
What Motivates and Affects Police Officers Performance: The Case of Cyprus Police

Georgia Neokleous

MBA
Alexander College, Cyprus

Abstract Keeping high morale within a police department remains today a challenge for both police officers and police managers. Since 2013 the Republic of Cyprus is facing a negative economic situation, and in an effort to avoid any further aggravation, the Government has proceeded in salary reductions to the employees of the public sector. This was also the case for the salary of police officers. With increased pressure on police officers to do more with less, it is important for police leadership / management to foster an environment that promotes autonomy and a culture that values those who put their lives on the line for the community they serve. Therefore, it is important to identify and understand the factors that motivate and affect police officers performance. The aim of this project is to study the extent to which identified factors influence police officers performance; the level of police officers engagement and the impact of police officers engagement on organizational performance in the Cyprus Police.

Keywords Motivation, job satisfaction, police officer's performance, police officers' engagement, organizational culture

1. Introduction

The work in the police service is characterized by many particularities than at large have negative effect upon satisfaction and morale of the police officers. When dealing with criminal offences police officers have to deal with violence, cruelty and indifference to the welfare of others. On one hand, police officers have to deal with the conflict

demands of the public and on the other hand to deal within their own organization, bureaucracy, internal politics and a militaristic style of management (Blum, 2000; Crank, 1998). Highly motivated law enforcement officers and respected law enforcement agencies are needed now more than ever in our community. Motivated officers with strong ethics are the most important elements in long term success of law enforcement agency. Properly motivated officers are critical to ensuring a safe community and a respected agency which is closely linked to meeting organizational outcomes. Employees committed to their organization are acknowledged as better performers (Whisenand & Rush, 1998; Herzberg, 2003). Simintiras, Lancaster & Cadogan, 1994, found that commitment to an organization significantly influences employee's attitudes and behaviors where committed employees are more productive. Certain key principles are engrained in the police service, such as giving and obeying orders, and respect of rank. This creates a style of behavior which is necessary and appropriate in many operational situations. However, it is a style which is no longer recognized as the most effective on day-to-day employee/manager relationships. The dynamic nature of today's workplace requires managers to be skilled in change management and to move from a traditional manager's role to that of a leader (Cole, 2001; MacDonald, 2001; Swanson, Terito & Taylor, 2001). Leaders have the capacity to maximize their units output by motivating employees (Cole; MacDonald; Swanson, Terito & Taylor). Some police officers who reach management positions find it difficult to move from one style to another at the appropriate time and so carry the behaviors of their uniform years into the management aspects of their role. When this happens, it can result in a difficult situation becoming confrontational. It can also lead to overt compliance by staff (the "yes sir" factor) but with underlying resentment and lack of commitment to the course of action. This effect can then be cascaded down the organization causing miscommunication and poor morale (Scott, 2012). According to Costa (2003, p.4), "managers must understand the motivation needs of people to the level they can be accommodated, before these people can be expected to perform to their maximum potential". Good Human Resource strategists are well aware that an organization's overall health and the performance of its staff are determined by its culture. In the current climate of cost – cutting, it is vital that organizational development and culture change not allowed to be sidelined. This is particular important in rank-based organizations like the police where a traditional culture can potentially have a negative impact on the engagement, development and

behavior of staff. The culture of the force, including the leadership style of those in management positions, is a critical element in engaging staff and in supporting and developing them (Scott, 2012).

2. Literature Review

The relationship between work environment and job satisfaction has been recognized for over sixty years since Maslow (1943), first introduced his theory of “hierarchy of needs”. The assumption of his theory is that, as human’s basic needs are met, they push hard to achieve higher needs in both the private and public sector. Once a lower-level need is satisfied, it no longer serves as a motivator (Boke and Nalla, 2009). Herzberg and his colleagues (1959) expanded Maslow’s work and argued that work environment and relations with supervisors determine employee satisfaction. These contributions influenced a large body of research in both the private and public sectors with over 3000 studies conducted on the determinants of job satisfaction (Mitchell & Larson 1987).

