THE EFFECT OF SPECIALISED TRAINING ON POLICE PERFORMANCE THROUGH HUMAN-TECHNOLOGY CAPABILITY IN ABU DHABI

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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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A thesis submitted
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DEDICATION

To Allah, the God Almighty and my beloved wife, mother and father.

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ABSTRACT

In recent times, the effectiveness of police in upholding political stability and ensuring public safety has become a critical global concern, including in the United Arab Emirates (UAE). It has been reported that in Abu Dhabi, the capital of the UAE, the performance of the police forces has been subpar, impacting their ability to combat crime effectively and maintain community safety for residents. As a result of these challenges, they recognize the imperative of modernizing its policing strategies to address evolving crime dynamics and technological advancements. Against this backdrop, this study aims to explore the intricate relationships between specialised police training programs, human-technology capabilities, and police performance in Abu Dhabi, UAE. In general, the study investigates the significant potentials of human-technology capability to bridge the gap between specialised training and police performance. Specifically, this study attempts to examine the relationship between the specialised training, police performance and human-technology capability. It also determines the mediating effect of human-technology capability on the relationship between the specialised training and police performance. The real challenges and future directions of the Abu Dhabi Police Academy are also addressed in this study. A quantitative research approach was employed, utilizing a survey strategy designed to minimize bias and align with a positivist research model. Simple random sampling was used to collect primary data through face-to-face self-administered surveys and emailed questionnaires. Out of 355 questionnaires distributed, 336 valid responses were received, achieving a 94.7% response rate. The data were analyzed using SPSS and SmartPLS (PLS-SEM) with various statistical tools, including descriptive analysis, exploratory factor analysis, and reliability testing. The results indicate a significant relationship between specialised training, human-technology capability, and police officer performance. The findings show that both specialised training and human-technology capability positively impact officer performance, with human-technology capability serving as a mediator in this relationship. The qualitative interview data enriched the information on the opportunities, challenges and future strategies in integrating human-technology capability into police specialised training in Abu Dhabi. This study's significant contribution lies in its contextual relevance to Abu Dhabi, providing actionable recommendations for policymakers, police academies, and law enforcement agencies in the Emirati capital. This study would benefit the police force academies in Abu Dhabi, increasing the city's safety and effectively enhancing Abu Dhabi's economic growth.

KESAN LATIHAN KHUSUS TERHADAP PRESTASI POLIS MELALUI KEUPAYAAN TEKNOLOGI MANUSIA DI ABU DHABI

ABSTRAK

Pada masa kini, prestasi polis merupakan isu kritikal dunia termasuk di United Arab Emiriyah (UAE). Dilaporkan prestasi polis adalah rendah di Abu Dhabi, ibu kota utama UAE dalam memerangi jenayah dan memastikan keselamatan awam dan komuniti. Isu-isu ini berlaku disebabkan oleh latihan khusus yang tidak mencukupi dan keupayaan teknologi manusia yang rendah, yang membawa kepada prestasi polis yang lemah. Akibat daripada cabaran ini, polis di Abu Dhabi mengakui terdapat keperluan yang mendesak untuk memodenkan strategi kepolisan agar mampu mendepani cabaran jenayah bentuk baru dalam era perkembangan teknologi ini Justeru, kajian ini mengkaji potensi hubungan di antara keupayaan teknologi manusia dalam merapatkan jurang antara latihan khusus dan prestasi polis di Abu Dhabi. Secara spesifik, kajian ini menyiasat hubung kait di antara latihan khusus dan keupayaan teknologi manusia ke atas prestasi polis di Abu Dhabi. Seterusnya kajian ini akan menentukan kesan mediasi keupayaan teknologi manusia ke atas latihan khusus dan prestasi polis. Kajian ini turut menyiasat cabaran dan hala tuju Akademi Polis di Abu Dhabi. Pendekatan penyelidikan kuantitatif telah digunakan, dengan strategi tinjauan yang direka untuk meminimumkan bias dan selaras dengan model penyelidikan positivis. Persampelan rawak mudah digunakan untuk mengumpul data primer melalui tinjauan kendiri secara bersemuka dan soal selidik yang dihantar melalui emel. Daripada 355 soal selidik yang diedarkan, 336 respons sah telah diterima, mencapai kadar respons sebanyak 94.7%. Data dianalisis menggunakan SPSS dan SmartPLS (PLS-SEM) dengan pelbagai alat statistik, termasuk analisis deskriptif, analisis faktor eksploratori, dan ujian kebolehpercayaan. Hasilnya menunjukkan hubungan yang signifikan antara latihan khusus, keupayaan teknologi manusia, dan prestasi pegawai polis. Penemuan menunjukkan bahawa kedua-dua latihan khusus dan keupayaan teknologi manusia memberi kesan positif terhadap prestasi pegawai, dengan keupayaan teknologi manusia bertindak sebagai mediator dalam hubungan ini. Data temu bual memperkaya lagi maklumat berkaitan peluang, cabaran dan strategi masa depan dalam Sekolah Polis di Abu Dhabi khususnya berkaitan dengan pengintegrasian teknologi dalam latihan khusus polis. Sumbangan penting kajian ini terletak pada kaitan konteksnya dengan Abu Dhabi, dengan menyediakan cadangan yang boleh dilaksanakan kepada pembuat dasar, akademi polis, dan agensi penguatkuasaan undang-undang di ibu negara Emiriah Arab Bersatu. Kajian ini akan memberi manfaat kepada akademi pasukan polis di Abu Dhabi, meningkatkan keselamatan bandar dan secara berkesan memajukan pertumbuhan ekonomi Abu Dhabi.

