



**MEDIATING EFFECT OF RISK MANAGEMENT ON THE  
RELATIONSHIP BETWEEN TRANSFORMATIONAL  
LEADERSHIP WITH POLICE PERFORMANCE IN DUBAI**



**DOCTOR OF PHILOSOPHY**

**2024**



**Institute of Technology Management and Entrepreneurship**

**MEDIATING EFFECT OF RISK MANAGEMENT ON THE  
RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP  
WITH POLICE PERFORMANCE IN DUBAI**

**اونيور سيتي تیکنیکل ملیسیا ملاک**  
**UNIVERSITI TEKNIKAL MALAYSIA MELAKA**

**Abdulla Ahmed Zaher Omair Juma**

**Doctor of Philosophy**

**2024**

**MEDIATING EFFECT OF RISK MANAGEMENT ON THE RELATIONSHIP  
BETWEEN TRANSFORMATIONAL LEADERSHIP WITH POLICE  
PERFORMANCE IN DUBAI**

**ABDULLA AHMED ZAHER OMAIR JUMA**

**A thesis submitted  
in fulfillment of the requirements for the degree of Doctor of Philosophy**



**UNIVERSITI TEKNIKAL MALAYSIA MELAKA**

**2024**

## DEDICATION

To my beloved family.



## ABSTRACT

Today the performance of police depends on assigning the right leadership style and prepare for all kinds of risks to face the challenges facing the police during their duty. When transformation and development is needed in police departments, transformational leadership fit this purpose. This leadership style establishes the right strategy to achieve effective development in policing and fostering the performance of police officers. However, the absence of effective risk management in policing could potentially flagging the relationship between police and the community and weaken their performance. Moreover, internal resistance, resource limitations, and the complexity of risk management at different policing environments become a major obstacle that hinder the performance of police. While risk management by itself does not provide an adequate assurance for controlling the risks that come with police operations, integrating transformational leadership with risk management into a police performance framework should fill this gap. Accordingly, the aim of this study is to examine the effect of transformational leadership on Dubai police performance, as well as investigating the mediating role of risk management on this relationship. Quantitative methodology and SEM methods applied to answer research questions and validate the proposed framework. Questionnaire was the data collection tool. Simple random technique was deployed to collect data from a sample consists of 381 officers distributed in all police departments of Dubai. Organizational learning theory has been used in this study to explain how police officers learn and practice risk management, and path-goal theory to explain the inspirational role of transformational leader in enhancement the law enforcement and directing the police officers in Dubai towards their goal. The result revealed that transformational leadership has a significant effect on police performance, whereas risk management partially mediates this relationship. It is recommended to ensure that Dubai police department apply transformational leadership with the presence of risk management practices to ensure high level of performance in law enforcement. These findings reveal when police chiefs in Dubai and other cities in the UAE should instill values of pride in their officers, go beyond self-interest for the good of their followers, and express important values of policing mission by displaying a sense of power and self-confidence in their officers and administrative staff.

# ***KESAN PENGANTARA PENGURUSAN RISIKO TERHADAP HUBUNGAN ANTARA KEPIMPINAN TRANSFORMASI DENGAN PRESTASI POLIS DI DUBAI***

