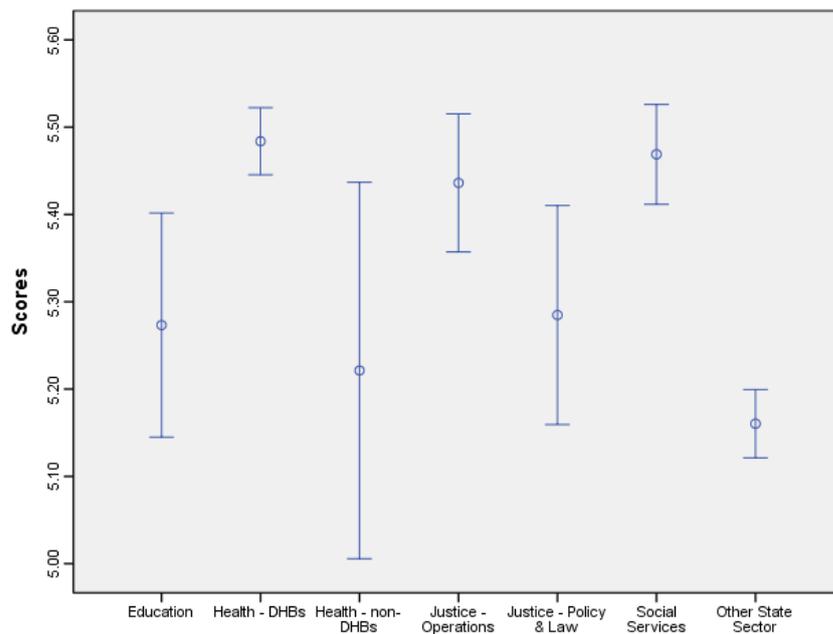
## I am often reminded by daily events about how dependent we are on one another

Employees who worked in District Health Boards presented significantly higher scores than those who worked in the Education and Justice (Policy and Law) sectors or in other State Sector organisations [ $F_{BF}(6,2477.786) = 26.311, p < .001$ ]. Additionally, those who worked in other State Sector organisations scored significantly lower than participants who worked in the Justice (Operations) and Social Services sectors.

Table 2.2: I am often reminded by daily events about how dependent we are on one another

Sectors	N	Mean	Std. Deviation
Education	322	5.27	1.17
Health - DHBs	3,557	5.48	1.17
Health - non-DHBs	122	5.22	1.20
Justice - Operations	846	5.44	1.17
Justice - Policy & Law	467	5.28	1.38
Social Services	1,783	5.47	1.23
Other State Sector	3,791	5.16	1.23
Total	10,888	5.35	1.22

Figure 2.2: I am often reminded by daily events about how dependent we are on one another



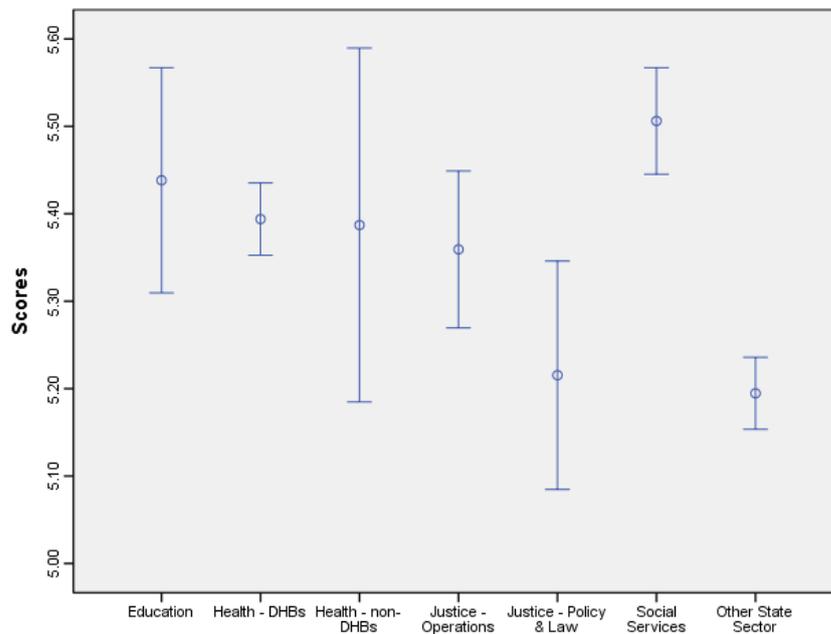
## Making a difference in society means more to me than personal achievements

Employees working in the Social Services sector scored significantly higher than those working in District Health Boards, Justice (Policy and Law) sector and other State Sector organisations [ $F_{BF}(6,2994.577) = 15.263, p < .001$ ]. Employees working in other State Sector organisations also scored significantly lower than those working in District Health Boards and in the Education and Justice (Operations) sectors.

Table 2.3: Making a difference in society means more to me than personal achievements

Sectors	N	Mean	Std. Deviation
Education	324	5.44	1.18
Health - DHBs	3,559	5.39	1.26
Health - non-DHBs	124	5.39	1.14
Justice - Operations	849	5.36	1.33
Justice - Policy & Law	469	5.22	1.44
Social Services	1,780	5.51	1.31
Other State Sector	3,786	5.19	1.29
<b>Total</b>	<b>10,891</b>	<b>5.33</b>	<b>1.29</b>

Figure 2.3: Making a difference in society means more to me than personal achievements



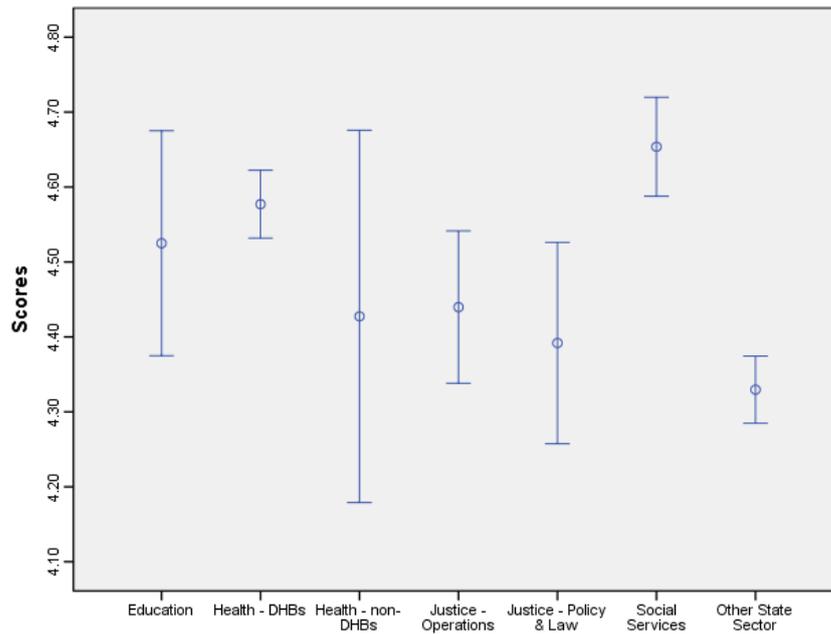
## I am prepared to make enormous sacrifices for the good of society

Employees who worked in the Social Services sector scored significantly higher than those working in the Justice (Operations, and Policy and Law) sector and in other State Sector organisations [ $F_{BF}(6,2572.860) = 14.705, p < .001$ ]. Employees working in other State Sector organisations also scored significantly lower than those working in District Health Boards.

Table 2.4: I am prepared to make enormous sacrifices for the good of society

Sectors	N	Mean	Std. Deviation
Education	320	4.53	1.36
Health - DHBs	3,562	4.58	1.38
Health - non-DHBs	124	4.43	1.40
Justice - Operations	846	4.44	1.51
Justice - Policy & Law	467	4.39	1.48
Social Services	1,779	4.65	1.42
Other State Sector	3,792	4.33	1.41
<b>Total</b>	<b>10,890</b>	<b>4.48</b>	<b>1.41</b>

Figure 2.4: I am prepared to make enormous sacrifices for the good of society



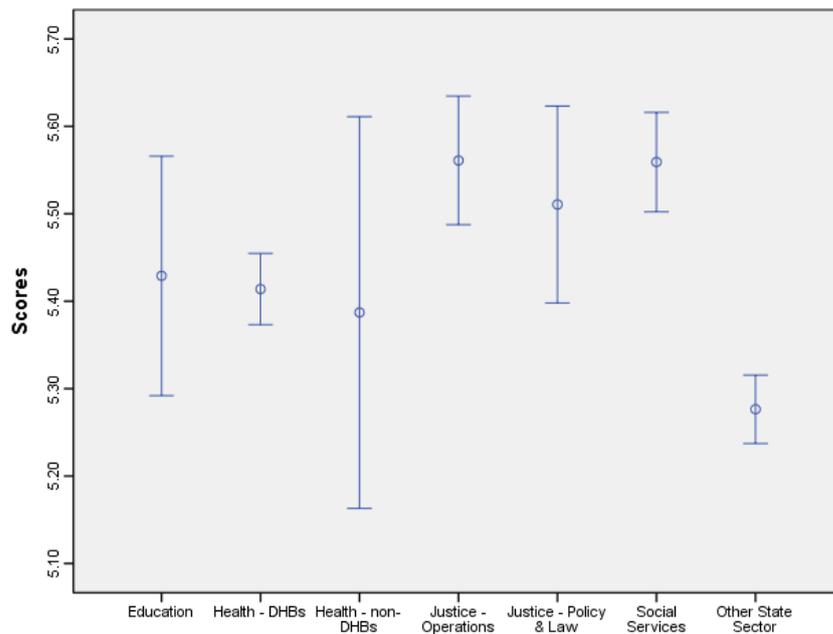
## I am not afraid to stand up for the rights of others, even if it means that I will be ridiculed

Employees who worked in other organisations in the State Sector presented significantly lower scores than those who worked in District Health Boards or in the Justice (Operations, and Policy and Law) and Social Services sectors [ $F_{BF}(6,2304.321) = 14.717, p < .001$ ]. Those who worked in District Health Boards also scored significantly lower than those who worked in the Justice (Operations) and Social Services sectors.

Table 2.5: I am not afraid to stand up for the rights of others, even if it means that I will be ridiculed

Sectors	N	Mean	Std. Deviation
Education	324	5.43	1.25
Health - DHBs	3,561	5.41	1.24
Health - non-DHBs	124	5.39	1.26
Justice - Operations	852	5.56	1.09
Justice - Policy & Law	470	5.51	1.24
Social Services	1,783	5.56	1.23
Other State Sector	3,802	5.28	1.23
<b>Total</b>	<b>10,916</b>	<b>5.41</b>	<b>1.23</b>

Figure 2.5: I am not afraid to stand up for the rights of others, even if it means that I will be ridiculed



## Overall public service motivation scores per sector

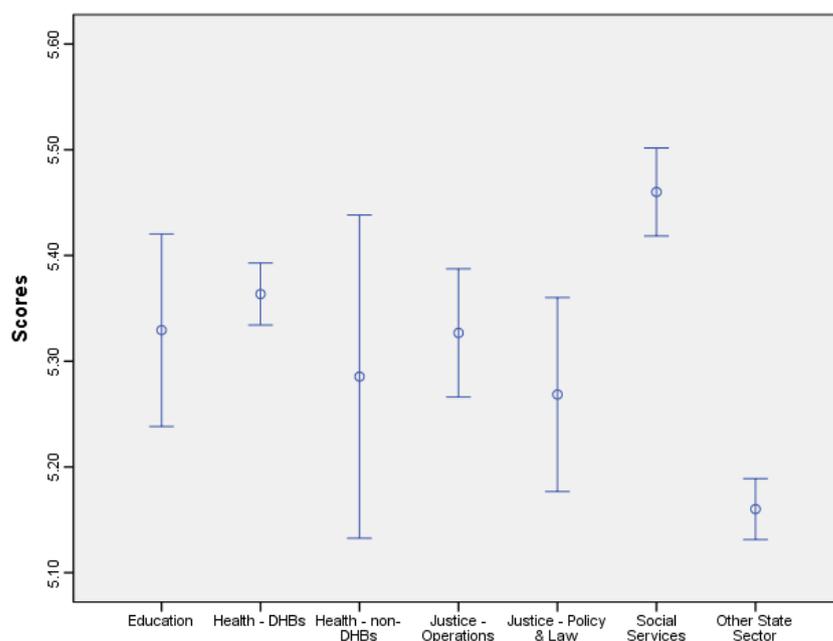
The overall mean of the Public Service Motivation scale was high across all sectors.

However, an ANOVA test showed that employees working in the Social Services sector scored significantly higher on public service motivation than those working in the Health (District Health Boards) and Justice (Operations, and Policy and Law) sectors [ $F_{BF}(6,2693.874) = 27.826$ ,  $p < .001$ ]. Employees working in other organisations in the State Sector scored significantly lower than those working in the Education, Health (District Health Boards), Justice (Operations) and Social Services sectors.

Table 2.6: Public service motivation per sector

Sectors	N	Mean	Std. Deviation
Education	325	5.33	.83
Health - DHBs	3,574	5.36	.89
Health - non-DHBs	124	5.29	.86
Justice - Operations	853	5.33	.90
Justice - Policy & Law	472	5.27	1.01
Social Services	1,786	5.46	.90
Other State Sector	3,814	5.16	.91
<b>Total</b>	<b>10,948</b>	<b>5.30</b>	<b>.91</b>

Figure 2.6: Public service motivation per sector



## Overall public service motivation scores by occupation

The overall mean of the Public Service Motivation scale was generally high across both sector and occupation.

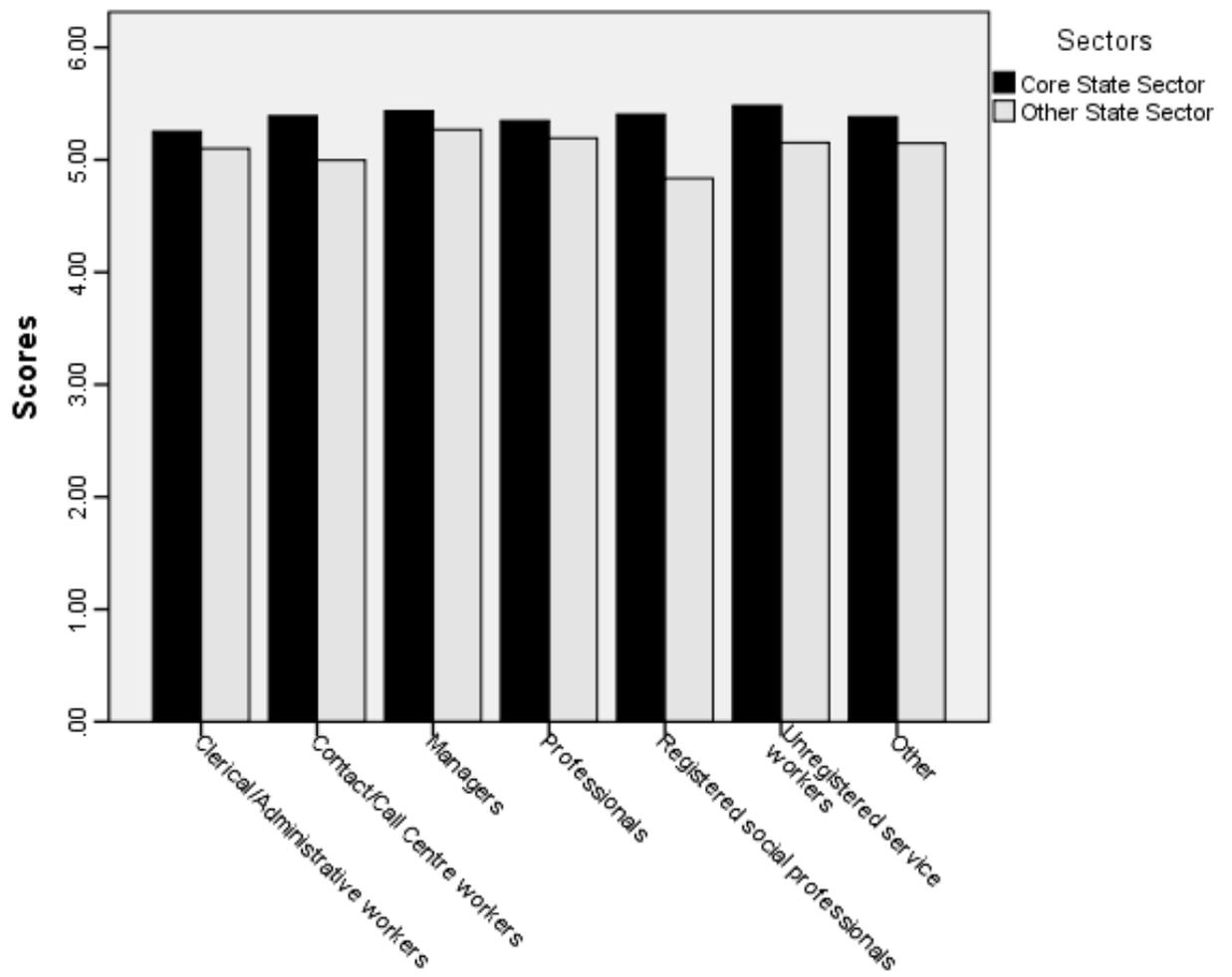
More specifically, scores on public service motivation were driven by both sector [ $F(1,10796) = 62.756, p < .001$ ] and the interaction between sector and occupation [ $F(6,10796) = 2.415, p = .025$ ].

Employees who worked in the Core State Sector scored significantly higher on public service motivation than employees who worked in non-core State Sector organisations. In the Core State Sector, clerical/administrative workers scored significantly lower on public service motivation than managers, registered social professionals, unregistered service workers and those working in other occupations. In other (non-core) State Sector organisations, managers scored significantly higher on public service motivation than clerical/administrative workers and contact/call centre workers. Registered social professionals working in non-core State Sector organisations scored lowest on the overall mean of the scale.

Table 2.7: Public service motivation per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,921	5.25	.92	644	5.10	.88
Contact/Call Centre workers	238	5.39	.95	236	5.00	1.02
Managers	780	5.44	.88	530	5.27	.88
Professionals	551	5.35	.88	1,074	5.19	.93
Registered social professionals	1,762	5.40	.86	20	4.84	.98
Unregistered service workers	1,141	5.48	.91	128	5.15	.99
Other	644	5.38	.94	1,141	5.15	.88
<b>Total</b>	<b>7,037</b>	<b>5.37</b>	<b>.90</b>	<b>3,773</b>	<b>5.16</b>	<b>.91</b>

Figure 2.7: Public service motivation per sector and occupation



## 4. Employee Resilience

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Employee resilience is described as employee capability, facilitated and supported by the organisation, to use resources to adapt and flourish at work, even if/when faced with challenging circumstances (Näswall et al., 2013). Employee resilience can be developed through organisational and environmental influences.

This chapter presents descriptive statistics for analyses including the Employee Resilience scale (Näswall, Kuntz, Hodliffe, & Malinen, 2013;  $\alpha = .85$ ).

Overall, employees reported positive levels of resilience (between 5 = somewhat agree and 6 = agree) for all sectors. Employees in the Health (non-District Health Boards) reported lower employee resilience than those in other sectors. Employees in the Core State Sector, in particular social services organisations reported higher resilience than those in the non-core state sector.

The following tables and graphs present descriptive statistics per item included in the Employee Resilience scale (Näswall et al., 2013).

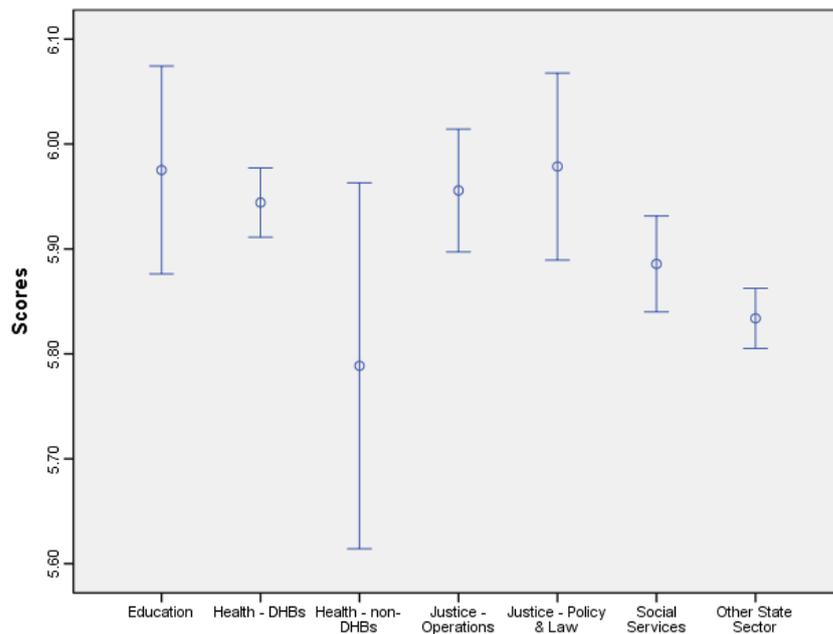
## I effectively collaborate with others to handle unexpected challenges at work

Employees who worked in “Other State Sector” organisations scored significantly lower than employees in District Health Boards and in the Justice (Operations, and Policy and Law) sector [ $F_{BF}(6,2352.449) = 6.096, p < .001$ ].

Table 3.1: I effectively collaborate with others to handle unexpected challenges at work

Sectors	N	Mean	Std. Deviation
Education	323	5.98	.91
Health - DHBs	3,547	5.94	1.00
Health - non-DHBs	123	5.79	.98
Justice - Operations	836	5.96	.86
Justice - Policy & Law	467	5.98	.98
Social Services	1,785	5.89	.98
Other State Sector	3,805	5.83	.90
<b>Total</b>	<b>10,886</b>	<b>5.90</b>	<b>.95</b>

Figure 3.1: I effectively collaborate with others to handle unexpected challenges at work



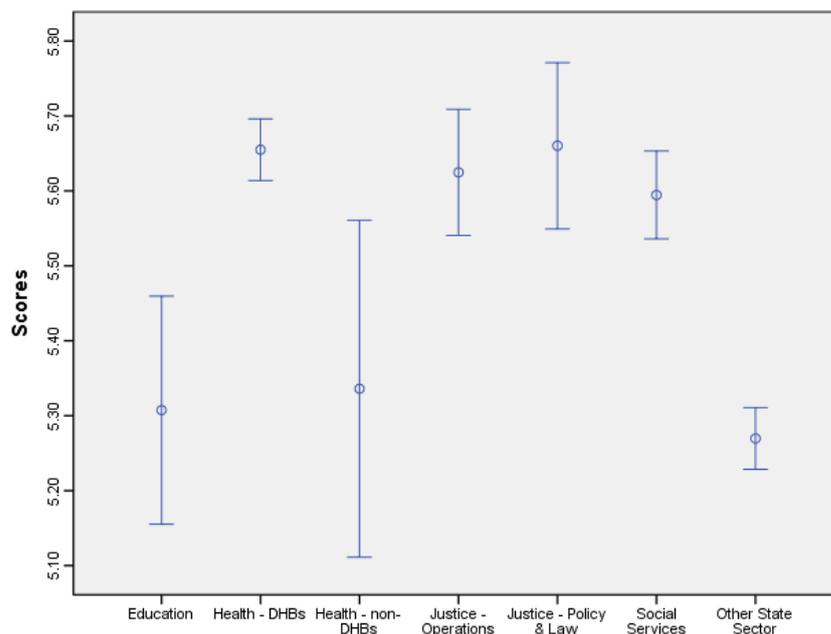
## I successfully manage a high and intense workload for long periods of time

Employees working in the Education sector or in other organisations in the State Sector scored significantly lower than those working in District Health Boards or in the Justice (Operations, and Law and Policy) and Social Services sectors [ $F_{BF}(6,2428.627) = 35.027, p < .001$ ].

Table 3.2: I successfully manage a high and intense workload for long periods of time

Sectors	N	Mean	Std. Deviation
Education	322	5.31	1.39
Health – DHBs	3,576	5.65	1.26
Health - non-DHBs	125	5.34	1.27
Justice - Operations	850	5.62	1.25
Justice - Policy & Law	468	5.66	1.22
Social Services	1,788	5.59	1.26
Other State Sector	3,816	5.27	1.30
<b>Total</b>	<b>10,945</b>	<b>5.49</b>	<b>1.29</b>

Figure 3.2: I successfully manage a high and intense workload for long periods of time



## I resolve crises competently at work

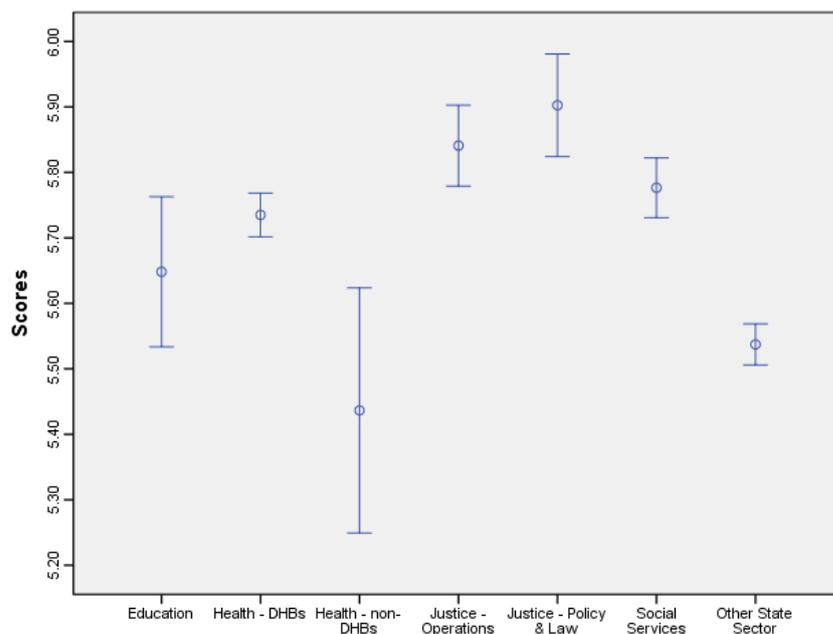
Employees who worked in the Justice (Operations, and Policy and Law) sector scored significantly higher than those in the Health (both in District Health Boards or in other health organisations) sector or in other organisations in the State Sector [ $F_{BF}(6,2133.571) = 27.149, p < .001$ ].