However, research on one sector of public organizations, namely, law enforcement agencies and police officers job satisfaction, has received very poor attention. Buzawa and her colleagues (1994), identified about twenty articles that examine the determinants of police officers job satisfaction, making this field one of the most under researched fields of criminal justice (Dantzker, 1994). Most of the earlier work focuses rather narrowly on the relationship between demographic characteristics such as gender and job satisfaction (Belknap, Shelley, 1992; Buzawa et al., 1994), rank (Dantzker, 1994; Buzawa, 1984; Hunt, McCadden, 1985) and education (Buzawa, 1984; Sherman, 1980; Dantzker, 1992). With the exception of a few more recent studies that go beyond demographic variables and focus on work environment (Zhao et al., 1999), very little research addresses the importance of organizational and community factors, including management support and job challenge on job satisfaction (Boke and Nalla, 2009).

Motivation, job satisfaction and job commitment are all closely related concepts (Herzberg, Mauser & Snyderman 1959; Landy, 1989, Beck, 1999). Work motivation is closely linked with related concepts of organizational commitment, job satisfaction and self - efficacy. Whisenand & Rush, 1998, (p.49) describe motivation as one of the police manager’s most important responsibilities. They define motivation as the willingness to do something and it

is conditioned by an action’s ability to satisfy some need for the individual. They state that motivated employees are in a state of tension that remains until relieved when the object of the motivation is achieved. In the work domain, work motivation is “a set of energetic forces that originate within individuals, as well as in their environment, to initiate work – related behaviors and to determine their form, direction, intensity and duration” (Pinder, 2008 p.11). Work motivation is derived from an interaction between individual differences and their environment (for instance cultural, societal, and work organizational) (Latham and Pinder, 2005). Moreover, motivation is affected by personality traits, needs and even work fit, while generating various outcomes and attitudes, such as satisfaction, organizational culture, engagement and more (Tziner et al., 2012). Herzberg (1968) identified many factors that contribute to job satisfaction. He argued that apart from the work itself, other variables such as the responsibility that comes with the job and the recognition one receives from work have a great impact on job satisfaction. Researchers, through the study of organizational culture and its impact upon human relations and work conditions, developed a more comprehensive approach on understanding large work environments (Nalla, 2009).

2.1. Factors Influencing Work Motivation

Police organizational culture on developed countries has been studied for more than forty years (Paoline, 2004). The conception of culture in police literature is primarily drawn from anthropological and sociological research (Chan, 1997). Essentially, police culture is a set of ideas, customs, accepted practices, information and rules of conduct, and core skills that define “good police work” and give meaning to police work (Manning, 1997, 1989; Kingshott et al., 2004). Most of this work relates to the relationship between police culture and police use of force, corruption, deviant behavior, discretion and management (Harrison, 1998). Individual, organizational and environmental factors affect officers’ understanding of their organizational culture, which in turn helps shape their orientation towards police work and subsequently their satisfaction with the work itself. Most research on police officers job satisfaction has been done in relation to individual factors while ignoring the role of organizational culture and environmental factors (Nalla, 2009).

Work engagement is defined as “a positive, fulfilling, work – related state of mind that is characterized by vigor, dedication, and absorption”

(Schaufeli et al., 2002). Engaged employees appear to be hardworking, more involved in their work and more immersed in their work (Bakker et al., 2008; Chughtai & Buckley, 2011; Taris et al., 2015). Empirical studies disclose that a high level of work engagement give a positive work outcome. Recent studies revealed its positive effect on individual job performance and unfavorable effect on turnover intention (Breevaart et al., 2016; Owens et al., 2016; Shahpouri et al., 2016; Kumar et al., 2018). Thus, human resource management considers work engagement as an indicator for work performance. It is broadly accepted that in terms of antecedents and predictors, work engagement may be influenced by both individual differences (Sharoni et al., 2015; Latta and Fait, 2016; Basit, 2017) and environmental elements (Sharoni et al., 2015; Basit, 2017; Guy Park et al., 2017; Lebron et al., 2018) or a combination of these two factors (Sharoni et al., 2015; Hernandez & Guarana, 2018).

