Research Report: **R144/2018**

# PFEW Officer Demand, Capacity and Welfare Survey 2018 Wiltshire Police November 2018

Authors: Natalie Wellington

| | | |
|---|---|---|
| **Security classification** | ☒ Not protectively marked | May be published openly / immediately |
| | ☐ Protected | Review whether broader publication |
| | ☐ Restricted | Not for open publication.<br>Restricted to: …… |
| | ☐ Confidential | |

# FOREWORD

## INTRODUCTION

Over the last decade, the impact of reducing policing budgets on officer numbers has been considerable, with a 15% fall in officer numbers over a seven year period from a high of 142,056 in 2009 to 121,010 in March 2018.[i] Evidence from a focus group study conducted by the PFEW[ii] highlighted that these reductions may be having a negative effect on officers individual wellbeing. It was within this context that the Police Federation of England and Wales (PFEW) began a biennial Demand, Capacity and Welfare Survey. The 2018 PFEW Officer Demand, Capacity and Welfare Survey is the second iteration of the survey.

This report provides a summary of responses to key questions from the 2018 PFEW Officer Demand, Capacity and Welfare Survey from respondents in Wiltshire Police.

Where appropriate, details of average responses from last year, or the police service as a whole, are also presented. However, differences across these figures have not been tested to assess whether they are statistically significant[1]; therefore any and all differences reported are for guidance only and must be treated with caution.

Force rankings have not been included, because not all differences are statistically significant. In addition, forces with fewer than 100 respondents were not provided with a force level report as their sample size was too small to be representative of the force as a whole and may have enabled identification of individuals based on their demographics.

Please be aware that the total number of responses for each item may vary slightly as not all items were answered by all respondents, and all percentages are rounded to the nearest whole number. In addition, the actual differences between any and all groups may be quite small and these details should be considered when interpreting the data.

[1] As all the data are derived from samples of the population, rather than the whole population, percentage figures calculated are strictly speaking estimates, rather than exact measures. This means that every figure has a margin of error associated with it. Hence a very small percentage difference year on year may be due to sampling, rather than to actual changes.

## RESPONSE RATES AND DEMOGRAPHICS

Survey responses were gathered over a six-week period between August and September 2018. All officers of the federated ranks in England and Wales were eligible to participate.

Analyses were conducted on a sample of 18,100 responses drawn from all 43 forces across England and Wales.[2] The national response rate for the 2018 survey was 15%.

Overall 4% of respondents (n=788) to the survey declined to state which force they belonged to. These responses have been included within the national data but are excluded from force-level analyses.

141 responses were received from Wiltshire Police, representing a response rate of around 14%.[3] The margin of error for this report has been calculated using the size of the sample and the population. At a 95% confidence level, this force report has a 8% margin of error. If the margin of error is less than 5%, it can be considered to be within the normal bounds of academic rigor.[4] If this threshold has not been met, the results from this report must be interpreted with caution.

60% of responses from Wiltshire Police were received from male officers and 36% of responses were from female officers. The other 4% preferred not to say or identified in another way. In regards to rank, 72% of respondents from Wiltshire Police were Constables, 17% were Sergeants, 11% were Inspectors, and 0% were Chief Inspectors. 4% of responses from Wiltshire Police were received from Black and Minority Ethnic (BME) officers.

[2] Data were removed where the respondent indicated they were not currently a police officer or they gave implausible answers – for full exclusion criteria, please see the full report.
[3] Based on March 2018 Home Office figures of officer headcount, for full details please see item ii in the reference section.
[4] The generally accepted academic standards is a 95% confidence level with a 5% (or less) margin of error.

