THE IMPACT OF LEADERSHIP ON STRESS MANAGEMENT: THE CASE OF GIOP/UI MILITARY PERSONNEL

Diana Santos, Academia Militar, santos.dfc@academiamilitar.pt

Mariana Rolo, Academia Militar, rolo.mf@academiamilitar.pt

Mafalda Almeida, Academia Militar, almeida.ma@academiamilitar.pt

Maria Dono, Academia Militar, dono.mjs@academiamilitar.pt

André Paredes, Academia Militar, paredes.amg@academiamilitar.pt

ABSTRACT

Workplace stress is increasingly common. However, little has been researched in Portugal regarding the stressful situations security forces face. The literature indicates that one of the professions most exposed to stress is the police due to their highly uncertain and challenging situations. As GIOP is a force that operates in situations aimed at restoring and maintaining public order, it is evident that the operational environment is characterised by high levels of stress among its military personnel. According to various authors, one key challenge for leaders is adapting effectively to such contingencies.

With this in mind, the present research aimed to study the impact of the leadership currently applied by GIOP platoon commanders on the stress management of their subordinates. Five interviews were conducted, and 34 questionnaires were distributed to sergeants and guards, providing insights into the leadership-stress relationship within the force.

The findings suggest that, although stress levels are high, a leadership style combining democratic and charismatic leadership, emphasising proximity, continuous support, and military physical training can effectively mitigate operational stress.

Keywords: Stress, GNR, GIOP, Military Leadership, Charismatic Leadership, Democratic Leadership

1. INTRODUCTION

Stress can be defined as the reaction an individual has to their environment as a result of pressure, which varies from person to person (Lazarus & Folkman, 1984). In this regard, among various professions, there are certain roles, such as those held by GNR military personnel, particularly those in the GIOP that, due to their fundamental role in maintaining order and security, are more frequently exposed to critical incidents. These incidents involve situations that provoke strong emotional reactions in the worker, affecting both their immediate and future behavior (Carleton et al., 2019).

Furthermore, the stress experienced by police officers stems from factors such as randomness, uncertainty, violence, and the dynamic nature of situations. Therefore, it is a profession particularly exposed to stressful situations, unlike most other occupations (Collins and Gibbs, 2003).

Being the GNR a security force of a military nature, with a broad range of missions entrusted to it, it is well known that it is a force that is "subject to analysis and scrutiny by the population", which means that the military personnel who are part of it must "face a reality full of pitfalls" (Alves, 2011 as cited in Maia, 2017, p. 1). Within the GNR, the GIOP is structured as a UI subunit that operates in highly critical situations, which cause elevated levels of stress among its personnel. This is due to its specific missions, among others, including maintaining and restoring public order, ensuring the security of major events, and supporting the management and resolution of critical

incidents, as established in Article 44 of the OLGNR. For these reasons, it is essential, in today's context, that commanders are highly motivated and able to enhance their leadership through the management of relationships and emotions (Maia, 2017).

Based on these premises, it has therefore become essential for this research to determine how the leadership exercised by platoon commanders impacts the stress management of the military personnel currently serving in the GIOP.

For that purpose, the objectives of this research were to understand how leadership influences the stress management of military personnel currently serving in the GIOP (GO), to characterize the operational environment in which the GIOP carries out its activities (SO1), to determine which situations are stress-inducing, according to GIOP personnel

 (SO2), to characterize leadership within the GIOP (SO3), to distinguish the characteristics of leadership in a military context, according to GIOP personnel (SO4), to identify the coping strategies adopted by GIOP personnel (SO5) and to identify the procedures adopted by GIOP platoon commanders when facing signs of stress in their subordinates (SO6).

In line with the research objectives, and following the guiding model of Rosado (2015), the main research question of this study was "In what way do the characteristics of leadership in an operational environment impact the effectiveness of stress management among military personnel, specifically within the GIOP?" and derived questions, in order to answer the MRQ, were "How is the operational environment characterized, according to GIOP personnel?" (DQ1), "What are the stress-inducing situations, according to GIOP personnel?" (DQ2), "How is leadership characterized within the GIOP?" (DQ3), "What are the characteristics that distinguish leadership from military leadership, according to GIOP personnel?" (DQ4), "What coping

strategies are adopted by GIOP personnel?" (DQ5) and "What procedures are adopted by commanders in response to signs of stress in GNR/GIOP personnel?" (DQ5).