## ***ABSTRAK***

*Hari ini prestasi polis bergantung kepada menetapkan gaya kepimpinan yang betul dan bersedia untuk semua jenis risiko untuk menghadapi cabaran yang dihadapi polis semasa menjalankan tugas mereka. Apabila transformasi dan pembangunan diperlukan dalam jabatan polis, kepimpinan transformasi sesuai dengan tujuan ini. Gaya kepimpinan ini membentuk strategi yang tepat untuk mencapai pembangunan berkesan dalam kepolisan dan memupuk prestasi pegawai polis. Walau bagaimanapun, ketiadaan pengurusan risiko yang berkesan dalam kepolisan berpotensi menjejaskan hubungan antara polis dan masyarakat dan melemahkan prestasi mereka. Walaupun pengurusan risiko dengan sendirinya tidak memberikan jaminan yang mencukupi untuk mengawal risiko yang datang dengan operasi polis, menyepadukan kepimpinan transformasi dengan pengurusan risiko ke dalam rangka kerja prestasi polis harus mengisi jurang ini. Sehubungan itu, tujuan kajian ini adalah untuk mengkaji kesan kepimpinan transformasi terhadap prestasi polis Dubai, serta menyiasat peranan pengantara pengurusan risiko terhadap hubungan ini. Metodologi kuantitatif dan kaedah SEM digunakan untuk menjawab soalan kajian dan mengesahkan rangka kerja yang dicadangkan. Soal selidik adalah alat pengumpulan data. Teknik rawak mudah telah digunakan untuk mengumpul data daripada sampel yang terdiri daripada 381 pegawai yang diedarkan di semua jabatan polis Dubai. Teori pembelajaran organisasi telah digunakan dalam kajian ini untuk menerangkan bagaimana pegawai polis belajar dan mengamalkan pengurusan risiko, dan teori laluan-matlamat untuk menerangkan peranan inspirasi pemimpin transformasi dalam meningkatkan penguatkuasaan undang-undang dan mengarahkan pegawai polis di Dubai ke arah matlamat mereka. Hasilnya mendedahkan bahawa kepimpinan transformasi mempunyai kesan yang signifikan terhadap prestasi polis, manakala pengurusan risiko sebahagiannya menjadi pengantara hubungan ini. Adalah disyorkan untuk memastikan jabatan polis Dubai menerapkan kepimpinan transformasi dengan kehadiran amalan pengurusan risiko untuk memastikan tahap prestasi tinggi dalam penguatkuasaan undang-undang. Penemuan ini mendedahkan apabila ketua polis di Dubai dan bandar lain di UAE harus menanamkan nilai kebanggaan dalam diri pegawai mereka, melampaui kepentingan diri demi kebaikan pengikut mereka, dan menyatakan nilai penting misi kepolisan dengan mempamerkan rasa kuasa dan diri. -keyakinan terhadap pegawai dan kakitangan pentadbiran mereka.*

## ACKNOWLEDGEMENTS

In the Name of Allah, the Most Gracious, the Most Merciful

I am grateful to complete writing this thesis and want to express my sincere gratitude to my supervisor Professor Ir. Ts. Dr. Puvanasvaran A/L A. Perumal for his invaluable guidance, and values ideas as well as his continuous encouragement and support in making this research possible. He always impressed me with their outstanding professional conduct, their strong conviction for science, and their belief that a PHD program is only a start of a life-long learning experience.

I also appreciate the support from all people who provide information to complete this study from the first day I applied to graduate program to these concluding moments. I am truly grateful for their tolerance of my mistakes, and their commitment to my future career.

I also acknowledge my sincere indebtedness and gratitude to my parents for their love, dream and sacrifice throughout my life. I also would like to thank my friends for accepting nothing less than excellence from me. Finally, I am very grateful to my wife, for her sacrifice, patience, and understanding that were inevitable to make this work possible. I cannot find the appropriate words that could properly describe my appreciation for her devotion, support and faith in my ability to attain my goals.

اونيورسيتي تيكنيكل مليسيا ملاك  
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

## TABLE OF CONTENTS

	<b>PAGE</b>
<b>DECLARATION</b>	
<b>DEDICATION</b>	
<b>ABSTRACT</b>	<b>i</b>
<b>ABSTRAK</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS</b>	<b>iii</b>
<b>TABLE OF CONTENTS</b>	<b>iv</b>
<b>LIST OF TABLES</b>	<b>viii</b>
<b>LIST OF FIGURES</b>	<b>x</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xii</b>
<b>LIST OF APPENDICES</b>	<b>xiii</b>
<b>LIST OF PUBLICATIONS</b>	<b>xiv</b>
<b>CHAPTER</b>	
<b>1. INTRODUCTION</b>	<b>1</b>
1.1 Introduction	1
1.2 Background of study	7
1.3 Problem statement	7
1.4 Research questions	10
1.5 Research objectives	10
1.6 Significance of study	10
1.7 The scope of study	11
1.8 Operational definitions	11
1.9 Thesis structure	12
1.10 Chapter summary	13
<b>2. LITERATURE REVIEW</b>	<b>14</b>
2.1 Introduction	14
2.2 Risk management	14
2.2.1 Risk management in public sector	20
2.2.2 Risk management in policing	26
2.2.3 Risk management in Dubai police	34
2.2.4 Dimensions of risk management	39
2.2.4.1 Risk identification	39