Those who worked in the Justice (Policy and Law) sector also scored significantly higher than those in the Education sector. Employees working in the Health (non-DHBs) sector also scored significantly lower than those working in the Health (DHBs) and Social Services sectors. Employees in other organisations in the State Sector also scored significantly lower than those working in District Health Boards or in the Social Services sector.

Table 3.3: I resolve crises competently at work

Sectors	N	Mean	Std. Deviation
Education	324	5.65	1.05
Health – DHBs	3,562	5.73	1.02
Health - non-DHBs	126	5.44	1.06
Justice - Operations	848	5.84	.92
Justice - Policy & Law	472	5.90	.87
Social Services	1,789	5.78	.98
Other State Sector	3,812	5.54	.99
<b>Total</b>	<b>10,933</b>	<b>5.68</b>	<b>1.00</b>

Figure 3.3: I resolve crises competently at work



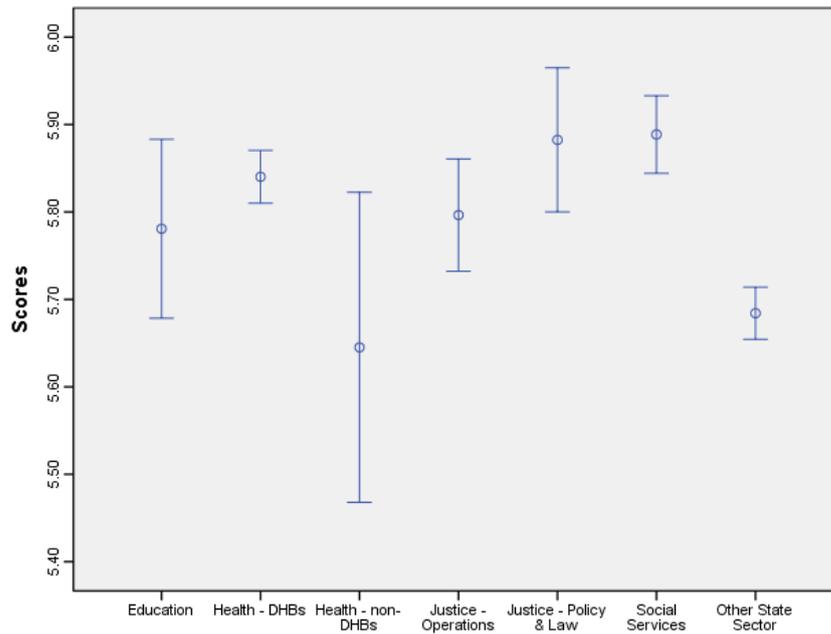
## I effectively respond to changing conditions at work

Employees working in other organisations in the State Sector scored significantly lower than those working in District Health Boards or in the Justice (Operations, and Law and Policy) and Social Services sectors [ $F_{BF}(6,2254.661) = 14.062, p < .001$ ].

Table 3.4: I effectively respond to changing conditions at work

Sectors	N	Mean	Std. Deviation
Education	324	5.78	.94
Health - DHBs	3,555	5.84	.92
Health - non-DHBs	124	5.65	1.00
Justice - Operations	850	5.80	.95
Justice - Policy & Law	468	5.88	.91
Social Services	1,778	5.89	.96
Other State Sector	3,803	5.68	.94
<b>Total</b>	<b>10,902</b>	<b>5.79</b>	<b>.94</b>

Figure 3.4: I effectively respond to changing conditions at work



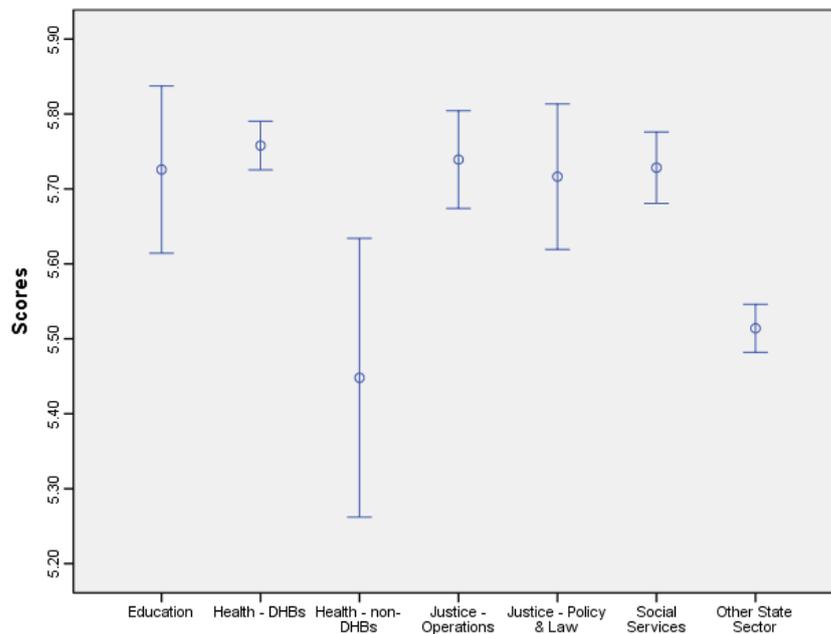
## I continually evaluate my performance and improve the way I work

Employees in “Other State Sector” organisations scored significantly lower than those working in District Health Boards or in the Education, Justice (Operations, and Law and Policy) and Social Services sectors [ $F_{BF}(6,2327.228) = 21.989, p < .001$ ]. Also, those working in the Health (non-DHBs) sector scored significantly lower than those working in District Health Boards.

Table 3.5: I continually evaluate my performance and improve the way I work

Sectors	N	Mean	Std. Deviation
Education	321	5.73	1.02
Health – DHBs	3,569	5.76	.99
Health - non-DHBs	125	5.45	1.05
Justice - Operations	851	5.74	.97
Justice - Policy & Law	469	5.72	1.07
Social Services	1,789	5.73	1.03
Other State Sector	3,815	5.51	1.01
<b>Total</b>	<b>10,939</b>	<b>5.66</b>	<b>1.01</b>

Figure 3.5: I continually evaluate my performance and improve the way I work



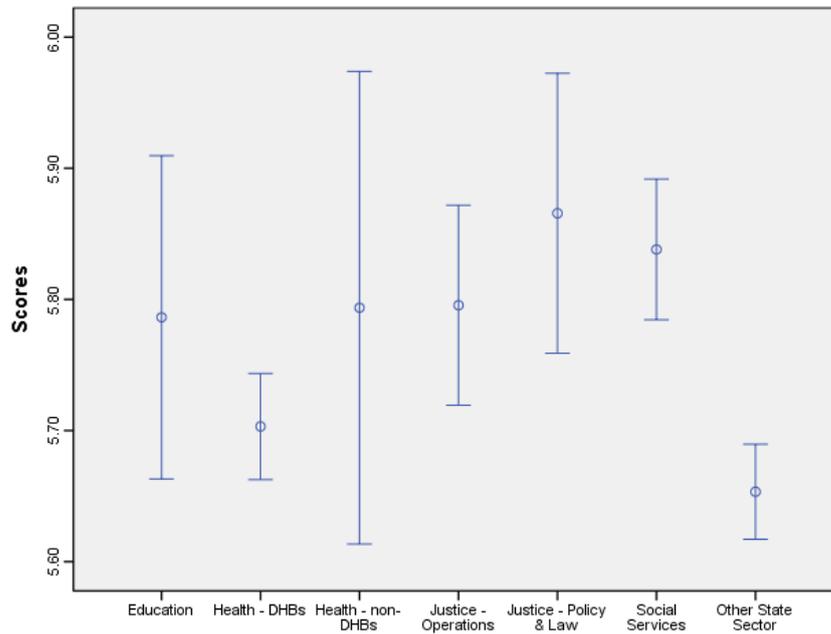
## I approach managers when I need their support

Employees who worked in “Other State Sector” organisations scored significantly lower than those in the Justice (Operations, and Law and Policy) and Social Services sectors. Employees working in the Social Services sector scored significantly higher than those working in District Health Boards [ $F_{BF}(6,3039.492) = 7.663, p < .001$ ].

Table 3.6: I approach managers when I need their support

Sectors	N	Mean	Std. Deviation
Education	323	5.79	1.13
Health – DHBs	3,567	5.70	1.23
Health - non-DHBs	126	5.79	1.02
Justice - Operations	851	5.80	1.13
Justice - Policy & Law	469	5.87	1.18
Social Services	1,785	5.84	1.15
Other State Sector	3,819	5.65	1.14
<b>Total</b>	<b>10,940</b>	<b>5.73</b>	<b>1.18</b>

Figure 3.6: I approach managers when I need their support



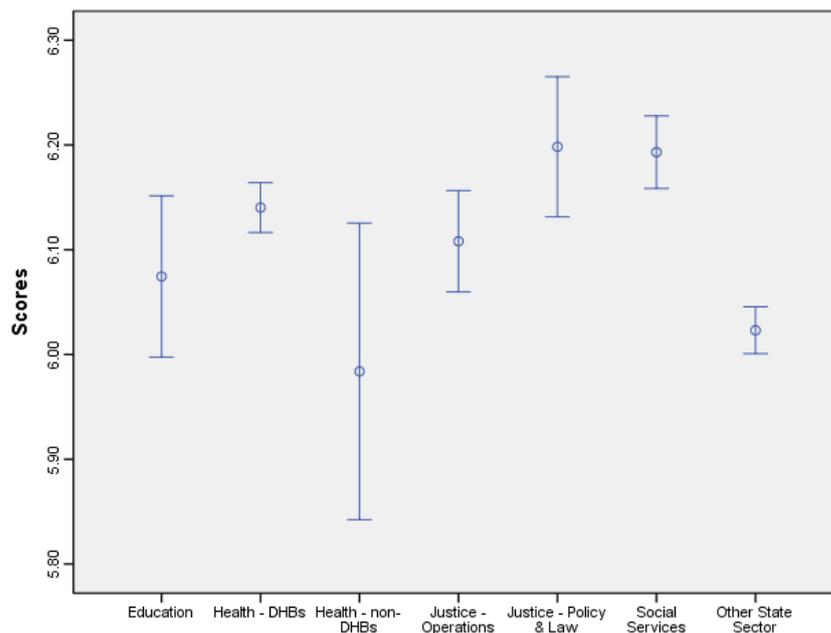
## I learn from mistakes at work and improve the way I do my job

Employees who worked in “Other State Sector” organisations scored significantly lower than those working in District Health Boards or in the Justice (Operations, and Law and Policy) and Social Services sectors [ $F_{BF}(6,2133.795) = 15.409, p < .001$ ].

Table 3.7: I learn from mistakes at work and improve the way I do my job

Sectors	N	Mean	Std. Deviation
Education	322	6.07	.70
Health - DHBs	3,566	6.14	.73
Health - non-DHBs	124	5.98	.80
Justice - Operations	851	6.11	.72
Justice - Policy & Law	469	6.20	.74
Social Services	1,781	6.19	.74
Other State Sector	3,809	6.02	.70
<b>Total</b>	<b>10,922</b>	<b>6.10</b>	<b>.72</b>

Figure 3.7: I learn from mistakes at work and improve the way I do my job



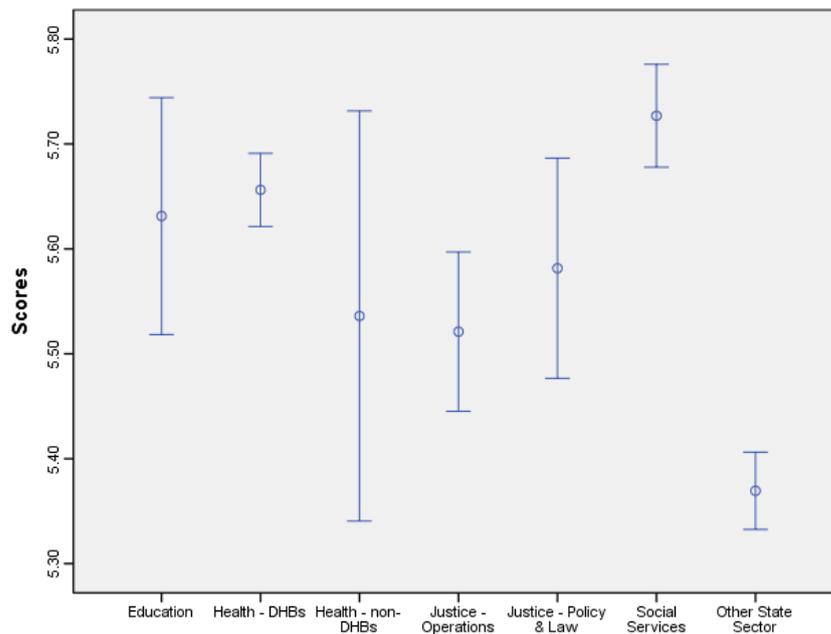
## I use change at work as an opportunity for growth

Employees who worked in “Other State Sector” organisations scored significantly lower than those in District Health Boards or in the Education, Justice (Operations, and Law and Policy) and Social Services sectors [ $F_{BF}(6,2502.703) = 30.843, p < .001$ ]. Employees working in the Justice (Operations) sector scored significantly lower than those working in District Health Boards and in the Social Services sector.

Table 3.8: I use change at work as an opportunity for growth

Sectors	N	Mean	Std. Deviation
Education	320	5.63	1.03
Health - DHBs	3,561	5.66	1.06
Health - non-DHBs	125	5.54	1.10
Justice - Operations	852	5.52	1.13
Justice - Policy & Law	466	5.58	1.15
Social Services	1,783	5.73	1.06
Other State Sector	3,803	5.37	1.16
<b>Total</b>	<b>10,910</b>	<b>5.55</b>	<b>1.11</b>

Figure 3.8: I use change at work as an opportunity for growth



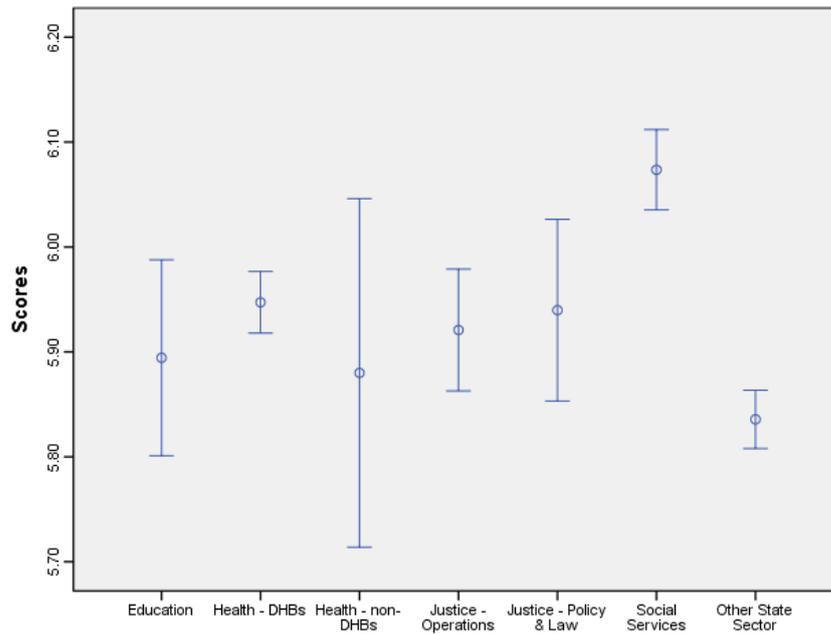
## I seek assistance and resources when I need them at work

Employees in the Social Services sector scored significantly higher than those in District Health Boards or in the Education and Justice (Operations) sectors [ $F_{BF}(6,2201.946) = 15.252, p < .001$ ]. Employees working in other State Sector organisations scored significantly lower than those working in DHBs and in the Social Services sector.

Table 3.9: I seek assistance and resources when I need them at work

Sectors	N	Mean	Std. Deviation
Education	322	5.89	.85
Health - DHBs	3,567	5.95	.89
Health - non-DHBs	125	5.88	.94
Justice - Operations	847	5.92	.86
Justice - Policy & Law	465	5.94	.95
Social Services	1,780	6.07	.82
Other State Sector	3,805	5.84	.87
<b>Total</b>	<b>10,911</b>	<b>5.92</b>	<b>.88</b>

Figure 3.9: I seek assistance and resources when I need them at work



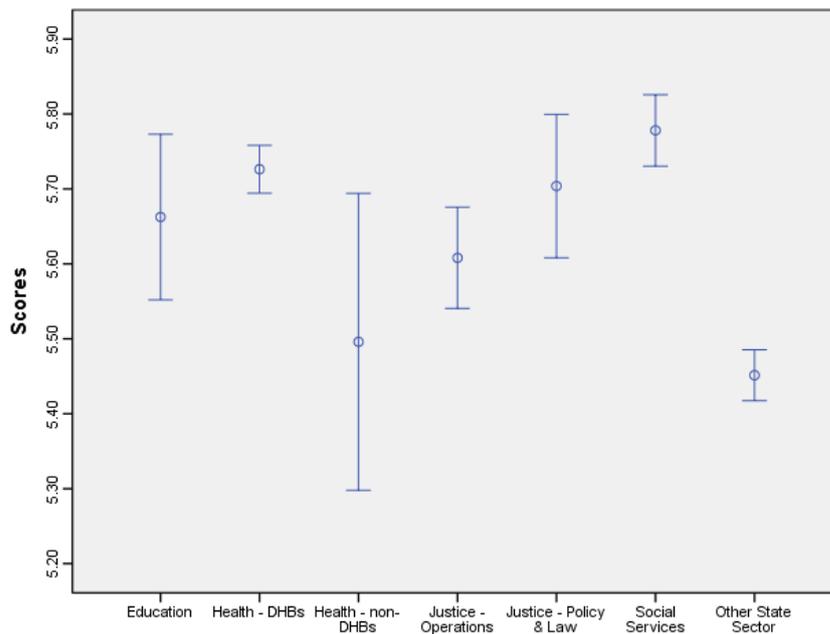
## I adapt to change and come out stronger

Employees who worked in other organisations in the State Sector scored significantly lower than those in District Health Boards or in the Education, Justice (Operations, and Law and Policy) and Social Services sectors. Employees working in the Justice (Operations) sector scored significantly lower than those working in District Health Boards and in the Social Services sector [ $F_{BF}(6,2146.635) = 30.766, p < .001$ ].

Table 3.10: I adapt to change and come out stronger

Sectors	N	Mean	Std. Deviation
Education	323	5.66	1.01
Health - DHBs	3,573	5.73	.98
Health - non-DHBs	125	5.50	1.12
Justice - Operations	842	5.61	1.00
Justice - Policy & Law	466	5.70	1.05
Social Services	1,776	5.78	1.02
Other State Sector	3,819	5.45	1.07
<b>Total</b>	<b>10,924</b>	<b>5.62</b>	<b>1.03</b>

Figure 3.10: I adapt to change and come out stronger



## Overall resilience scores per sector

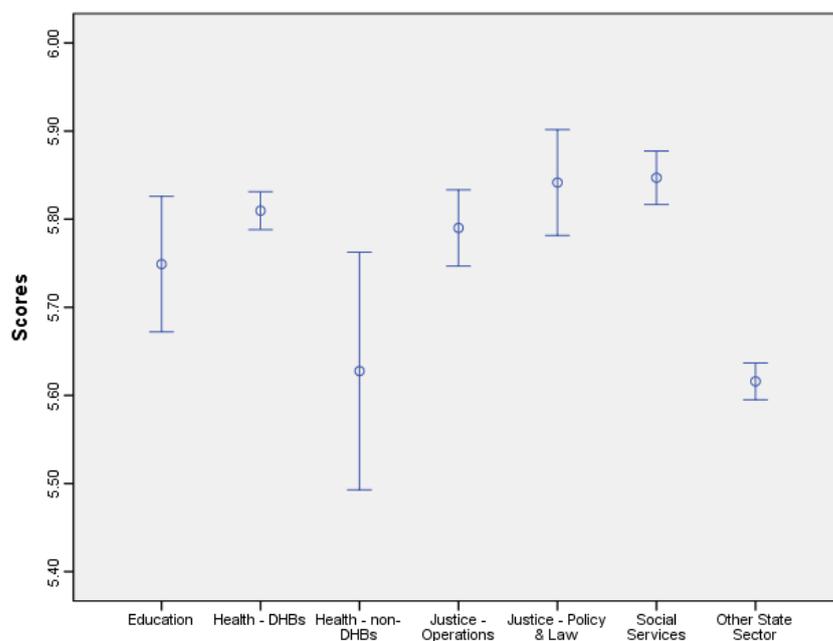
The overall mean of the Employee Resilience scale was high across all sectors.

However, an ANOVA test showed that employees in the Health (non-District Health Boards) sector presented significantly lower scores on employee resilience than those in the Justice (Policy and Law) and Social Services sectors [ $F(6,11006) = 40.279, p < .001$ ]. Employees working in other organisations in the State Sector presented significantly lower scores than those working in the Education, Health (District Health Boards), Justice (Operations, and Law and Policy) and Social Services sectors.

Table 3.11: Employee resilience per sector

Sectors	N	Mean	Std. Deviation
Education	325	5.75	.70
Health - DHBs	3,599	5.81	.66
Health - non-DHBs	126	5.63	.76
Justice - Operations	856	5.79	.65
Justice - Policy & Law	473	5.84	.66
Social Services	1,794	5.85	.66
Other State Sector	3,840	5.62	.66
<b>Total</b>	<b>11,013</b>	<b>5.74</b>	<b>.67</b>

Figure 3.11: Employee resilience per sector



## Resilience by occupation

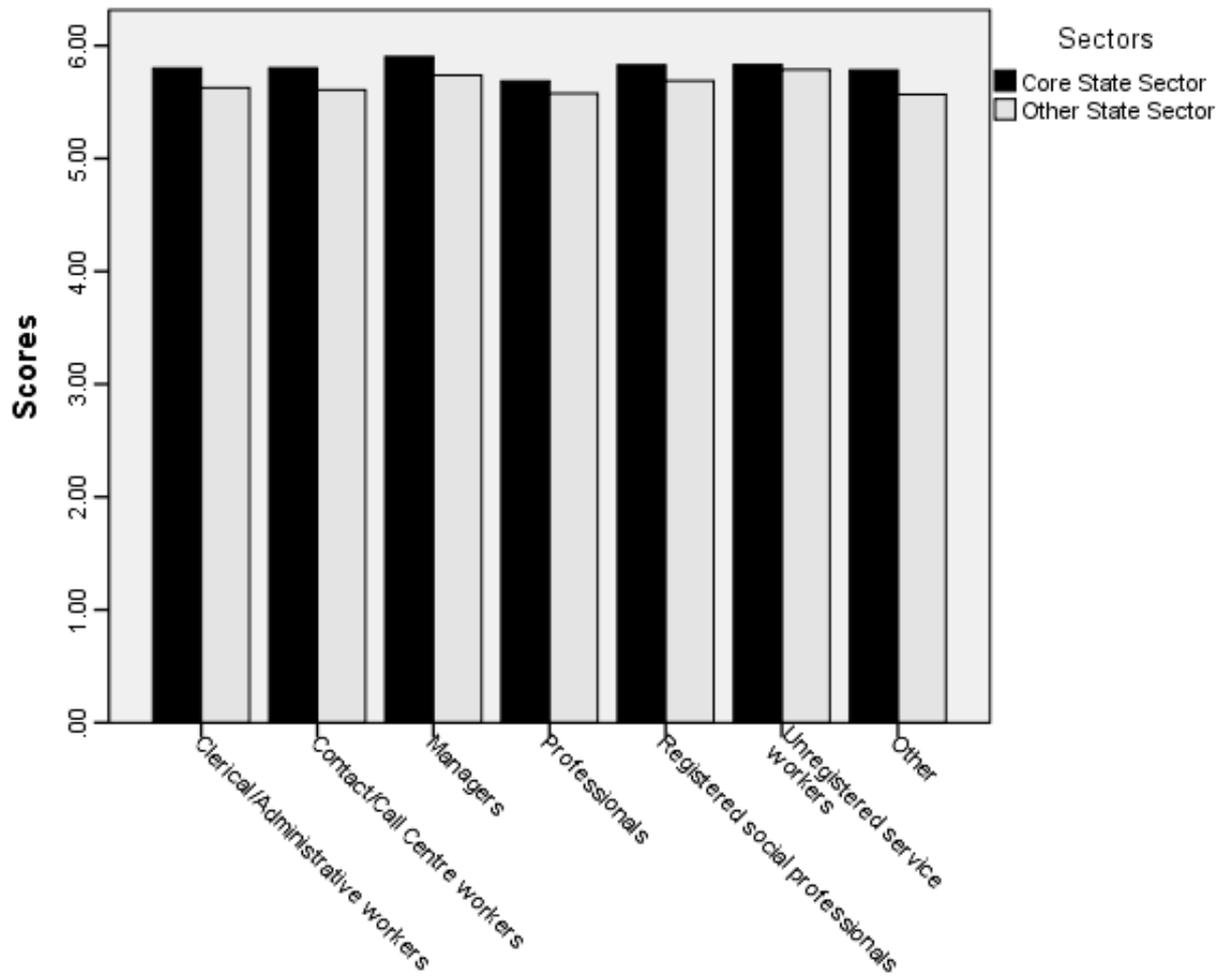
The overall mean of the Employee Resilience scale was generally high across both sector and occupation.

