



**MEDIATING ROLE OF KNOWLEDGE MANAGEMENT
BETWEEN TRANSFORMATIONAL LEADERSHIP AND
TOURISM POLICE PERFORMANCE**



DOCTOR OF PHILOSOPHY

2024



Institute of Technology Management and Entrepreneurship

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TRANSFORMATIONAL LEADERSHIP AND TOURISM POLICE
PERFORMANCE**

Mohammed Ebrahim Alsuwaidi

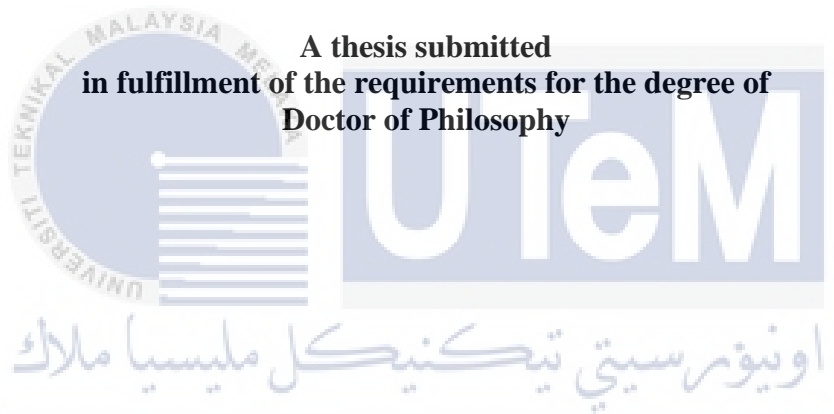
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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2024

DEDICATION

I dedicate this work to the inspirational individuals in my life. I dedicate this work to my dear father and mother, who always want the best for me, for their love and the prayers they have made for me.

To my love...

My wife is a wonderful and great companion, and there is so much more in my life. She has always been a source of love, courage, and strength at every tough moment throughout these years.

To my son,

Who motivated me to accomplish my goals and enhance my happiness? To my excellent guide...

I am grateful to my dear supervisor, Dr. Nusaibah Binti Mansor, for her vision of utilizing transformational leadership.



ABSTRACT

The security of tourists is one of the main requirements in countries familiar with tourism and pleasure. Many countries with a large number of tourists have developed tourist police services to ensure the safety of tourists. This study investigates the impact of transformational leadership on the performance of the Dubai Tourism Police, emphasizing how this leadership style influences police effectiveness in the context of tourism security. With tourism contributing significantly to the UAE's GDP, effective leadership within tourist police departments is crucial for maintaining safety and enhancing organizational productivity. The research adopts transformational leadership theory, examining its four dimensions idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and their effect on police performance. A quantitative methodology was employed, involving the distribution of questionnaires to police officers in Dubai. A simple random sampling technique was used, with data from 422 valid questionnaires analyzed to explore the relationships between leadership style, knowledge management, and police performance. The partial least squares analysis technique was used for hypothesis testing. The findings reveal that transformational leadership significantly enhances police performance and knowledge management. Furthermore, knowledge management was found to play a significant, partially mediating role in the relationship between transformational leadership and police performance. The study concludes that transformational leadership is pivotal in boosting police efficiency and reducing crime rates, suggesting that police departments could benefit from fostering this leadership style. Recommendations are provided for police departments to integrate transformational leadership practices to better support police officers and serve the community effectively. This research contributes both theoretically and practically by offering a new framework for enhancing leadership within Dubai's tourist police departments and enriching the literature on policing and law enforcement with insights from the UAE context.