# INFOGRAPHIC

## Who responded?

**141** responses were received from Wiltshire Police, representing a **14%** response rate

### Gender

**36%**
of responses were received from ***female*** officers

**60%**
of responses were received from ***male*** officers

### Rank

**72%** of responses were from **Constables**

**17%** of responses were from **Sergeants**

**11%** of responses were from **Inspectors**

**0%** of responses were from **Chief inspectors**

## Key Findings

**69%** of respondents said their workload was ***too high*** or ***much too high***

**28%** of respondents reported *often* or *always* have unrealistic time pressures

**80%** of respondents said there **weren't enough officers** to do the **job properly**

**90%** of respondents reported *often* or *always* being single crewed

**58%**
reported ***never*** or ***rarely*** being able to take their **full rest break entitlement**

**6%**
indicated that their **overall health** was ***poor*** or ***very poor***

**73%**
indicated that they had experienced feelings of stress, low mood, anxiety, or other difficulties with their health and wellbeing over the last 12 months

**36%**
reported that **their job** was ***very*** or ***extremely*** **stressful**

# Executive Summary

- **141** responses were received from Wiltshire Police, representing a response rate of around **14%**.
- The average (mean) rating for overall Job satisfaction for respondents from Wiltshire Police was **5/10.**
- Frequent single crewing (often or always) was reported by **90%** of respondents from Wiltshire Police.
- **58%** of respondents from Wiltshire Police reported *never* or *rarely* being able to take their **full rest break entitlement***; lower than* the proportion in 2016.
- **69%** of respondents from Wiltshire Police said their **workload** was *too high* or *much too high; higher than* the proportion in 2016.
- **28%** of respondents from Wiltshire Police reported *often* or *always* **having unrealistic time pressures***; higher than* the proportion in 2016.
- **80%** of respondents from Wiltshire Police said there **weren't enough officers to do the job properly***; higher than* the proportion in 2016.
- **11%** said that they had **enough time engage in proactive policing** in their team/unit*; lower than* the proportion in 2016.
- **6%** of respondents from Wiltshire Police indicated that their **overall health** was *poor* or *very poor.*
- **73%** of respondents from Wiltshire Police indicated that they had **experienced feelings of stress, low mood, anxiety, or other difficulties with their health and wellbeing** over the last 12 months.
- **36%** of respondents from Wiltshire Police reported that their job was *very* or *extremely* **stressful***; higher than* the proportion in 2016.
- **25%** of Wiltshire Police respondents reported that they had suffered **one or more injuries** that required medical attention as a result of **work-related violence** in the last year.
- **14%** of Wiltshire Police respondents reported that they had suffered **one or more injuries** that required medical attention as a result of **work-related accidents** in the last year.
- **31%** of respondents from Wiltshire Police felt that someone would be **treated differently (in a negative way)** if they disclosed difficulties with their mental health and wellbeing; *lower than* the proportion in 2016.

# 1. WORKING ARRANGEMENTS

## 1.1. OVERALL JOB SATISFACTION

Respondents were asked to rate their overall job satisfaction between 0 and 10, where 0 was 'not at all satisfied' and 10 was 'completely satisfied.'

The average (mean) rating for overall job satisfaction for respondents from Wiltshire Police was 5/10 (range 0-10), with 17% of respondents reporting an overall job satisfaction rating of 2 or less.

This can be compared to the National average of 4/10, and 32% of respondents reported an overall job satisfaction rating of 2 or less.

## 1.2. SHIFTS

1% of respondents from Wiltshire Police reported that their formal shift duration was more than the 8-10 hours advised by the Health and Safety Executive[iii] and the Police Negotiating Board,[iv] and 0% of respondents indicated a shift length of 12 hours or more.

7% of the national sample indicated that their formal shift duration was more than 8-10 hours, and 5% indicated a shift length of 12 hours or more.

## 1.3. SINGLE CREWING

Among respondents from Wiltshire Police, for whom this item was applicable, 90% reported being single crewed either *often* or *always* over the previous 12 month period. This can be compared with 75% of respondents from the national sample.

## 1.4. BREAKS, REST DAYS AND ANNUAL LEAVE

58% of respondents from Wiltshire Police reported *never* or *rarely being* able to take their full rest break entitlement, and 83% reported having had two or more rest days cancelled in the previous 12 month period. In addition, 23% of respondents from Wiltshire Police told us that they have not been able to take their full annual leave entitlement in the previous 12 month period.