However, scores on employee resilience were driven only by sector [ $F(1,10860) = 31.741, p < .001$ ]. Employees who worked in the Core State Sector scored significantly higher on employee resilience than employees who worked in other organisations in the State Sector.

Table 3.12: Employee resilience per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,931	5.80	.70	651	5.63	.65
Contact/Call Centre workers	240	5.80	.68	237	5.61	.66
Managers	784	5.90	.64	531	5.74	.67
Professionals	552	5.69	.66	1,082	5.58	.65
Registered social professionals	1,773	5.83	.61	20	5.69	.57
Unregistered service workers	1,148	5.83	.65	130	5.79	.65
Other	647	5.78	.68	1,148	5.57	.66
<b>Total</b>	<b>7,075</b>	<b>5.81</b>	<b>.66</b>	<b>3,799</b>	<b>5.61</b>	<b>.66</b>

Figure 3.12: Employee resilience per sector and occupation



## 5. Constructive Leadership

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Constructive leadership is the ability to foster production, manage for the future, and enhance employees' work experience. Constructive leadership is associated with a number of positive outcomes, including lower levels of bullying (Bentley et al., 2012; Erkvall and Arvonen (1991).

This chapter presents descriptive statistics for analyses including the Constructive Leadership scale (Ekvall & Arvonen, 1991;  $\alpha = .94$ ).

Overall responses to the constructive leadership scale were modest, with rating averages between 4 and 5 (4 = neither agree nor disagree; 5 = somewhat agree). District Health Board employees rated constructive leadership significantly lower than other sectors. In the Core State Sector it was rated significantly lower by clerical/administration workers, and registered social professionals compared to other occupational groups.

The following tables and graphs present descriptive statistics per item included in the Constructive Leadership scale (Ekvall & Arvonen, 1991). Overall, the means of the items belonging to the Constructive Leadership scale were moderate across the different sectors (see tables 4.1 to 4.6).

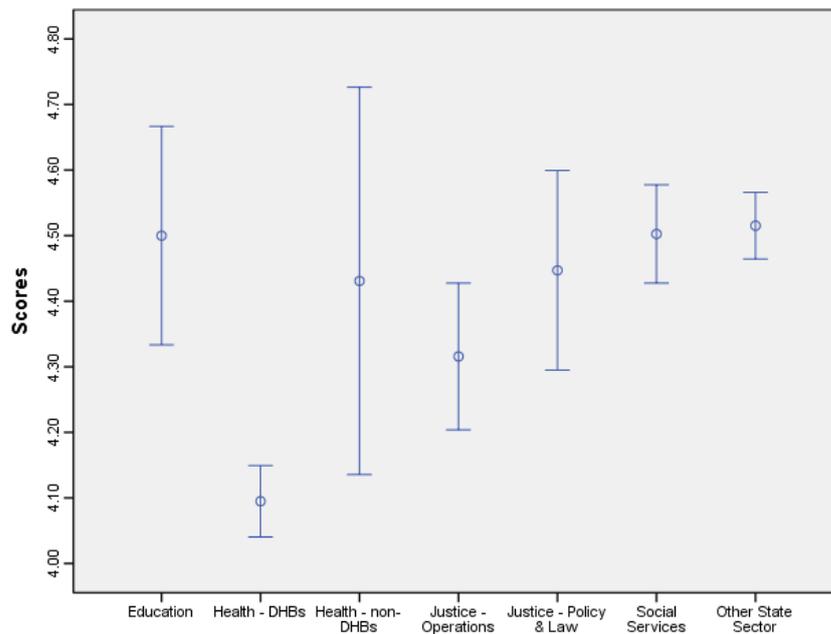
## My immediate manager encourages thinking along new lines

Employees who worked in District Health Boards scored significantly lower than employees who worked in the Education, Justice (Operations, and Policy and Law) and Social Services sectors [ $F(6,10950) = 24.512, p < .001$ ]. Employees who worked in District Health Boards also scored significantly lower than those who worked in other organisations in the State Sector. Those working in the Justice (Operations) also scored significantly lower than employees working in other organisations in the State Sector.

Table 4.1: My immediate manager encourages thinking along new lines

Sectors	N	Mean	Std. Deviation
Education	322	4.50	1.52
Health - DHBs	3,580	4.09	1.66
Health - non-DHBs	123	4.43	1.66
Justice - Operations	855	4.32	1.67
Justice - Policy & Law	472	4.45	1.68
Social Services	1,787	4.50	1.62
Other State Sector	3,818	4.52	1.60
<b>Total</b>	<b>10,957</b>	<b>4.36</b>	<b>1.64</b>

Figure 4.1: My immediate manager encourages thinking along new lines



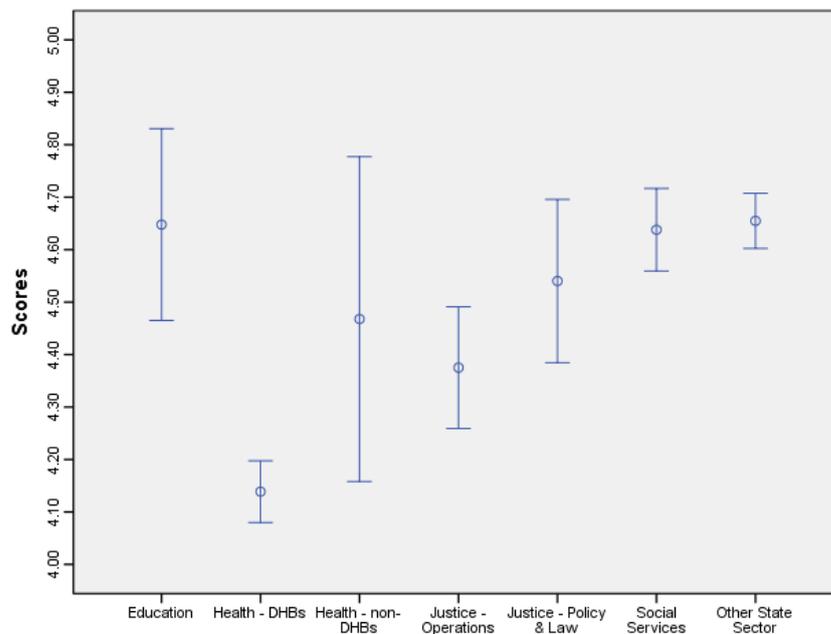
## My immediate manager gives recognition for good work

Employees who worked in District Health Boards scored significantly lower than employees who worked in the Education, Justice (Operations, and Policy and Law) and Social Services sectors [ $F_{BF}(6,2450.712) = 33.570, p < .001$ ]. Employees who worked in District Health Boards also scored significantly lower than those who worked in other organisations in the State Sector. Those working in the Justice (Operations) also scored significantly lower than employees working in the Social Services sector or in other organisations in the State Sector.

Table 4.2: My immediate manager gives recognition for good work

Sectors	N	Mean	Std. Deviation
Education	318	4.65	1.66
Health - DHBs	3,581	4.14	1.79
Health - non-DHBs	124	4.47	1.74
Justice - Operations	853	4.38	1.73
Justice - Policy & Law	472	4.54	1.72
Social Services	1,793	4.64	1.70
Other State Sector	3,827	4.65	1.66
<b>Total</b>	<b>10,968</b>	<b>4.45</b>	<b>1.74</b>

Figure 4.2: My immediate manager gives recognition for good work



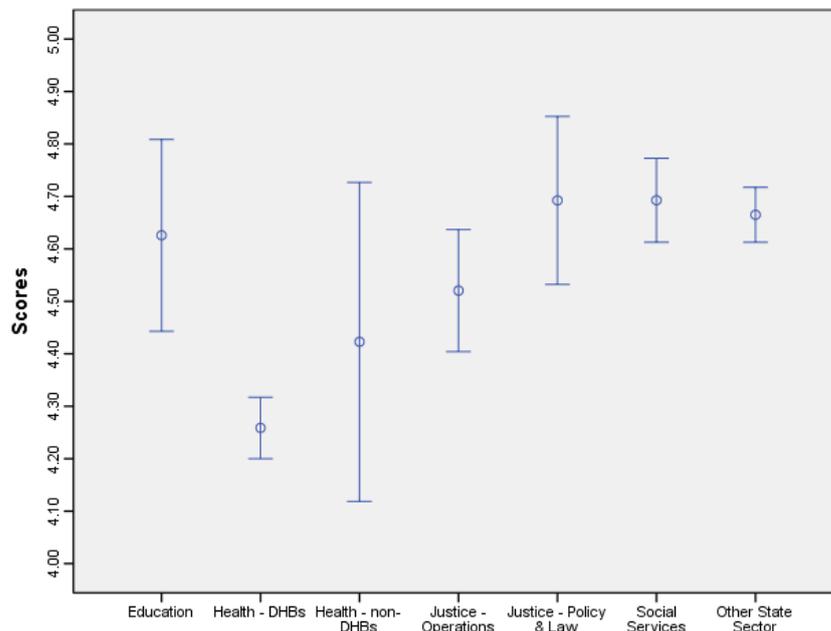
## My immediate manager pushes for growth and improvement

Employees who worked in District Health Boards scored significantly lower than employees who worked in the Education, Justice (Operations, and Policy and Law) and Social Services sectors [ $F_{BF}(6,2527.728) = 22.441, p < .001$ ]. Employees who worked in District Health Boards also scored significantly lower than those who worked in other organisations in the State Sector.

Table 4.3: My immediate manager pushes for growth and improvement

Sectors	N	Mean	Std. Deviation
Education	318	4.63	1.66
Health - DHBs	3,576	4.26	1.78
Health - non-DHBs	123	4.42	1.70
Justice - Operations	855	4.52	1.73
Justice - Policy & Law	465	4.69	1.76
Social Services	1,787	4.69	1.72
Other State Sector	3,814	4.66	1.65
<b>Total</b>	<b>10,938</b>	<b>4.52</b>	<b>1.73</b>

Figure 4.3: My immediate manager pushes for growth and improvement



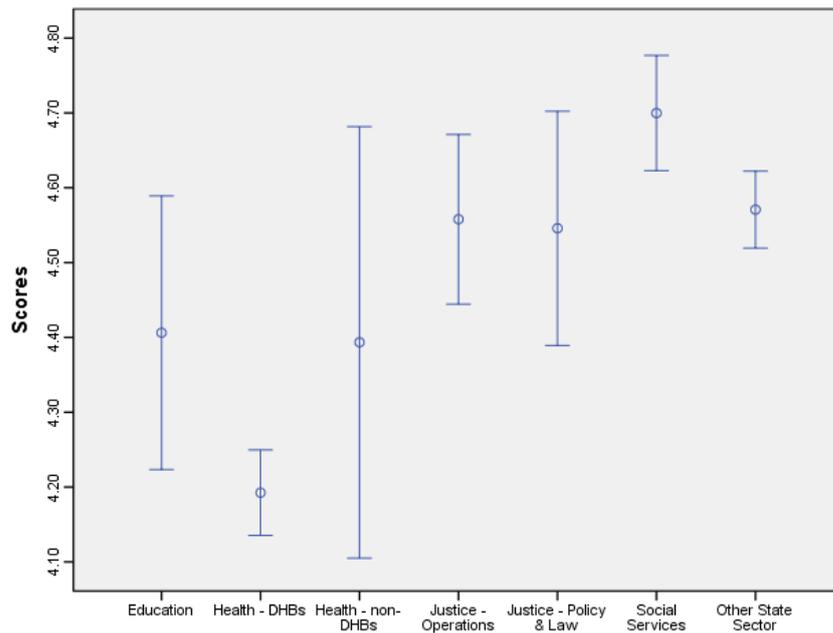
## My immediate manager sets clear goals for work

Employees working in District Health Boards scored significantly lower than employees working in the Justice (Operations, and Policy and Law) and Social Services sectors [ $F_{BF}(6,2628.330) = 24.956, p < .001$ ]. Employees working in District Health Boards also scored significantly lower than those working in other organisations in the State Sector.

Table 4.4: My immediate manager sets clear goals for work

Sectors	N	Mean	Std. Deviation
Education	320	4.41	1.66
Health - DHBs	3,574	4.19	1.74
Health - non-DHBs	122	4.39	1.61
Justice - Operations	855	4.56	1.69
Justice - Policy & Law	469	4.55	1.72
Social Services	1,789	4.70	1.66
Other State Sector	3,807	4.57	1.62
<b>Total</b>	<b>10,936</b>	<b>4.46</b>	<b>1.69</b>

Figure 4.4: My immediate manager sets clear goals for work



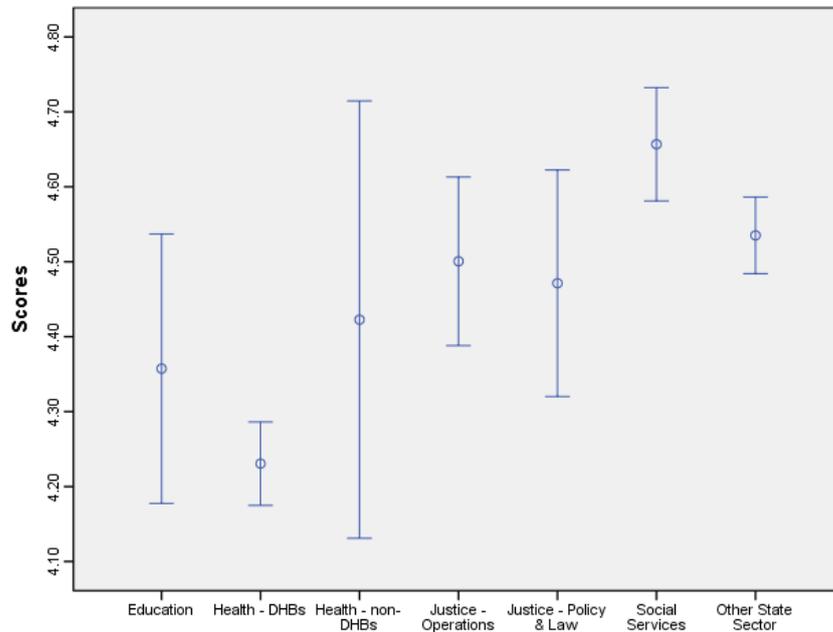
## My immediate manager defines and explains work requirements clearly to subordinates

Similarly to the remaining items in this subsection, employees who worked in District Health Boards scored significantly lower than those working in the Justice (Operations) and Social Services sectors [ $F(6,10917) = 17.209, p < .001$ ]. Employees working in District Health Boards also scored significantly lower than those working in other organisations in the State Sector.

Table 4.5: My immediate manager defines and explains work requirements clearly to subordinates

Sectors	N	Mean	Std. Deviation
Education	319	4.36	1.63
Health - DHBs	3,569	4.23	1.70
Health - non-DHBs	123	4.42	1.63
Justice - Operations	849	4.50	1.67
Justice - Policy & Law	471	4.47	1.67
Social Services	1,789	4.66	1.63
Other State Sector	3,804	4.54	1.61
<b>Total</b>	<b>10,924</b>	<b>4.44</b>	<b>1.66</b>

Figure 4.5: My immediate manager defines and explains work requirements clearly to subordinates



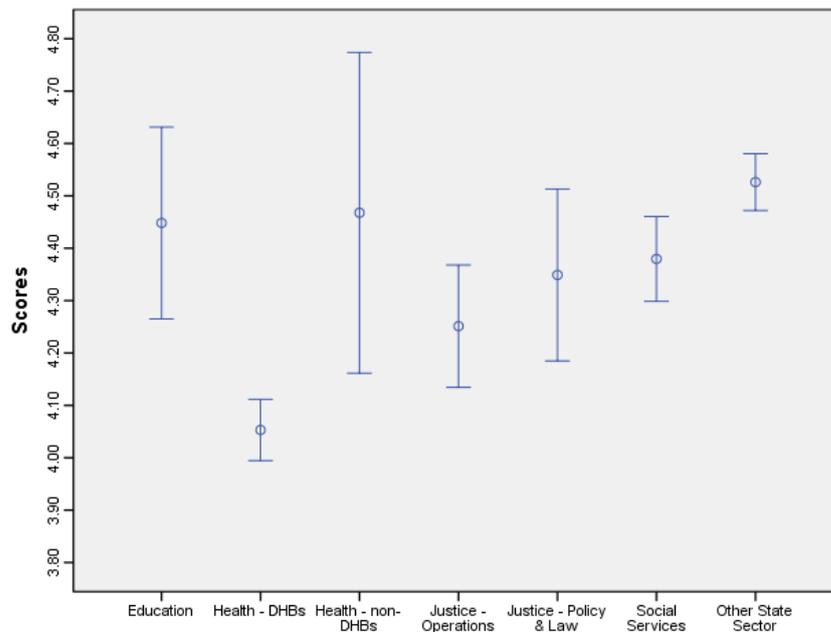
## My immediate manager is flexible and ready to rethink his/her point of view

Employees who worked in District Health Boards presented significantly lower scores than those who worked in the Education, Justice (Policy and Law) and Social Services sectors [F(6,10926) = 23.848,  $p < .001$ ]. Those who worked in District Health Boards also scored significantly lower than those who worked in other organisations in the State Sector. Additionally, those who worked in the Justice (Operations) sector scored significantly lower than employees who worked in other organisations in the State Sector.

Table 4.6: My immediate manager is flexible and ready to rethink his/her point of view

Sectors	N	Mean	Std. Deviation
Education	319	4.45	1.66
Health - DHBs	3,582	4.05	1.79
Health - non-DHBs	124	4.47	1.72
Justice - Operations	852	4.25	1.74
Justice - Policy & Law	467	4.35	1.80
Social Services	1,786	4.38	1.74
Other State Sector	3,803	4.53	1.71
<b>Total</b>	<b>10,933</b>	<b>4.32</b>	<b>1.76</b>

Figure 4.6: My immediate manager is flexible and ready to rethink his/her point of view



## Constructive leadership scores per sector

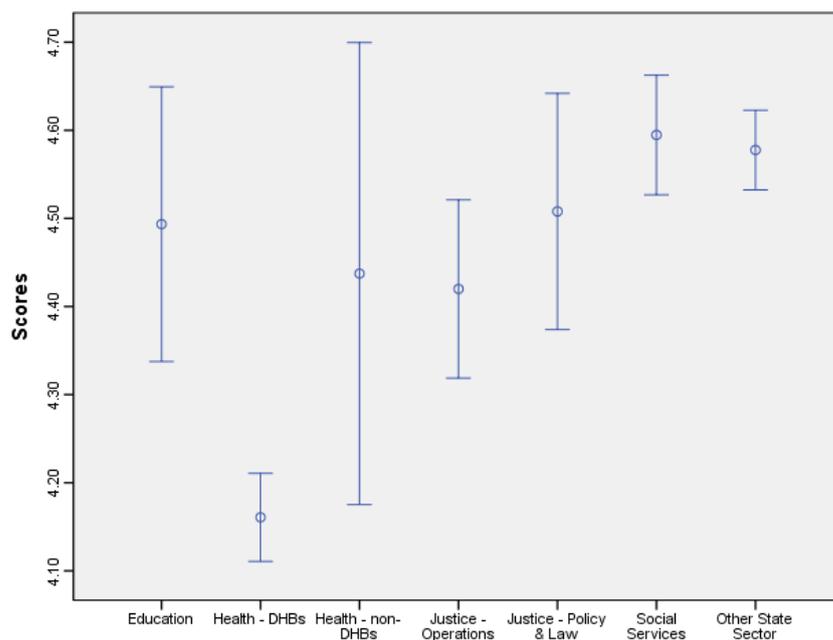
The overall mean of the Constructive Leadership scale was moderate across sectors.

Additionally, employees working in District Health Boards presented significantly lower scores on constructive leadership than those working in the Education, Justice (Operations, and Law and Policy) and Social Services sectors or in other organisations in the State Sector [ $F_{BF}(6,2527.165) = 30.446, p < .001$ ].

Table 4.7: Constructive leadership per sector

Sectors	N	Mean	Std. Deviation
Education	323	4.49	1.42
Health - DHBs	3,593	4.16	1.53
Health - non-DHBs	124	4.44	1.47
Justice - Operations	856	4.42	1.51
Justice - Policy & Law	473	4.51	1.48
Social Services	1,796	4.59	1.47
Other State Sector	3,832	4.58	1.43
<b>Total</b>	<b>10,997</b>	<b>4.42</b>	<b>1.49</b>

Figure 4.7: Constructive leadership per sector



## Constructive leadership scores by occupation

The overall mean of the Constructive Leadership scale was moderate across both sector and occupation.

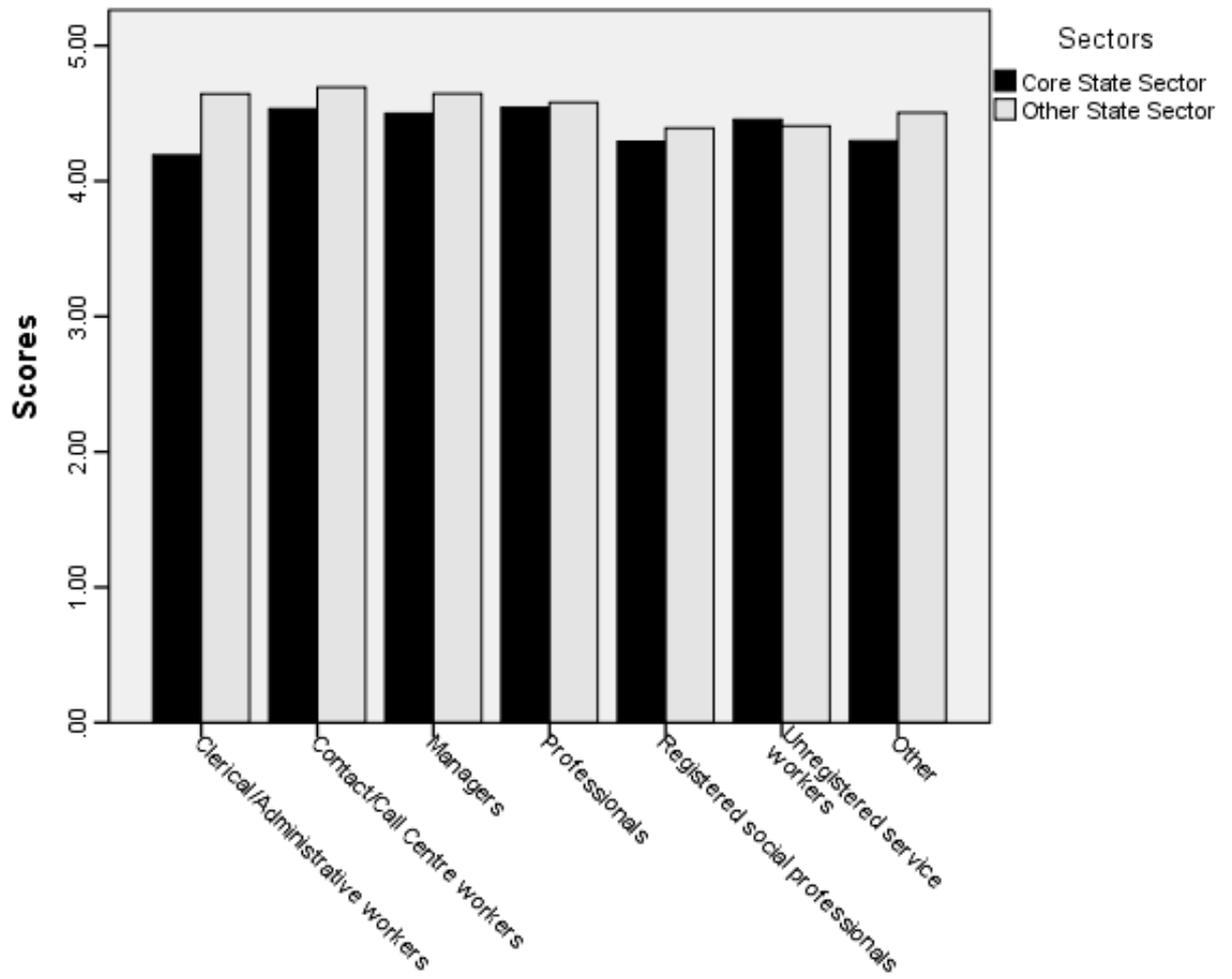
More specifically, scores on constructive leadership were driven by both sector [ $F(1,10844) = 6.534, p = .011$ ] and the interaction between sector and occupation [ $F(6,10844) = 3.717, p = .001$ ]. Employees who worked in other organisations in the State Sector scored significantly higher on constructive leadership than employees who worked in the Core State Sector.