2. LITERATURE REVIEW

2.1 STRESS CONCEPT

Lazarus (1993) points out that the genesis of the concept of stress dates to the 14th century, although at that time it had a meaning of difficulty or adversity. Other authors, such as Marques (1994 as cited in Calado, 1998), argue that etymologically the word stress originated from the Latin *stringere* in the 15th century, meaning to narrow or bind, thereby associating the concept with a physical threat.

In any case, the concept only gained its technical importance in the 17th century, through a study presented by Robert Hooke, who focused on how bridges were designed to withstand the action of winds and other natural forces, that would later influence the conception of stress in the 20th century, referring to the concept as "an external demand or load on a biological, social, or psychological system" (Lazarus, 1993, p. 2).

Thus, the definition underwent other new formulations in the 20th century. At the beginning of the century, the concept became linked to psychosomatic medicine, evolving into a mental illness (Wilder, 1985 as cited in Calado, 1998); during WWII, stress was referred to as a cause of emotional collapse; and with its later term, due to subsequent sociological transformations, it came to be understood that everyday situations such as marriage, growth, or anxiety over school exams could produce effects similar to those of combat (Lazarus, 1993).

By the 21st century, the word stress had evolved into a term used in a wide variety of everyday contexts. At first glance, Cieslaket al. (2020) argue that stress is a psychosocial phenomenon experienced by human beings in different situations.

According to Harms et al. (2016), stress refers to the physiological and/or psychological arousal that occurs when an individual perceives that, in the face of a given threat, their resources are depleted or overwhelmed. Similarly, in the view of Lazarus and Folkman (1984), stress refers to the reaction that a given individual has toward their surrounding environment as a result of pressure experienced.

However, it is important to note that literature establishes four distinctions, which are essential to understanding the concept of stress: the definition of stress itself, stressors, strain, and outcomes. Regarding stress per se, the authors state that it is "the misalignment between the individual and their environment, which produces physical, psychological, and behavioral responses" (Cunha et al., 2016, p. 167). On the other hand, stressors refer to the stimuli that induce stress in individuals (their causes), strain is the psychological, physical, or behavioral response of the individual to those stressors. Outcomes, finally, are the consequences of strain, both at the individual and organizational levels (Cunha et al., 2016).

Although the concept is most often associated with a negative connotation, it is worth emphasizing that it can, paradoxically, lead to positive attitudes and behaviors, as presented by Seyle (1956, as cited in Everly et al., 1981), one of the leading researchers in the field of stress. In this regard, stress does not always have negative effects on individuals and that, quite often, motivation, growth, and personal development depend on a certain level of stress. This is the distinction between distress and eustress—negative and positive stress, respectively.

2.1.1 OCCUPATIONAL STRESS AND ITS CAUSES (STRESSORS)

The EASHW (2025, p. 10) defined stress as "a pattern of emotional, cognitive, behavioral, and psychological reactions to adverse and harmful aspects related to the content, organization, and environment of work". In this regard, Cieslak et al. (2020)

further contribute by stating that threatening situations subjectively perceived by individuals often occur in the workplace. Oliveira and Queirós (2012, p. 286) also argue that, since work activity is one of the most important aspects of human life and while work can be a source of personal satisfaction, that is not always the case because "the work context is often associated with various frustrations, stress, and other psychological disorders".

Harms et al. (2016) follow the same perspective, even arguing that stress resulting from work activities can be divided into two forms: occupational stress and interpersonal stress. According to the authors, occupational stress arises from the nature of the task itself or from working conditions, while interpersonal stress, on the other hand, results from being in conflict with others or from the feeling of having to meet others' demands or expectations.

There are various theoretical approaches and models that explain the causes behind elevated levels of occupational stress such as the "life and work events theory", which advocate that personal life events, such as the death of a family member, the birth of a child, or financial problems, can act as stimuli that lead individuals to exert additional effort, resulting in strain that may ultimately harm their health, causing depression, anxiety or post-traumatic stress disorder; the "person-environment fit theory", which compares the characteristics of the environment with those of the individual, stating that misalignment between the two is a key factor in the occurrence of stress; and the "demand-control theory", developed by Karasek and Theorell (1990, as cited in Chambel, 2005), that aims to explain the relationships between the psychosocial aspects of work and physical and mental health, job satisfaction, and productivity. According to this explanatory model, there are two factors that impact the experience of stress: the psychological demands of the job (such as work overload or conflicting demands from supervisors) and the level of control, including the decision-making

latitude that the individual has over their work (Cunha et al., 2016, pp. 167–168; Almeida, 2016).