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

KESAN KEPIMPINAN TRANSFORMASI TERHADAP PRESTASI POLIS PELANCONGAN DUBAI MELALUI PENGURUSAN ILMU

ABSTRAK

Keselamatan pelancong adalah salah satu keperluan utama di negara-negara yang biasa dengan pelancongan dan keseronokan. Banyak negara yang mempunyai bilangan pelancong yang besar telah mengembangkan perkhidmatan polis pelancong untuk memastikan keselamatan pelancong. Kajian ini menyiasat kesan kepemimpinan transformasi terhadap prestasi Polis Pelancongan Dubai, dengan menekankan bagaimana gaya kepemimpinan ini mempengaruhi keberkesanan polis dalam konteks keselamatan pelancongan. Dengan sumbangan pelancongan yang signifikan terhadap KDNK UAE, kepemimpinan yang berkesan dalam jabatan polis pelancong adalah penting untuk mengekalkan keselamatan dan meningkatkan produktiviti organisasi. Penyelidikan ini mengamalkan teori kepemimpinan transformasi, dengan mengkaji empat dimensinya yang meliputi pengaruh idealis, motivasi inspirasi, rangsangan intelektual, dan pertimbangan individu serta kesan mereka terhadap prestasi polis. Metodologi kuantitatif telah digunakan, melibatkan pengedaran soal selidik kepada pegawai polis di Dubai. Teknik persampelan rawak mudah telah digunakan, dengan data dari 422 soal selidik yang sah dianalisis untuk meneroka hubungan antara gaya kepemimpinan, pengurusan pengetahuan, dan prestasi polis. Teknik analisis kuasa terkecil separa digunakan untuk ujian hipotesis. Penemuan menunjukkan bahawa kepemimpinan transformasi meningkatkan secara signifikan prestasi polis dan pengurusan pengetahuan. Selain itu, pengurusan pengetahuan didapati memainkan peranan perantara separa yang signifikan dalam hubungan antara kepemimpinan transformasi dan prestasi polis. Kajian ini menyimpulkan bahawa kepemimpinan transformasi adalah penting dalam meningkatkan kecekapan polis dan mengurangkan kadar jenayah, mencadangkan bahawa jabatan polis boleh mendapat manfaat dari memupuk gaya kepemimpinan ini. Cadangan disediakan untuk jabatan polis mengintegrasikan amalan kepemimpinan transformasi untuk lebih menyokong pegawai polis dan berkhidmat kepada komuniti dengan berkesan. Penyelidikan ini menyumbang secara teori dan praktikal dengan menawarkan kerangka baru untuk meningkatkan kepemimpinan dalam jabatan polis pelancong Dubai dan memperkaya literatur tentang pengawalan dan penguatkuasaan undang-undang dengan wawasan dari konteks UAE.

ACKNOWLEDGEMENT

Alhamdulillah, praise to Almighty Allah (SWT), who blessed me with the successful completion of my thesis. This doctoral research has been challenging, with twists and turns, finally reaching a satisfying end. Thank you, Allah (SWT), and to my family and friends for their prayers. I could not have done this alone without their support.

Bless my supervisor, Dr. Nusaibah Binti Mansor, who deserves the most thanks for her help and guidance. I would like to give her special thanks for being generous with her time and providing great suggestions to improve my work. She was always helpful and patient when dealing with my research issues. May God bless her and her family. I would also like to thank UTeM for providing a good research environment. I feel grateful for all the support and companionship from my friends. Special thanks to my family: my mother, my wonderful wife, sisters, and brothers, who encouraged and supported me in my decision to study abroad.



TABLE OF CONTENTS

	PAGE
DECLARATION	
APPROVAL	
DEDICATION	
ABSTRACT	i
ABSTRAK	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES	ix
LIST OF APPENDICES	x
LIST OF ABBREVIATIONS	xi
LIST OF PUBLICATIONS	xii
CHAPTER	
1. INTRODUCTION	1
1.1 Introduction	1
1.2 Background	2
1.2.1 UAE Government Leader Programme	3
1.2.1.1 Government Performance Management in UAE	3
1.2.1.2 Leadership and Innovation in the UAE (Government Summit 2015)	4
1.2.1.3 Abu Dhabi Award for Excellence in Government Performance	6
1.2.1.4 Police Performance in UAE	7
1.2.1.5 Dubai Police	8
1.2.1.6 Transformational Leaders in Police Departments	9
1.2.1.7 Tourist Police	14
1.3 Problem Statement	18
1.4 Research Questions	22
1.5 Research Objectives	22
1.6 Significance of the Research	23
1.7 Scope of the Research	24
1.8 Operational Definitions	24
1.9 Structure of the Thesis	26
1.10 Summary	27
2. LITERATURE REVIEW	29
2.1 Introduction	29
2.2 Leadership and Management	29
2.3 Leadership and Leadership Style	31
2.3.1 Transformational Leadership	33
2.3.2 The Dimensions of Transformational Leadership	37