In the Core State Sector, clerical/administrative workers scored significantly lower on constructive leadership than contact/call centre workers, managers, professionals and unregistered service workers. In the Core State Sector, registered social professionals also scored significantly lower than managers and professionals.

Table 4.8: Constructive leadership per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,925	4.19	1.55	649	4.64	1.44
Contact/Call Centre workers	239	4.53	1.63	237	4.69	1.56
Managers	784	4.50	1.45	530	4.65	1.44
Professionals	550	4.54	1.43	1,080	4.58	1.44
Registered social professionals	1,771	4.29	1.50	20	4.39	1.48
Unregistered service workers	1,151	4.45	1.49	130	4.41	1.45
Other	647	4.30	1.54	1,145	4.50	1.38
<b>Total</b>	<b>7,067</b>	<b>4.34</b>	<b>1.51</b>	<b>3,791</b>	<b>4.58</b>	<b>1.43</b>

Figure 4.8: Constructive leadership per sector and occupation



## 6. Leadership Capability

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Leadership capability refers to managers' ability to solve conflicts and communicate with employees (Kristensen *et al.*, 2005). Higher perception of variables such as role clarity and predictability has been connected to higher perception of leadership capability on supervisors.

This chapter presents descriptive statistics for analyses including the Leadership Capability scale (Kristensen, Hannerz, Høgh, & Borg, 2005;  $\alpha = .90$ ).

Overall, Leadership Capability was rated modestly, with rating averages between 4 and 5 (4 = neither agree nor disagree; 5 = somewhat agree) across the different sectors (see tables 5.1 and 5.2). District Health Board employees rated managers lower on leadership capability than other sectors.

In the Core State Sector, registered social professionals rated leadership capability significantly lower than other occupational groups.

The following tables and graphs present descriptive statistics per item included in the Leadership Capability scale (Kristensen *et al.*, 2005).

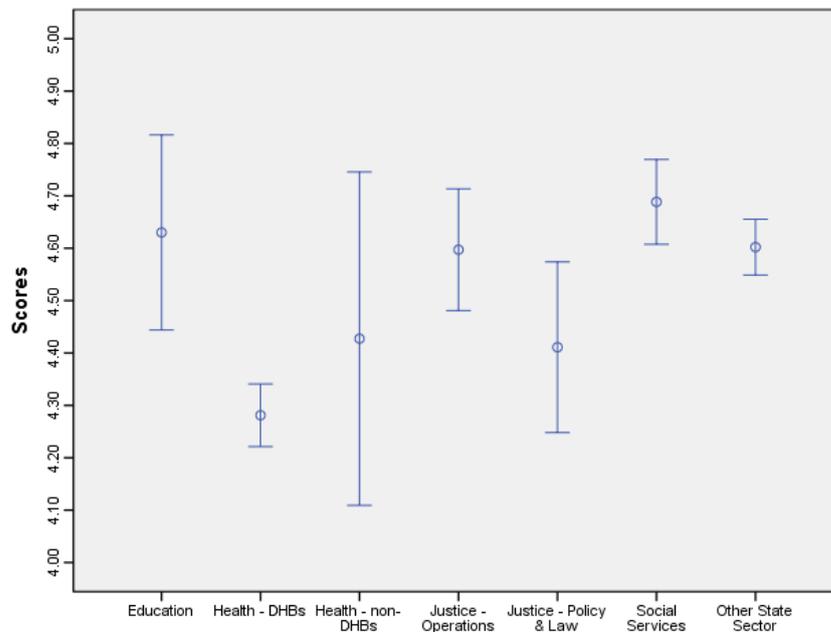
## To what extent is your immediate manager good at solving conflicts at work?

Employees who worked in District Health Boards presented significantly lower scores than those who worked in the Education, Justice (Operations) and Social Services sectors [ $F_{BF}(6,2408.514) = 15.882, p < .001$ ]. Those who worked in District Health Boards also scored significantly lower than employees who worked in other organisations in the State Sector. Those who worked in the Justice (Policy and Law) sector scored significantly lower than employees who worked in the Social Services sector.

Table 5.1: To what extent is your immediate manager good at solving conflicts at work?

Sectors	N	Mean	Std. Deviation
Education	319	4.63	1.69
Health - DHBs	3,585	4.28	1.83
Health - non-DHBs	124	4.43	1.79
Justice - Operations	854	4.60	1.73
Justice - Policy & Law	472	4.41	1.80
Social Services	1,791	4.69	1.75
Other State Sector	3,811	4.60	1.68
<b>Total</b>	<b>10,956</b>	<b>4.50</b>	<b>1.76</b>

Figure 5.1: To what extent is your immediate manager good at solving conflicts at work?



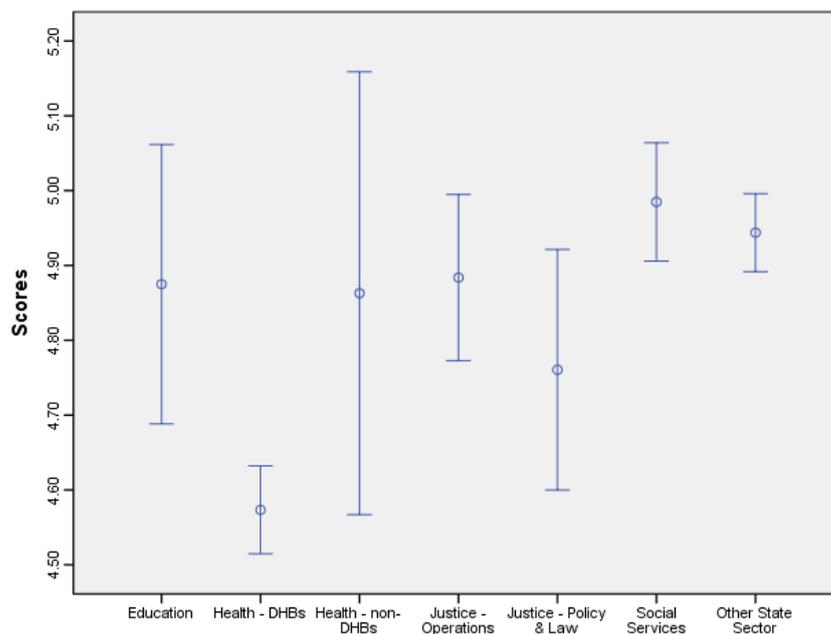
## To what extent is your immediate manager good at communicating with staff?

Employees who worked in District Health Boards presented significantly lower scores than those who worked in the Education, Justice (Operations) and Social Services sector [F<sub>BF</sub>(6,2576.998) = 19.007, *p* < .001]. Employees working in District Health Boards also scored significantly lower than those working in other organisations in the State Sector.

Table 5.2: To what extent is your immediate manager good at communicating with staff?

Sectors	N	Mean	Std. Deviation
Education	320	4.88	1.70
Health - DHBs	3,579	4.57	1.79
Health - non-DHBs	124	4.86	1.66
Justice - Operations	852	4.88	1.65
Justice - Policy & Law	472	4.76	1.78
Social Services	1,791	4.98	1.70
Other State Sector	3,814	4.94	1.64
<b>Total</b>	<b>10,952</b>	<b>4.81</b>	<b>1.72</b>

Figure 5.2: To what extent is your immediate manager good at communicating with staff?



## Leadership capability per sector

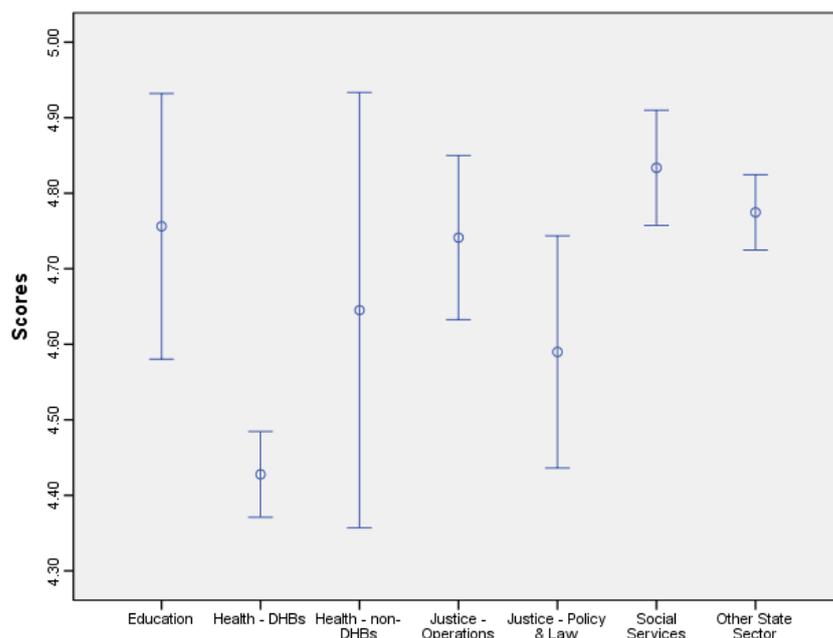
The overall mean of the Leadership Capability scale was moderate across sectors.

An ANOVA test showed that employees who worked in District Health Boards presented significantly lower scores on leadership capability than those who worked in the Education, Justice (Operations) and Social Services sectors or in other organisations in the State Sector [ $F_{BF}(6,2568.026) = 19.089, p < .001$ ].

Table 5.3: Leadership capability per sector

Sectors	N	Mean	Std. Deviation
Education	322	4.76	1.60
Health - DHBs	3,594	4.43	1.74
Health - non-DHBs	124	4.65	1.62
Justice - Operations	854	4.74	1.62
Justice - Policy & Law	473	4.59	1.70
Social Services	1,797	4.83	1.65
Other State Sector	3,825	4.77	1.57
<b>Total</b>	<b>10,989</b>	<b>4.66</b>	<b>1.66</b>

Figure 5.3: Leadership capability per sector



## Overall leadership capability scores by occupation

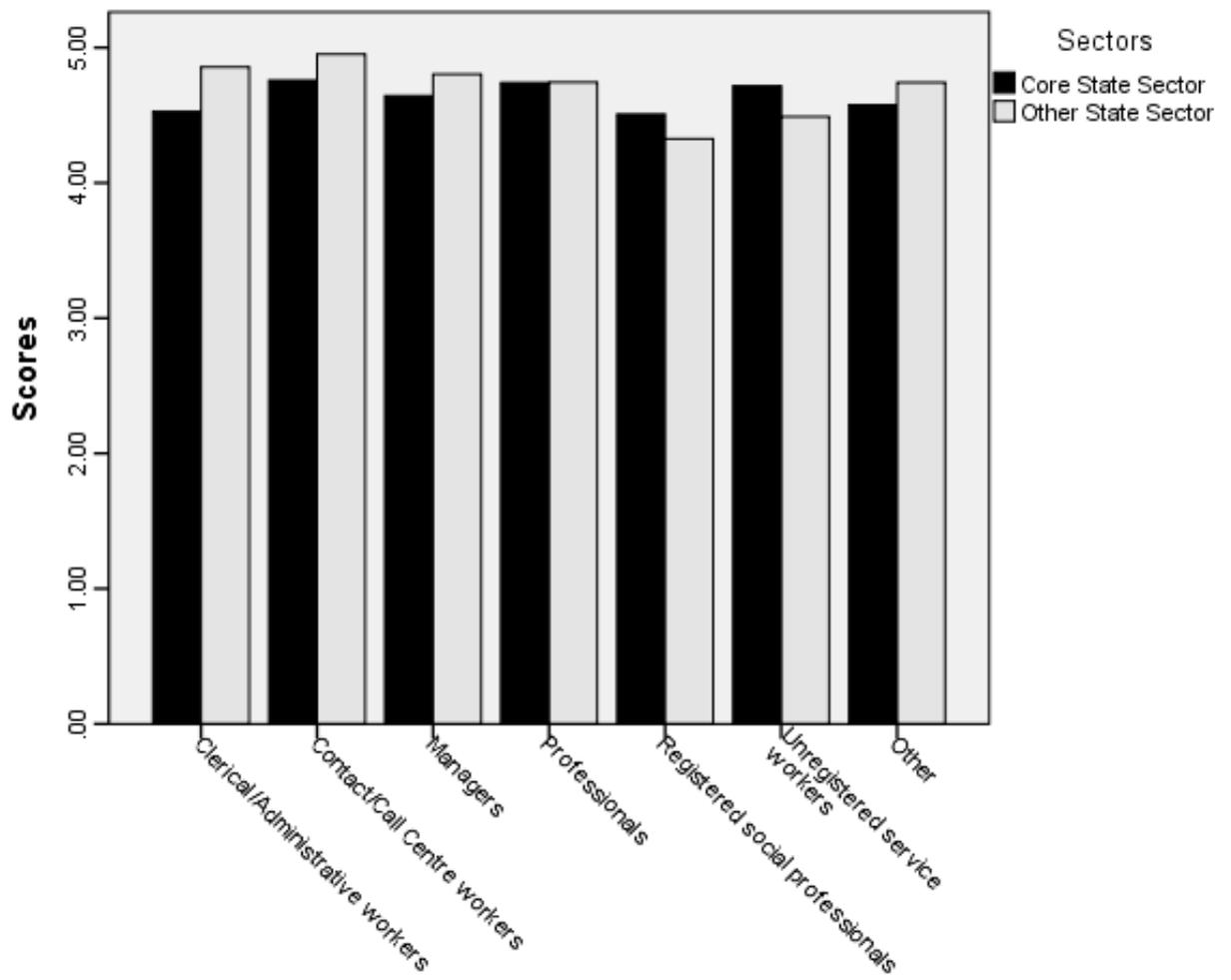
The overall mean of the Leadership Capability scale was moderate across both sector and occupation.

More specifically, scores on leadership capability were driven by the interaction between sector and occupation [ $F(6,10837) = 2.597, p = .016$ ]. In the Core State Sector, unregistered service workers scored significantly higher on leadership capability than clerical/administrative workers and registered social professionals.

Table 5.4: Leadership capability per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,927	4.53	1.76	648	4.86	1.59
Contact/Call Centre workers	238	4.76	1.73	237	4.95	1.70
Managers	784	4.64	1.57	530	4.80	1.49
Professionals	549	4.74	1.64	1,079	4.74	1.59
Registered social professionals	1,773	4.51	1.70	20	4.33	1.46
Unregistered service workers	1,150	4.72	1.69	130	4.49	1.74
Other	646	4.58	1.71	1,140	4.74	1.55
<b>Total</b>	<b>7,067</b>	<b>4.59</b>	<b>1.70</b>	<b>3,784</b>	<b>4.77</b>	<b>1.58</b>

Figure 5.4: Leadership capability per sector and occupation



## 7. Organisational Performance

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Organisational performance refers to how employees perceive their organisations' performance. Higher scores on organisational performance have been related in the literature to higher scores on individual level variables such as job satisfaction, affective commitment, public service motivation and organisational citizenship behaviours (Kim, 2005)

This chapter presents descriptive statistics for analyses including the Organisational Performance scale (Gibson & Birkinshaw, 2004;  $\alpha = .87$ ).

Overall, employees did not rate their organisations as performing, with means for sectors just below averages of 4 (neither agree nor disagree)(see tables 6.1 to 6.4). The Justice sectors (both Operations, and Policy and Law) were both rated as the least performing sectors by employees. Employees in other "Other State Sector" organisations rated organisational performance significantly higher than employees in the Core State Sector.

In the Core State Sector, registered social professionals rated organisational performance significantly lower than those working in other occupations.

The following tables and graphs present descriptive statistics per item included in the Organisational Performance scale (Gibson & Birkinshaw, 2004).

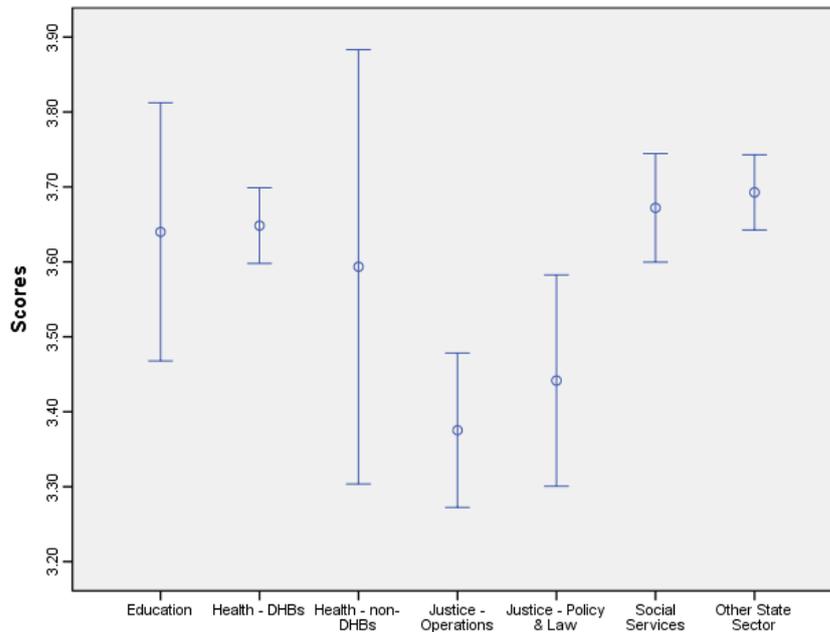
## This organisation is achieving its full potential

Employees who worked in the Justice (Operations) sector presented significantly lower scores than those who worked in District Health Boards, in the Social Services sector or in other organisations in the State Sector [ $F_{BF}(6,2307.789) = 6.165, p < .001$ ]. Employees working in other organisations in the State Sector also scored significantly higher than those working in the Justice (Policy and Law) sector.

Table 6.1: This organisation is achieving its full potential

Sectors	N	Mean	Std. Deviation
Education	325	3.64	1.58
Health - DHBs	3,570	3.65	1.54
Health - non-DHBs	123	3.59	1.62
Justice - Operations	850	3.38	1.53
Justice - Policy & Law	471	3.44	1.56
Social Services	1,784	3.67	1.56
Other State Sector	3,815	3.69	1.58
<b>Total</b>	<b>10,938</b>	<b>3.64</b>	<b>1.56</b>

Figure 6.1: This organisation is achieving its full potential



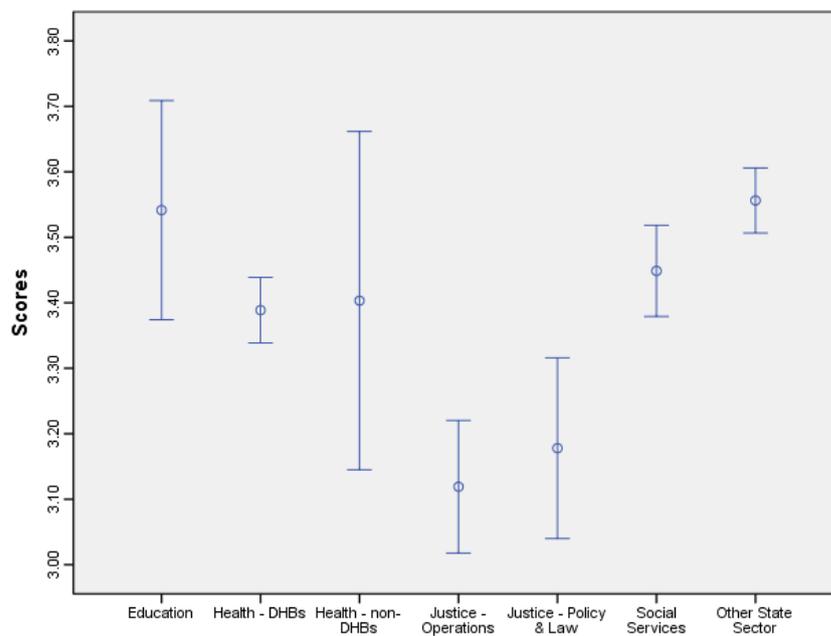
## People at my level are satisfied with this organisation’s performance

Employees who worked in the Justice (Operations, and Policy and Law) sector presented significantly lower scores than those who worked in the Education and Social Services sectors or in other organisations in the State Sector [ $F_{BF}(6,2672.085) = 13.361, p < .001$ ]. Employees working in District Health Boards scored significantly higher than those working in the Justice (Operations) sector and significantly lower than those working in other organisations in the State Sector.

Table 6.2: People at my level are satisfied with this organisation’s performance

Sectors	N	Mean	Std. Deviation
Education	325	3.54	1.53
Health - DHBs	3,576	3.39	1.52
Health - non-DHBs	124	3.40	1.45
Justice - Operations	848	3.12	1.50
Justice - Policy & Law	472	3.18	1.53
Social Services	1,785	3.45	1.50
Other State Sector	3,813	3.56	1.57
<b>Total</b>	<b>10,943</b>	<b>3.43</b>	<b>1.54</b>

Figure 6.2: People at my level are satisfied with this organisation’s performance



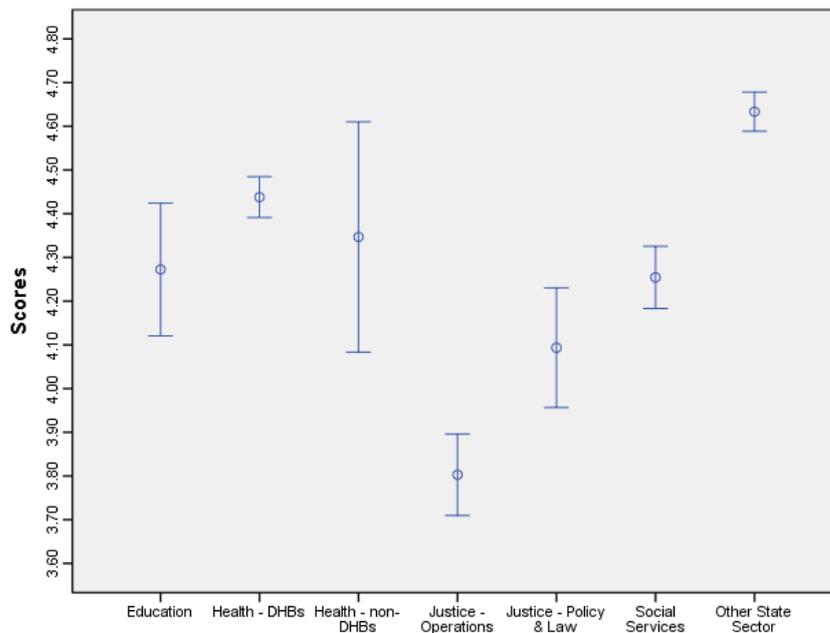
## This organisation does a good job of satisfying its customers

Employees who worked in the Justice (Operations) sector presented significantly lower scores than those who worked in any of the other sectors included in the analysis [ $F_{BF}(6,2410.923) = 47.700, p < .001$ ]. Those who worked in other organisations in the State Sector scored significantly higher than employees who worked in District Health Boards and in the Education, Justice (Operations, and Policy and Law) or Social Services sectors. Finally, those working in District Health Boards scored significantly higher than those working in the Justice (Policy and Law) and Social Services sectors.

Table 6.3: This organisation does a good job of satisfying its customers

Sectors	N	Mean	Std. Deviation
Education	323	4.27	1.39
Health - DHBs	3,577	4.44	1.43
Health - non-DHBs	124	4.35	1.48
Justice - Operations	847	3.80	1.38
Justice - Policy & Law	470	4.09	1.51
Social Services	1,785	4.25	1.53
Other State Sector	3,819	4.63	1.41
<b>Total</b>	<b>10,945</b>	<b>4.41</b>	<b>1.46</b>

Figure 6.3: This organisation does a good job of satisfying its customers



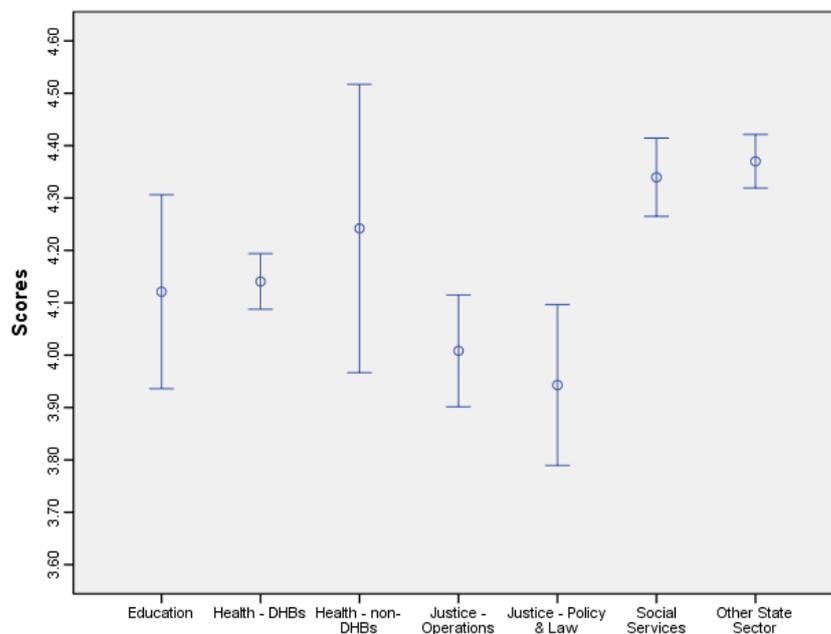
## This organisation gives me the opportunity and encouragement to do the best work I am capable of

Employees who worked in other State Sector organisations or in the Social Services sector presented significantly higher scores than those who worked in District Health Boards and in the Justice (Operations, and Policy and Law) sector [ $F(6,10924) = 13.317, p < .001$ ].