Having presented the framework of the main models that explain the origin of stress, it is also important to highlight that literature uses a conceptualization that distinguishes organizational causes from extra organizational ones, based on their origin. Considering the integrative view of stress presented by Cunha et al. (2016), the authors further reveal that the causes of stress can indeed originate both from the personal life of individuals and from the organization itself and can be felt both individually and at the organizational level.

2.1.2 COPING

The literature reveals that one of the key points in stress management is the development of strategies to reduce its levels (Esteves and Gomes, 2013). Following the model of Lazarus and Folkman (1984), to which Alves (2012, p. 16) adheres, coping "is based on the problem or emotions" and coping strategies revolve around the dichotomy of "approach/avoidance."

Therefore, they propose two types of strategies – one focused on problem-solving coping (instrumental coping), which, according to Almeida (2012), involves attempting to change the situation (approach), starting with defining the problem and seeking alternative solutions; and the other focused on emotional regulation (avoidance), through which the individual tries to reduce or eliminate distress by employing emotional control that allows them to think and act in the best possible way. Latack (1986 apud Almeida et al., 2016) also dedicated his study to the concept of coping, presenting a somewhat different perspective. While agrees with Lazarus and Folkman (1984) in that there are two possible approaches, he adds a third set of strategies – symptom management, according to which the symptoms arising from

occupational stress can be managed.

It is well established in the literature that the strategy to be adopted can focus either on emotional control (avoidance) or on problem-solving, changing the situation (approach). Among the categories of strategies that can be adopted by individuals, the choice of strategy will, however, depend on the stressful situation in which the individual finds themselves. The coping style that an individual chooses varies according to the situations experienced throughout their life, as well as the specific situation that triggers stress (Alves, 2012).

2.2 STRESS IN THE OPERATIONAL ACTIVITY OF LAW ENFORCEMENT FORCES

The international academic community has been conducting several studies that demonstrate that police forces are exposed to higher levels of stress compared to other professions (Brown and Campbell, 1994; Collins and Gibbs, 2003; Costa et al., 2007). However, at the national level, few studies have been conducted focusing on the stress affecting law enforcement forces. Nevertheless, efforts in this direction seem to be increasing: as Costa (2017, p. 11) mentions that "ASFIC expressed its concern with the issue, with news reporting that a research project on burnout would be launched among them, with the aim of preventing it". Similarly, IGAI held an International Conference on "Mental Health in Law Enforcement: Stress, Burnout, and Suicide", which shows that the overseeing authorities – not just the academic community – are already aware of the circumstances under which law enforcement forces perform their duties.

In a study conducted by Santos and Queirós (2008), which involved members of PSP, GNR, and PJ, it was shown that all participants had experienced traumatic events. Among them, the GNR soldiers are highlighted as those who deserve the most concern

from researchers.

Furthermore, Rebelo and Leal (2012 apud Costa, 2017) identify the causes of stress in GNR soldiers as "the imposition of new statutes, which led to a change from camaraderie among colleagues to individualism; the military work environment, as well as the arrogance of superiors; excessive working hours; the inability to start a family in favor of a professional career and/or the inability to maintain a healthy family environment due to career advancement conditions".

Moreover, the literature emphasizes that, although all professions are associated with levels of stress, in the case of police work, these levels can be aggravated depending on the type of incident that GNR soldiers or PSP officers respond to and the responsibilities inherent in operational activities are also factors that increase those stress levels because the degree of uncertainty associated is directly linked to stress (Moderno, 2012).

In the same vein, it is mentioned that the profession is exhausting, with the added possibility of being held responsible both disciplinary and criminally, and that officers "are required to be prepared in their profession to respond promptly to a variety of scenarios" (Correia, 2018).

More than understanding the causes and stress-inducing factors among portuguese police officers, it is important to understand what the literature reveals regarding the coping strategies they adopt. This will help ensure that, in the future, the most suitable strategies are reinforced, both by the officers themselves and by their leadership. As researchers, we believe that leadership also plays a fundamental role in teaching appropriate strategies and monitoring the well-being of their subordinates, as we will further discuss in the chapter dedicated to leadership.