2.2.4.2	Risk analysis	40
2.2.4.3	Risk evaluation	44
2.2.4.4	Risk response	45
2.3	Transformational leadership	46
2.3.1	Transformation leadership in police	56
2.3.2	Dimensions of transformational leadership	60
2.3.2.1	Idealized influence	62
2.3.2.2	Inspirational motivation	62
2.3.2.3	Intellectual stimulation	63
2.3.2.4	Individualized consideration	63
2.4	Police performance	65
2.4.1	Dimensions of police performance	68
2.4.1.1	Crime and victimization	69
2.4.1.2	Police activities and deployment	69
2.4.1.3	Police resources	69
2.4.1.4	Trust and confidence in police	70
2.5	Hypotheses development	70
2.5.1	Relationship 1: transformational leadership and police performance	70
2.5.2	Relationship 2: transformational leadership and risk management	74
2.5.3	Relationship 3: risk management and police performance	76
2.6	Literature gap	78
2.7	Theoretical background and underpinning theories	80
2.7.1	Organizational learning theory	80
2.7.2	The path-goal leadership theory	83
2.8	Conceptual framework	86
2.9	Chapter summary	88
<b>3.</b>	<b>RESEARCH METHODOLOGY</b>	<b>90</b>
3.1	Introduction	90
3.2	The quantitative approach	90
3.3	Research design	93
3.4	Data collection procedure	96
3.5	Population of study	97
3.6	Sampling techniques	98
3.7	Data collection instrument	102
3.8	The development of questionnaire	103
3.9	Validity of questionnaire	108
3.9.1	Description of experts' reviews	110

3.10	Pilot study	111
3.11	Data analysis	113
3.12	Chapter summary	116
<b>4.</b>	<b>RESULTS AND FINDINGS</b>	<b>118</b>
4.1	Introduction	118
4.2	Exploratory data analysis (EDA)	119
4.2.1	Data reliability	119
4.2.2	Exploratory Factor Analysis (EFA)	120
4.2.2.1	KMO and Bartlett's test	120
4.2.2.2	Communalities	121
4.2.2.3	Total variance explained	122
4.2.2.4	Rotated component matrix	123
4.3	Descriptive statistics	124
4.3.1	Response rate	124
4.3.2	The outliers	125
4.3.3	Demographic analysis	127
4.3.4	Central tendency measures	128
4.4	Construct validity	129
4.4.1	Convergent validity	129
4.4.2	Discriminant validity	130
4.5	Inferential statistic	131
4.5.1	Structural equation modeling (SEM)	131
4.5.1.1	Confirmatory factor analysis (CFA)	132
4.5.2	The structural model	138
4.5.2.1	Path analysis estimates	139
4.5.2.2	Hypotheses testing	140
4.6	Discussions of results	141
4.6.1	RO1: what is the effect of transformational leadership on police performance?	142
4.6.2	RO2: what is the effect of transformational leadership on risk management?	143
4.6.3	RO3: what is the effect of risk management on police performance?	143
4.6.4	RO4: does risk management mediate the relationship between transformational leadership and police performance?	144
4.7	Chapter summary	148
<b>5.</b>	<b>CONCLUSIONS AND RECOMMENDATIONS</b>	<b>149</b>
5.1	Introduction	149

5.2	Research findings	149
5.2.1	RO1: to examine the effect of transformational leadership on police performance	150
5.2.2	RO2: to determine the effect of transformational leadership on risk management	151
5.2.3	RO3: to identify the effect of risk management on police performance	152
5.2.4	RO4: to investigate the mediating role of risk management on the relationship between transformational leadership and police performance	153
5.2.5	RO5: to validate a developed framework correlate transformational leadership and risk management with police performance	154
5.3	Research contributions	154
5.3.1	Literature contribution	154
5.3.2	Theoretical contribution	155
5.4	Implications of study	156
5.4.1	Theoretical implications	156
5.4.2	Practical implications	156
5.5	Limitations of the study	157
5.6	Conclusions	157
5.7	Recommendations	158
<b>REFERENCES</b>		<b>160</b>
<b>APPENDICES</b>		<b>205</b>

## LIST OF TABLES

<b>TABLE</b>	<b>TITLE</b>	<b>PAGE</b>
2.1	Literature summary on applying risk management in policing	33
2.2	The dimensions and definitions of transformational leadership	64
2.3	The gaps on transformational leadership in police departments	79
2.4	A review of organizational learning theory in performance and risk management	82
2.5	The comparisons between leadership styles according to Path-Goal-theory	85
3.1	The source of the population in Dubai police	98
3.2	Sampling size table (Krejcie and Morgan, 1970)	99
3.3	The distribution of study sample	102
3.4	The sources of statements of the questionnaire	105
3.5	Reliability Cronbach's Alpha Coefficients of the pilot test data	113
3.6	The statistical methods used in this study for quantitative analysis	113
4.1	Reliability Cronbach's Alpha Coefficients	120
4.2	KMO values in the Bartlett's test	120
4.3	Communalities of variables	122
4.4	Total Variance Explained of variables	123
4.5	Rotated component matrix of variables	124
4.6	Survey response rate	125
4.7	Percentages and number of missing data	125
4.8	The demographic profile of the respondents	127
4.9	Descriptive Statistics of constructs	128
4.10	The amount of AVE and composite reliability of dimensions	130