Table 6.4: This organisation gives me the opportunity and encouragement to do the best work I am capable of

Sectors	N	Mean	Std. Deviation
Education	322	4.12	1.69
Health - DHBs	3,570	4.14	1.62
Health - non-DHBs	124	4.24	1.55
Justice - Operations	851	4.01	1.59
Justice - Policy & Law	473	3.94	1.70
Social Services	1,785	4.34	1.61
Other State Sector	3,806	4.37	1.61
<b>Total</b>	<b>10,931</b>	<b>4.23</b>	<b>1.62</b>

Figure 6.4: This organisation gives me the opportunity and encouragement to do the best work I am capable of



## Overall organisational performance scores by sector

The overall mean of the Organisational Performance scale was moderate across sectors.

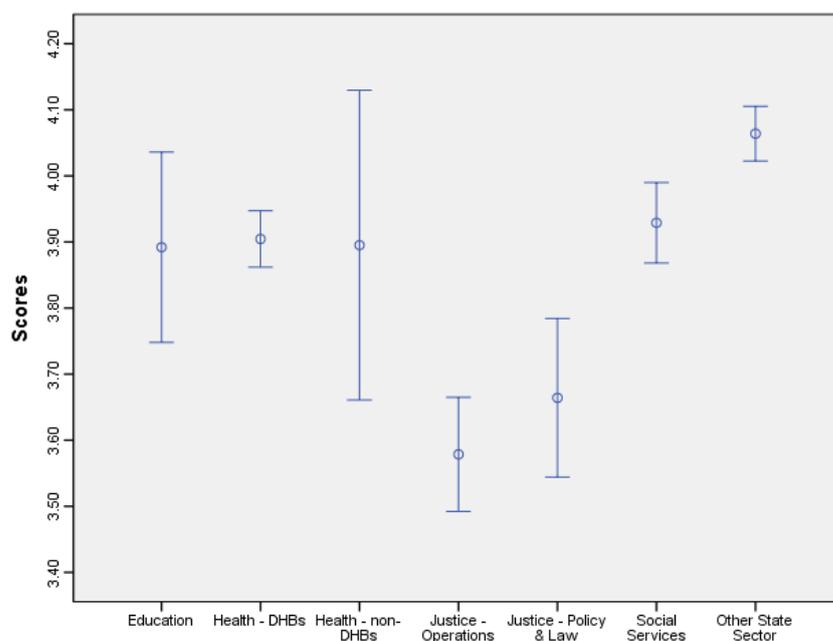
Additionally, employees working in other State Sector organisations scored significantly higher on organisational performance than those working in the Health (District Health Boards), Justice (Operations, and Law and Policy) and Social Services sectors [ $F(6,10981) = 20.462, p < .001$ ].

Employees working in the Justice (both Operations, and Policy and Law) sector scored significantly lower than those working in the Health (District Health Boards) and Social Services sectors. Those working in the Justice (Operations) sector also scored significantly lower than employees working in the Education sector.

Table 6.5: Organisational performance per sector

Sectors	N	Mean	Std. Deviation
Education	325	3.89	1.32
Health - DHBs	3,592	3.90	1.31
Health - non-DHBs	124	3.90	1.32
Justice - Operations	853	3.58	1.29
Justice - Policy & Law	473	3.66	1.33
Social Services	1,792	3.93	1.32
Other State Sector	3,829	4.06	1.31
<b>Total</b>	<b>10,988</b>	<b>3.93</b>	<b>1.32</b>

Figure 6.5: Organisational performance per sector



## Overall organisational performance scores by occupation

The overall mean of the Organisational Performance scale was moderate both across sector and occupation.

More specifically, scores on organisational performance were driven by both sector [ $F(1,10830) = 11.577, p = .001$ ] and the interaction between sector and occupation [ $F(6,10830) = 2.671, p = .014$ ]. Employees who worked in other “Other State Sector” organisations rated organisational performance significantly higher than employees who worked in the Core State Sector.

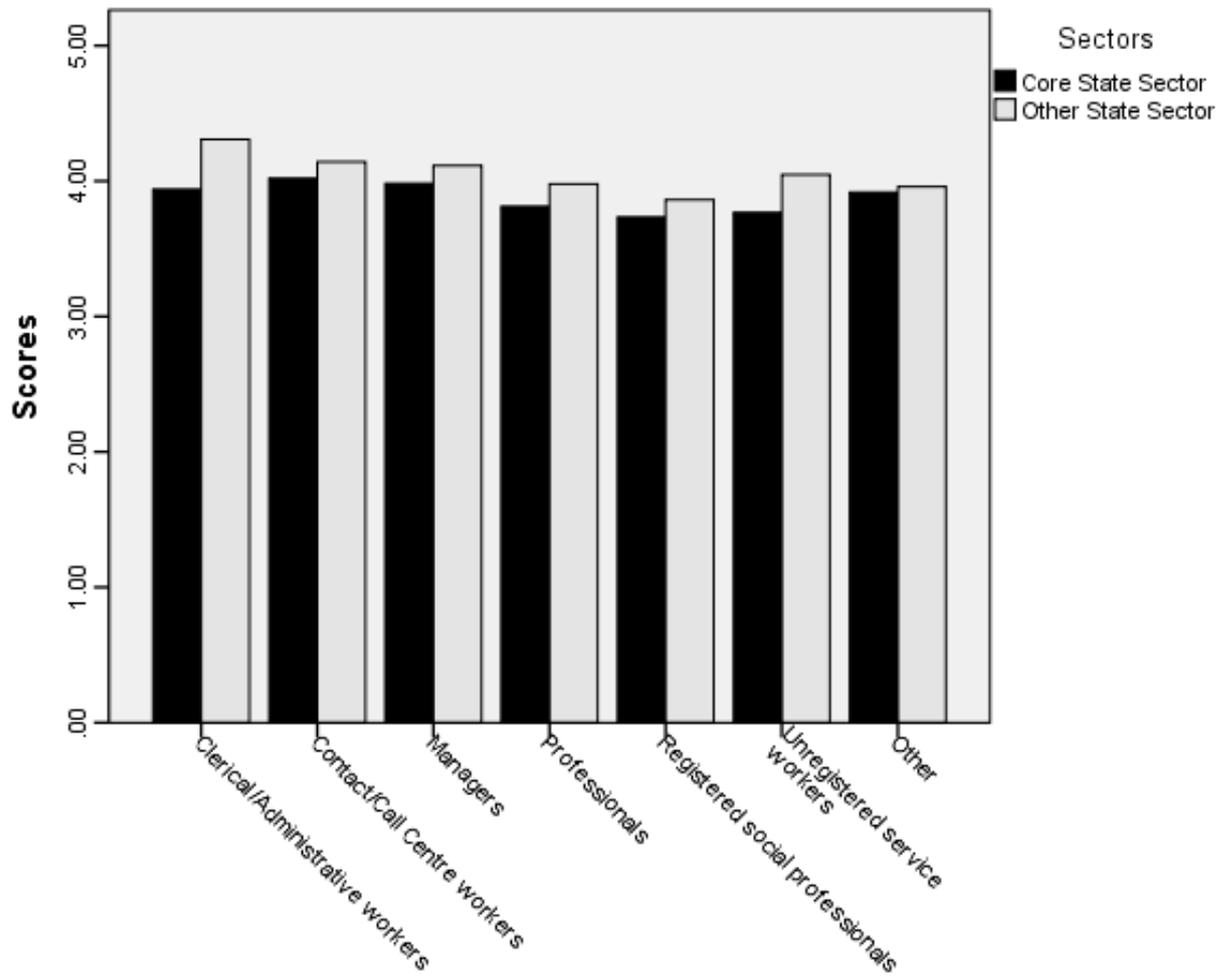
In the Core State Sector, registered social professionals rated organisational performance significantly lower than clerical/administrative workers, contact/call centre workers, managers and those working in other occupations.

In the “Other State Sector”, clerical/administrative employees rated organisational performance significantly higher than those in other occupations.

Table 6.6: Organisational performance per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,921	3.94	1.30	649	4.31	1.27
Contact/Call Centre workers	239	4.02	1.40	236	4.14	1.29
Managers	781	3.98	1.28	529	4.11	1.29
Professionals	550	3.81	1.26	1,078	3.98	1.32
Registered social professionals	1,768	3.73	1.31	20	3.86	1.25
Unregistered service workers	1,152	3.77	1.32	130	4.05	1.33
Other	647	3.92	1.38	1,144	3.96	1.31
<b>Total</b>	<b>7,058</b>	<b>3.85</b>	<b>1.31</b>	<b>3,786</b>	<b>4.06</b>	<b>1.31</b>

Figure 6.6: Organisational performance per sector and occupation



## 8. Organisational Innovation

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Workplace innovation can be defined as the extent to which organisations adapt to change and are innovative in improving their services. Higher levels of workplace innovation have been related in the literature to higher levels of organisational performance and productivity (Langford, 2009).

This chapter presents descriptive statistics for analyses including the Workplace Innovation scale (Langford, 2009;  $\alpha = .89$ ).

Overall, employees did not rate their organisations as innovative, with average responses usually being below the midpoint of the scale of 4 (neither agree nor disagree). Organisations in the justice sectors (Operations, and Policy and Law) were rated as having the lowest workplace innovation.

The following tables and graphs present descriptive statistics per item included in the Workplace Innovation scale (Langford, 2009).

## Change is handled well in this organisation

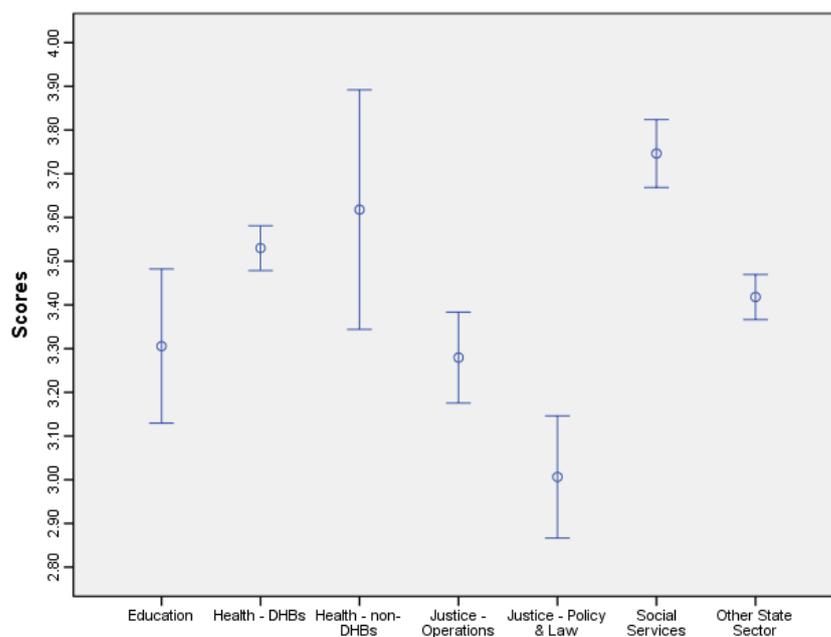
Employees who worked in the Justice (Policy and Law) sector presented significantly lower scores than those who worked in the Health (District Health Boards, and non-District Health Boards), Justice (Operations) and Social Services sectors or in other organisations in the State Sector [ $F_{BF}(6,2644.991) = 20.059, p < .001$ ].

Those who worked in the Social Services sector scored significantly higher than those working in District Health Boards, in the Education and Justice (Operations) sectors or in other organisations in the State Sector. Those who worked in District Health Boards scored significantly higher than employees who worked in the Justice (Operations) sector and in other organisations in the State Sector.

Table 7.1: Change is handled well in this organisation

Sectors	N	Mean	Std. Deviation
Education	324	3.31	1.61
Health - DHBs	3,578	3.53	1.56
Health - non-DHBs	123	3.62	1.53
Justice - Operations	848	3.28	1.54
Justice - Policy & Law	471	3.01	1.55
Social Services	1,781	3.75	1.67
Other State Sector	3,813	3.42	1.63
<b>Total</b>	<b>10,938</b>	<b>3.48</b>	<b>1.61</b>

Figure 7.1: Change is handled well in this organisation



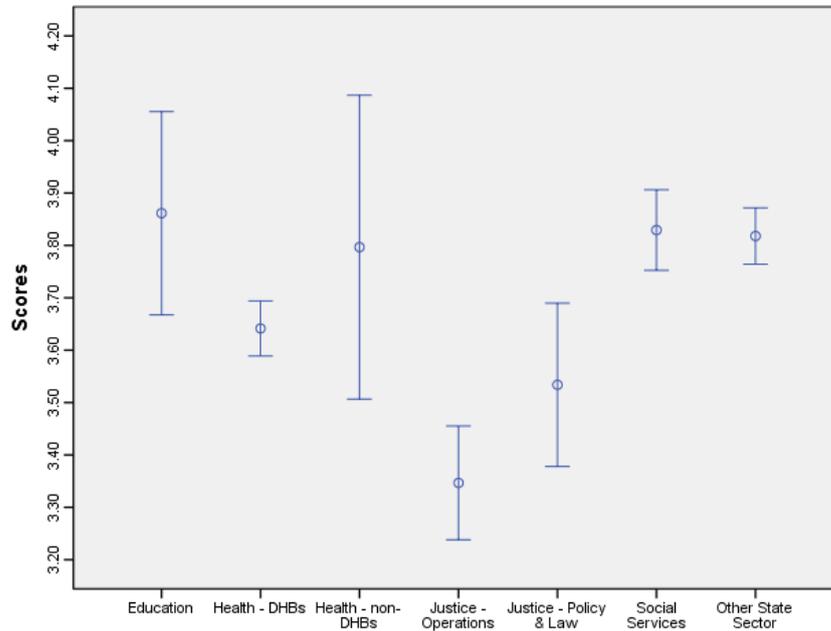
## The way this organisation is run has improved over the last year

Employees who worked in the Justice (Operations) sector presented significantly lower scores than those who worked in Education, Health (District Health Boards) and Social Services sectors or in other organisations in the State Sector [ $F_{BF}(6,2491.723) = 13.162, p < .001$ ]. Those who worked in the Social Services sector or in other organisations in the State Sector scored significantly higher than employees who worked in District Health Boards and in the Justice (Policy and Law) sector.

Table 7.2: The way this organisation is run has improved over the last year

Sectors	N	Mean	Std. Deviation
Education	325	3.86	1.78
Health - DHBs	3,576	3.64	1.60
Health - non-DHBs	123	3.80	1.62
Justice - Operations	848	3.35	1.61
Justice - Policy & Law	472	3.53	1.72
Social Services	1,787	3.83	1.66
Other State Sector	3,806	3.82	1.70
<b>Total</b>	<b>10,937</b>	<b>3.71</b>	<b>1.66</b>

Figure 7.2: The way this organisation is run has improved over the last year



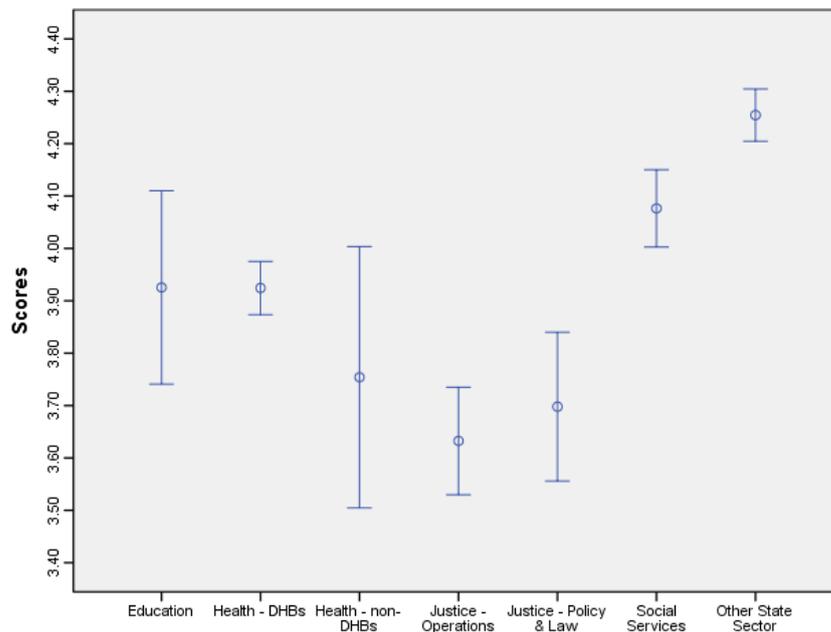
## This organisation is innovative

Employees who worked in other organisations in the State Sector presented significantly higher scores than those who worked in any of the other sectors included in the analysis [ $F_{BF}(6,2799.159) = 29.936, p < .001$ ]. Those who worked in the Social Services sector scored significantly higher than those who worked in District Health Boards and in the Justice (Operations, and Policy and Law) sector. Those working in District Health Boards scored significantly higher than those working in the Justice (Operations) sector.

Table 7.3: This organisation is innovative

Sectors	N	Mean	Std. Deviation
Education	322	3.93	1.68
Health - DHBs	3,572	3.92	1.55
Health - non-DHBs	122	3.75	1.39
Justice - Operations	849	3.63	1.52
Justice - Policy & Law	470	3.70	1.57
Social Services	1,779	4.08	1.59
Other State Sector	3,800	4.25	1.57
<b>Total</b>	<b>10,914</b>	<b>4.03</b>	<b>1.58</b>

Figure 7.3: This organisation is innovative



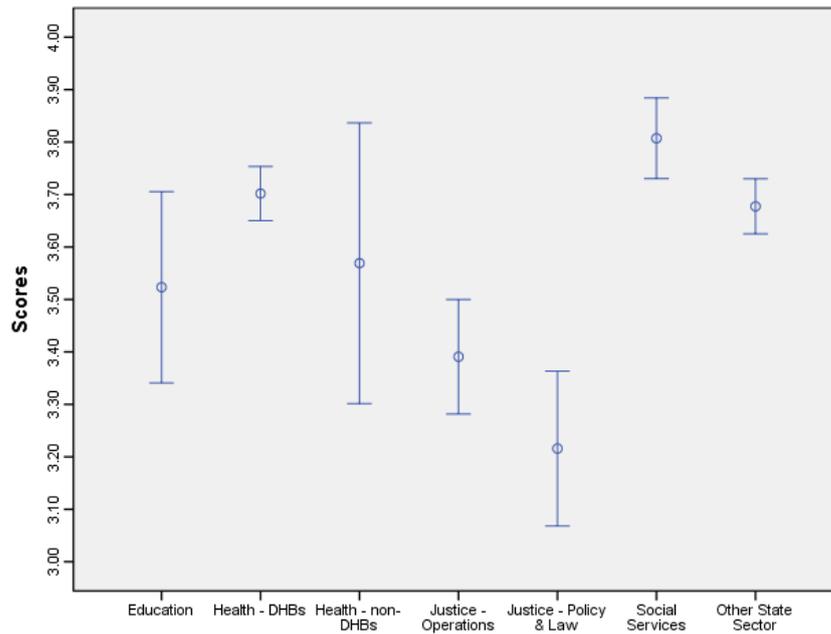
## This organisation is good at learning from its mistakes and successes

Employees who worked in the Justice (Operations, and Policy and Law) sector presented significantly lower scores than those who worked in District Health Boards, in the Social Services sector and in other organisations in the State Sector [ $F_{BF}(6,2746.399) = 13.279, p < .001$ ].

Table 7.4: This organisation is good at learning from its mistakes and successes

Sectors	N	Mean	Std. Deviation
Education	321	3.52	1.66
Health - DHBs	3,555	3.70	1.57
Health - non-DHBs	123	3.57	1.50
Justice - Operations	842	3.39	1.61
Justice - Policy & Law	468	3.22	1.63
Social Services	1,779	3.81	1.65
Other State Sector	3,801	3.68	1.65
<b>Total</b>	<b>10,889</b>	<b>3.66</b>	<b>1.62</b>

Figure 7.4: This organisation is good at learning from its mistakes and successes



## Overall workplace innovation scores per sector

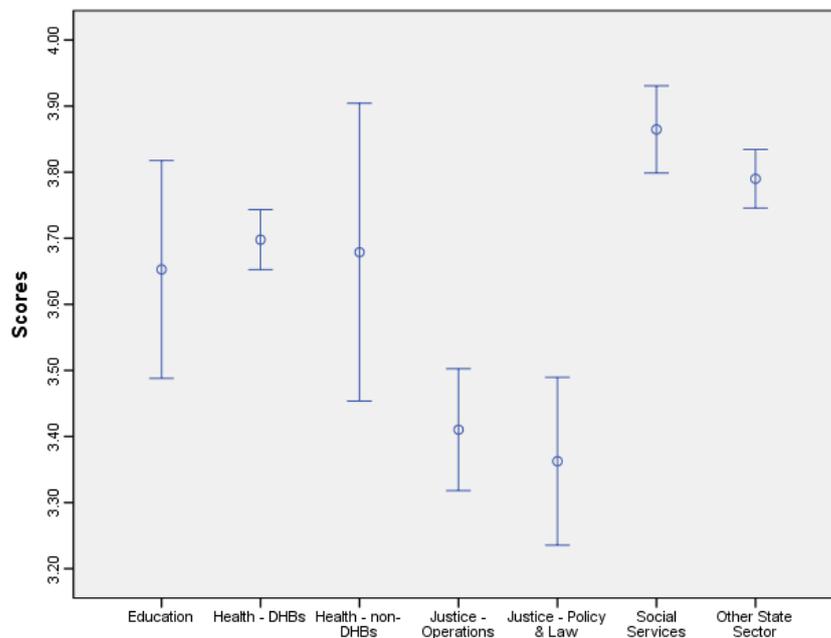
The overall mean of the Workplace Innovation scale was moderate across sectors.

Additionally, employees who worked in District Health Boards, in the Social Services sector or in other organisations in the State Sector scored significantly higher on workplace innovation than those who worked in the Justice (Operations, and Policy and Law) sector [ $F_{BF}(6,2783.312) = 17.265, p < .001$ ]. Employees who worked in the Social Service sector scored also significantly higher than those who worked in District Health Boards.

Table 7.5: Workplace innovation per sector

Sectors	N	Mean	Std. Deviation
Education	325	3.65	1.51
Health - DHBs	3,596	3.70	1.39
Health - non-DHBs	123	3.68	1.26
Justice - Operations	853	3.41	1.37
Justice - Policy & Law	473	3.36	1.40
Social Services	1,790	3.86	1.42
Other State Sector	3,829	3.79	1.40
<b>Total</b>	<b>10,989</b>	<b>3.72</b>	<b>1.41</b>

Figure 7.5: Workplace innovation per sector



## Overall workplace innovation scores by occupation

The overall mean of the Workplace Innovation scale was moderate both across sector and occupation.

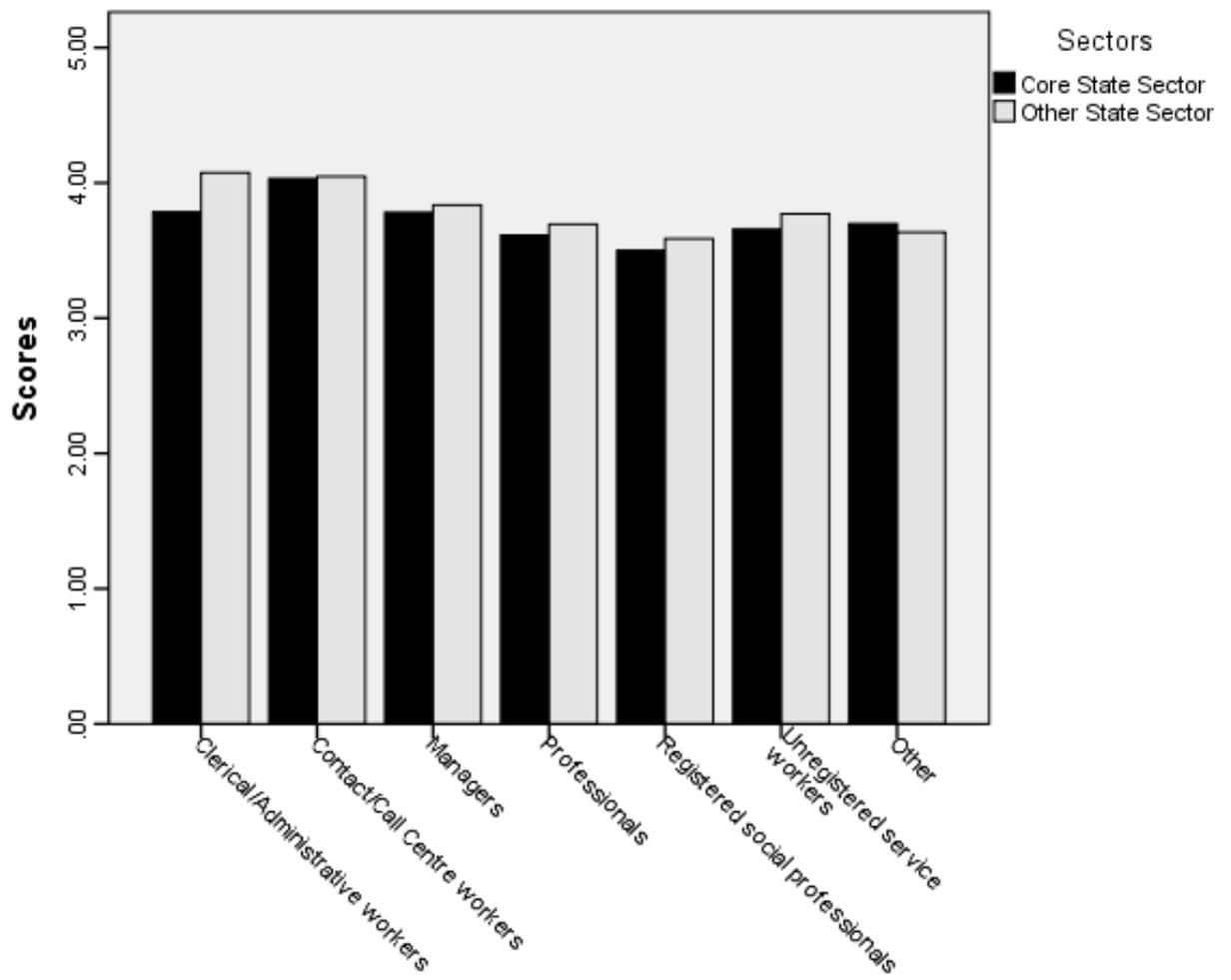
More specifically, scores on workplace innovation were driven by the interaction between sector and occupation [ $F(6,10831) = 2.570, p = .017$ ]. In the Core State Sector, registered social professionals scored significantly lower on workplace innovation than clerical/administrative workers, contact/call centre workers and managers.