The literature is not consensual, reporting both that police officers use inadequate strategies and that they also adopt appropriate strategies. Costa (2017) points to the

consumption of legal and illegal substances, excessive sleep, denial, and self-blame, which can ultimately lead to suicide. On the other hand, Alves (2012), in a study conducted with GNR soldiers, concluded that the most commonly used strategies are active coping, planning, seeking instrumental support, seeking emotional social support, taking a break from current activities, positive reinterpretation and growth, acceptance, and retention. This supports Lazarus and Folkman's (1984) view on coping strategies, through which they present two possibilities – problem-focused coping and emotion-focused coping.

2.3 LEADERSHIP AND STRESS, STRESS AND LEADERSHIP, EMOTIONAL INTELLIGENCE AND THE ROLE OF THE LEADER-MANAGER

Having reached this point, it can be state that these are two concepts that are "indissolubly linked" (Harms et al., 2017, p. 1), and that authors, despite agreeing on the fact that one concept serves the other, assume various positions in the literature, which, however, contribute to affirming the importance that leadership plays in critical contexts: authors such as Bryman (1993) or House, Spangler, and Woycke (1991) argue that leadership can only reveal itself in moments of crisis, with these moments substantiating themselves as instances that potentiate the revelation of the leader's character; on the other hand, these moments of extreme stress can be configured - as Bennis and Thomas (2022) reveal - as situations in which it is possible to develop leadership skills; there are also authors who identify stressful events as those in which leadership is most needed, since the presence of a leader allows, in these cases, for more efficient decision-making and, consequently, better preparation of the group (Vugt, Hogan & Kaiser, 2008).

The sustained discussion surrounding stress in the workplace and how leadership can impact it, such as those by Mackey, Frieder, Brees, and Martinko (in press), by Tepper

(2000), or by Zhang and Liao (2015), has not taken into account the relationship between leadership styles and their association with follower behaviors in terms of stress.

In order to understand whether the leader is prepared to deal with stressful situations, as well as to determine whether the leaders themselves are a source of stress or, at best, a source of stress relief, Harms et al. (2017) conducted a study in which, through a meta-analytic review based on the formulation of two problems (the reasons why a leader can be the target of feelings of stress and the leadership styles that cause higher or lower levels of stress in subordinates) and concluded that the stress levels of leaders will be higher the weaker their leadership, and that the adoption of "positive leadership behaviors, such as presenting a vision and communicating a positive perspective, would serve as a positive buffer against the stress and burnout of subordinates" (Harms et al., 2017, p. 7). Furthermore, it was possible to ascertain that close ties between leaders and followers imbue the followers with a greater sense of certainty and, likewise, the ability to combat it, and also that destructive leadership behaviors force subordinates to be vigilant and, therefore, lead to higher feelings of stress and burnout. The study further infers that transformational leadership is associated with low levels of stress, while abusive supervision is associated with high levels of stress and burnout in subordinates (Harms et al., 2016, pp. 7-8).

It consists of leadership that "involves a strong personal identification with the leader, the sharing of a future vision. Transformational leaders delegate, convey courage, support the development of their collaborators, and inspire them" (Heitor, 2006, p. 137). Corroborating this meaning, Nielsen and Munir (2009) demonstrate that transformational leaders are those who adopt a visionary and creative leadership style, which causes their subordinates to be inspired and, thus, make independent decisions. Notwithstanding the existence of studies that directly relate the use of this leadership

style to stress and burnout, these authors also carried out a study that focuses on the psychological mechanisms that explain this link, concluding that the use of transformational leadership by middle managers or supervisors proves positive with regard to the well-being of those led.

Concomitantly, it will therefore be important, following what Rosado (2015, pp. 200-201) reveals to us, that "managers at different levels of the organization must be fully aware of the leadership challenges they face, judiciously adapting their leadership style," further arguing that, in light of motivation theories, the needs, expectations, behaviors, and reinforcement/reward of subordinates constitute the four indispensable factors for the (lack of) motivation of employees, and that this is, moreover, absolutely crucial in the choice of leadership style to follow. To all these characteristics should be associated, emotional intelligence, which "assumes great relevance, precisely because it allows us to recognize and regulate emotions, not only in ourselves but also in others", because it is associated with benefits that can be applied in contexts of team motivation and leadership.

3. MATERIALS AND METHODS

Regarding the chosen scientific method, the deductive method was adopted, which explains the particular based on various theoretical options, and the strategy used was the mixed-methods approach, since instrumental vehicles involved conducting questionnaire surveys and interviews, in order to capitalize on the potential and overcome the vulnerabilities of the qualitative and quantitative strategies. In respect of the type of study, the case study was used as the social reality under study was embodied in a single unit - the GIOP.

