

## Project Anger Management: The Cyprus Police and Security Forces Case Study-A Comprehensive Overview

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### Abstract

The current research has focused on examining specific reasons that lead to the development of Stress and Anger within the Cyprus' Police and Security Forces. A Mixed Method Research (Quantitative and Qualitative) has been applied in order to identify both the extend of the possible problem and the reasons leading to them. The researcher has used Structured Questionnaires (Quantitative Research) and Open-end Questions (Qualitative Research). The results show that there are internal and external factors leading to the development of high level of Stress and Anger. In addition, the researcher outlines several Conclusions and Recommendations that will enable better understanding and more effective confrontation of the relevant issues.

**Keywords:** Police and security forces; Republic of Cyprus; Political and operational leadership; Personnel; HRM

### Introduction

The Current study focuses on examining issues related to 'Anger Management within the Cyprus Police and Security Forces'. Collins Dictionary has identified that: 'Anger Management is the set of guidelines that are designed to help people control their anger' [1]. This identification provides the primary concept on which 'Anger Management' must be examined, and therefore, enable the current study to come to safe, credible, and valid conclusions that will lead to the appropriate recommendations [2]. The development of the current research constitutes a pioneer move as until now there are no studies examining the issues related to Stress, Anger, and their Management in the Cyprus Police and Security Forces. Therefore, the examination of the variables related to the issues is of the outmost importance, and focus is paid towards developing clear and concise identification which will assist the researcher to pay the appropriate attention by implementing the relevant scientific tools that will lead to the truth [3] and trigger further research that will provide additional knowledge for both academic and professional usage.

### Significance of Study

The Significance of Study is identified as a vital element in the development of any given research, especially when the research involves sensitive matters that require deep understanding and creating concerns about the Study's credibility [4]. The current Study focuses on identifying issues related to the Cyprus' Police and Security Forces that have not been previously explored, therefore, creating a new field of study which is believed that it will significantly contribute to the comprehensive understanding of the reasons that create conditions of stress and anger. Additionally, the Significance of Study extends to the fact that the anger management does not exist in the Cyprus' Police and Security Forces, hence, the information that is provided within the work is expected to enable professionals from both sides to understand each other and develop the appropriate environment that will help the Cyprus' Police and Security Forces to become more effective and handle difficult situations in a more professional manner. Finally, the Significance of Study is related to the possible comparison of relevant issues in comparison to other European Union countries.

### Research Purpose and Objectives

The Purpose of the Study must have characteristic such as Goal-

oriented, specific, concise, and clear, thus, avoiding any ambiguous terminology that will cause confusion amongst both the researcher and the study participants [3].

The current study has the following Purposes and Objectives:

- To identify the real reasons that are considered to be leading to possible anger and stress situations.
- To identify how anger and stress is confronted within the Cyprus' Police and Security Forces.
- To identify possible differences between male and female members of the Cyprus' Police and Security Forces.
- To enable professional Psychologists to develop practices that will help the members of the Cyprus' Police and security forces to effectively confront possible issues related to anger and stress.
- To trigger further research in order to ensure that the findings of the current study reflect to the reality and the possible limitations shall be eliminated.

### Research Methods

Critically approaching the variables and the issues related to the anger management in the Cyprus Police and Security Forces, their identification and examination requires the development of a Mixed Method Research. Gaining both Quantitative and Qualitative knowledge is evaluated as a vital component for the development of the current study [5].

One of the most advantageous characteristics of conducting mixed methods research is the possibility of triangulation which is the use of means and tools in order to ensure validity and credibility. Successful

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triangulation requires careful analysis of the type of information provided by each method, including its strengths and weaknesses [6].

The Quantitative Research takes place through the development of a comprehensive set of questions that enable participants to freely express their opinions on certain issues that the researcher considers as key-elements for the successful development. The manipulation of pre-existing data is expected to enhance the research credibility and reliability regarding the under-examination issues [7].

Qualitative Research focuses on words rather than numbers as it attempts to identify the real reasons behind the actual facts and how these can be affected in order to enable the researcher to become more effective. Qualitative research is characterized as 'soft, flexible, subjective, and speculative [8].