4.11 Correlations between Constructs	131
4.12 Fit indices of measurement models	132
4.13 Significance and strength of relationships between constructs and dimensions	133
4.14 Standardized regression weights	140
4.15 Hypothesis validation and significance of direct relationships	141
4.16 The summary result of bootstrapping total (direct and indirect) effects	147



## LIST OF FIGURES

FIGURE	TITLE	PAGE
1.1	Dubai Police success rate of protection plans and special security missions during a decade (Sources: Government of Dubai, 2020)	6
2.1	The ISO 31000:2009 RM process (Lark, 2015)	19
2.2	The rates of safety feeling in Dubai (Government of Dubai, 2022)	36
2.3	Risk management and protection indicators in Dubai police (Government of Dubai, 2022)	37
2.4	Probability and impact matrix (Winch, 2010)	42
2.5	Quantitative Risk Analysis Structure (Project Management Institute Global Standard, 2009)	44
2.6	The dimensional model of risk management	46
2.7	The characteristics of transformational leaders (Ruth, 2015; Avolio and Bass, 1995)	53
2.8	Drivers of transformational leaders (Tafvelin et al., 2013)	54
2.9	The relationship between risk management practices and police performance (Samwel, 2017)	76
2.10	Example of organizational learning model (Ropes and Thölke 2010)	81
2.11	Path-Goal Leadership Theory (House and Michel, 1975)	84
2.12	The propose conceptual framework for Dubai Police Department	87
3.1	Diagram showing the design of the research	95
3.2	The steps to examine the hypotheses of this study	96
4.1	The steps of data analysis process	119
4.2	Outliers in the dataset of variables	126
4.3	The measurement model of transformational leadership	135

4.4	The measurement model of risk management	136
4.5	The measurement model of police performance	137
4.6	The Construct of Structural Model (Conceptual Framework)	139
4.7	The direct and indirect effect path in the mediation model	145



## LIST OF ABBREVIATIONS

UAE	United Arab Emirates
TL	Transformational Leader
RM	Risk Management
OLT	Organizational Learning Theory
ISO	International Standards Organization
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA



## LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Questionnaire	205
B	List of Validators (Experts)	212
C	List of Publications	213
D	List of Analysis Tables	214



## LIST OF PUBLICATIONS

The followings are the list of publications related to the work on this thesis:

1. Juma, A. A. Z. O., Perumal, P. A., and Mansoor, N., 2022. Exploratory Analysis of Risk Management Process of UAE Police Department. *International Journal of Sustainable Construction Engineering and Technology*, 13(4), pp.30-43.
2. Juma, A. A. Z. O., Perumal, P. A., and Mansoor, N., 2022. Model of Transformational Leadership, Risk Management Factors Influencing on Law Performance. *International Journal of Sustainable Construction Engineering and Technology*, 13(4), pp.297-313.



# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Today, everything people undertake involves some level of risk. Every day, people handle risks without recognizing them. Risk has become part of our lives as well as part of businesses and industries in the public and private sectors (Saif et al., 2021). As we live in a rapidly changing world, the need for risk management is greater than ever. Whereas the role of leadership in controlling risk is decisive and essential, Leaders could help their organization avoid potential risks and survive. This scenario applies to law enforcement agencies, such as police departments. Managing risks is indispensable in the process of identifying potential threats and opportunities for the achievement of police objectives and ensuring that the mission of the police is going well without unexpected risks (Alblooshi and Akmals, 2022).

Developing countries are always seeking development in their law enforcement agencies. Building a culture of risk management not only helps the police do their duties without setbacks but also contributes to the performance of police officers and protects them because the job of police officers is attached to the safety of the community and people's lives. Thus, any failure in their performance due to a lack of risk management could threaten national security. To that end, modern police agencies practice risk management as part of their work, such as analyzing, identifying potential risks in advance, and responding by taking precautionary steps to mitigate risks (Papaioannou and Shen, 2018; Angel et al., 2018). Therefore, neglecting risk management in policing will expose the lives of police officers and citizens to potential dangers (Pellegrino et al., 2020). Yet, different levels of risk

come with different categories of environment that tend to diversify the action to minimize the exposure of the risk itself (Mailasan et al., 2020).