In relation to the Cyprus Police the bibliography is still at an early stage. Thus, this research intends to give some evidence and light on how police officers in Cyprus Police are motivated and engaged to their work, but also to which extend Cyprus Police as an organization cultivates a work environment that promotes motivation and work engagement. The objective of this research specifically is to examine how:

- (a) Personal needs and traits have a significant impact on police officers' motivation that consequently affects their work engagement and performance.
- (b) Cyprus Police culture (organizational culture) is a critical element for police officers work engagement and performance.
- (c) Human resource management and organizational culture can have a positive impact upon work motivation.

3. Methodology

This study follows a qualitative approach aiming to determine the factors influencing work engagement and performance of Cyprus police officers. Qualitative work generally tries to look at a broad range of interconnected processes or causes (Becker, Howard, Blanche, Everett, Hughes, and Anslem, 1961) and it tends to ply in a much more conflict process between the questions asked and data observed (Lasmi and Dulaimi, 2012). Moreover, in relation to reproducible results, qualitative research aims at accuracy, by getting the everyday realities of

some social entities and studying important questions as practice in reality (Asad, 1986).

Author's intent was to contact semi structured interviews but due to corona virus, this was not applicable. It was noted that even if corona virus wasn't an issue, interviewing police officers would have been difficult to impossible. This was concluded by the strict working schedule of police officers but also their "fear" of some participants being included in the research in relation to matters of confidentiality.

A questionnaire was formed based on questions designed initially for interviewing participants. Questions were designed based on the research questions and literature review. As noted, interviews did not take place due to corona virus but also due to the strict and demanding work schedule of the participants. Thus, the questions were given in a form of questionnaire so participants could answer it on their personal time. It was also noted that there was reluctance among the participants to answer while at work environment and were very concerned about the content of their answers; whether their answers would be revealed to the top levels of management. The participants were reminded that the content of their answers was confidential.

Participants had to answer: (a) demographic questions (gender, age, length of service in the police; years, and open ended questions related to job (job location: departments, job position: police officer, sergeant), (b) questions related to work engagement (why to become a police officer and join Cyprus Police, remain in the police until retirement, sense of belonging, concern about the image of the police), (c) questions related to job satisfaction (salary, salary raise, promotions, training, work load, ethic and materialistic support from supervisors and administration) and (d) questions related to organizational culture (recognition of good performance by colleagues and supervisors, annual assessment based on a righteous evaluation system, moral, ethical and materialistic support from supervisors and administration). The questionnaire was first developed in English and it was translated into Greek and the back to English to check for conceptual and content equivalence. Researchers have noted that there could be some limitations with back-and-forth translation methodology (Demirkol and Nalla, 2018). However, Cha, Kim, and Erlen (2007), have emphasized that back translation of an instrument is essential for the validation of translated research items and is used widely for cross-cultural studies.

For efficiency, select answer was used in combination with open ended questions to record respondent’s explanations and examples. For efficiency of tabulation and analysis open ended responses were restricted to three lines. In addition, the questionnaire was designed to be as brief and direct as possible otherwise responders will be discouraged from participating and completing the questionnaire. Short three to four pages questionnaire are suitable for the general population. Questionnaire longer than this tends to have reduced responses rates (Neuman, 2006). Where questions required a select answer, undesired responses have been avoided by including an “if not explain” or “if yes explain”. Care has been taken to avoid complicated questions.

The answers of participants were initially read through and analysed for key themes or issues. The data were then coded by rereading the comments and recording each mention of a source of factor influencing work engagement under the respective initial element. A table of each element and frequency of mention of the respective element was drawn. This is the standard coding process used to analyse qualitative data (Wiersma, 2008).