In order to confer greater rigor to the investigation, semi-structured interviews were used, directed at the Platoon Commanders of the GIOP, who are Junior Officers with

command functions, tasked with the arduous duty of applying leadership skills both in the context of the regular operational activity of the aforementioned sub-unit of the UI, and in less regular, but no less relevant, operational situations, as they are imbued with high levels of stress and require the maintenance of public order and security.

Questionnaire surveys were also applied, which all Sergeants and Guards currently performing duties in the GIOP were expected to answer, in order to establish the link between the leadership applied to them by their hierarchical superiors and the impact it has on stress management, as stipulated in the initial research question.

In addition to these instruments, non-participant direct observation, scientific databases for data collection such as "EBSCO", "B-ON", "Google Scholar", "Scielo", "Publish or Perish", "Zotero", and books borrowed from the AM Library were used."

4. RESULTS AND DISCUSSION

The research lasted for three months, during which the investigators had the opportunity to interview officers with command roles in the GIOP about how they respond to signs of stress exhibited by the military personnel they command and lead. The corresponding interview script can be found in Appendix A.

As key ideas from the semi-structured interviews conducted with the five platoon commanders currently serving in the GIOP as of December 2023, and in response to the first question presented to them the interviewed platoon commanders concur with what is mentioned in literature, as they revealed that GIOP is exposed to "significantly high levels of stress" and conduct "operations in sensitive zones with considerable levels of danger". The OE is a "three-dimensional environment, sensitive urban areas with many buildings, groups of individuals, and areas associated with drug and weapon trafficking" and the operations are conducted in "events with large gatherings of people".

When asked if they believe that the military personnel experience stress, the main responses were "stress arises from specific situations where the intensity of emotions is greater" and "when, manifestly, some legal right is jeopardized". Platoon commanders also stated that stress is "momentary stress, derived from the use of force, due to fear of internal and external sanctions" like "image and video capture and consequent media exposure" and can be "a result of the military condition, especially within the scope of 3rd ODL given the scenarios in which they work".

It was also possible to perceive that the military personnel who experience the most stressful situations are "the military personnel who have the special public order intervention course in tactical entries during house searches" or "the military personnel of the platoons who perform operational duty". The following question, related to the preventive measures implemented by the platoon commanders to mitigate the effects of stress, made it possible to perceive that "'the constant practice of physical exercise (with challenges between teams within the platoon and collective games)", "dynamic instructions", and "some moments of relaxation through socializing among peers" are adopted strategies, as well as "a close relationship with the military personnel and being attentive to possible problems they may have in their personal lives", which reveals that the platoon commanders operate in line with what the literature suggests.

When asked about how they approach military personnel in stressful situations, the platoon commanders suggested "from a perspective of understanding and greater closeness", "always being willing to help" and "monitoring the military personnel's behavior after these situations". The stance was especially revealing when "in the operational environment, I do everything within my reach to keep the military personnel focused on the task they have to perform" and "in more extreme situations where the military personnel are losing emotional control in the situation, I try to remove them from the location"; "Regarding problems in their personal lives, I provide

all the support that is possible to the military personnel in question and I follow up on the various situations that arise"; "I foster team spirit in the Platoon.

Lastly, when asked about the leadership style that they employ in stress-inducing situations, it was evident the "charismatic, situational and democratic leadership".

Since the central objective of this investigation was to understand the impact that the leadership exercised by the GIOP platoon commanders has on the stress management of their subordinates, additional questionnaire surveys were conducted, answered by 34 Sergeants and Guards of the GIOP. The questionnaire form is presented in Appendix B.

The sample is characterized by 2.9% being female (n=1) and 97.1% being male (n=33), 58.8% of the respondents were in the 18 to 30 years age group (n=20), 38.2% of the sample belonged to the 31 to 40 years age group (n=13), and 2.9% of the sample fell within the 41 to 55 years age group (n=1).

Regarding the characterization of the operational environment in which they perform their duties, it was possible to determine, on a scale from 0 to 5 — where 0 means "Not stressful at all" and 5 means "Extremely stressful" — that 2.9% rated it as 0 on the scale (n=1), 26.5% rated it as 1 (n=9), 14.7% rated it as 2 (n=5), 44.1% rated it as 3 (n=15), 11.8% rated it as 4 (n=4), and no participants rated it as 5 (n=0). Considering the stress experienced by the military personnel due to the operational environment, it was determined that 64.7% of the respondents reported that they do experience stress (n=22), while 35.3% stated that they do not (n=12).