The current study uses both Primary Data, mainly extracted from Qualitative research, and Secondary Data mainly extracted from Quantitative Research.

Primary Data refers to the data collected directly from particular resource and serves the objectives of the study. In primary data analysis the individuals who collect the data also analyze it; for meta-analysis an investigator quantitatively combines the statistical results from multiple studies of a phenomenon to reach a conclusion [9].

The collection of Secondary Data is considered of an exceptional importance as it is expected that it will enable the researcher to enhance the collection and the value of the Primary Data. Therefore, their interlinkage can become a crucial research factor [10].

## Ethical Issues

Ethics refers to the perception of a person, a group, or a nation of what is right or wrong, and in many occasions, this is difficult to distinguish [11]. Additionally, the concept of Ethics may carry legal implications that must be clearly identify in order to ensure that the researcher will not fall into any possible pitfalls that will lead to complexity.

The importance of Ethics has an increasingly important role for any given research as it provides the guidelines for the researcher and all the participants in order to ensure that all variables will be treated fairly, and any research bias shall be avoided, hence, leading to an increasing credibility [12].

The identification of possible Ethical Issues leads to the development of an Informed Consent Statement. Informed Consent Statement enables the Researcher to provide participants with all relevant assurance that their anonymity will remain confidential at all times and that they have the right to withdraw from the research even if they have initially decided to participate and that the information will only be used for the particular research [13].

## Informed Consent Statement

You are being asked to participate in a research study designed to identify issues related to the Anger Management in the Cyprus Police and Security Forces. If you choose to participate, it is important that you respond to the questions as honestly as you can.

None of the questions measure mental disorders, and there are not right or wrong answers to any questions. This informed consent statement will be retained in my files, but your name will not be connected in any way with the questionnaire data. The questionnaire includes only non-sensitive information that cannot and will not be used to identify you.

Your personal responses will be held in the strictest confidence throughout the research project. Data collected will be used only in aggregate form. You may choose not to participate in this project. There will be no penalty if you choose not to participate or if you discontinue participation. The results of this project will be used for the purposes of the current research.

Your participation does not carry any physical risk. There is no financial compensation for your participation. If you are willing to participate in this research project, please sign below and return this Informed Consent Statement.

## Research Limitations

The Research Limitations exist in any given research and it is the duty of the researchers to take all the appropriate measures in order to ensure that these Limitations will be declined to the highest possible degree in order to increase the research credibility, validity, and reliability [14].

The current research is not free of Limitations and the researcher applied all relevant scientific tools in order to identify all possible Limitations and ensure that this will effectively serve the initial objectives. Therefore, the following Limitations have been identified in relation with the current study:

- There are no previous researches regarding the particular issue, therefore, this constitutes a serious threat that can cause implications and develop hesitation.
- The participants may not answer with honest due to the fact that may believe that this can affect their work. The Informed Consent Statement attempts to eliminate this issue.
- If the response rate is low, the need for further participants may cause limitations. Hence, attention will be paid towards the participation of a rate over 80%.

## Research Questions

The development of powerful research questions constitutes an effective tool that the research must be structured on as it enables the researcher to identify the most important elements and ensure that this will serve the research objectives [15]. The Quantitative Research carries particular characteristics that must be applied in order to ensure that they will address all relevant issues in regards with the Cyprus Police and Security Forces. These characteristics refer to the following elements [16]:

- The data is usually gathered using structured research instruments.
- Project can be used to generalize concepts more widely, predict future results, or investigate causal relationships.

In terms of Qualitative Research Questions, the following characteristics are considered as essential:

- Open-ended in nature
- Easy to understand and digest with no need for clarification

Based on all the above, the following Research Questions have been developed in terms of Quantitative Research:

- Question 1: What are the main issues related to the Stress Development of the Cyprus Police and the Security Forces? (Table 1).

- What is the percentage of the Cyprus Police and the Security Forces Personnel that face Stress related issues?
- What is the percentage of the Cyprus Police and the Security Forces Personnel that seeks assistance in order to confront possible Stress and Anger related issues?