Historical comparison for items relating to breaks, rest days and annual leave for **Wiltshire Police**, are provided in Table 1.

| **Table 1:** Force level figures for breaks, rest days and annual leave | **2016** | **2018** |
|---|---|---|
| Reported being *never* or *rarely* able to take full rest break entitlement | 65% | 58% |
| Reported having 2 or more rest days cancelled in the previous 12 months | 78% | 83% |
| Reported being unable to take their full annual leave entitlement | 35% | 23% |

Historical comparisons for items relating to breaks, rest days and annual leave for the **police service as a whole**, are provided in the table below.

| **Table 2:** National figures for breaks, rest days and annual leave | **2016** | **2018** |
|---|---|---|
| Reported being *never* or *rarely* able to take full rest break entitlement | 53% | 52% |
| Reported having 2 or more rest days cancelled in the previous 12 months | 76% | 67% |
| Reported being unable to take their full annual leave entitlement | 33% | 31% |

# 2. DEMAND

## 2.1. WORKLOAD

69% of respondents from Wiltshire Police told us that their workload is currently *too high*, or *much too high* – *lower than* the proportion from the national sample (72%) and *higher than* the proportion reported by Wiltshire Police in the 2016 Demand, Capacity and Welfare Survey.

## 2.2. HSE MANAGEMENT STANDARDS

The UK Health and Safety Executive published the Management Standards Indicator Tool (MSIT) to assist organisations in the assessment of workers exposure to dimensions of the psychosocial work environment that, if not properly managed, can lead to harm to health.[v] The 25-item version of the MSIT[vi] contains four items that measure job demands, which were included as part of the Demand, Capacity and Welfare Survey.

31% of respondents from Wiltshire Police told us that they *often* or *always* have unachievable deadlines, and 52% that they *often* or *always* have to neglect some tasks because they have too much to do.

Historical comparisons for the MSIT job demand items for **Wiltshire Police** are provided in the table below.

| **Table 3***:* Force level figures for HSE MSIT job demands | **2016** | **2018** |
|---|---|---|
| *Often* or *always* have unrealistic time pressures | 27% | 28% |
| *Often* or *always* pressured to work long hours | 25% | 25% |
| *Often* or *always* have to neglect some tasks because they have too much to do | 43% | 52% |
| *Often* or *always* have unachievable deadlines | 19% | 31% |

Historical comparison for the MSIT job demand items for the **police service as a whole**, are provided in the table below.

| **Table 4***:* National figures for HSE MSIT job demands | **2016** | **2018** |
|---|---|---|
| *Often* or *always* have unrealistic time pressures | 35% | 40% |
| *Often* or *always* pressured to work long hours | 26% | 29% |
| *Often* or *always* have to neglect some tasks because they have too much to do | 43% | 54% |
| *Often* or *always* have unachievable deadlines | 29% | 38% |

## 2.3. AMOUNT AND PACE OF WORK

68% of respondents from Wiltshire Police *disagreed* or *strongly disagreed* that they were able to meet all of the conflicting demands on their time, whilst 11% *agreed* or *strongly agreed* that they had enough time engage in proactive policing in their team/unit. The proportion of officers from Wiltshire Police reporting to have enough time to engage in proactive policing is *lower than* the proportion in 2016.

Across the police service as a whole, 74% of respondents *disagreed* or *strongly disagreed* that they were able to meet all of the conflicting demands on their time and 90% *disagreed* or *strongly disagreed* that there are enough officers to manage all the demands made on their team/unit.

# 3. CAPACITY

## 3.1. MINIMUM OFFICER STAFFING

78% of respondents from Wiltshire Police indicated that their team or unit had a minimum officer staffing level.

Among respondents whose team or unit had a minimum officer staffing level, 24% indicated that this level was *never* or *rarely* achieved. This can be compared to 2016 where 24% of respondents from Wiltshire Police indicated that the minimum officer staffing level was *never* or *rarely* achieved.

## 3.2. OFFICER STAFFING ARRANGEMENTS

66% of respondents *disagreed* or *strongly disagreed* that the way officer staffing levels are determined in their team/unit seems to be effective; *lower than* the proportion reported in 2016.