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TABLE OF CONTENTS

	PAGE
DECLARATION	
APPROVAL	
DEDICATION	
ABSTRACT	**i**
ABSTRAK	**ii**
ACKNOWLEDGEMENT	**iii**
TABLE OF CONTENTS	**iv**
LIST OF TABLES	**ix**
LIST OF FIGURES	**xi**
LIST OF SYMBOLS	**xii**
LIST OF ACRONYMS	**xiii**
LIST OF APPENDICES	**xiv**
LIST OF PUBLICATIONS	**xv**

CHAPTER

1	**INTRODUCTION**		**1**
	1.1	Background of Study	1
		1.1.1 Performance of Police Officers	3
		1.1.2 Abu Dhabi National Security Training Programs	5
		1.1.3 Abu Dhabi Police School Training Programs	6
	1.2	Problem Statement	9
	1.3	Main Research Aim and Specific Objectives	15
		1.3.1 Main Research Aim	15
		1.3.2 Specific Objectives	16
	1.4	Research Questions	16
	1.5	Scope of Study	17
	1.6	Significance of the Study	18
		1.6.1 Theoretical Contributions of the Study	19
		1.6.2 Practical Contribution of the Study	20
	1.7	Operational Definition of Terms	21
		1.7.1 Specialised Police Training	21
		1.7.2 Police Performance	23
		1.7.3 Human-Technology Capability	25
	1.8	Organization of the Chapters	27
	1.9	Summary	29
2	**LITERATURE REVIEW**		**30**
	2.1	Introduction	30
	2.2	Theoretical Underpinning	30
		2.2.1 Classical Approach to Policing	32
		2.2.2 Human Relations Theory to Police Administration	35
		2.2.3 Strategic Approach to Police Management	39
		2.2.4 Institutional Theory to Police Administration	42
		2.2.5 Theory of Andragogy Applied to Police Training	46
	2.3	Key Themes and Contextual Literature	49
		2.3.1 Human-Technology Capability in Policing	49

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2.3.2 New World Order and Crime Fighting 52
2.3.3 Technology for Security and Cyber Crimes 55
2.3.4 Contrasting Global Citizen, Immigrants and Police Performance 58
2.3.5 Global Superpowers, Terrorism and Security in Arab Countries 65
2.3.6 Social Implications of Gen Z and Police Training 68
2.3.7 New Thinking and Modernization of Arab Law Enforcement 71
2.3.8 Optimization Strategy for Police Performance 73
2.3.9 Roles of Training and Technology Capability in Policing 76
2.3.10 Effects of Specialised Training on Police Performance 80
2.3.11 Key Literature Gaps 84
2.4 Empirical Review 88
2.5 The Research Gap 93
2.6 The Conceptual Framework 94
2.6.1 The Mediating Role of Human-Technology Capabilities 96
2.7 Research Hypotheses 99
2.8 Summary 100