Concerning the operational life situations considered to be sources of stress, the group of surveyed military personnel provided various responses, highlighting Tactical-Police Incidents with 41% (n=14). Additionally, 35.2% (n=12) reported that there are no stress-generating situations, 8.7% (n=3) identified unpredictability as a source of stress, and finally, 14.5% (n=5) pointed to interactions with the media as stress-

inducing.

About the strategies adopted by the military personnel when facing a stressful situation, emphasis was placed on engaging in dialogue with comrades, applying what they have been taught, and practicing sports.

Regarding how they acquired the strategies, it was observed that 52.9% of the respondents developed the strategies through their own experience (n=18), 35.3% through training courses (n=12), 8.8% through guidance from their commander (n=3), and only 2.9% stated that they acquired them through all of these means (n=1), and all respondents unanimously stated that they believe the strategy used by their platoon commander to mitigate the effects of stress in stress-inducing situations is adequate (n=34), as they promote activities such as military training, social gatherings and sports.

Finally, the surveyed military personnel stated that 85.3% see their commander as a role model (n=29) and 14.7% responded that they do not (n=5). They all affirmed that there are activities promoted by their commanders that help relieve stress. 76.5% of the military personnel stated that they have confidence in their commander (n=26), 17.6% turn to external resources outside of the GNR (n=6), and 5.9% use both methods (n=2).

5. CONCLUSION

In response to DQ1, it was possible through the conducted interviews and questionnaires, to understand that the GIOP operates primarily in sensitive urban areas, characterized by their three-dimensionality, complexity, and nighttime operations. GIOP personnel ensure public order during major events, religious festivities, and carry out operational duties related to the management and resolution of critical

incidents, which reveals that the OE is marked by uncertainty and triggers high levels of adrenaline and consequently, stress among the military personnel.

Regarding DQ2, this investigation revealed that, due to their current high exposure to public scrutiny, the recording of images related to their actions causes stress among the military, due to concerns about internal repercussions at the disciplinary level. The interviews also indicate that, given the context in which the GIOP operates, the tasks carried out by the personnel are highly demanding and require elevated levels of alertness and focus, which constitutes one of the main factors contributing to increased stress levels.

About DQ3, we concluded that the leadership applied is based on the principles of charismatic, democratic, motivational, and primarily proximity-based leadership.

As for DQ4, it was possible to determine that leadership in a military context is characterized by the example set by platoon commanders, who adopt practices such as physical training aimed at developing military values, particularly esprit de corps and sacrifice. Additionally, dynamic police training sessions are highlighted, in which contributions from all subordinates are welcomed.

For DQ5, strategies such as staying calm, listening to fellow comrades, and conducting a post-action review at a later stage were highlighted. This review involves reflecting on less appropriate practices and recalling the steps and procedures to be followed, as taught during training sessions. The values cultivated through constant practice and exercises carried out during training contribute to the development of camaraderie and trust among peers, feelings that serve as key factors in dealing with the effects of stress at critical moments.

And finally, for DQ6, the approach is marked by proximity and understanding. In cases of momentary stress, commanders consider it appropriate to reassign the military member to a different function that involves less exposure. When the stress stems from

difficulties in reconciling personal life with the operational context, the strategy adopted is a proximity-based leadership, aimed at conveying feelings of trust, calm, and reassurance to subordinates.

In summary, through these findings, it was possible to answer the MRQ, which was based on the inquiry "In what way do the characteristics of leadership in an operational environment impact the effectiveness of stress management among military personnel, specifically within the GIOP/GIOE?". Firstly, stress is shown to be inseparable from the operational activity of the GIOP, with ISEOP teams standing out for carrying out tasks such as tactical entries during home searches, as well as all other personnel engaged in operational deployments.

However, given that the leadership exercised by platoon commanders is characterized by leading by example, proximity to subordinates, trust, and understanding - and is also described by both military personnel and commanders as democratic, charismatic, and motivational leadership - it can be concluded that this type of leadership has a positive impact on stress management. This is because such leadership promotes a sense of well-being in the work environment, allowing military personnel to mitigate the negative effects of operational duties.

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