The following Research Questions have been developed in terms of Qualitative Research:

- What measures are applied in order to confront the possible problems related to the Stress and Anger in the Cyprus Police and the Security Forces Personnel?
- How do the Personnel of the Cyprus Police and the Security Forces respond to the measures applied in order to confront the Stress and Anger issues, especially since these measures come from specialized professionals?

## Operational Definitions

Cambridge Dictionary (on-line, 2018) proposes that: 'Terms are the conditions that are part of an agreement or an arrangement, or the features of an activity or an idea' [17]. The development of quantitative studies requires the identification of particular operational definitions taking into consideration the relevant research variable that will enable the researcher to focus on the under-examination issues, and therefore, provide solid clarifications [18]. The current Study uses the following Operational Definitions:

### Anger management

Anger management is the process of learning to recognize signs that you are becoming angry and taking action to calm down and deal with the situation in a productive way [19]. The goal of anger management is to reduce both your emotional feelings and the physiological arousal that anger causes [20]. The understanding of Anger Management is of the utmost importance for the current study, and its identification constitutes a priority for the researchers.

### Cyprus' police and security forces

The particular term refers to all the Forces that are under the authority of the Republic of Cyprus, and more specifically, under the Ministry of Justice and Public Order [21] as well as the Ministry of Defense [22]. Further to the Police, the term Security Forces refers to the Armed Forces, the Fire Services, and the Civil Defense Services. All of them make up the Cyprus' Police and Security Forces. These do not encompass any Forces operating in Cyprus but they do not belong to the Republic of Cyprus. E.g. The United Nations personnel and the personnel of the British Sovereign Bases.

### Research/Study

It refers to the current Research/Study and all the major elements that contribute towards its comprehensive development and completion.

### Research methods

It refers to both Quantitative and Qualitative Research Methods that are used towards the development of the study.

### Data

It refers to all Primary and Secondary Data that have been collected from trustworthy resources to enable the development of the current study.

## Participation

In terms of the Quantitative Research, the researchers have sent Questionnaires to One Hundred members of the Cyprus' Police and Security Forces. Sixty per cent of them were male and the rest forty percent were female. The response for both male and female was relatively high as:

- Fifty-two males (86.6%) responded to the call for participation.
- Thirty-three females ((82.5%) responded to the call for participation.
- In total eighty-five (85%) of the total members responded to the call for participation.

In term of Qualitative Research, the researchers have called twenty officers of the Cyprus' Police and Security Forces to participate. Twelve of them were males and eight were female. The Researchers used Open-end Questionnaires in order to ensure that the findings would represent the scopes of the Qualitative Research.

The response for both male and female was relatively high as:

- Ten males (83.3%) responded to the call for participation.
- Seven females (87.5%) responded to the call for participation.
- In total seventeen (87.5%) of the total members responded to the call for participation.

## Quantitative Research Results and Discussion

The developments of Quantitative Research in the form of Structured Questionnaires, Semi-Structured Questionnaires, and Open-ended Questionnaires, can bring about understanding of the relevant variables as consistency is ensured [23]. The background of Question development provides further credibility as it contributes to the Triangulation and also to the examination of the historical development of any of the above form, hence, consistency can be tested [24].

The study has used Structured Questionnaires as they have been evaluated as the appropriate research vehicles that will drive to the development of credible results, and also enabling the development of the expected recommendations that will effectively meet the scopes of the current research [25]. The Structured Questionnaires are facing limitation as they provide restrictions to the participants' ability to freely express their concerns. The researcher intends to eliminate this by focusing on the development of a powerful Questionnaire.

The results of Question 2 (Table 2) reveal that an extremely high percentage (75.29%) feels 'A lot and/or some Stress or Anger at their workplace'. This percentage sends a clear signal to the Cyprus' Police and Security Forces authorities in order to take the appropriate measures in order to identify the reasons leading to this percentage, therefore, developing the appropriate policies that will initially decrease, and in the long-term eliminate this percentage. It is understandable that the total elimination is considered as a Utopia, however, the current percentage is evaluates as extremely high.