3 METHODOLOGY 102
3.1 Introduction 102
3.2 Research Design 104
3.3 Population and Sampling 104
3.3.1 Target Population 104
3.3.2 Sampling Technique 104
3.3.3 Sample Size and Procedures 105
3.4 Research Instruments - Questionnaire Design 106
3.4.1 Measurement of Constructs 112
3.5 Data Collection: Questionnaire 113
3.6 Data Analysis: Questionnaire 114
3.7 Pilot Study Procedure 119
3.7.1 Exploratory Factor Analysis (EFA) 119
3.7.2 Pilot Study: Internal Reliability Analysis 121
3.8 Hypotheses and Statistical Analysis Tools 122
3.9 Ethical Consideration: Quantitative 123
3.10 Data Collection: Semi-structured Interview 123
3.11 Data Analysis: Semi-structured Interview 124
3.12 Summary 125

4 RESULT AND DISCUSSION 127
4.1 Introduction 127
4.2 Preliminary Data Examination 127
4.2.1 Data Cleaning and Screening 127
4.2.2 Outliers 128
4.2.3 Assessment of Data Normality 130
4.3 Demographic Profile of the Respondents 131
4.4 Assessment of Structural Equation Modelling (SEM) 136
4.5 Measurement Model Assessment 136
4.5.1 Construct Validity and Reliability 137
4.5.2 Measurement of Discriminant Validity 140
4.6 Assessment of the Structural Model 142
4.6.1 Coefficient of Determination (R^2) 143

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

4.6.2 Effect Size (F^2) 143
4.6.3 Result of Multicollinearity (Inner VIF) 144
4.6.4 Predictive Relevance (Q^2) 145
4.7 Direct / Indirect Effect (Path Coefficient) Analysis 145
4.8 Hypotheses Testing Results 149
4.9 Semi-structured Interview 150
4.10 Semi-structured Interview Results 154
4.10.1 General Findings on the Major Themes 154
4.10.2 Findings on the Sub-Themes 156
4.10.2.1 Factors that Necessitate Change in Police Training 159
4.10.2.2 Issues and challenges in Police Training 160
4.10.2.3 Factors to enhance Police Performance 163
4.10.2.4 Elements for Strategic Directions 166
4.10.2.5 Motivations for the Success of Strategic Directions 168
4.11 Summary 170

5 CONCLUSION AND RECOMMENDATIONS 172
5.1 Introduction 172
5.2 Summary of the Study 172
5.3 Major Findings of the Study 174
5.3.1 Training Effectiveness 174
5.3.2 Integration of Human-Technology Capability (The Mediator) 174
5.3.3 Challenge in Resistence to Change 175
5.3.4 Challenge of Generational Dynamics 175
5.3.5 Strategic Directions for Police Training 176
5.4 Implications of the Study 176
5.3.1 Theoretical Implication of the Study 177
5.3.2 Methodological Implication of the Study 178
5.3.3 Practical Implications of the Study 179
5.5 Limitations of Study 182
5.6 Retrospective Evaluation of the Study 184
5.7 Recommendations for Future Research 186
5.7.1 Expanding the Scope of Mixed-Methods Research 186
5.7.2 Longitudinal Studies 187
5.7.3 Advanced Data Analytics 187
5.7.4 Generational Dynamics 188
5.7.5 Resistance to Change 188
5.7.6 Broader Contextual Studies 188
5.7.7 Knowledge and Technology Transfer 188
5.7.8 The Need for Reskilling and Upskilling 189
5.7.9 Policy-Oriented Research 189
5.8 Conclusion 190

REFERENCES 193
APPENDICES 211

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF TABLES

TABLE	TITLE	PAGE
2.1	Empirical Review of Studies on Specialised Training and Police Performance	91
3.1	Questionnaire Components	107
3.2	Development of Instruments	109
3.3	The Benchmark Range of Effect Sizes	118
3.4	Data Analysis, Variables and Statistical Tools	118
3.5	Exploratory Factor Analysis (EFA)	120
3.6	Internal Reliability of Constructs (Pilot Study)	122
3.7	Summary of Hypotheses and Testing	122
4.1	Result of Standardised Values Univariate Outliers	129
4.2	Assessment of Data Normality	131
4.3	Demographic Profile	132
4.4	Internal Consistency and Convergence Validity Results	138
4.5	Discriminant Validity – Fornell and Lacker Criterion	141
4.6	Discriminant Validity- Cross Loadings	141
4.7	Results of Heterotrait-Monotrait Ratio (HTMT)	142
4.8	R-square Result	143
4.9	F-square Result	143
4.10	Result of Multicollinearity – Inner VIF Values	144
4.11	Result of Predictive Relevance	145
4.12	Path Coefficient Result	146
4.13	Summary of all Hypotheses Results	149
4.14	Semi-Structured Interviewees and Their Pseudonyms	151
4.15	Semi Structured Interview Questions	151
4.16	Main Theme and Sub-themes of Semi Structured Interviews	153
4.17	Excerpts of Interview on the Understanding and Perceptions of Specialised Police Training	156