Historical comparisons of two key items relating to capacity to deal with demand for **Wiltshire Police** are provided in the table below.

**Table 5:** Force level figures for key items relating to capacity

| Statements | % of respondents who disagreed with the statement | |
|---|---|---|
| | 2016 | 2018 |
| There are enough officers in my team/unit for me to do my job properly | 75% | 80% |
| In my experience, we generally have enough officers to manage all the demands being made on us as a team/unit | 87% | 87% |

Historical comparisons of the same items for the **police service as a whole** are provided in the table below.

**Table 6:** National figures for key items relating to capacity

| Statements | % of respondents who disagreed with the statement | |
|---|---|---|
| | 2016 | 2018 |
| There are enough officers in my team/unit for me to do my job properly | 78% | 83% |
| In my experience, we generally have enough officers to manage all the demands being made on us as a team/unit | 85% | 90% |

# 4. HEALTH AND WELLBEING

## 4.1. OVERALL LIFE SATISFACTION

Respondents were asked to rate their overall life satisfaction between 0 and 10, where 0 was 'not at all satisfied' and 10 was 'completely satisfied.'

The average (mean) rating for overall life satisfaction for respondents from Wiltshire Police was 6/10 (range 1-10). 8% of respondents reported life satisfaction rating of 2 or less.

These results can be compared to the National average of 6/10, with 15% of respondents reporting an overall life satisfaction rating of 2 or less.

## 4.2. OVERALL PHYSICAL HEALTH

Participants were asked to rate their overal health on a scale from *very good* to *very poor*. An historical comparison for both national and local figures for this item are below.

| **Table 7:** Self-rated overall physical health | | 2016 | 2018 |
|---|---|---|---|
| **Force level figures** | *Very poor* | 1% | 2% |
| | *Poor* | 9% | 4% |
| | *Neither good nor poor* | 29% | 14% |
| | *Good* | 49% | 55% |
| | *Very good* | 12% | 24% |
| **National figures** | *Very poor* | 1% | 1% |
| | *Poor* | 11% | 6% |
| | *Neither good nor poor* | 23% | 17% |
| | *Good* | 53% | 54% |
| | *Very good* | 13% | 23% |

## 4.3. SINGLE ITEM INDICATOR OF STRESS

Work related stress was measured using a single-item measure. 36% of respondents from Wiltshire Police presented with a non-diagnostic case of work-related stress.[vii]

This is *higher than* the proportion reported in the 2016 iteration of this survey and *lower than* the proportion reported in this year's national results.

Stress outside of work was assessed using an adaptation of the work-related stress measure. 9% of respondents from Wiltshire Police presented with a non-diagnostic case of stress outside of work.

## 4.4. SINGLE ITEM INDICATOR FOR MENTAL HEALTH

A top-level broad overview of mental wellbeing was established using an item that asked respondents to indicate whether they had experienced feelings of stress, low mood, anxiety, or other difficulties with their health and wellbeing over the last 12 months.

73% of respondents from Wiltshire Police indicated that they had experienced feelings of stress, low mood, anxiety, or other difficulties with their health and wellbeing over the last 12 months; with 96% also indicating that these feelings were caused, or made worse by work.

## 4.5. MENTAL WELLBEING

Mental wellbeing can be broadly conceptualized as having two dimensions. The first concerns positive affect (i.e. pleasurable aspects of wellbeing such as feelings of optimism, cheerfulness, and relaxation). The second concerns psychological functioning (i.e. such as clear thinking, self-acceptance, personal development, competence, and autonomy).

To investigate mental wellbeing in more detail the two-dimensional structure of mental wellbeing described above was assessed using the short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS).[viii] The scale asks individuals to rate their experience during the last two weeks for seven positively framed statements.

SWEMWBS findings for **Wiltshire Police** are presented in the table below alongside those for national sample for 2016 and 2018.