Question 3 (Table 3) is in full alignment with Question 1 as it reveals that 70 persons (82.35%) believe that the way they feel at their workplace affects their Performance and Productivity. Given the fact that Stress is a regulating factor of Productivity [26] the current results develop further concerns about personnel's ability to perform at the expected level. In contrast, only five persons (5.88%) feel that their workplace provides the adequate working environment that will effectively promote their performance and productivity.

The results reveal that the members of the Cyprus' Police and Security Forces are rather divided as 41 members (48.23%) believe that the level of support that they are receiving from their Political and Operational Leadership is evaluated as Very Positive/Positive. In contrast, 22 members (25.88%) suggest that the level of support that they receive is evaluated as Very Negative/Negative. However, there is a substantial percentage, 16 members (18.82%) that the level of support that they receive does not have any level of impact on their job Performance and Productivity.

The results of Question 4 (Table 4) raise the need for further examination, in a more Qualitative way as the 'None' percentage (18.82%) is the highest of all three Questions, and substantially higher than the first two (10.58% and 11.76%) respectively. Therefore, only further research will go deeper and identify the real reasons behind these answers. Given the fact that there are no past studies concerning the particular subject, the current issues are considered as rather complex and any speculations of the reasons behind it can be characterized as bias and lacking of the adequate academic support.

Critically approaching the particular aspect, the researcher focuses on the need for the State to identify these issues and provide all necessary means to the Police and Security Forces in order to become more focused and accomplish their tasks in a more effective way.

The social impact of the particular job cannot be evaluated in a strictly fiscal manner, but instead, the Political Leadership must become a vehicle that provides the appropriate Motivations as these are basic elements for the continuous development of the Human Resource at all levels, in both private and public sectors [27].

The researcher has requested from the participants to identify the most important issues that are related to the Stress Development. The participants were free to identify as many issues as they believed that are actually related to the particular issue. This freedom of expression enabled the participants to identify a large number of issues, however, for the purpose of the current study, the researcher has focused on the top five issues in order to simplify the overall understanding and come to the safest possible conclusions, therefore, providing the adequate recommendations.

### Work overload

It refers to a situation in which someone has too much work to do. Ali and Faroogi (2014, p.24) have identified that: 'Work overload lead to poor performance of the employees which has ultimately leads toward the employee job dissatisfaction.' [28,29].

The issue of Work Overload has been identified as the most important issue that causes complexity to the members of the Cyprus' Police and Security Forces. The fact that this has been identified by more than 90% within both male and female participants, above security issues such as Danger and Lack of Power in serious crime, creates serious concerns about the Forces ability to allocate the appropriate work to the right people, and place the right people at the right positions.

Further to the above, the Work Overload is also related with the Republic of Cyprus ability to fill-in the right positions, an issue which is directly associated with the country's current financial situation. The country has been the victim of the banking and financial crisis which led to a massive Gross Domestic Product (GDP), [30] therefore leading to inability to develop the appropriate social policies (Figure 1).

### Time management

'Time management' is the process of organizing and planning

how to divide your time between specific activities. Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight, and pressures are high [31].

Critically evaluating the particular issue, the identification of the Time Management as a Stress related issue raises the need for the Leadership to focus on developing particular scientific ways in order to ensure that Time Management and job allocation will be effectively promoted within the Human Resource at all levels.

### Danger

Danger is defined as the situation in which a person or a group of people are put into a situation of risk which can eventually lead to their injury or even death [32].

The answers provided show that the feeling of Danger is ranked high and it constitutes a serious issue that needs to be addressed within the Cyprus' Police and Security Forces. Policing is evaluated as one of the most dangerous jobs to be within and its exercise can lead to the exposure to several risks including the mental health of the Police members. Additionally, several severe 'symptoms such as those of anxiety, depression and hostility are more prevalent among police officers than among other occupational groups' [33]. The researcher has evaluated this as an extremely serious issue that needs to be effectively addressed and its connections can be justified with other research elements such as that of 'Lack of Power in serious crime situations'. The connection of the two must be critically evaluated by the officials that may use the results of the current study in order to ensure that the level of feeling of 'Danger' shall be decline and lead the personnel to higher productivity and better performance.