In the same context, leadership in policing is the pillar of success in the law enforcement mission (Amurshedi, 2023). Nowadays, leaders in police departments provide guidance, inspiration, and motivation for police officers to achieve security and people's safety in the city (Kratcoski, 2023). Police leaders help to create a vision and rally people around a common cause (Coxhead, 2023). Those leaders possess the necessary skills and knowledge to make informed decisions and solve problems effectively (Beaton et al., 2022). As leadership is one of the most important predictors of whether organizations are able to effectively function in dynamic environments, the need for effective police leadership is greater than ever (Botke et al., 2022). Whereas a transformational style of leadership is therefore one of the best ways to lead a law enforcement agency, encompassing the best of the other styles of leadership while embracing the importance of others' contributions (Molines et al., 2022).

Understanding the role of leadership in fostering the performance of police has been reported in the literature (Indrayanto et al., 2014; Alsuwaidi and Mansor, 2022; Kurniawan et al., 2023). However, examining the interrelationship between transformational leadership and police performance through the lens of risk management remains a scarcity of academic work and is unreported in the literature, especially in the domain of law enforcement, which is lacking for studying this relationship. Thereby, synthesizing these concepts into one framework should provide novel evidence of how the special traits of transformational leaders, i.e., idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, contribute to police performance in terms of crime and victimization, police activities and deployment, police resources, trust, and confidence in police.

Based on the aforementioned arguments, this research is motivated by the risk management and leadership assertion in policing; more specifically, it aimed to shed light on the unique elements of transformational leadership and risk management approaches employed by Dubai police department in the United Arab Emirates (UAE), and to measure their effect on police performance. Furthermore, this study presenting a review of the literature on these disciplines, specifically in police domain, with a special emphasis on identifying current knowledge gaps and potential future research areas on these concepts.

## **1.2 Background of study**

Dubai is one of the safest cities in the world, with an excellent safety record observed at both the regional and global levels in recent decades. The UAE government focuses on essential goals associated with national security to prevent any incidents that may affect people's safety and ensure a good life with minimum criminal accidents, such as terrorist attacks, and all kinds of crime-related activities, whereas the performance of Dubai police is decisive to achieve these goals (Alsuwaidi and Mansor, 2022). As a result, the performance of police officers must follow international standards in terms of skills and knowledge without neglecting the substantial role of leadership in promoting effective law enforcement (Pyle and Cangemi, 2019; Coxhead, 2023). Several developing countries, particularly those with a high level of tourism and international trade, regard the performance of police services as the only means of protecting citizens (Alnuaimi and Abdulhabib, 2023). In the context of policing, leadership is an essential element of the managerial process and is regarded as one of the toughest responsibilities that leaders face. To be effective in this mission, police chiefs must develop a leadership style that fits the duties of the police (Li and Brown, 2019). As the policing profession evolves, it is critical for police leaders to strengthen their organizations while also promoting risk management practices that help officers under their command deal with the challenges of this job and protect themselves from unexpected risks.

According to reports, transformational leadership is well suited to today's policing challenges due to the unique characteristics of those leaders, such as idealized influence, inspirational motivation, and individual consideration (Amurshedi, 2023).

The government of the UAE recognized the importance of policing in providing security for citizens. Several international reports reveal that attacks on local people and foreigners are more likely to happen without alert, while in most cases, police officers fail to prevent offenses against them due to improper law enforcement methods (Alsuwaidi and Mansor, 2022). Police officers must fully identify and recognize risks that have the potential to harm or injure people (Alblooshi and Akmals, 2022). Therefore, the substantial influence of risk management and leadership style could be decisive in this scenario.

The Dubai Police is the police force of the Emirate of Dubai in the UAE. The Dubai Police Force has over 17,500 police officers responsible for policing an area of 4,114 square kilometers and a population of 2.8 million people. The Dubai Police strives to be the most progressive police agency of all Arabic police forces by implementing high education standards amongst its personnel. The Dubai police were the first to deploy innovative policing tools and law enforcement techniques, e.g., electronic finger printing and DNA testing. In addition, Dubai police were the pioneers in the region to use GPS systems to locate stolen vehicles. In May 2017, the leaders of Dubai Police announced the deployment of the first robot police officer and that their ambition is to have 25 percent of the force consist of robotic officers by 2030, as well as to operate smart police stations that won't require human employees. In addition, the force was the first to create a human rights department as well as the first to employ a community policing program.