**Table 8**: % of respondents that reported experiencing the following positive aspects of wellbeing *rarely* or *none of the time* over the previous 2 weeks

| SWEMWBS item | National figures | | Force level figures | |
|---|---|---|---|---|
| | 2016 | 2018 | 2016 | 2018 |
| I've been feeling optimistic about the future | 62% | 36% | 49% | 25% |
| I've been feeling useful | 28% | 25% | 22% | 17% |
| I've been feeling relaxed | 60% | 48% | 49% | 39% |
| I've been dealing with problems well | 20% | 19% | 17% | 12% |
| I've been thinking clearly | 16% | 16% | 15% | 12% |
| I've been feeling close to other people | 34% | 28% | 30% | 31% |
| I've been able to make up my own mind about things | 13% | 10% | 10% | 8% |

## 4.6. HELP SEEKING

A question was applied to identify those who had ever **sought help** for feelings of stress, low mood, anxiety, or any other difficulties with mental health and wellbeing. Examples of sources of help were provided including GP, occupational health department, psychologist, therapist, and counsellor.

46% of responses from Wiltshire Police had previously sought help for feelings of stress, low mood, anxiety or other difficulties with their mental health and wellbeing, 43% of which had done so within the last 12 months.

# 5. ABSENCE BEHAVIOUR

## 5.1. ABSENCE

60% of respondents from Wiltshire Police reported one or more days of sickness absence and 20% of respondents indicated that at least one day of their sickness absence was attributable to stress, depression, or anxiety.

The national proportion of respondents who had taken one or more days of sickness absence was 56% and 32% of respondents indicated that at least one day of their sickness absence was attributable to stress, depression, or anxiety.

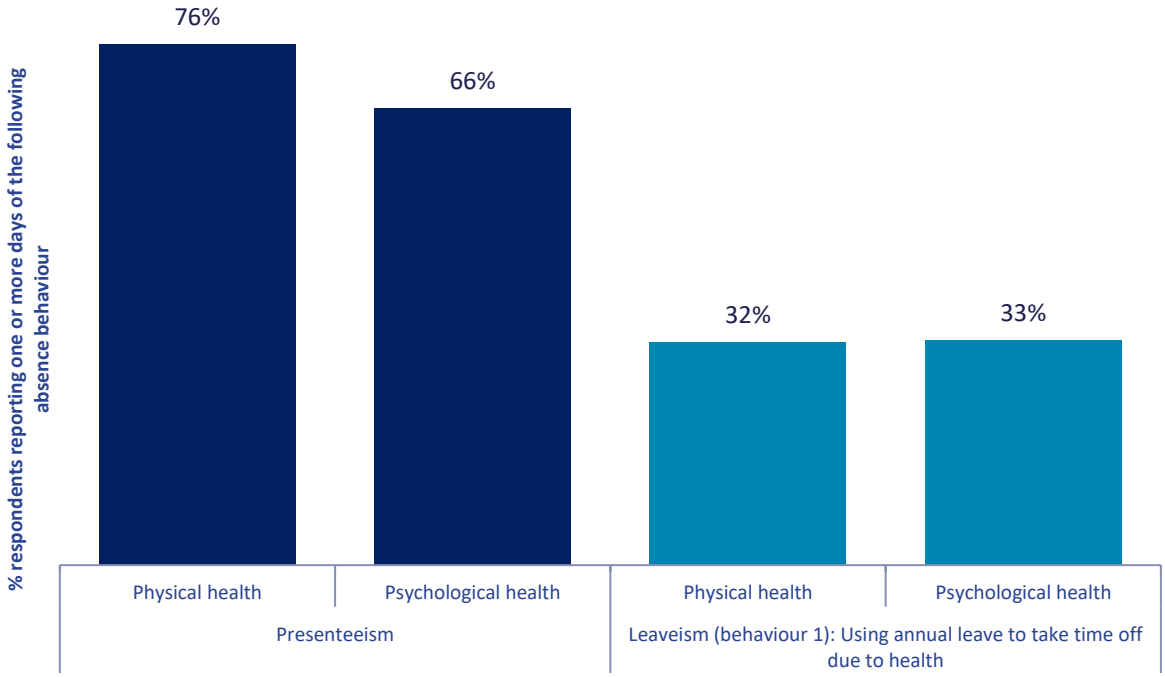
## 5.2. PRESENTEEISM AND LEAVEISM

Presenteeism is the act of attending work while ill. This has been shown to be associated with subsequent health decline, particularly in relation to burnout,[ix] and can to lead to elevated absenteeism.[x] Moreover, evidence suggests that presenteeism can compound the effects of the initial illness and negatively influence job satisfaction, resulting in negative job attitudes and withdrawal from work.[xi]

Leaveism is a recently coined term to describe hidden sickness absence and work undertaken during rest periods, including using allocated time off such as annual leave entitlements to take time off when they are in fact unwell.