Figure 1: Cyprus gross domestic product (GDP) 2008-2016.

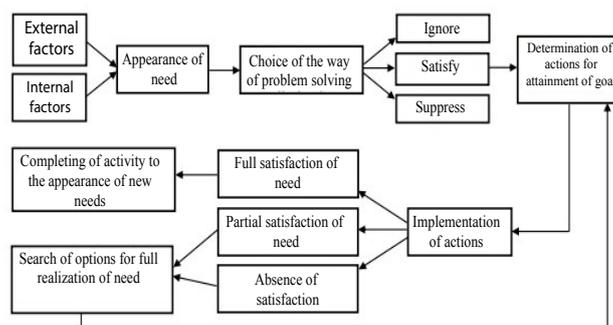


Figure 2: Role of different factors and needs.

Participants: Males: 52, Females: 33		
Issue	Answers	Percentage (%)
Overload	77	90.58
Time Management	73	85.88
Danger	71	83.52
Lack of Power in serious crime situations	68	80.0
Lack of Motivation	64	75.29

**Table 1:** Question 1-What are the main issues related to the stress development of the Cyprus police and the security forces?.

Participants: Males: 52, Females: 33						
Participants	A lot of Stress and Anger	Some Stress and Anger	None	Comfortable	Very Comfortable	Total
Males	12	25	6	6	3	52
Females	18	9	3	2	1	33
Total	30	34	9	8	4	85

**Table 2:** Question 2-Do you feel any stress and anger or do you feel comfortable at your workplace?.

Participants: Males: 52, Females: 33						
Participants	Very Negatively	Negatively	None	Positively	Very Positively	Total
Males	29	11	8	3	1	52
Females	19	11	2	1	0	33
Total	48	22	10	4	1	85

**Table 3:** Question 3-Do you believe that the way you feel at your workplace affects your job performance and productivity, positively and/or negatively?.

Participants: Males: 52, Females: 33						
Participants	Very Negative	Negative	None	Positive	Very Positive	Total
Males	4	8	16	14	9	52
Females	3	6	6	7	11	33
Total	8	14	16	18	29	85

**Table 4:** Question 4-Do you believe that you are receiving support from the political and operational leadership? If yes, please specify the impact of this support on your job performance and productivity.

### Lack of power in serious crime situations

The Lack of Power in the exercise of the Policing job can lead to high level of negative impact on the Police personnel and is directly associated to the core issue of accountability which focuses on ensuring that police carry out their duties properly and are held responsible if they fail to do so [34]. The Lack of Power must be examined within a comprehensive framework that will enable the understanding of the Anger and Stress related issues, therefore, allowing the Police leadership to gain deeper understanding and confront the issues in a more effective manner.

In addition, the Anger and Stress related issues must be examined within the legal dimension as this is directly associated with the Republic of Cyprus legal framework that regulates the operations of the Police and the Security Forces in situations of serious crime.

The International Rules and Standards for Policing [35] outline the legal framework that the Government must ensure that is fully respected. However, at the same time, the personnel must feel that is equipped with the adequate legal protection in order to avoid any personal legal implications.

### Lack of motivation

Motivation is the process whereby goal-directed activity is instigated and sustained [36] and it is directly associated with a set of

psychological processes [37]. In addition, Motivation is dependent on 3 psychological processes: arousal, direction and intensity [38]. The Motivation issue has been ranked as the fifth most important element that contributes towards the development of Anger and Stress related conditions. The critically approach of the particular element leads to the conclusion that the Lack of Motivation is directly associated with the rest of the issues (Work Overload, Time Management, Danger, Lack of Power in serious crime situations). The confrontation of the current issue is evaluated as a core element that will enable the Police Leadership to comprehensively address the rest of the problems. Motivation is one of the most important aspects of the Human Resource Management (HRM) [39] and as such, its development is expected to contribute towards the problem confrontation within a professional and strategic approach.