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

4.18 Excerpts of Interview on the Differences between Traditional and Specialised police training 157

4.19 Excerpts of Interview on the Factors that Necessitate Change in Police Training 160

4.20 Excerpts of Interview on the Issues and Challenges in Integrating Technology 161

4.21 Excerpts of Interview on the Factors to enhance Police Performance in Abu Dhabi 164

4.22 Excerpts of Interview on the Elements for Strategic Directions 166

4.23 Excerpts of Interview on the Motivations for the Success of Strategic Directions 169

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF FIGURES

FIGURE	TITLE	PAGE
2.1	Technology Design and Human Capability Approach (Kleine, 2013)	51
2.2	Conceptual Framework of the Study	98
4.1	Presented the AVE through PLS-Algorithm	140
4.2	Structural Model with t-values (Bootstrapping Result)	147

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF SYMBOLS

β	-	Path Coefficient
R^2	-	Coefficient of Determination
F^2	-	Effect Size
Q^2	-	Predictive Relevance

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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF ACRONYMS

ADPF	-	Abu Dhabi Police Force
AVE	-	Average Variance Extracted
BLUE DEM	-	Digital Evidence Management systems
CCTV	-	Closed-circuit television
COP	-	Community Policing
EFA	-	Exploratory Factor Analysis
HTC	-	Human-Technology Capability
HTMT	-	Heterotrait-Monotrait Ratio
ICC	-	International Criminal Court
ICS	-	Incident Command System
iPREP	-	International Performance Resilience and Efficiency Programs
JTA	-	Job Task Analysis
KMO	-	Kaiser-Meyer-Olkin
LPRs	-	License Plate Recognitions
NIMS	-	National Incident Management System
OP	-	Police Performance or Officer Performance
SPSS	-	Statistical Package for the Social Sciences
STP	-	Specialised Training Programs
TCD	-	Human-Technology Capability Development
UAE	-	United Arab Emirates
VIF	-	Variance Inflation Factor

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Permission Letter by the Abu Dhabi Police	212
B	Research Instrument Validator Appointment Letter	214
C	Questionnaire	215
D	Interview Protocol and Consent Form	220

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF PUBLICATIONS

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

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Robani, A., AlYammahi, A.K.A.A. and Hakimi, H., 2024. The Effect of Specialised Trainng and Human-Technology Capability on Police Performance in Abu Dhabi: Preliminary Study. *International Journal of Academic Research in Business and Social Sciences,* Volume 14(8), pp. 3445-3455.

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The need for national security encompasses a wide range of activities that support national building, preserve peace, public conferences, and upholstery of the liberty of the people of any country (Blumberg et al. 2018). National security could be described as one of the most important, if not the most critical, functions a government can offer its people within the global political environment. The concept has expanded from the military domain (Greco and Fischetti, 2019) and gained an increasing presence in the area of energy (Marques et al. 2020), the financial and economic well-being of states (Marques et al. 2020), among several other hard-to-define contexts driven by technology and factors (Henry et al. 2020).

In pursuit of a serene socio-political environment through quality national security agenda, the training and upbringing of new police forces have remained an integral process mainly to bring relevant academic. The technical research outcomes are closer to their practical application and officer performance improvement (Matthijs et al. 2021). Research suggests that police officer training has frequently lagged behind expectations for national security and performance results in policing (McEwan et al. 2017). However, there are significant differences in the roles and responsibilities of police officers across the various domains, and the current training programs do not adequately address coalition building, crime prevention, and the underlying causes of crime and disorder, all of which are necessary for officers to perform their duties in an adequate manner (Irving et al. 2019).

On this background, it indicated that a consensus exists that the performance of law enforcement officials is a direct outcome of specialised training and development (De

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

Maillard and Savage 2018; Marins et al. 2020; Hine and Murphy, 2017). Nonetheless, traditional training to prepare law enforcement agents to take on critical positions within the broader community policing context has failed to address core performance outcomes (Rice, 2020). According to Henry et al. (2020), specialised training has ignored effective communication, diversity management, problem-solving, and police-community relations in favor of physical activities, handling firearms, physical training, defensive tactics, and arrest procedures.