In the Core State Sector, contact/call centre workers also scored significantly higher than professionals, unregistered service workers and those working in other occupations. In other organisations part of the State Sector, professionals and those working in other occupations scored significantly lower on workplace innovation than clerical/administrative workers and contact/call centre workers.

Table 7.6: Workplace innovation per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,924	3.78	1.37	646	4.08	1.40
Contact/Call Centre workers	239	4.03	1.48	236	4.05	1.42
Managers	780	3.78	1.38	530	3.84	1.43
Professionals	551	3.61	1.41	1,078	3.69	1.38
Registered social professionals	1,768	3.50	1.38	20	3.59	1.37
Unregistered service workers	1,151	3.66	1.43	130	3.77	1.50
Other	646	3.70	1.50	1,146	3.63	1.37
<b>Total</b>	<b>7,059</b>	<b>3.68</b>	<b>1.41</b>	<b>3,786</b>	<b>3.79</b>	<b>1.40</b>

Figure 7.6: Workplace innovation per sector and occupation



## 9. Learning Culture

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Learning culture concerns the extent to which organisations foster learning and function as a learning environment. Higher levels of learning culture have been related in the literature to higher levels of variables such as job satisfaction and motivation to transfer learning (Egan, Yang, & Barlett, 2004)

This chapter presents descriptive statistics for analyses including the Learning Culture scale (Bess, Perkins, & McCown, 2010;  $\alpha = .89$ ).

Significant differences between sector and occupational groups found in Analysis of Variance (ANOVA) tests are also described.

Overall, employees did not rate their organisations as having learning cultures, with means often being between Disagree (3), and Neither agree nor disagree (4) (see tables 8.1 to 8.5). This was regardless of sector or occupation.

The following tables and graphs present descriptive statistics per item included in the Learning Culture scale (Bess et al., 2010).

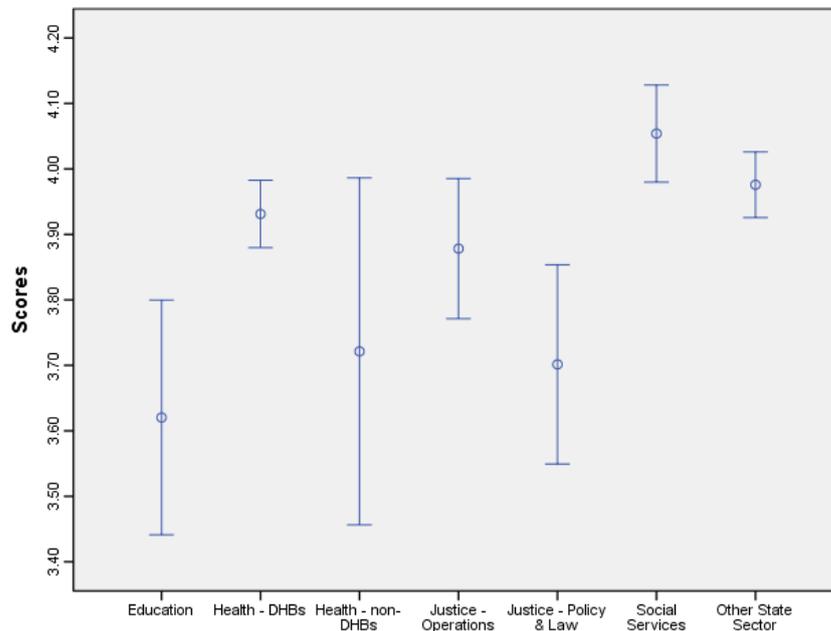
## In my organisation, people openly discuss mistakes in order to learn from them

Employees who worked in the Social Services sector or in other organisations in the State Sector scored significantly higher than those who worked in the Education and Justice (Policy and Law) sectors [ $F_{BF}(6,2696.450) = 6.394, p < .001$ ]. Those working in District Health Boards scored significantly higher than employees working in the Education sector.

Table 8.1: In my organisation, people openly discuss mistakes in order to learn from them

Sectors	N	Mean	Std. Deviation
Education	324	3.62	1.64
Health - DHBs	3,562	3.93	1.57
Health - non-DHBs	122	3.72	1.48
Justice - Operations	846	3.88	1.59
Justice - Policy & Law	469	3.70	1.68
Social Services	1,779	4.05	1.59
Other State Sector	3,803	3.98	1.58
<b>Total</b>	<b>10,905</b>	<b>3.94</b>	<b>1.59</b>

Figure 8.1: In my organisation, people openly discuss mistakes in order to learn from them



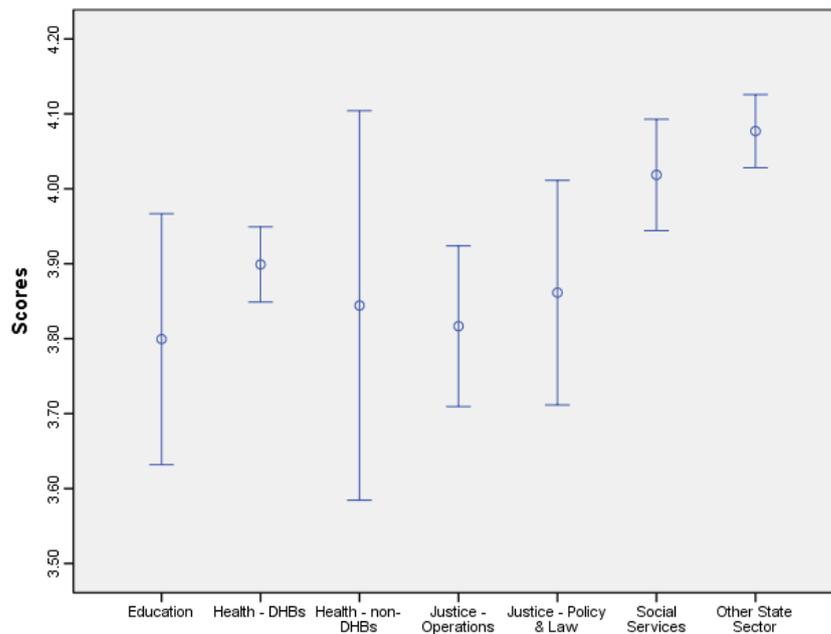
## In my organisation, people give open and honest feedback to each other

Employees who worked in other State Sector organisations presented significantly higher scores than those who worked in the Education, Health (District Health Boards), and Justice (Operations) sectors [ $F_{BF}(6,2755.585) = 7.047, p < .001$ ]. Those who worked in the Justice (Operations) sector also scored significantly lower than those who worked in the Social Services sector.

Table 8.2: In my organisation, people give open and honest feedback to each other

Sectors	N	Mean	Std. Deviation
Education	324	3.80	1.53
Health - DHBs	3,557	3.90	1.53
Health - non-DHBs	122	3.84	1.45
Justice - Operations	840	3.82	1.58
Justice - Policy & Law	469	3.86	1.65
Social Services	1,777	4.02	1.60
Other State Sector	3,805	4.08	1.53
<b>Total</b>	<b>10,894</b>	<b>3.97</b>	<b>1.55</b>

Figure 8.2: In my organisation, people give open and honest feedback to each other



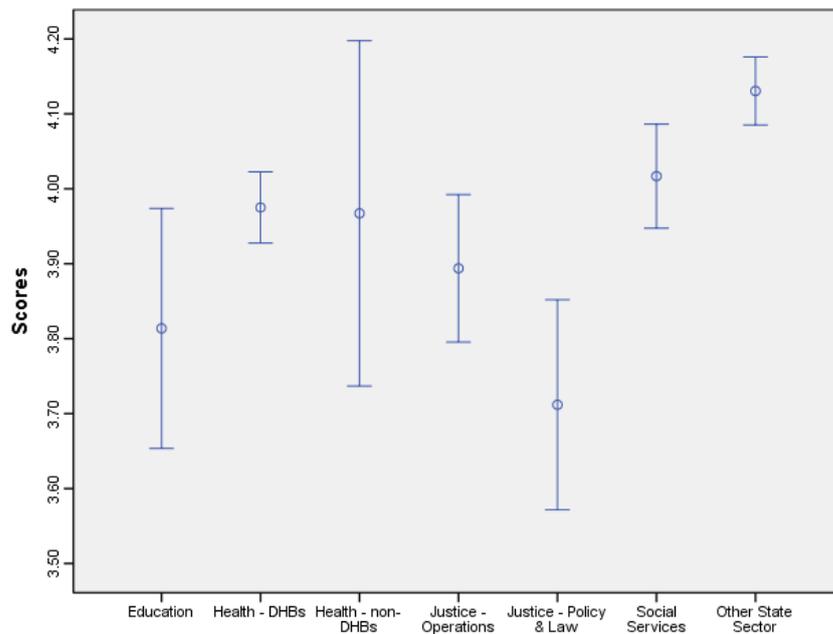
## In my organisation, people view problems in their work as an opportunity to learn

Employees who worked in other State Sector organisations presented significantly higher scores than those who worked in the Education, Health (District Health Boards) and Justice (Operations, and Policy and Law) sectors [ $F_{BF}(6,2901.032) = 9.963, p < .001$ ]. Those who worked in the Justice (Policy and Law) sector also scored significantly lower than those who worked in District Health Boards and in the Social Services sector.

Table 8.3: In my organisation, people view problems in their work as an opportunity to learn

Sectors	N	Mean	Std. Deviation
Education	322	3.81	1.46
Health - DHBs	3,561	3.98	1.45
Health - non-DHBs	122	3.97	1.29
Justice - Operations	838	3.89	1.45
Justice - Policy & Law	465	3.71	1.54
Social Services	1,779	4.02	1.49
Other State Sector	3,792	4.13	1.42
<b>Total</b>	<b>10,879</b>	<b>4.01</b>	<b>1.45</b>

Figure 8.3: In my organisation, people view problems in their work as an opportunity to learn



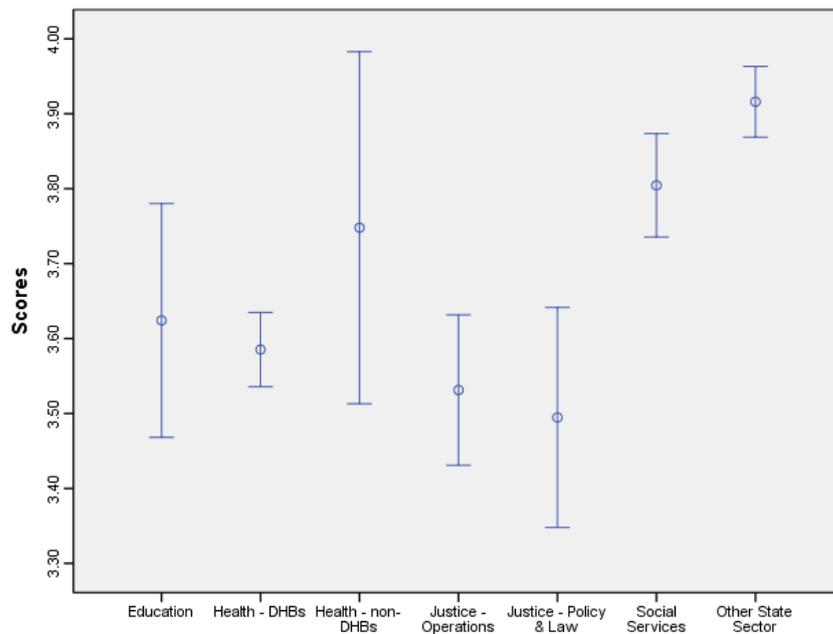
## In my organisation, people are rewarded for exploring new ways of working

Employees who worked in other State Sector organisations presented significantly higher scores than those who worked in the Education, Health (District Health Boards), and Justice (Operations, and Policy and Law) sectors [ $F_{BF}(6,2955.875) = 21.393, p < .001$ ]. Those who worked in the Social Services sector scored significantly higher than those who worked in District Health Boards and in the Justice (Operations, and Policy and Law) sector.

Table 8.4: In my organisation, people are rewarded for exploring new ways of working

Sectors	N	Mean	Std. Deviation
Education	322	3.62	1.42
Health - DHBs	3,564	3.59	1.51
Health - non-DHBs	123	3.75	1.32
Justice - Operations	845	3.53	1.49
Justice - Policy & Law	469	3.49	1.62
Social Services	1,785	3.80	1.49
Other State Sector	3,797	3.92	1.48
<b>Total</b>	<b>10,905</b>	<b>3.73</b>	<b>1.50</b>

Figure 8.4: In my organisation, people are rewarded for exploring new ways of working



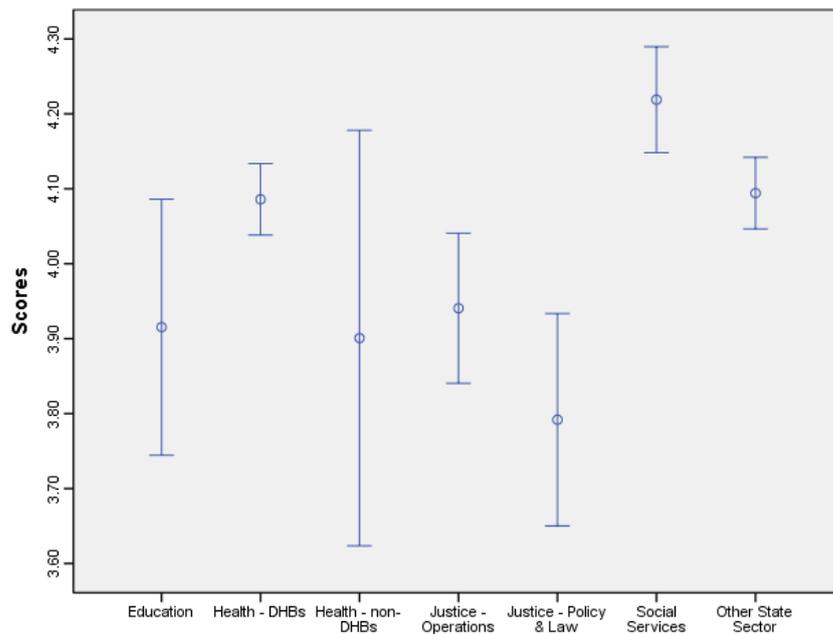
## My organisation enables people to get needed information at any time quickly and easily

Employees who worked in the Social Services sector scored significantly higher than those who worked in the Education, Health (District Health Boards) and Justice (Operations, and Policy and Law) sectors [ $F_{BF}(6,2317.453) = 7.421, p < .001$ ]. Those who worked in the Justice (Policy and Law) sector presented significantly lower scores than those who worked in the Health (District Health Boards) sector or in other State Sector organisations.

Table 8.5: My organisation enables people to get needed information at any time quickly and easily

Sectors	N	Mean	Std. Deviation
Education	319	3.92	1.55
Health - DHBs	3,561	4.09	1.45
Health - non-DHBs	121	3.90	1.54
Justice - Operations	842	3.94	1.48
Justice - Policy & Law	466	3.79	1.56
Social Services	1,777	4.22	1.52
Other State Sector	3,800	4.09	1.50
<b>Total</b>	<b>10,886</b>	<b>4.08</b>	<b>1.49</b>

Figure 8.5: My organisation enables people to get needed information at any time quickly and easily



## Overall learning culture scores per sector

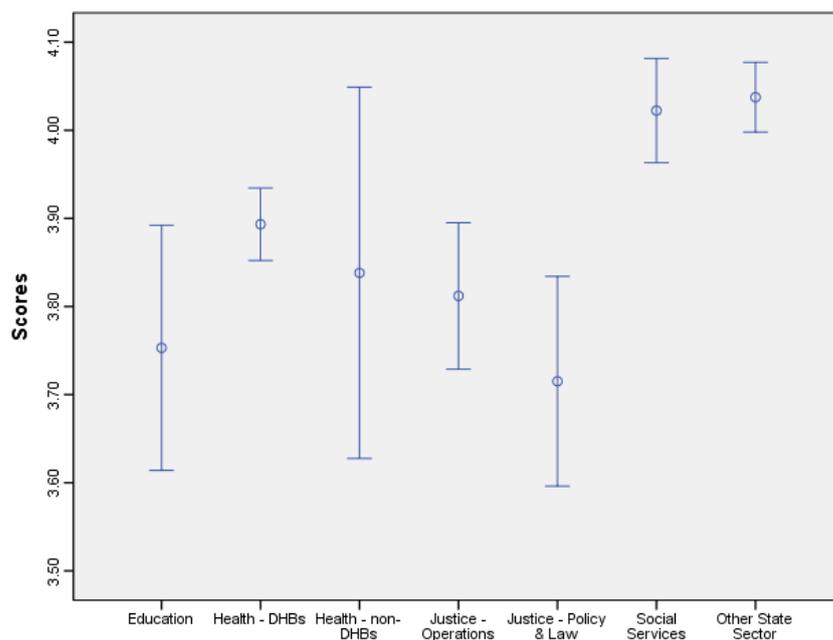
The overall mean of the Learning Culture scale was moderate across sectors.

Additionally, employees working in the Social Services sector or in other organisations in the State Sector scored significantly higher on learning culture than those working in the Education, Health (District Health Boards) and Justice (Operations, and Policy and Law) sectors [F (6,10981) = 11.204,  $p < .001$ ].

Table 8.6: Learning culture per sector

Sectors	N	Mean	Std. Deviation
Education	324	3.75	1.27
Health - DHBs	3,596	3.89	1.26
Health - non-DHBs	123	3.84	1.18
Justice - Operations	852	3.81	1.24
Justice - Policy & Law	473	3.72	1.32
Social Services	1,792	4.02	1.28
Other State Sector	3,828	4.04	1.25
<b>Total</b>	<b>10,988</b>	<b>3.95</b>	<b>1.26</b>

Figure 8.6: Learning culture per sector



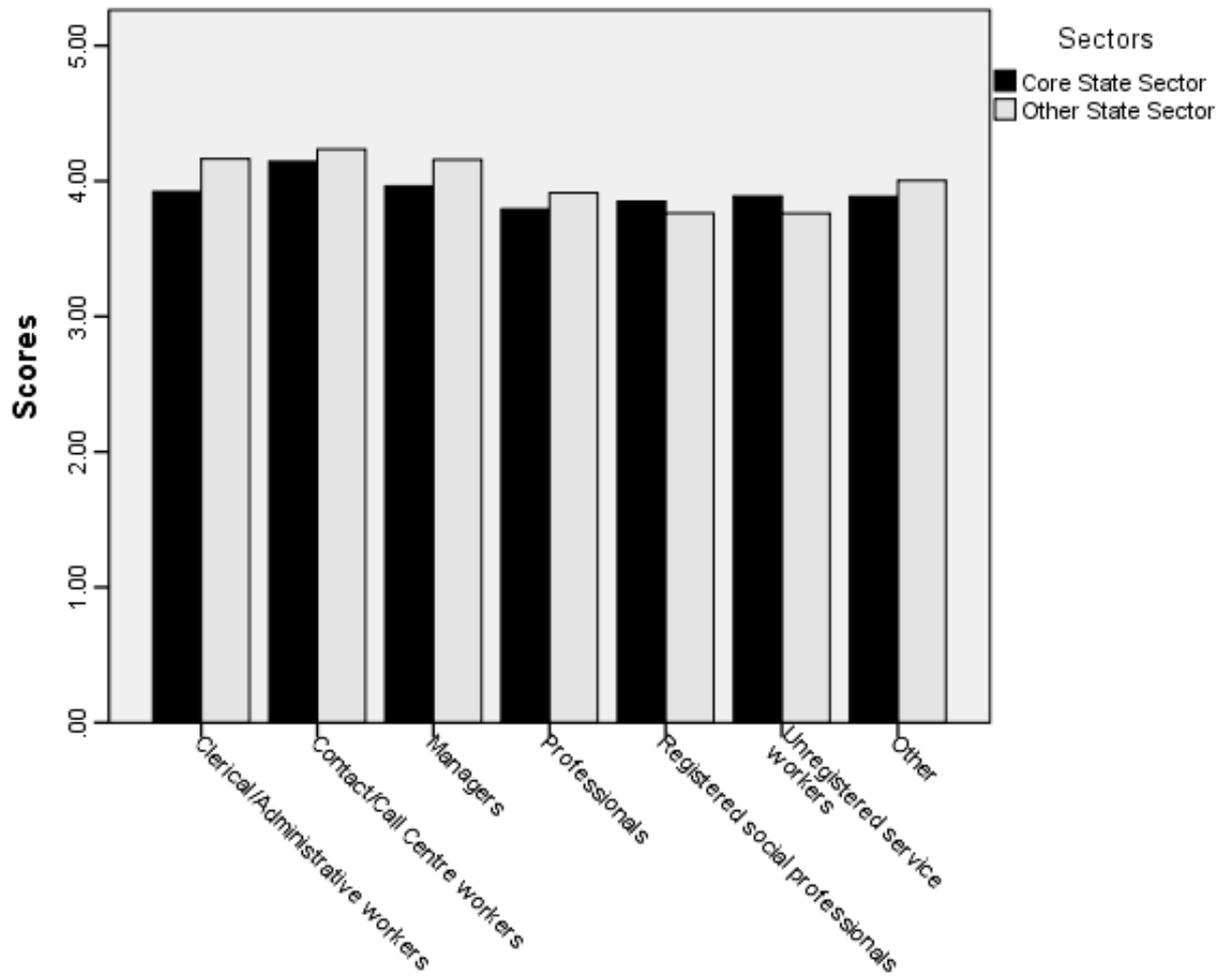
## Overall learning culture scores by occupation

The overall mean of the Learning Culture scale was moderate both across sector and occupation. Scores on learning culture were not driven by sector ( $p = .114$ ) or the interaction between sector and occupation ( $p = .121$ ).

Table 8.7: Learning culture per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,921	3.92	1.25	646	4.16	1.23
Contact/Call Centre workers	239	4.14	1.38	236	4.24	1.39
Managers	780	3.96	1.23	530	4.16	1.23
Professionals	551	3.79	1.27	1,077	3.91	1.23
Registered social professionals	1,768	3.85	1.25	20	3.76	1.12
Unregistered service workers	1,152	3.89	1.29	130	3.76	1.31
Other	647	3.89	1.34	1,146	4.00	1.22
<b>Total</b>	<b>7,058</b>	<b>3.90</b>	<b>1.27</b>	<b>3,785</b>	<b>4.03</b>	<b>1.25</b>

Figure 8.7: Learning culture per sector and occupation



## 10. Organisational Goal Clarity

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Organisational goal clarity is defined in the measure included in the 2016 PSA survey as the extent to which a given organisation has clear goals and mission. Higher levels of organisational goal clarity have been connected in the literature to lower levels of turnover intention (Jung, 2012).

This chapter presents descriptive statistics for analyses including the Organisational Goal Clarity scale (Rainey, 1983;  $\alpha = .90$ ).

Overall, the means of the items belonging to the Organisational Goal Clarity scale were moderate across the different sectors, with most ratings between 4 and 5 (4= neither agree nor disagree, 5 = agree) (see tables 9.1 to 9.3). Justice (operations) was rated the highest. In the Core State Sector, managers reported higher organisational goal clarity than those in other occupations, while registered social professionals rated their organisations as having less goal clarity than those working in other occupations.

In other organisations part of the State Sector, clerical/administrative workers scored significantly higher on organisational goal clarity than professionals and those working in other occupations.

The following tables and graphs present descriptive statistics per item included in the Organisational Goal Clarity scale (Rainey, 1983).