The author used Excel program. By creating one Excel file with one question per tab and one response per row data were combined across participants into a single file across participants. Using Excel to code and track themes of data helped in creating new themes and sub-themes and clearly understand how each participant responses relate to. Finally, data were presented in tables. It must be noted that the questionnaire included questions concerning the findings of a colleague’s MBA Thesis, “Stress among Police Officers” (Georgiou, forthcoming). These questions have been documented but not analyzed.

3.1. Sample

The questionnaire was given to thirty (30) police officers of different rank with the highest that of a senior lieutenant. All thirty (30) in number are posted in different department’s (police headquarters, police districts, police station and safety units) having to handle a white variety of duties from first line officers to more specialized departments (Police Headquarters – Crime Combating Department). This was done in an effort to have a sample of participants that would represent

police force to its wholeness. Out of thirty (30) only two (2) did not answer the questionnaire.

DEPARTMENTS	RECEIVED	TARGET
POLICE HEADQUARTES	9	10
POLICE STATION	7	9
COMMUNITY POLICING	3	3
CRIME PREVENTION UNIT	1	1
UNKNOWN	1	
DIRECTORATE OF AIRPORT SECURITY	3	3
MESSAGE CONTROL AND IMMEDIATE RESPONSE SQUAD	2	2
POLICE STATION SECURITY	1	1
STORES AND FIREARM REGISRTY	1	1
TOTAL	28	30

Table 1. The Departments and Number of Participants

Questionnaires were either sent via email or given in person by the author. An introduction page explaining the purpose of the Research and ensuring confidentiality preceded the questions for answer.

4. Statistical Analysis

4.1 Demographics

Twenty eight (28) out of thirty (30) answered the questionnaire that is 93.3% of target group, took part. Male participants were 64% of the sample (18) and female participants the 34% (10). The sample of participants included one trainee, three special police officers, eighteen police officers, four sergeants and two lieutenants. Thus, the majority of the participants held no leadership position (police officers – 64%). Only six participants were of leadership positions (sergeants – 14% and lieutenants – 7%), of which only two were female (33%).

RANK IN THE POLICE	NUMBERS	MALE	FEMALE
SPECIAL POLICE OFFICER	3	2	1
POLICE OFFICER	18	11	7
TRAINEE	1	1	0
SERGEANT	4	2	2
LIEUTENANT	2	2	0

Table 2. Rank in the Police and Gender

The age of the participants is as follows: One (1) participant is in the category of 30 years or less, ten (10) participants fall into the category of 31 – 40 years old, and seventeen (17), fall into the category of 41 years old and above.

30 YEARS OR LESS	1
31 - 40 YEARS	10
41 YEARS AND MORE	17

Table 3. Age of Participants

Twelve (12) participants have 21 years of service and more (43%), eleven (11) participants have 13 – 20 years of service (39%), four (4) participants have 6 – 12 years of service (14%) and only one (1) participant (4%) is a trainee. Thus, the 61 percent of the sample consisted of experienced officers.

YEARS OF SERVICE TO THE POLICE	NUMBER
0 - 5 YEARS	1
6 - 12 YEARS	4
13 - 20 YEARS	11
21 YEARS AND MORE	12

Table 4. Years of Service to the Police

Age was considered as a major factor in motivation since 2012 the year limitation of service in Cyprus Police was extended from 55 to 63 years of age. Moreover, years of service do not automatically indicate the rank of a police officer and thus years of service were thought to give insight in motivation and work engagement. The hypothesis is that an experienced police officer (years of service), if not promoted accordingly (rank) would have low morale and thus low motivation and work-engagement.