According to Rogers (2018), these often-ignored areas remain critical to law enforcement performance and pursuance of the national security agenda. Evaluating the effect of law enforcement training programs remains critical to officer performance with felt effects on national security performance (Semukhina, 2018). In the quest to improve officer performance and boost national security, technology ensures that coordination is made more efficient across organisational systems and that the performance of duties at the individual level is kept more effective (Tidmarsh et al. 2022). Technology has proven highly instrumental to law enforcement capability development (Chan and Bennett, 2017).

Greco and Fischetti (2019) propose that technology has the potential to function as a "power-amplifier," or mediator in the current study, in the day-to-day operations of law enforcement organizations. Innovations in technology may also influence security professionals' presumptions about the use of information and the habits that underpin security production. According to Zahabi and Kaber (2018), there would be a shift in the pertinent information that is gathered and used, as well as in how they believe it should be obtained and used. Thus, it is not surprising that the development of law enforcement capacities has made innovation in those skills a major topic (Orr et al. 2018; Tidmarsh et al. 2022).

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

Police officer training differs throughout institutions and throughout the world (Henry et al. 2020). Even within the same nation, there can be differences in the training program, job objectives, and attitudes that future law enforcement must possess (Korotkova, 2021). Along the line, several experiences, various programs tactics and supporting programs have been considered as adding value to police training. It further includes mainstream higher education, the nature of curricula, learning principles, training approaches, community-based training, and the environment within which police officers work after training (Stepaniuk and Shevtsov, 2020; Rodgers et al. 2019). In any of these developments, technology holds critical potential in diverse scopes of law enforcement activities (Chan and Bennett, 2017; Kirschman, 2018; Zahabi and Kaber, 2018).

Obviously, policing in the modern era faces multifaceted challenges that require innovative solutions to ensure effective law enforcement and safeguard public safety. With the rapid advancement of technology and evolving crime trends, police forces worldwide are compelled to adapt and modernize their practices to meet the demands of the digital age. The United Arab Emirates (UAE), including its capital Abu Dhabi, is no exception to this paradigm shift in policing.

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

In the context of Abu Dhabi, the effectiveness of the police force is paramount due to the city's rapid development and growing population. However, recent trends indicate significant challenges in this area. Enhancing police performance through specialised training programs that integrate human-technology capabilities could be a transformative approach to addressing these issues.

1.1.1 Performance of Police Officers

According to Kaplan and Norton (1992), performance is the degree to which a worker contributes to the accomplishment of the organization's vision, mission, and goals.

It provides an answer to the question of whether an individual carries out his obligations, responsibilities, and job correctly. It is also essential to an organization's success (Ibish, 2017). Performance, in the opinion of Zahabi and Kaber (2018), includes everything that has an impact on and is related to an employee's work, whether directly or indirectly. Planning, monitoring, developing, rating, and rewarding are the categories within which it falls. One way to define police performance is the methods used by law enforcement in public areas to encourage interaction, either direct or indirect, with the general people. Consequently, "in practice" refers to the standard procedures used in law enforcement. The practical outcomes that police departments strive to attain make them important and indispensable public agencies (Rodgers et al. 2019).

These findings have a direct bearing on managing disputes that have an impact on societal order and individual life. Establishing an atmosphere where people can have their rights guaranteed is the primary goal of police activity. In the past, a decline in crime rates was used to gauge police performance. It is true that using crime rates and community satisfaction as traditional metrics is insufficient to produce a trustworthy police performance indicator (Gupta and Gupta, 2018).

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

Public safety effects the lives of everyone. Administrators or police managers need to know the measurement of police service to evaluate the practices of specific internal policies (Stepaniuk and Shevtsov, 2020). It is necessary to provide evidence of the connection between declining crime rates and improved police service quality in order to use crime rates as a performance metric. Nonetheless, it is imperative to acknowledge that the decline in crime rates may be attributed to various variables, including behavioral modifications aimed at deterring crime or alterations to the public environment that heighten awareness and limit chances for criminal activity (Eamonn et al. 2019). This study examines

additional variables in addition to declining crime rates, such as enhanced police officer training and empowerment with necessary human-technological skills.