Findings for Wiltshire Police are presented in the graph below.

*Figure 1: Force level figures for presenteeism and leaveism*



# 6. Violence and physical injuries

## 6.1. VIOLENCE

Verbal and physical violence was assessed using four questions regarding how often officers received verbal insults, verbal threats, unarmed physical attacks, and attacks with a weapon from members of the public over the previous 12 months. Findings are presented in the table below.

**Table 9:** Force level figures for frequency of verbal and physical violence from members of the public

| Type of violent victimisation | % of respondents indicating frequency of experience as at least once a week | |
|---|---|---|
| | 2016 | 2018 |
| Verbal insults (e.g., swearing, shouting, abuse) | 41% | 34% |
| Verbal threats (e.g., threat of hitting, threat of kicking) | 21% | 19% |
| *Spitting assaults (i.e. being deliberately spat upon) | - | 1% |
| Unarmed physical attacks (e.g., struggling to get free, wrestling, hitting, kicking) | 13% | 10% |
| Use of a deadly weapon (e.g., stick, bottle, axe, firearm) | 2% | 0% |

*Spitting assaults data was only available from 2018.

## 6.2. INJURIES

25% of Wiltshire Police respondents reported that they had suffered one or more injuries that required medical attention as a result of work-related **violence** in the last year – losing more than 104 days in sickness absence.

This is *higher than* the proportion reporting one or more injuries as a result of work-related **violence** than reported in the 2016 iteration of this survey and *higher than* the proportion compared to this year's national results.

14% of Wiltshire Police respondents also reported that they had suffered one or more injuries that required medical attention as a result of work-related **accidents** in the last year – losing more than 38 days in sickness absence.

This is *lower than* the proportion reporting one or more injuries as a result of work-related **accidents** in the 2016 iteration of this survey and *lower than* the proportion compared to this year's national results.

# 7. ORGANISATIONAL SUPPORT: MENTAL HEALTH & WELLBEING

Participants who indicated that they had sought help for difficulties with mental health and wellbeing were presented with additional questions concerning disclosure to a line manager.

## 7.1. DISCLOSURE

73% of respondents from Wiltshire Police, for whom it was applicable, reported that they had disclosed seeking mental health and wellbeing support to their line managers. This can be compared with 77% from the same survey in 2016.

## 7.2. REASONS FOR NON-DISCLOSURE

Respondents who did not disclose to their line managers that they had sought mental health and wellbeing support, were asked to indicate why. Findings are presented in the table below.

**Table 10:** Reasons for non-disclosure

| Item | % of total mentions | |
|---|---|---|
| | Force level figures | National figures |
| I was worried that my other colleagues would find out | 8% | 10% |
| I thought it would negatively affect my opportunities for promotion and/or specialising | 13% | 11% |
| It wasn't affecting my work | 5% | 7% |
| I didn't want to be treated differently (in a negative way) | 13% | 13% |
| I felt it was a personal matter | 20% | 20% |
| I have had negative experiences of disclosing in the past | 10% | 6% |
| I thought it would have a negative impact on my career | 10% | 10% |
| There is a negative attitude in the police service towards people who experience difficulties with their mental health and wellbeing | 13% | 12% |
| I did not think my line manager would treat me with empathy | 8% | 7% |
| For reasons other than those listed above | 3% | 4% |

## 7.3. ATTITUDES TO MENTAL HEALTH AND WELLBEING

All respondents were asked about the attitude of the police service towards mental health and wellbeing.

Respondents were provided with a list of statements, and asked to indicate the extent to which they agreed or disagreed with the statement.