4.2. Work engagement

Job stability (32%), interest in the profession (32%) and unemployment (21%) are the three main reasons participants report as reasons to become police officers. Two of the participants choose not to give an answer as to why they made this life decision and other two characteristically stated: “A moment’s decision” 52-year-old male, police officer and “Urged by sister already in the force”, 32-year-old, female special police officer. Categorization was clear due to repetition of words by respondents. With a first glance on data some categories were easy to deduct as “unemployment” and “job stability”.

UNEMPLOYMENT	6
JOB STABILITY	9
INTEREST IN THE PROFESSION	9
NO ANSWER	2
" MOMENTS DECISION"	1
PERSONAL REASONS	1

Table 5. The “why” of participants to become police officers

Participants were called to express if they felt a “Strong sense of belonging within Cyprus Police”, and were given the option to express it with confirmation of the above statement (YES) or denial (NO) of this feeling. When a feeling of denial was expressed, respondents had to explain why they had a negative feeling.

YES	22
NO	6

Table 6. Strong sense of belonging within the Cyprus Police

According to the data collected participants have a strong sense of belonging since 79% of them expressed agreement with the statement given and only 21% expressed negatively to the above statement. Out of 21% (6 participants), gave the following explanations as shown in table 7.

IMPERSONAL ORGANIZATION	4
ONLY ON DUTY	1
NO EXPLANATION	1

Table 7. Strong sense of belonging within the Cyprus Police, if not explain

Out of 6 participants, 4 felt disconnected from the organization characterizing it as impersonal. As stated by 23-year-old male trainee: “... I have the sense of belonging among my team colleagues and not within Cyprus Police”. The majority of participants expressed their concern about the image of Cyprus Police (86%) and only 14% expressed different opinion that is 4 participants. The majority of participants 54% that is 15 participants out of 28 wish to remain in the police force until retirement. The remaining 13 respondents (46%) do not want to remain in police force and some are considering early retirement (the ones close to the age of retirement – 30.7%) and those of younger age are considering resignation if another job opportunity with better work conditions is a possibility (69.2%).

4.3. Job satisfaction

Police officers of the sample are dissatisfied with their salary since 19 of the respondents (67.8%) perceive to be disproportionate to their duties and responsibilities. The same dissatisfaction is reported in relation to salary raise (64%). Five sub-categories

were identified as factors of dissatisfaction in regards to salary raise. These are:

- Salary raise disproportionate to years of service,
- Disproportionate salary to police officers' academic qualifications,
- Promotion criteria irrelevant to police work,
- It lacks in comparison to other professions in the public sector and
- Salary cuts.

According to the data 15 of the respondents have a negative feeling towards career development and promotional opportunities (53.57%). In this section the author must distinguish the two respondents that are special police officers since for them there is no development or promotion. They hold the same rank until retirement and get an analogy raise on their salary. In order to become police officers and have the opportunity for promotion they would have to succeed in exams especially for police officers and go through Police Academy. Their duties and responsibilities have a small range in comparison to a police officer.

Three sub-categories were identified as factors of dissatisfaction: (a) Need for a simplified promotional procedure, (b) promotion criteria irrelevant to police work and (c) no meritocracy "rousfetti". "Rousfetti" is a common practice in the Cypriot society. The word comes from the Turkish Rusvet and it refers to the practice of (often undeserved) favoring some people over others, sometimes with the aim of acquiring services (Babiniotis dictionary, 2005, p.1555) As a practice that violates the rules of equality, equity, meritocracy and impartiality (also expressed in the Universal Declaration of Human Rights), it is considered purely unethical, an act of corruption, and is usually illegal. Consequently "rousfetti" follows a practice of inequality and or hypocrisy. It is again predominant the unsatisfied feeling of the majority of respondents in their need for career development, the need for self-actualization.

Moreover, data suggests that (57%) of the participants are satisfied with Police training but the dis-satisfied number of respondents is again proportionally large (43%). The dis-satisfied participants through their answers explain that police work is constantly changing and thus training must be constant and up to date. But they also underline the importance of practical learning over theory. The data gathered on this matter support Maslow's theory (1970), the "needs to know and understand". That is the organization of Cyprus Police does not offer both pre-work training and on-job training. The 71% of the participants believe that

the workload is manageable. The participants (29%) that express unmanageable workload explained that most of the times there is quantity of work over quality in order to manage the workload and the reason is shortage of staff.