1.1.2 Abu Dhabi National Security Training Programs

The dedication of the Abu Dhabi Government and the Abu Dhabi Police GHQ to the protection, sovereignty and prosperity of the Abu Dhabi Emirate is unwavering (Ibish, 2017). With the local police forces independent at the Emirate level in the UAE, several factors are identified to improve officer performance (Griffin and Sun, 2018; MacKenzie et al. 2020). Similarly, to the other Emirates, police education and training colleges in Abu Dhabi have a strict military environment. Several degree programs and training departments are maintained to offer qualifications comparable to international degrees of bachelor's and master's degrees. Depending on the entry point of the agent, one may graduate with a law or bachelor's degree in police science, a two-year program in law enforcement or a one-year diploma if the person is already a university graduate (Okuhara et al. 2019).

The adequacy of the current teaching and specialist programs that are in place is paramount to helping the Abu Dhabi Emirate achieve set national security objectives and continually preserve the Emirate's sovereignty. On this note, there is no doubt that the need for highly prepared law enforcement agents with high capabilities in performing their duties is essential to national security performance (De Maillard, 2018). Notwithstanding, societal and policing challenges have evolved (Pasha, 2018; Segrave et al. 2018). Therefore, the need to observe the congruence between policing performance and national security objectives has become critical (Mawby and Zempi, 2018).

To improve policing performance, the Abu Dhabi Government adopts the highest and latest forms of technology with a high degree of confidentiality to serve the public (Pavlenko et al. 2017). At the centre of these electronic services is the need for law enforcement

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

agencies to put them to good use by combining experiences from training. This study seeks to examine the existing training programs of the Abu Dhabi Police and proffer strategies that would help improve officer performance towards the overall national security agenda. In addition, adopting human-technology capability development measures is necessary to bridge specialised training and officer performance. It would further help to arrive at recommendations on how to bridge the training programs of the Emirate, technology capabilities, and law enforcement performance.

1.1.3 Abu Dhabi Police School Training Programs

In a brief history of the Abu Dhabi Police Academy and the Al Ain Police School training programs, the need to adopt a training program that helps pursue the agenda of the UAE goes as far back as the commencement of the Union in 1971. The leaders and local military commanders believed that adopting a correct and modern training program is critical to establishing a strong base for the people's security, sovereignty, safety, and contentment as a country (De Ronzi and Greco, 2020). The leaders had groomed this interest many years before the Union and explained the establishment of the Al Ain Police School in 1968, three years before the Union. Whereas the Al Ain Police School mainly focuses on training the Abu Dhabi Police units, the Abu Dhabi Police Academy is open to other police personnel from other Emirates (Zubrzycki, 2020).

From the program's start, the school looked up to external support, mainly in human resources. Most of the human resources were taken from neighbouring Arab countries and the UK (Robinson, Roberts, Irving and Orr, 2018). Most of the policies and administrative regulations of the school are therefore mapped in line with the UK practices. By 1996, new police reforms had been introduced as the department continued to develop new training programs and review existing ones every three years. The development and review of

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existing programs have become critical considering the changing developmental needs of the Abu Dhabi Emirate and the UAE (Murphy and Hine, 2019). With over 220 countries living in the UAE, the changing lifestyle and roles necessitate that the security knowledge creation systems adapt accordingly (Ulyanina et al. 2020).

In a more detailed elaboration on the nature of programs available, the Abu Dhabi Police training program consists mainly of two tubes; a program for police offers and another for mainstream police respondents. The training programs occur in Al Ain Police School; normal or mainstream police officials are expected to complete the training program in 18 weeks or over four months (Kondakova, 2020). This program entails an integrated design that produces civil and military police training, such as weapons, self-defence, and civil security. Mainly, programs are offered in two institutions in the Abu Dhabi Emirate; the Al Ain Police School and the Abu Dhabi Police Academy (Japiohoba, 2020).

In the Police School, the training covers all the knowledge needed by the police personnel to perform their duties. Training covers all areas but is not limited to patrol missions, traffic law, crime-handling processes, drug trafficking control, emergency handling, etc (Zubrzycki, 2020). The program is scheduled weekly, with different modules covered over the weeks within the mainframe program, constituting the training course's management. Each training course is attended by police personnel, with an overall graduate per year of about 2000 police officers (Tidmarsh et al. 2021).

Within the training programs, periodic promotion courses are undertaken to help the officers increase their management skills and help them upgrade their ranks; these programs range from four to eight weeks. Most of these courses or programs have a strict timeline and compel students to follow closely or learn rapidly to keep up with progress (Petersson et al. 2017). Again, these programs do not entail awarding any academic-based certificate but only a passing certificate. The certificates awarded due to these short programs do not compare

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