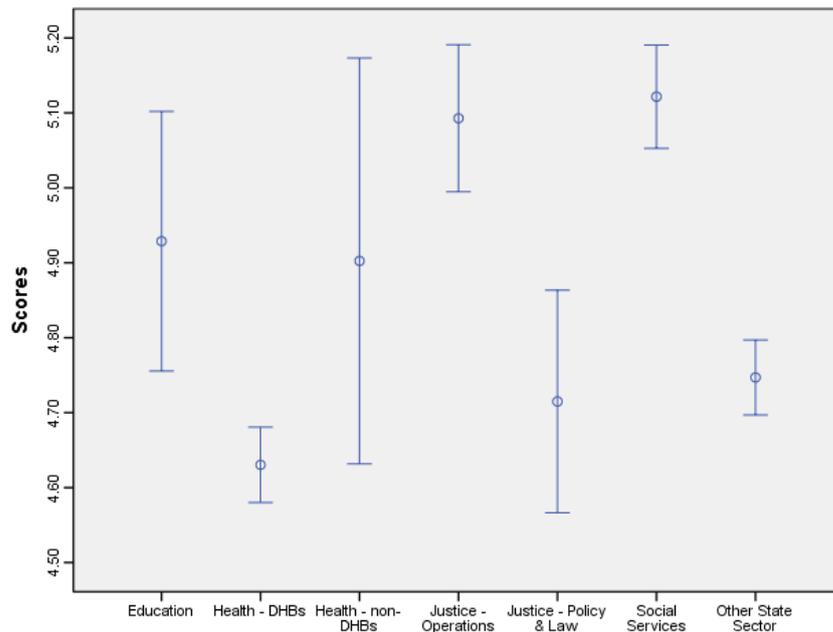
## This organisation’s mission is clear to almost everyone who works here

Employees who worked in District Health Boards presented significantly lower scores than those who worked in the Education, Justice (Operations), and Social Services sectors or in other State Sector organisations [ $F_{BF}(6,2468.399) = 26.681, p < .001$ ]. Those who worked in the Justice (Operations) or in the Social Services sectors also scored significantly higher than those who worked in the Justice (Policy and Law) sector and in other State Sector organisations.

Table 9.1: This organisation’s mission is clear to almost everyone who works here

Sectors	N	Mean	Std. Deviation
Education	323	4.93	1.58
Health - DHBs	3,579	4.63	1.54
Health - non-DHBs	123	4.90	1.52
Justice - Operations	851	5.09	1.46
Justice - Policy & Law	470	4.71	1.64
Social Services	1,784	5.12	1.48
Other State Sector	3,818	4.75	1.58
<b>Total</b>	<b>10,948</b>	<b>4.80</b>	<b>1.55</b>

Figure 9.1: This organisation’s mission is clear to almost everyone who works here



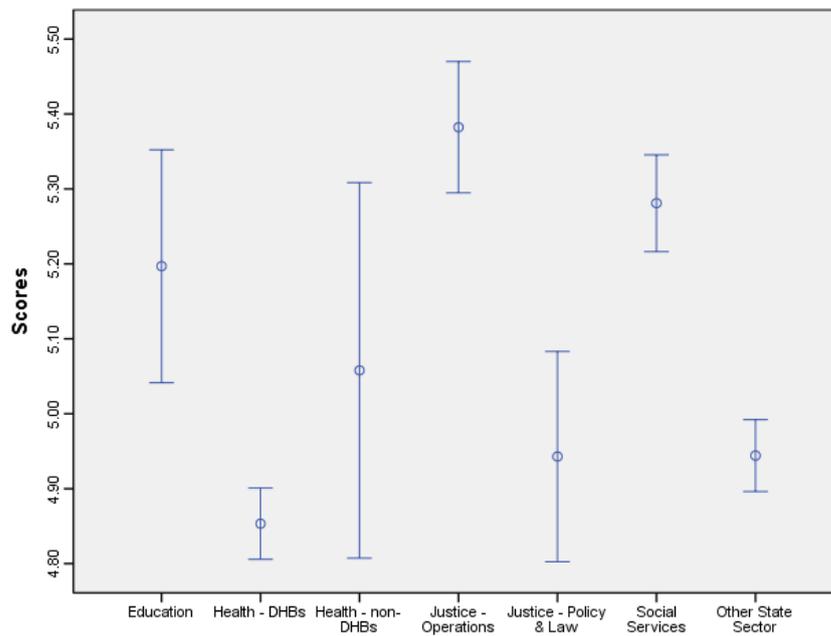
## This organisation has clearly defined goals

Employees who worked in District Health Boards or in other State Sector organisations presented significantly lower scores than those who worked in the Education, Justice (Operations) and Social Services sectors [ $F_{BF}(6,2537.219) = 29.904, p < .001$ ]. Employees working in the Justice (Policy and Law) sector scored significantly lower than those working in the Justice (Operations) and Social Services sectors.

Table 9.2: This organisation has clearly defined goals

Sectors	N	Mean	Std. Deviation
Education	325	5.20	1.42
Health - DHBs	3,579	4.85	1.45
Health - non-DHBs	121	5.06	1.39
Justice - Operations	850	5.38	1.30
Justice - Policy & Law	473	4.94	1.55
Social Services	1,783	5.28	1.39
Other State Sector	3,818	4.94	1.51
<b>Total</b>	<b>10,949</b>	<b>5.01</b>	<b>1.46</b>

Figure 9.2: This organisation has clearly defined goals



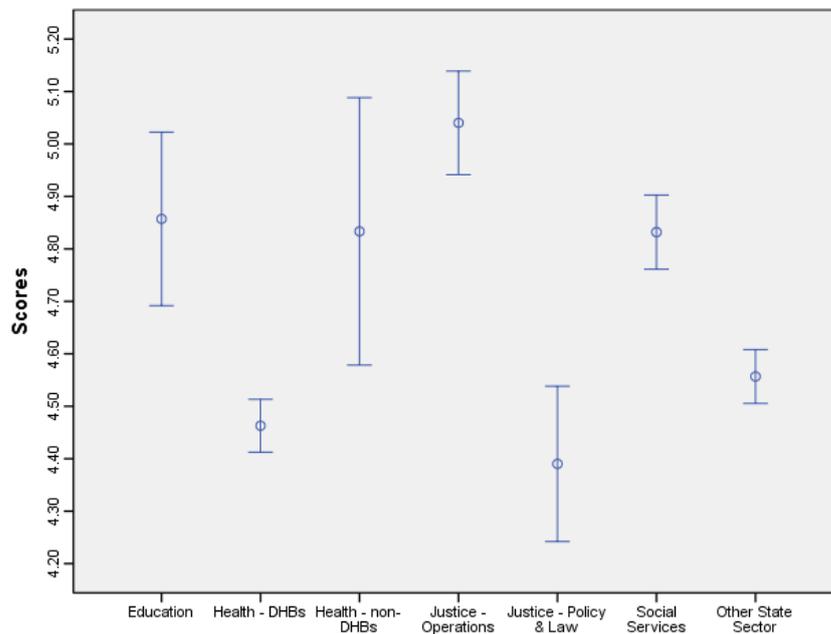
## It is easy to explain the goals of this organisation to outsiders

Employees who worked in District Health Boards, in the Justice (Policy and Law) sector or in other State Sector organisations presented significantly lower scores than those who worked in Education, Justice (Operations) and Social Services sectors [ $F_{BF}(6,2776.359) = 27.362, p < .001$ ]. Employees working in the Justice (Operations) sector scored significantly higher than those working in the Social Services sector.

Table 9.3: It is easy to explain the goals of this organisation to outsiders

Sectors	N	Mean	Std. Deviation
Education	322	4.86	1.51
Health - DHBs	3,575	4.46	1.53
Health - non-DHBs	120	4.83	1.41
Justice - Operations	845	5.04	1.46
Justice - Policy & Law	469	4.39	1.63
Social Services	1,785	4.83	1.52
Other State Sector	3,811	4.56	1.62
<b>Total</b>	<b>10,927</b>	<b>4.61</b>	<b>1.57</b>

Figure 9.3: It is easy to explain the goals of this organisation to outsiders



## Overall organisational goal clarity scores per sector

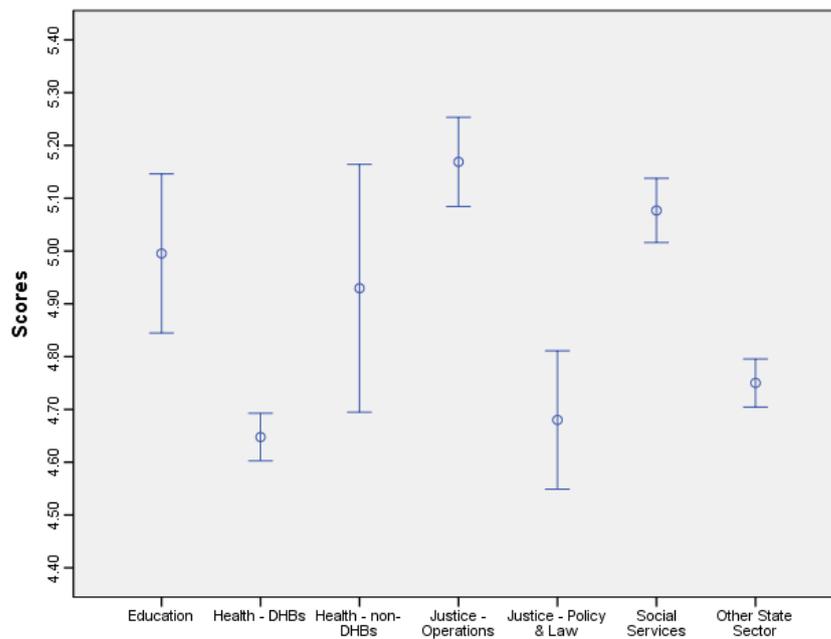
The overall mean of the Organisational Goal Clarity scale ranged from moderate to high across sectors.

Additionally, employees working in District Health Boards, in the Justice (Policy and Law) sector or in other organisations in the State Sector scored significantly lower on organisational goal clarity than those working in the Education, Justice (Operations) and Social Services sectors [ $F_{BF}(6,2586.372) = 32.993, p < .001$ ]. Those working in other organisations in the State Sector also scored significantly higher than employees working in District Health Boards.

Table 9.4: Organisational goal clarity per sector

Sectors	N	Mean	Std. Deviation
Education	325	5.00	1.38
Health - DHBs	3,596	4.65	1.38
Health - non-DHBs	123	4.93	1.32
Justice - Operations	853	5.17	1.26
Justice - Policy & Law	473	4.68	1.45
Social Services	1,792	5.08	1.31
Other State Sector	3,828	4.75	1.44
<b>Total</b>	<b>10,990</b>	<b>4.81</b>	<b>1.40</b>

Figure 9.4: Organisational goal clarity per sector



## Overall organisational goal clarity scores by occupation

The overall mean of the Organisational Goal Clarity scale was generally moderate across both sector and occupation. Only managers working in the Core State Sector perceived their organisations to have high goal clarity.

More specifically, scores on organisational goal clarity were driven by the interaction between sector and occupation [ $F(6,10832) = 6.246, p < .001$ ]. In the Core State Sector, managers scored significantly higher on organisational goal clarity than clerical/administrative workers, professionals, registered social professionals and those working in other occupations.

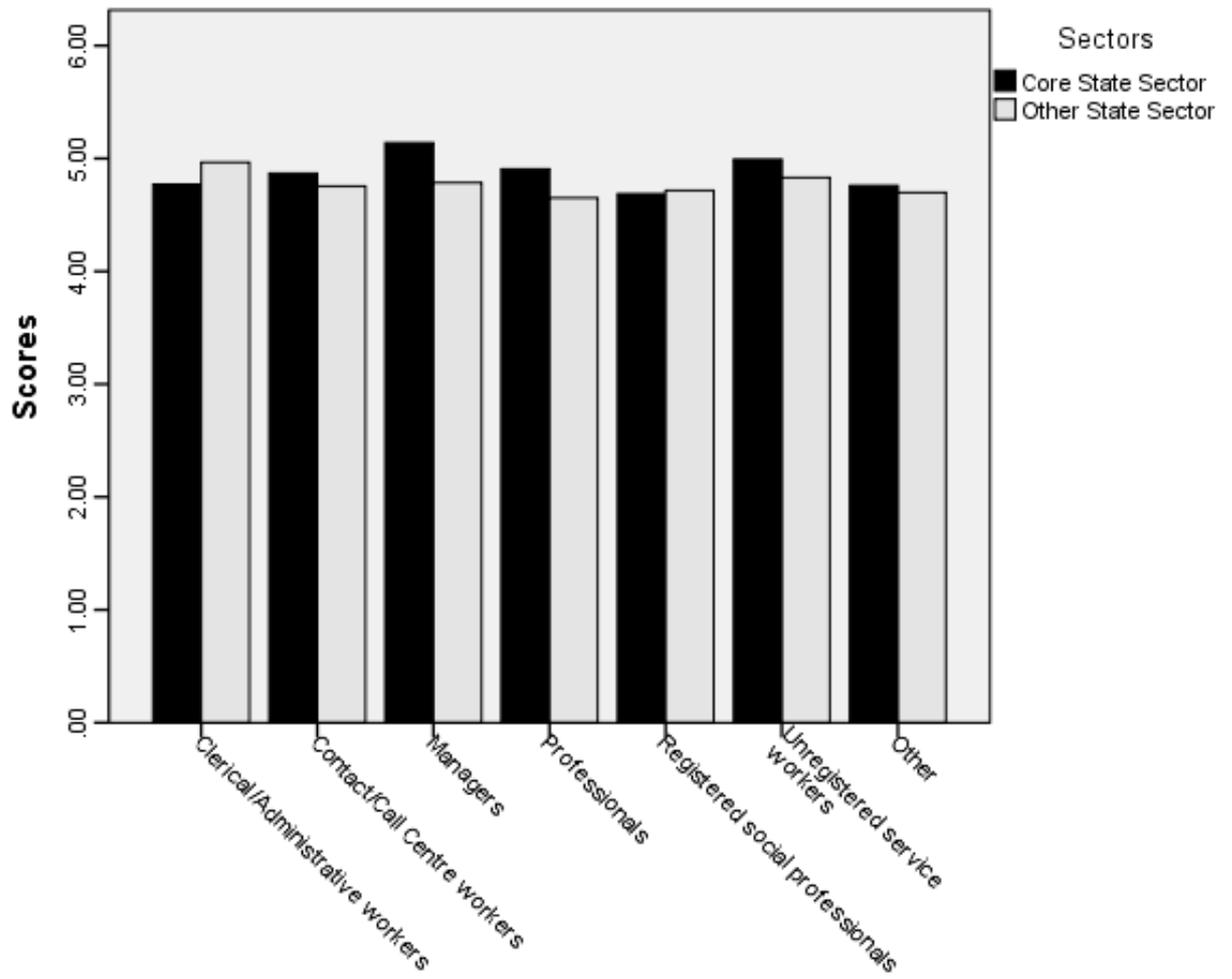
In the Core State Sector, registered social professionals also scored significantly lower than professionals and unregistered service workers, while unregistered service workers scored significantly higher than clerical/administrative workers and those working in other occupations.

In other organisations part of the State Sector, clerical/administrative workers scored significantly higher on organisational goal clarity than professionals and those working in other occupations.

Table 9.5: Organisational goal clarity per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,923	4.77	1.35	648	4.97	1.29
Contact/Call Centre workers	239	4.87	1.47	236	4.76	1.37
Managers	780	5.14	1.31	529	4.79	1.44
Professionals	551	4.91	1.40	1,078	4.65	1.54
Registered social professionals	1,769	4.69	1.36	20	4.72	1.37
Unregistered service workers	1,151	4.99	1.35	130	4.83	1.44
Other	648	4.76	1.44	1,144	4.70	1.43
<b>Total</b>	<b>7,061</b>	<b>4.84</b>	<b>1.37</b>	<b>3,785</b>	<b>4.75</b>	<b>1.44</b>

Figure 9.5: Organisational goal clarity per sector and occupation



## 11. Principal component analyses of items

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All the 39 items described in the previous chapters were entered in a Principal Component analysis. Eigenvalues, Cattell's scree test and Parallel analysis were used to define the number of factors to extract (Hayton, Allen, & Scarpello, 2004). These, along with loadings of items per factor and empirical implications of item grouping, showed that a three-factor structure (KMO = .95) would be the most adequate to explain the data (see Appendix A for list of items per factor). The items loaded on the following three factors:

- Individual level factor (including items from the public service motivation and employee resilience scales,  $\alpha = .85$ ). This concerned how employees feel about serving the public and turning setbacks into growth opportunities.
- Managerial level factor (including items from the constructive leadership and leadership capability scales,  $\alpha = .95$ ). This concerned how employees perceive their immediate managers.
- Organisational level factor (including items from the organisational performance, workplace innovation, learning culture and organisational clarity scales,  $\alpha = .95$ ). This concerned how employees perceive their organisation.

Overall, the individual factor was rated positively, with responses between 5 (somewhat agree) and 6 (agree). Employees in the social services sector scored the highest. Those in the non-core state sector scored the lowest.

The overall mean of the managerial level factor was more moderate across all sectors, with ratings between 4 (neither agree nor disagree) and 5 (somewhat agree). District Health Board employees rated the managerial level factor lower than other sectors.

The organisational level ratings were not strong, with responses clustering around the mid-point of four on the scale (neither agree nor disagree). Employees working in the Social Services sector or in "Other State Sector" organisations rated their employing organisations lower than those working in other sectors. District Health Boards were rated higher than other sectors.

## The Individual level factor

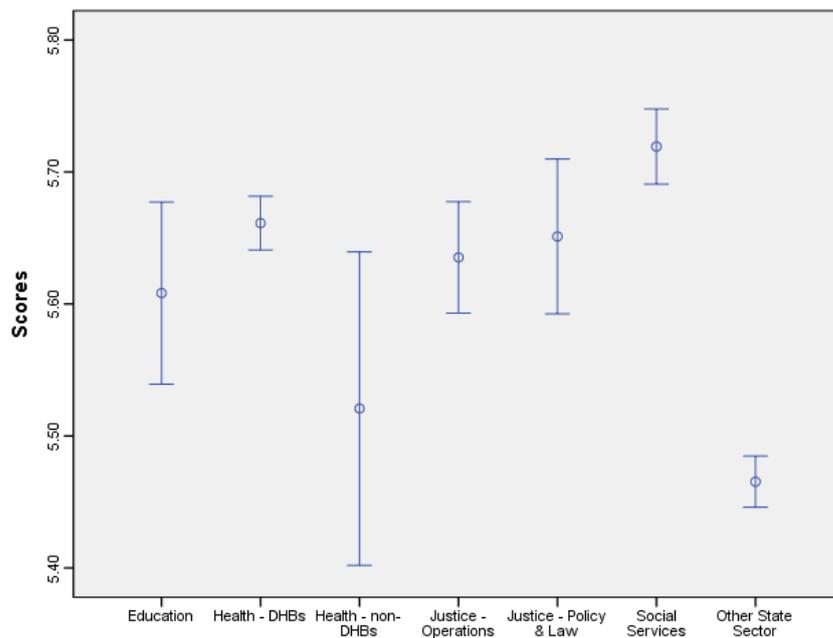
The overall mean of the individual level factor was high across the different sectors.

Additionally, employees who worked in the Social Services sector scored significantly higher on the individual level factor than those working in the Health (District Health Boards and other Health organisations) and Justice (Operations) sectors [F (6,11009) = 48.360,  $p < .001$ ]. Employees working in other organisations in the State Sector scored significantly lower than those working in the Education, Health (District Health Boards), Justice (Operations, and Law and Policy) and Social Services sectors.

Table 10.1: Individual level factor per sector

Sectors	N	Mean	Std. Deviation
Education	325	5.61	.63
Health - DHBs	3,600	5.66	.62
Health - non-DHBs	126	5.52	.67
Justice - Operations	856	5.64	.63
Justice - Policy & Law	473	5.65	.65
Social Services	1,796	5.72	.61
Other State Sector	3,840	5.47	.61
<b>Total</b>	<b>11,016</b>	<b>5.60</b>	<b>.63</b>

Figure 10.1: Individual level factor per sector

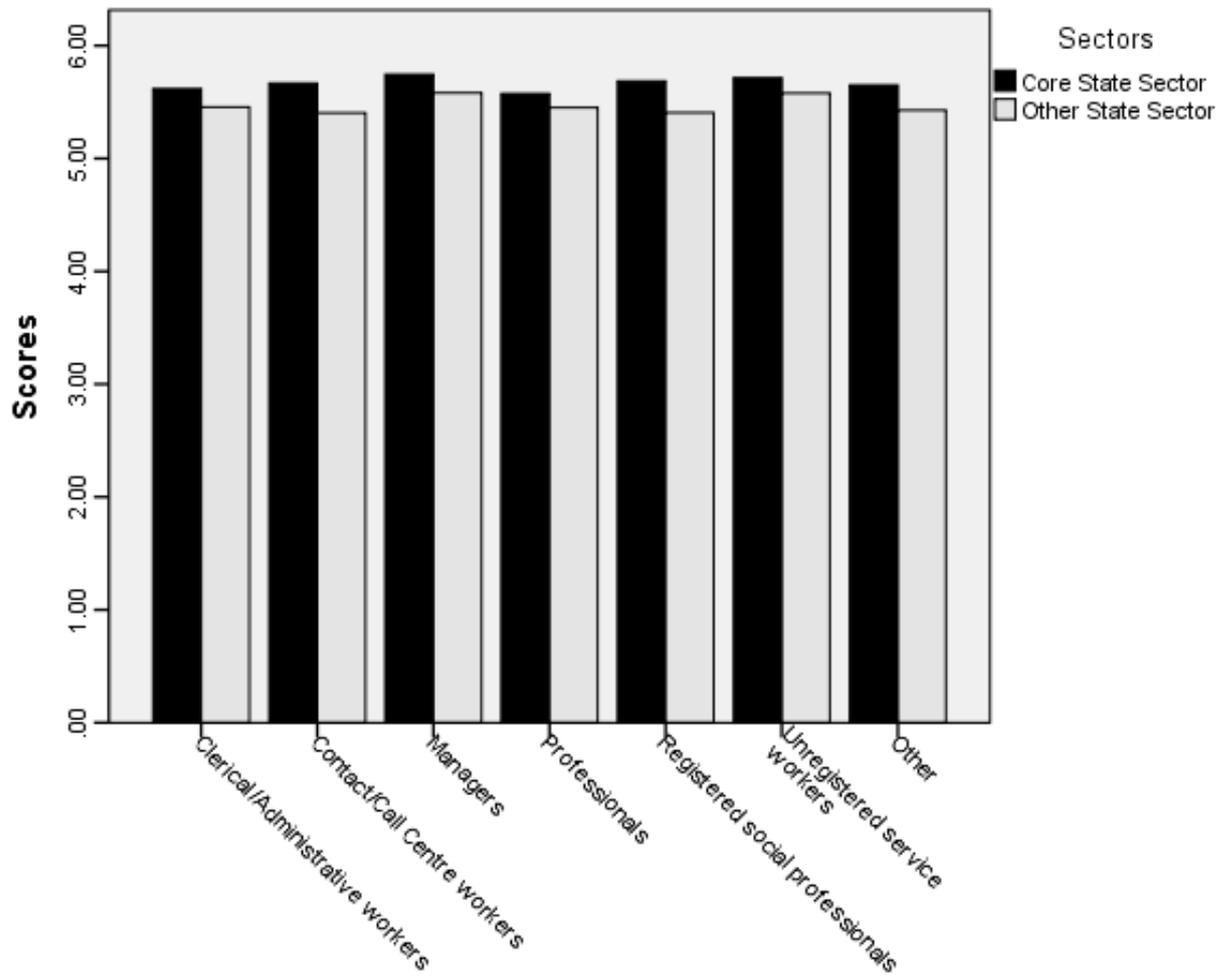


The overall mean of the individual level factor was high both across sector and occupation. However, scores on this factor were driven only by sector [ $F(1,10863) = 61.328, p < .001$ ]. Employees who worked in the Core State Sector scored significantly higher on the individual level factor than employees who worked in other organisations in the State Sector.

Table 10.2: Individual level factor per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,931	5.62	.66	651	5.46	.61
Contact/Call Centre workers	240	5.67	.65	237	5.40	.66
Managers	785	5.75	.61	531	5.58	.61
Professionals	553	5.57	.59	1,082	5.45	.61
Registered social professionals	1,773	5.69	.57	20	5.41	.51
Unregistered service workers	1,149	5.72	.63	130	5.58	.63
Other	647	5.65	.66	1,148	5.43	.61
<b>Total</b>	<b>7,078</b>	<b>5.67</b>	<b>.62</b>	<b>3,799</b>	<b>5.46</b>	<b>.61</b>

Figure 10.2: Individual level factor per sector and occupation



## The managerial level factor

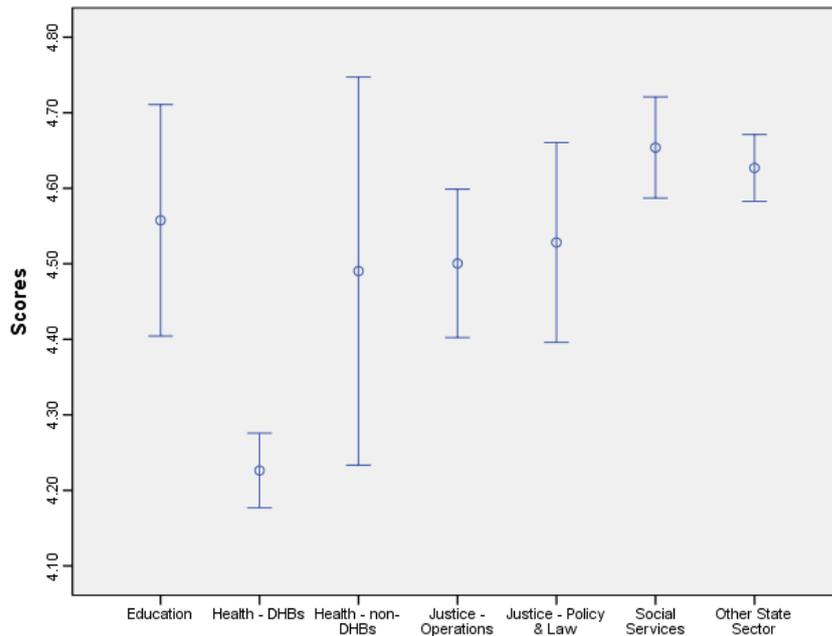
The overall mean of the managerial level factor was moderate across sectors.