4.4. Organizational Culture

According to the data, 79% of the participants stated that they were satisfied with their supervisors and the work support they get. Only a 21% of the participants were dissatisfied. Also, 64% were satisfied with their supervisors and the psychological support. In relation to top management levels and work support, data show that 18 participants (64%) are satisfied while in relation to psychological support, 53% are not satisfied. Moreover, participants report that when faced with difficult situations caused while on duty and while executing commands of management, the top-level management show no support instead an administrative and disciplinary investigation is ordered.

Having all the data in hand and analysing the questionnaire to its wholeness it is possible that the "fear" participants expressed when taking the questionnaire of supervisors or top management knowing their answers may had an impact on these certain questions because the participants had to straightforwardly state if they were satisfied or not by their supervisor and management. On these grounds the author can argue that if the participants were satisfied with their supervisors then they would report the same satisfaction in relation to career opportunities and promotions and not to underline the "unfair" system. In that matter participants easily hide their dissatisfaction towards their supervisors managing the system and just noted that the system is unfair. It is the authors belief that the system is created by the people representing an organization thus for the system to be unfair it is suggested that the ones in leadership positions allow it to be unfair.

5. Conclusion

The findings suggest that the organizational culture plays a significant role in influencing work engagement and job satisfaction this is constant with previous research of Boke & Nall (2009). The method an organization chooses to review and evaluate the performance of its employees can have a great impact on employee's performance. Organizations who fail to recognize their employee's performance or a job well done soon will be faced with dis-satisfied employees. To add to

this failure, when an organization does not provide the opportunity to its employees to provide feedback concerning their supervisor's and the organization as a whole will also result to non-motivated employees (Candy & Selvarajan, 2004). Thus, a motivated employee has his performance being periodically reviewed and this mean periodical, regular, honest and objective feedback (Collins 1998 and Cooper, 1998). But also, every organization should have the appropriate mechanisms for the employees to give feedback about ways the organization could improve and be a better place to work. Open communication in both directions will keep the employees satisfied with their performance review and happier with their compensation level in relation to their work (Jerome, 2013).

Moreover, organizational support and perceived supervisor support were positively related to work engagement and work satisfaction. Research made by Gillet et al., found that police officers who feel that they are supported by their organization (e.g. recognition, approval, appreciation of work) show higher levels of motivation and work engagement. Rhoades and Eisenberger (2002) showed that job conditions and fairness increase perceived organizational support. Likewise emphasizing the importance of perceived organizational support through the establishment of career management system could promote access to training, skills development and clearly defined job changes. These approaches should enable police officers to perceive more clearly the importance of human capital and how to best develop it within their own institutions (Allen, Shore & Griffeth, 2003). As stated by Salasiah, Zainab, Rosmawati, Ermy, (2010) when managers appreciate and praise their employees, they tend to work and perform better.

Salary, salary raise, rewards and promotions have a significant impact on the work engagement and job satisfaction. This is constant with past research of Locke, Feren, McCaleb, Shaw and Denny, (1980), Guzz, Jette and Katzell, (1985), Judiesch (1994), Trank, Rynes & Bretz (2002) and Harisson, Virick and Williams (1996); Trevor, Gerhart & Boudreau (1997), who all agreed that financial aspects and employee payments crucially affect employee performance and productivity.