The table below shows the percentage of respondents who agreed with three key statements about the police services attitudes towards mental health and wellbeing for both Wiltshire Police, and the police service as a whole.

**Table 11:** Attitudes to mental health and wellbeing

| **Statements** | **% of respondents that agreed with the statement** | |
|---|---|---|
| | Force level figures | National figures |
| The police service encourages staff to talk openly about mental health and wellbeing | 62% | 45% |
| Someone would be treated differently (in a negative way) if they disclosed difficulties with their mental health and wellbeing | 31% | 37% |

# 8. Notes for JBBs

Additional findings from the 2018 Demand, Capacity and Welfare survey are available on request from the Research and Policy department. Additional topics include, but are not limited to:

- Morale,
- Fatigue and sleep,
- Managerial mental health and wellbeing support,
- Organisational change, and
- Organisational justice.

The findings of the survey can also be broken down in more detail in terms of different demographic groups, such as rank, role or length of service. However please be aware that we can only go into a certain level of detail with this demographic data in order to preserve respondents' confidentiality.

JBBs wishing to obtain further information can contact ResearchandDataCollection@polfed.org to discuss their requirements.

The Research and Policy Department only has one member of staff responsible for these data requests; please bear this in mind in terms of turnaround times and the amount of data you request when contacting the team.

All other interested parties should speak to their local JBB in the first instance.

# 9. REFERENCES


[i] Home Office (2018). Police Workforce, England and Wales, 31 March 2018: data tables. Retrieved from: https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2018

[ii] Elliott-Davies, M., Donnelly, J., Boag-Munroe, F., & Van Mechelen, D. (2016). 'Getting a battering' The perceived impact of demand and capacity imbalance within the Police Service of England and Wales: A qualitative review. The Police Journal, 89, 2, 93-116.

[iii] HSE. (2006).Managing shift work: *Health and Safety Guidance*. HSE Books, HSG256, ISBN 9780717661978, Crown Copyright.

[iv] Home Office. (2010). Guidance on Variable shift arrangements for police officers [PNB circular] 016-2010.

[v] Cousins, R., Mackay, C., Clarke, S., Kelly, C., Kelly, P., & McCaig, R. (2004). 'Management Standards' and work-related stress in the UK: Practical development. *Work & Stress, 18*, 113–136; Mackay, C., Cousins, R., Kelly, P., Lee, S., & McCaig, R. (2004). 'Management Standards' and work-related stress in the UK: Policy background and science. *Work & Stress, 18*, 91–112.

[vi] Edwards, J., & Webster, S. (2012). Psychosocial risk assessment: Measurement invariance of the UK Health and Safety Executive's Management Standards Indicator Tool across public and private sector organizations. *Work & Stress, 26*, 130–142

[vii] Smith, A., Johal, S., Wadsworth, E., Davey Smith, G., & Peters, T. (2000). The Scale of Perceived Stress at Work: The Bristol Stress and Health at Work Study. Contract Research Report 265/2000. Sudbury: HSE Books.

[viii] Stewart-Brown, S., Tennant, A., Tennant, R., Platt, S., Parkinson, J., & Weich, S. (2009). Internal construct validity of the Warwick-Edinburgh Mental Well-being Scale (WEMWBS): A
Rasch analysis using data from the Scottish Health Education Population Survey. *Health and Quality of Life Outcomes, 7*: 15.

[ix] Demerouti, E., Le Blanc, P., Bakker, A., Schaufeli, W., & Hox, J. (2009). Present but sick: A three-wave study on job demands, presenteeism, and burnout. Career Development International, 14, 50-68.

[x] Gustafsson, K., & Marklund, S. (2011). Consequences of sickness presence and sickness absence on health and work ability: A Swedish prospective cohort study. *International Journal of Occupational Medicine and Environmental Health, 24,* 153–165.

[xi] Lu, L., Lin, H. Y., & Cooper, C. L. (2013). Unhealthy and present: Motives and consequences of the act of presenteeism among Taiwanese employees. *Journal of Occupational Health Psychology, 18,* 406–416.