### Qualitative Research Results and Discussion

In terms of the Qualitative Research, two Open-end Questions have been developed and provided to the participants. The Qualitative Research focuses on gaining deeper understanding, and interpreting words rather than numbers. Their value is of an exceptional importance as ‘They have been shown to elucidate critical comments that cannot be obtained using purely quantitative surveys’ [40].

In addition, the implementation of Open-end questions in critical issues such as those of understanding a unique subject that requires deep and clear understanding, can become the vehicle that will indeed enable the researcher to develop planning programs within a strategic managerial and organisational approach which can lead any given organisation to increasing its productivity, effectiveness, and efficiency [41]. The researcher has developed two focused open-end Questions, aiming to clearly identify the core elements related to the particular issues, and to gain a comprehensive understanding and developing the appropriate Conclusions and Recommendations.

- What measures are applied in order to confront the possible problems related to the Stress and Anger in the Cyprus Police and the Security Forces Personnel?
- How do the Personnel of the Cyprus Police and the Security Forces respond to the measures applied in order to confront the Stress and Anger issues, especially since these measures come from specialized professionals?

In terms of Question 1 the respondents have focused on the following issues:

- There is very little scientific knowledge regarding the actual problems and despite the efforts to understand the reasons leading to Stress and Anger within the Cyprus Police and Security Forces, the political and operational leadership have failed to seek scientific assistance that would enable them to tackle the issue.
- The participants admitted that despite that they were aware of the problem and could through the years see that the problem was gradually increasing, the political and operational leadership was rather reluctant of admitting the problem.
- The main reason behind the above-mentioned identification is that they believed that the Personnel was rather pretending to have confronted Anger and Stress issues at the workplace. Sadly, by the time that the leadership indeed recognized the existence of the actual issue, this has grown to a degree that it was difficult to identify the negative impact that this had on issues such as

Job Performance, Productivity, Effectiveness and Efficiency, and most importantly, demotivating personnel. The Model below outlines the importance of Motivation as well as how employees can indeed be motivated to increase their Job Performance and reach higher productivity levels (Figure 2) [42].

- The leadership strives to develop specific Training sessions with the participation of HRM experts for both public and private sector. The reasoning behind this decision is that the Police and Security Forces must become more effective by using contemporary Management procedures that are widely used in the private sector.
- The Training sessions take place in small groups depending on the department and the skills and competences required for each position. There is no separation in terms of sex, therefore, enabling all members to equally participate. However, the participants have strongly expressed the opinion that the Training sessions are not enough in terms of both Quantity and Quality and significant improvement is required.
- The participants explained that there is not enough financial and technical support for the Training sessions, hence, creating further obstacles to both trainers and trainees.
- The Training sessions do not provide the opportunity to all members to take place as they do occur in regular periods, hence, creating a feeling that this is a temporary measure with no long-term objectives that will improve personnel performance.
- The participants stated that the Political and Operational Leadership attempt to equip their personnel with more Power in occasions of serious crimes by requesting the House of Representatives (Parliament) of the Republic of Cyprus to pass new tougher laws and regulations. However, despite their attempt, this confronts serious issues related to the Protection of Human Rights and the Privacy of Individuals. The current issue creates more operational obstacles leading to higher level of personnel Anger and Stress, especially when these personnel is called upon confronting incidents related to violence. This is identified in a higher level when it concerns sensitive family incidents with focus on the children. The importance of police interaction in related incidents is of a great importance and attention is required by the personnel in order to avoid breaking the law [43]. The participants raised the importance of the current issues as ‘The police not only represents state policy but also act as an important link to both the prosecution process and to the provision of services to victims in a community.’ [44].
- The Police Leadership has in recent years provided the personnel with high-technology equipment that enables them to become more effective. Despite the positive efforts, the participants have stated that more training is required for all personnel, especially for those who are over fifty years all as they are not very familiar with the rapid development of technology, not only in the Police and Security Forces, but also with devices that are used in their daily lives, such as tablets, PC, and Smartphones.
- The participants have pointed out that the Work Overload indeed constitutes a serious drawback that causes Stress and Anger situations. The Police Leadership has been requesting for more personnel to be recruited. More specifically, 750 positions are vacant in the Police Force during the period of 2013-2017, however, the Government has recruited only 300 new members