The need to understand what fully motivates law enforcement officers to perform a dangerous and stressful job is important key to the success of law enforcement leadership. Successful law enforcement leaders benefit from understanding the value of employee motivation and dedicating their effort in increasing it within the organization

(Jancewicz, 2016). The understanding of the complex dynamics of police workplace motivation is still at an early stage. This research has set the starting point in understanding the motivation in the organization of Cyprus Police. Another limitation of the research is that despite assurances of anonymity, participants may have felt compelled to respond in certain ways. Future research should control for social desirability response bias and use multiple assessment methods (e.g. objective measures). There is need to continue refining research instruments to remove any ambiguities that may emerge so that it can deliver more precise data on the specifics of motivation and work engagement. Information on police motivation must distinguish between an individual's inherent motivation and motivation resulting from a particular work environment. Effective planning and human resource (management) need detailed and specific information in order to cultivate the right work environment that will promote work engagement and job satisfaction

Acknowledgement

This research was produced during my MBA dissertation at Alexander College. I feel an obligation to thank some of the people I have met, worked with and who had an important role in its implementation.

First of all, I want to thank the Professor who supervised my dissertation, Dr. Stella Alekou, for her valuable guidance, trust and appreciation she has shown but also the participants who agreed in taking part in the research.

Also, I would like to thank my husband Xenios and my two children, Iraklia and Christopher, for their patience and the moral support they have offered in completing my research.

References

- [20] Baldwin, J. N., (1984). "Are we Really Lazy?" Review of Public Personnel Administration 4, 80-89.
- [21] Baldwin, J., & Farley, Q. A., (1991). "Comparing the Private and Public Sector in the United States: A review of the empirical literature". In A. Farazmand, ed. Handbook of Comparative and Development Public Administration. New York: Marcel Dekker.
- [22] Badubi, R. M., (2017). "Theories of Motivation and Their Application in Organizations: A Risk Analysis". International Journal of Innovation and economic development 3(3). p44-51 (Online).