Additionally, employees who worked in District Health Boards scored significantly lower on the managerial level factor than those who worked in the Education, Justice (Operations, and Policy and Law) and Social Services sectors or in other organisations in the State Sector [ $F_{BF}(6,2537.541) = 29.612, p < .001$ ].

Table 10.3: Managerial level factor per sector

Sectors	N	Mean	Std. Deviation
Education	323	4.56	1.40
Health - DHBs	3,596	4.23	1.51
Health - non-DHBs	124	4.49	1.44
Justice - Operations	856	4.50	1.46
Justice - Policy & Law	473	4.53	1.46
Social Services	1,798	4.65	1.45
Other State Sector	3,833	4.63	1.40
<b>Total</b>	<b>11,003</b>	<b>4.48</b>	<b>1.46</b>

Figure 10.3: Managerial level factor per sector



The overall mean of the managerial level factor was moderate across both sector and occupation.

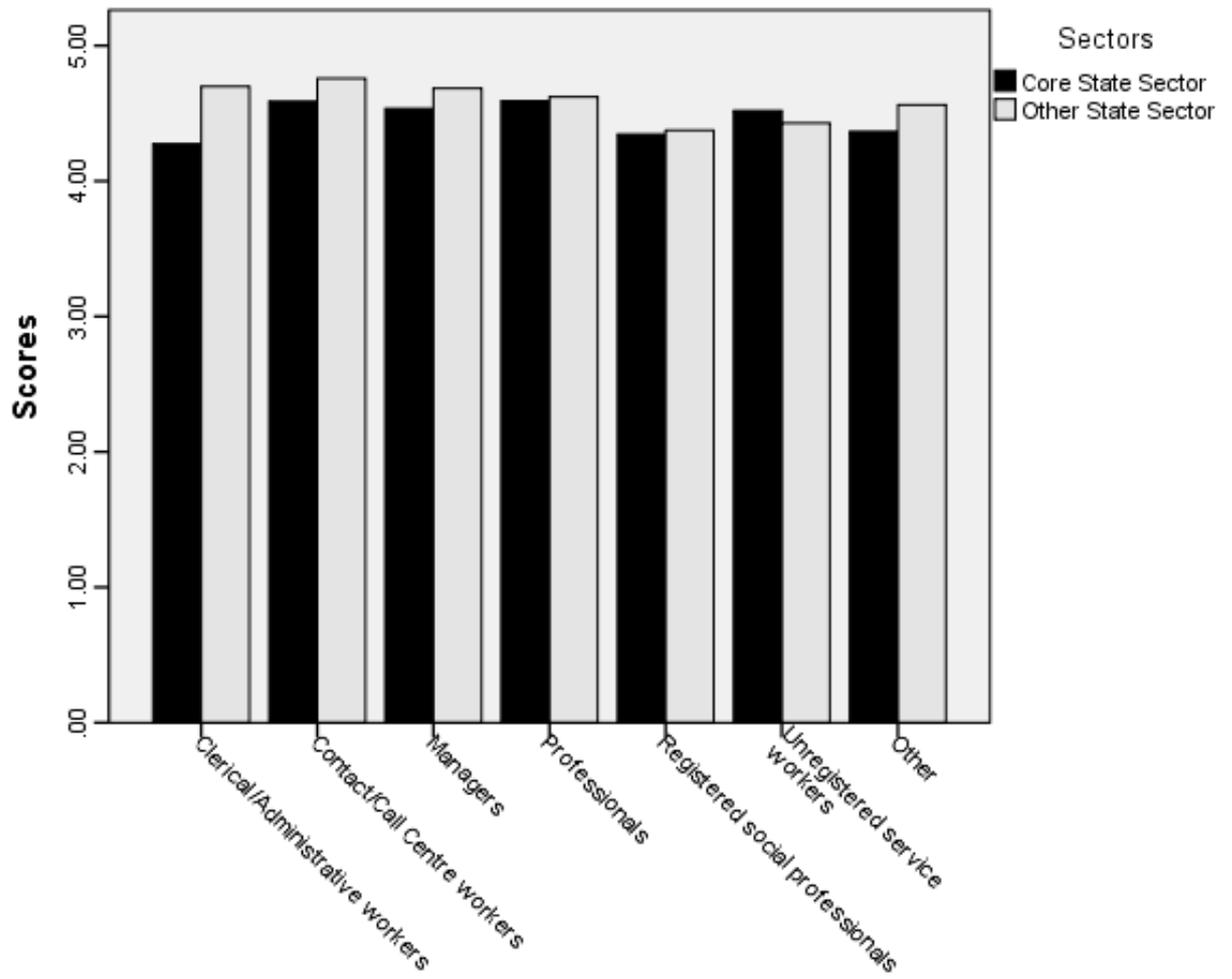
More specifically, scores on the managerial level factor were driven by both sector [ $F(1,10850) = 4.990, p = .026$ ] and the interaction between sector and occupation [ $F(6,10850) = 3.639, p = .001$ ]. Employees who worked in other organisations in the State Sector scored significantly higher on the managerial level factor than employees who worked in the Core State Sector.

In the Core State Sector, clerical/administrative workers and registered social professionals scored significantly lower on the managerial level factor than managers, professionals and unregistered service workers.

Table 10.4: Managerial level factor per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,928	4.27	1.53	649	4.70	1.39
Contact/Call Centre workers	239	4.59	1.60	237	4.76	1.53
Managers	784	4.53	1.41	530	4.68	1.39
Professionals	550	4.59	1.42	1,081	4.62	1.42
Registered social professionals	1,773	4.35	1.48	20	4.37	1.45
Unregistered service workers	1,151	4.52	1.47	130	4.43	1.45
Other	647	4.37	1.50	1,145	4.56	1.36
<b>Total</b>	<b>7,072</b>	<b>4.40</b>	<b>1.49</b>	<b>3,792</b>	<b>4.63</b>	<b>1.40</b>

Figure 10.4: Managerial level factor per sector and occupation



## The organisational level factor

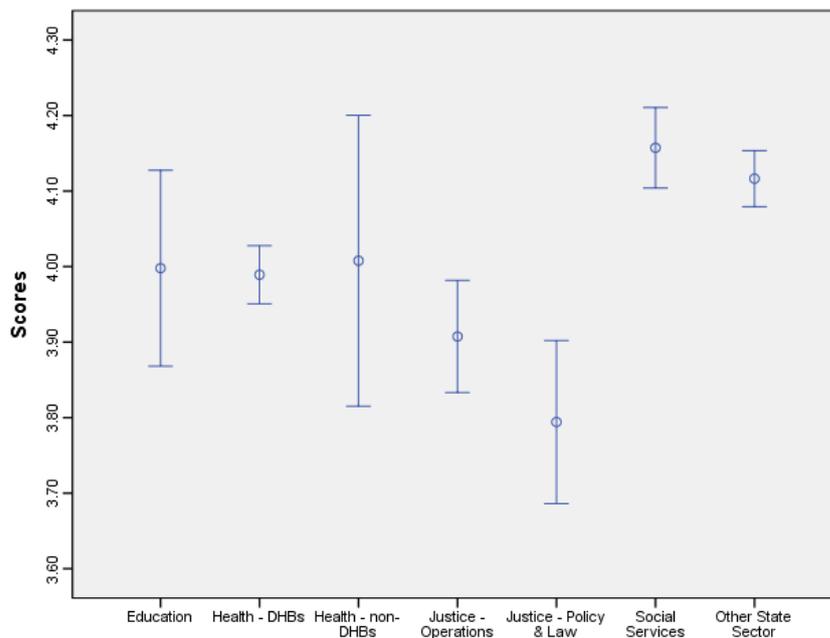
The overall mean of the organisational level factor was moderate across the different sectors.

Additionally, employees working in the Social Services sector or in other organisations in the State Sector scored significantly higher on the organisational level factor than those working in the Health (District Health Boards) and Justice (Operations, and Policy and Law) sectors [ $F(6,10991) = 12.290, p < .001$ ]. Those working in District Health Boards scored significantly higher than employees working in the Justice (Policy and Law) sector.

Table 10.5: Organisational level factor per sector

Sectors	N	Mean	Std. Deviation
Education	325	4.00	1.19
Health - DHBs	3,597	3.99	1.18
Health - non-DHBs	124	4.01	1.08
Justice - Operations	853	3.91	1.10
Justice - Policy & Law	473	3.79	1.19
Social Services	1,794	4.16	1.15
Other State Sector	3,832	4.12	1.17
<b>Total</b>	<b>10,998</b>	<b>4.05</b>	<b>1.17</b>

Figure 10.5: Organisational level factor per sector



The overall mean of the organisational level factor was moderate across both sector and occupation.

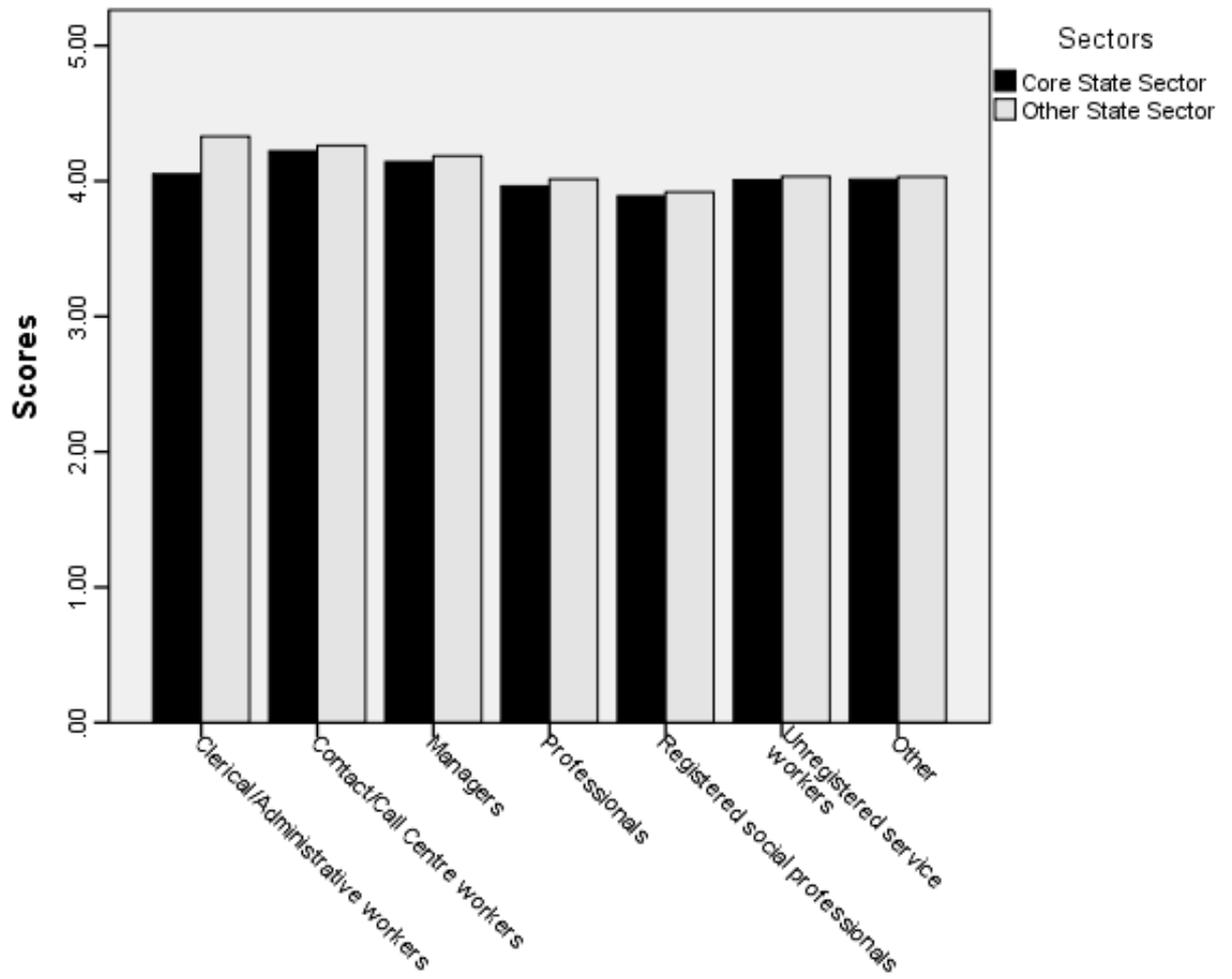
More specifically, scores on the organisational level factor were driven by the interaction between sector and occupation [ $F(6,10839) = 2.603, p = .016$ ]. In the Core State Sector, registered social professionals scored significantly lower on the organisational level factor than clerical/administrative workers, contract/call centre workers and managers.

In other organisations part of the State Sector, clerical/administrative workers scored significantly higher on the organisational level factor than professionals and those working in other occupations.

Table 10.6: Organisational level factor per sector and occupation

Occupation	Core State Sector			Other State Sector		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Clerical/Administrative workers	1,924	4.05	1.16	649	4.33	1.14
Contact/Call Centre workers	239	4.22	1.29	236	4.26	1.22
Managers	781	4.14	1.11	530	4.19	1.17
Professionals	551	3.96	1.14	1,078	4.01	1.18
Registered social professionals	1,769	3.89	1.15	20	3.92	1.12
Unregistered service workers	1,152	4.01	1.17	130	4.03	1.25
Other	648	4.01	1.25	1,146	4.03	1.15
<b>Total</b>	<b>7,064</b>	<b>4.01</b>	<b>1.17</b>	<b>3,789</b>	<b>4.11</b>	<b>1.17</b>

Figure 10.6: Organisational level factor per sector and occupation



## 12. Correlations between measures

This chapter depicts the correlation coefficients for the relationships between the measures presented on chapters 2 to 9. The first subsection and table concerns correlations that includes responses in all the sectors studied (the overall correlation table). The remaining subsection and tables are correlation tables for each of the sectors: Education, Health (DHB), Health (non DHB), Justice (operations), Justice (law and policy), Social Services, and Other Organisations in the State Sector.

### Overall correlation table covering all sectors

Findings show that public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented moderate positive correlations with variables belonging to the organisational level.

Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other. Correlations between organisational and individual level variables were significant but weak.

Table 12. Correlations between variables across all sectors

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.39***	.10***	.05***	.05***	.06***	.08***	.09***
2. Employee resilience	-	-	.23***	.17***	.15***	.15***	.17***	.19***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.78**	.44**	.43**	.50**	.38**
4. Leadership capability	-	-	-	-	.41**	.41**	.47**	.34***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.77**	.70**	.63**
6. Workplace innovation	-	-	-	-	-	-	.75**	.61**
7. Learning culture	-	-	-	-	-	-	-	.58**
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Education sector

In the Education sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented only mild to moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 12.1 Correlations between variables in the Education sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.39***	.15**	.08	.06	.06	.06	.16**
2. Employee resilience	-	-	.25***	.17**	.23***	.17**	.15**	.27***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.77***	.44***	.44***	.52***	.33***
4. Leadership capability	-	-	-	-	.38***	.41***	.44***	.27***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.77***	.72***	.65***
6. Workplace innovation	-	-	-	-	-	-	.76***	.56***
7. Learning culture	-	-	-	-	-	-	-	.53***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Health (DHB) sector

In the Health (DHB) sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 10.2 Correlations between variables in the health (DHB) sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.40***	.09***	.03**	.06*	.07***	.08***	.08***
2. Employee resilience	-	-	.21***	.15***	.11***	.11***	.13***	.14***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.78***	.47***	.45***	.50***	.40***
4. Leadership capability	-	-	-	-	.44***	.43***	.49***	.35***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.78***	.72***	.68***
6. Workplace innovation	-	-	-	-	-	-	.77***	.67***
7. Learning culture	-	-	-	-	-	-	-	.62***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Health (non-DHB) sector

In the Health (non-DHB) sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented only mild to moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 10.3 Correlations between variables in the health (non-DHB) sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.42***	.07	.01	-.12	-.06	-.07	.06
2. Employee resilience	-	-	.29***	.18**	.19**	.20**	.13	.30***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.78***	.33***	.24**	.38***	.34***
4. Leadership capability	-	-	-	-	.37***	.29***	.47***	.37***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.67***	.69***	.57***
6. Workplace innovation	-	-	-	-	-	-	.72***	.56***
7. Learning culture	-	-	-	-	-	-	-	.61***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Justice (Operation) sector

In the Justice (Operation) sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented only moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 10.4 Correlations between variables in the justice (Operation) sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.46***	.17**	.11***	.12***	.10***	.13***	.12***
2. Employee resilience	-	-	.30***	.21***	.14***	.12***	.18***	.18***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.77***	.42***	.40***	.47***	.39***
4. Leadership capability	-	-	-	-	.37***	.40***	.44***	.34***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.77***	.69***	.53***
6. Workplace innovation	-	-	-	-	-	-	.75***	.50***
7. Learning culture	-	-	-	-	-	-	-	.50***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Justice (Policy and Law) sector

In the Justice (Policy and Law) sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented only mild to moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 10.5 Correlations between variables in the Justice (Policy and Law) sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.37***	.15**	.08	.11**	.02	.08	.09**
2. Employee resilience	-	-	.25***	.18***	.18***	.18***	.19***	.21***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.76***	.44***	.38***	.47***	.36***
4. Leadership capability	-	-	-	-	.38***	.36***	.41***	.29***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.72***	.71***	.63***
6. Workplace innovation	-	-	-	-	-	-	.75***	.62***
7. Learning culture	-	-	-	-	-	-	-	.61***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Social Services sector

In the Social Services sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented only mild to moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 10.6 Correlations between variables in the social services sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.37***	.12***	.08***	.10***	.13***	.14***	.14***
2. Employee resilience	-	-	.24***	.18***	.17***	.17***	.20***	.23***
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.79***	.44***	.42***	.50***	.34***
4. Leadership capability	-	-	-	-	.42***	.40***	.46***	.29***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.77***	.68***	.56***
6. Workplace innovation	-	-	-	-	-	-	.75***	.57***
7. Learning culture	-	-	-	-	-	-	-	.54***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

## Other Organisations in the State sector

In Other Organisations in the State sector, public service motivation and employee resilience correlated positively, moderately and significantly with each other, but only positively and weakly with the remaining variables. Constructive leadership and leadership capability correlated positively, strongly and significantly with each other, but presented moderate positive correlations with variables belonging to the organisational level. Finally, organisational performance, workplace innovation, learning culture and organisational goal clarity correlated positively, strongly and significantly with each other.

Table 10.7 Correlations between variables in the other organisations in the state sector

	1	2	3	4	5	6	7	8
<b>Individual level variables</b>								
1. Public service motivation	-	.33***	0.09***	0.05***	.04**	.02	0.06***	0.06***
2. Employee resilience	-	-	.27**	.20*	.22**	.21**	.22**	.22**
<b>Managerial level variables</b>								
3. Constructive leadership	-	-	-	.78***	.43***	.43***	.51***	.39***
4. Leadership capability	-	-	-	-	.40***	.39***	.47***	.36***
<b>Organisational level variables</b>								
5. Organisational performance	-	-	-	-	-	.78***	.70***	.66***
6. Workplace innovation	-	-	-	-	-	-	.74***	.64***
7. Learning culture	-	-	-	-	-	-	-	.59***
8. Organisational goal clarity	-	-	-	-	-	-	-	-

Note. \*\*\*. Correlation is significant at the .001 level (2-tailed). \*\*. Correlation is significant at the .01 level (2-tailed).

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# Appendix A

Factors	Items
<b>Individual level</b>	<b>Public Service Motivation scale</b>
	Meaningful public service is very important to me.
	I am often reminded by daily events about how dependent we are on one another.
	Making a difference in society means more to me than personal achievements.
	I am prepared to make enormous sacrifices for the good of society.
	I am not afraid to stand up for the rights of others, even if it means that I will be ridiculed.
	<b>Employee Resilience scale</b>
	I effectively collaborate with others to handle unexpected challenges at work.
	I successfully manage a high and intense workload for long periods of time.
	I resolve crises competently at work.
	I effectively respond to changing conditions at work.
	I continually evaluate my performance and improve the way I work.
	I approach managers when I need their support.
	I learn from mistakes at work and improve the way I do my job.
I use change at work as an opportunity for growth.	
I seek assistance and resources when I need them at work.	
I adapt to change and come out stronger.	
<b>Managerial level</b>	<b>Constructive Leadership scale</b>
	My immediate manager encourages thinking along new lines.
	My immediate manager gives recognition for good work.
	My immediate manager pushes for growth and improvement.
	My immediate manager sets clear goals for work.
	My immediate manager defines and explains work requirements clearly to subordinates.
My immediate manager is flexible and ready to rethink his/her point of view.	

<b>Managerial level</b>	<b>Leadership Capability scale</b>
	<p>To what extent is your immediate manager good at solving conflicts at work?</p> <p>To what extent is your immediate manager good at communicating with staff?</p>
<b>Organisational level</b>	<b>Organisational Performance scale</b>
	This organisation is achieving its full potential.
	People at my level are satisfied with this organisation’s performance.
	This organisation does a good job of satisfying its customers.
	This organisation gives me the opportunity and encouragement to do the best work I am capable of.
	<b>Workplace Innovation scale</b>
	Change is handled well in this organisation.
	The way this organisation is run has improved over the last year.
	This organisation is innovative.
	This organisation is good at learning from its mistakes and successes.
	<b>Learning Culture scale</b>
	In my organisation, people openly discuss mistakes in order to learn from them.
In my organisation, people give open and honest feedback to each other.	
In my organisation, people view problems in their work as an opportunity to learn.	
In my organisation, people are rewarded for exploring new ways of working.	
My organisation enables people to get needed information at any time quickly and easily.	
<b>Organisational Goal Clarity scale</b>	
This organisation’s mission is clear to almost everyone who works here.	
This organisation has clearly defined goals.	
It is easy to explain the goals of this organisation to outsiders.	

## Appendix B

Sector	Organisation
<b>Education</b>	Careers New Zealand
	Education Review Office
	Ministry of Education
	Tertiary Education Commission
<b>Health (District Health Boards)</b>	Waitemata District Health Board
	Auckland District Health Board
	Canterbury District Health Board
	Capital and Coast District Health Board
	Counties Manukau District Health Board
	Southern District Health Board
	Waikato District Health Board
	Northland District Health Board
	Bay Of Plenty District Health Board
	Nelson Marlborough District Health Board
	Hutt Valley District Health Board
	Hawkes Bay District Health Board
	MidCentral District Health Board
	Taranaki District Health Board
	Lakes District Health Board
	West Coast District Health Board
Whanganui District Health Board	
Tairāwhiti District Health Board	
South Canterbury District Health Board	
Wairarapa District Health Board	
<b>Health (non-District Health Boards)</b>	Health Promotion Agency
	Ministry of Health
	NZ Artificial Limb Service
	NZ Blood Service
<b>Justice (Operations)</b>	Department of Corrections
	NZ Police
<b>Justice (Policy and Law)</b>	Crown Law Office
	Ministry of Justice
<b>Social Services</b>	Housing New Zealand Corporation
	Ministry of Social Development
<b>Other State Sector</b>	ACC
	AgResearch Limited

**Other State Sector**

Audit New Zealand
Aviation Security Service
Callaghan Innovation
Civil Aviation Authority
Department of Conservation (DOC)
Department of Internal Affairs
Department of the PM and Cabinet
Energy Efficiency and Conservation Authority
Environmental Protection Authority
Environmental Science and Research Ltd
GNS Science
Government Communications Security Bureau
Heritage New Zealand
Human Rights Commission
Inland Revenue Department
Land Information New Zealand
Landcare Research
Maritime New Zealand
Ministry for Culture and Heritage
Ministry for Primary Industries
Ministry for the Environment
Ministry for Women
Ministry of Business, Innovation and Employment
Ministry of Foreign Affairs and Trade
Ministry of Pacific Island Affairs
Ministry of Transport
National Inst of Water and Atmospheric Res
NZ Customs Service
NZ Defence Force
NZ Fire Service
NZ Qualifications Authority
NZ Trade and Enterprise
NZ Transport Agency
NZ Treasury
Office of Film and Lit Classification
Office of the Clerk of the House of Representatives
Office of the Ombudsmen
Parliamentary Counsel Office
Parliamentary Service
Plant and Food Research
Public Trust

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	Radio New Zealand
	Scion
	Statistics NZ
<b>Other State Sector</b>	Te Puni Kokiri
	Te Taura Whiri i te Reo Maori
	Television New Zealand Limited
	WorkSafe NZ

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