in 2017. Therefore, a massive gap of 450 positions are still vacant with the number to be expected to increase soon as between 2018-2020 about 200 members of the Police are expected to retire. Hence, the need for recruiting personnel constitutes a constant matter that needs to be addressed to minimize the Stress and Anger level.

In terms of Question 2 the participants provided some important quality results that have been summed as follow:

- The personnel are willing to adapt to any measures are taken in order to improve their performance. Not only they are ready to do so, but most importantly, are constantly seeking for training and other related measures. Therefore, this enables the Leadership to become more focused on what the personnel is ready to adapt.
- The personnel do not always ask for financial compensation, instead, they consider the working conditions and the overall environment as the most important element that will enable them to become more productive and helpful for the public.
- The personnel are taking into serious consideration the difficulties caused by the recent banking and financial crisis and have been helpful towards this despite the wage cuts that they have experienced. At the same time, they expect to gradually return to the previous state as the economy improves and the government can raise their wages. The participants praised this attitude which they describe as pure professionalism and loyalty to their country, showing that money is not their top priority.
- The personnel show a high level of loyalty when it comes to incidents that requires their physical interactions. At no point the personnel show that their Stress and Anger have affected their loyalty to their duty. This is highly appreciated by the political and operational leadership which identifies the need to provide the appropriate measures in order to confront Stress and Anger within the personnel.
- The personnel develop its demands within the appropriate legal framework that regulates the sensitive departments of Police and Security Forces. Their determination on fighting for what they consider that is right for them, and it will consequently decrease the level of Stress and Anger at their workplace, does not take place at the expense of the common good and what the public expects from them.
- The participants have expressed the strong opinion that the professionalism shown by the personnel is highly appreciated by the public and they believe that the public may become an influential factor that will lead the political and operational leadership to significantly improve their overall working conditions, thus, effectively confronting the Stress and Anger related issues.

## Conclusion

The examination of all the above-mentioned issues clearly reveals that the personnel of the Cyprus’ Police and Security Forces confronts serious problems in terms of Stress and Anger, as these two concepts have been clearly defined within the current research. The Quantitative results constitute worrying issues for the Police and Security Forces leadership, in both political and operational levels. This has been identified across both male and female participants, hence, creating a generalized opinion that the personnel’s working conditions are far from being described as appropriate.

The fact that the personnel focuses on issues such as Work Overload, Lack of Motivation, and Danger, is indeed an important issue that must be pointed out. In addition, the personnel have not identified that their financial remunerations constitute a priority, despite that in recent years they have experienced massive financial cuts. This reveals their dedication to their duties and their willingness to assist their leadership towards providing the adequate support that will meet their operational needs, and at the same time, it will effectively confront the Stress and Anger related issues. The examination of all the above clearly indicates a high level of professionalism and willingness to improve job performance and productivity.

## Recommendations

The current study has led to the development of particular Conclusions that enable the researcher to propose specific Recommendations that focus on one single issue; to tackle the high level of Stress and Anger that occurs within the Cyprus' Police and Security Forces:

- More money should be allocated to effectively improve the training level.
- The vacant operational positions must be filled to enable the Police and the Security Forces to become more effective. At the same time, this measure will decrease the high level of Work Overload which is the personnel's most important obstacle.
- The Republic of Cyprus must equip the Police and the Security Forces with more powers, especially when this concerns issues of violence, including domestic violence. In any case, the Human Rights must be fully respected, however, the personnel must become a priority for the Law.

The above list is not exhaustive, and a series of internal measures can be applied, based on the concept of the contemporary HRM. The Leadership must strategically focus on confronting Stress and Anger. The external assistance is a top priority and at no point can be neglected.

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