- Available at: <http://dx.doi.org/10.18775/ijied.1849-7551-7020.2015.33.2004>.
- [23] Balci, F., (2011). "The effects of education on police officer job satisfaction: The case of Turkish National Police". *International Journal of Human Sciences*, 8(2). p265-285.
- [24] Behn, R. D., (1995). "The Big Question of Public Management". *Public Administration Review*. 55(4). p313 -324.
- [25] Bradley, E.W., (2004). "The role of work context in work motivation: a public sector application of goal and social cognitive theories", *Journal of public administration research and theory*, 14(1), p59-78.
- [26] Boke, K., & Nalla, M. K., (2009). "Police Organizational Culture and Job Satisfaction: A Comparison of Law Enforcement Officers' Perceptions in Two Midwestern States in the U.S.", *Journal of Criminal Justice and Security*, 11(1), p55-73.
- [27] Bradley, E.W., (2003). "Toward Understanding Task, Mission and Public Service Motivation: A Conceptual and Empirical Synthesis of Goal Theory and Public Service Motivation", *Public Management Research Conference*, Georgetown Public Policy Institute, p9-11.
- [28] Bune, L. K., (2015). "4 ways leaders can (and should) motivate their officers". (Online). Available at: <https://www.police1.com/leadership/articles/4-ways-leaders-can-and-should-motivate-their-officers-nw89YEapgJCQOF7y/>.
- [29] Crewson, P.E., (1997). "Public Service Motivation: Building Empirical Evidence of Incidence and Effect", *Journal of Public Administration Research and Theory*, 7, p499-518.
- [30] Gabris, G.T., & Simo, G., (1995). "Public Sector Motivation as an Independent Variable Affecting Career Decisions", *Public Personnel Management*, 24(1), p33-51.
- [31] Gillet, N., Huart I., Colombat P., and Fouquereau E., (2013). "Perceived Organizational Support, Motivation and Engagement among Police Officers", *Journal of Professional Psychology Research and Practice*, 44(1), p46-55.
- [32] Goranov, Z., (2019). "Human Resource Management in the Police System", *International Journal of Economics, Commerce and Management*, 7(2), p188-197.
- [33] Grant, A. M., & Shin, J., (2012). "Work Motivation: Directing, Energizing and Maintaining Effort (and Research)" In R.M. Ryan (Ed.) *The Oxford Handbook of Human Motivation*. New York: Oxford University Press (Online). Available at: https://repository.upenn.edu/mgmt_papers/250
- [34] Cyprus Police, (2021). Available at: https://www.police.gov.cy/police/police.nsf/index_en/index_en?OpenDocument (Accessed 20 January 2021).
- [35] Jancewicz, J. A., (2016). "How to Motivate Law Enforcement Officers" (Online). Available at: <https://www.policemag.com/342015/how-to-motivate-law-enforcement-officers>.
- [36] Jasmi, A. S., & Dulaimi, M. (2012). "A study on Employees Work Motivation and its Effects on their Performance and Business Productivity". MSc Project Management, Faculty of Business, (Online). Available at: <https://bspace.buid.ac.ae/bitstream/handle/1234/275/90040.pdf;jsessionid=7464950CE75D0E19C3CD39DF7BD21429?sequence=1>
- [37] Jerome N., (2013). "Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance". *International Journal of Business and Management Invention*, 2(3), p39-45. (Online) Available at: <https://www.semanticscholar.org>.
- [38] Kanfer, R., (1990). "Motivation Theory and Industrial and Organizational Psychology". In Marvin D. Dunnette and Leatta M. Hough, eds. *Handbook of Industrial and Organizational Psychology 2ed.*, vol.1.
- [39] Kanfer, R., (1990). "Motivation Theory and Industrial and Organizational Psychology". In Marvin D. Dunnette and Leatta M. Hough, eds. *Handbook of Industrial and Organizational Psychology 2ed.*, vol.1.
- [40] Lee, S. U., (2014). "Police officers job satisfaction and Officer - Sergeant educational levels: A Relational Demography Perspective". *Theses and Dissertations*. Paper 237.
- [41] Mitchell, Terrence R., (1997). "Matching Motivation Strategies with Organizational Contexts". In L.L. Cummings and Barry M. Staw, eds. *Research in Organizational Behavior*, vol.19. Greenwich, Conn.: JAI.
- [42] Newstrom, J. W., Reif, W.E., and Monczka, Robert, M., (1976). "Motivating the Public Employee: Facts vs Fiction". *Public Personnel Management*, 5, p.67-72.
- [43] Perry James L., and Porter, Lyman W. (1982). "Factors Affecting the Context for Motivation in Public Organizations". *Academy of Management Review*, 7(1), p89-98.
- [44] Rhoades, L., & Eisenberg, R. (2002). "Perceived Organizational Support: A review of the literature". *Journal of Applied Psychology*, 87, p.698-714. doi:10.1037/0021-9010.87.4.698
- [45] Ryan, M. R., & Deci, L.E., (2000). "Self – Determination Theory and the Facilitation of

- Intrinsic Motivation, Social Development and Well Being”. *Journal of American Psychologist*.
- [46] Sommerfeldt, V., (2010). An Identification of Factors Influencing Police Workplace Motivation. Professional Doctorate thesis, Queensland University of Technology.
- [47] Scott, S., (2012). “How HR professionals can support their forces in making sure the culture of the organization enables staff to be as effective and productive as possible”. (Online). Available at: <https://app.croneri.co.uk/feature-articles/role-hr-shaping-and-influencing-police-culture>
- [48] Souders, B., (2020). “The Science of Improving Motivation at Work”. (Online). Available at: <https://positivepsychology.com/improving-motivation-at-work/>
- [49] Tomazevic, N., Seljak, J. & Aristovnik, A., (2014). “Factors Influencing Employee Satisfaction in the Police Service: The Case of Slovenia”. Faculty of Administration (Online). Available at: <https://mpira.ub.uni-muenchen.de/62037/>
- [50] Wright, B.E., (2001). “Public – Sector Motivation: A Review of the Current Literature and a Revised Conceptual Model”. *Journal of Public Administration Research and Theory: J-Part*,11(4), p559-586.