It has been reported that Dubai Police is an organization that needs up-to-date facilities every year, advanced technology, and transformational leadership. All these factors, without a doubt, boost individual and organization performance. In 2015, Dubai

police deployed an administrative risk management system that covers the administrative aspects of work and is completely different and far from other types of risks, such as crises, disasters, health pandemics, and security crises. This system is particularly suitable for risks associated with administrative functions (Al-Byan, 2015). The attention of Dubai police to risk management is not limited to administrative risks. In 2021, Dubai police obtained an ISO 31000:2018 certificate in risk management. This certificate is the result of passing all the requirements of the ISO with respect to risk management and applying the essential standard in this field in all its departments. This achievement is considered a continuation of the risk management system and series of excellence and creativity in Dubai Police, and in order to reach the best international practices, standards, and specifications in policing and management of law enforcement functions. These achievements reveal the extent to which Dubai Police needs risk management in its mission.

In addition, the headquarters of Dubai Police considers transformational leadership to be the standard leadership style in all its departments working in the city of Dubai. Alsuwaidi and Mansor (2022) reported that transformational leaders helped police officers in Dubai police serve the Emirati community in the best way they expected. Accordingly, it is essential to evaluate the role of leadership in this scenario by developing a robust framework to understand how transformational leadership affects police performance from the lens of risk management. The need for such a framework is a sign that achieving positive change in the performance of police can be done by using a leadership style that fits the type of work in police departments (Alblooshi and Akmals, 2022).

As law enforcement organizations like police agencies need different leadership styles for different situations and circumstances, the most important thing is recognizing the type of leadership that fits its mission and using it appropriately. In the last decade, the Dubai police department focused on a new leadership style to cope with the general trends of the

UAE government. Many police departments started to use transformational leaders in Dubai, which has been reflected in the safety-feeling rate in the country, as well as the success rate of protection plans and special security missions, which has improved since 2012 (Government of Dubai, 2020), as shown in Figure 1.1 below.

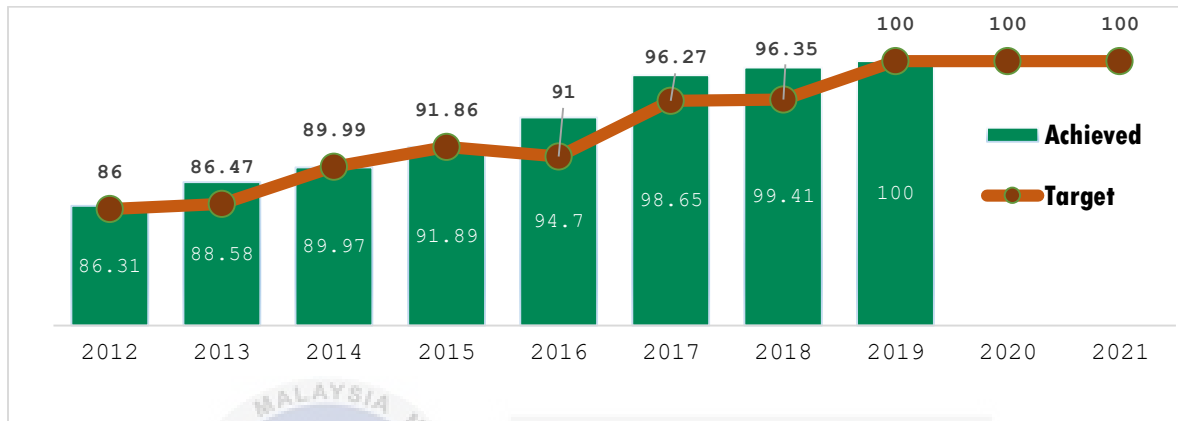


Figure 1.1: Dubai Police success rate of protection plans and special security missions during a decade (Sources: Government of Dubai, 2020)

The chart in Figure 1.1 shows that in 2012, transformational leaders started to replace transactional leaders in many police departments in Dubai. This strategy has shown significant improvement on the level of security and protection of people in the city, while the crime rates decreased. Transformational leaders help Dubai police department for achieving the target in 2020 and upward as the main strategy of Dubai Police department, but transformational leadership may not hold this success and improving police performance without the adoption of risk management. To that end, recently the headquarter of Dubai Police requested more researchers in this field to develop the performance of police officers. The findings of such research can be helpful to develop the guidelines of risk management across all police departments in the UAE.