2.3.2.8	Idealized Influence	37
2.3.2.9	Inspirational Motivation	39
2.3.2.10	Intellectual Stimulation	41
2.3.2.11	Individualized Consideration	43
2.4	Knowledge Management	45
2.4.1	Knowledge Management in Police Departments	53
2.4.2	The Dimensions of Knowledge Management	57
2.4.2.1	Knowledge Creation	60
2.4.2.2	Knowledge Organising	61
2.4.2.3	Knowledge Sharing	62
2.4.2.4	Knowledge Utilisation	64
2.5	Police Performance	66
2.5.1	Measurement of Police Performance	71
2.5.1.5	Operational Performance	72
2.5.1.6	Crime Rates	74
2.6	Variable's Relationships	76
2.6.1	Relationship between Transformational Leadership and Police Performance	76
2.6.2	Relationship between Transformational Leadership and KM	78
2.6.3	Relationship between KM and Police Performance	80
2.6.4	The Mediating Role of Knowledge Management	81
2.7	Related Theories of the Research	82
2.7.1	Transformational Leadership Theory	84
2.7.2	The Underpinning Theory	86
2.7.2.7	Path-goal Policing Model	90
2.8	Research Gap	93
2.9	Research Framework	96
2.10	Summary	101
3.	RESEARCH METHODOLOGY	103
3.1	Introduction	103
3.2	Research Approach	103
3.3	Research Design	105
3.4	Location of Research	108
3.5	Population and Sample Size	109
3.5.1	Population Size	110
3.5.2	Sample Size	112
3.5.3	Sample Techniques	115
3.5.4	Rating Scales for the Responses	116
3.6	Data Collection Instrument	117
3.6.1	Reliability of Questionnaire	118
3.6.2	Validity of the Questionnaire	119
3.6.2.1	Face Validity	120
3.6.3	Research Instrument	120
3.6.4	Development of Questionnaire	121
3.7	Pilot Research	124
3.8	Data Collection Methods	127
3.9	Data Analysis	129
3.9.1	Descriptive Analysis	130

3.9.2	Factor Analysis	131
3.9.3	Structural Equation Modeling (SEM)	131
3.9.4	Mediation Analysis	132
3.9.4.1	Baron and Kenny's Theory	133
3.9.4.2	Bootstrapping Approach (Indirect Effect)	134
3.10	Ethical Assurances	135
3.11	Justifications for Using Covariance Based (CB-SEM)	136
3.12	Summary	136
4.	RESULT AND DISCUSSION	138
4.1	Introduction	138
4.2	Data Reliability	138
4.2.1	Exploratory Factor Analysis	140
4.2.1.1	KMO and Bartlett's Test	141
4.2.1.2	Communalities	142
4.2.1.3	Total Variance Explained	144
4.2.1.4	Rotated Component Matrix	145
4.3	Descriptive Statistics	147
4.3.1	Response Rate	147
4.3.2	The Outliers	148
4.3.3	Demographic Analysis	150
4.3.4	Central Tendency Measures	151
4.4	Construct Validity	153
4.4.1	Convergent Validity	153
4.4.2	Discriminant Validity	154
4.5	Inferential Statistics	156
4.5.1	Structural Equation Modeling (SEM)	156
4.5.1.1	Confirmatory Factor Analysis (CFA)	156
4.6	The Structural Model	161
4.6.1	Path Analysis Estimates	162
4.6.2	Hypotheses Validation	163
4.7	Mediation Analysis	164
4.8	Discussion of the Research Findings	165
4.9	Summary	168
5.	CONCLUSION AND RECOMMENDATION	169
5.1	Introduction	169
5.2	Overview of the Research	172
5.3	Readdressing the Research Objectives	172
5.4	Contributions of the Research	175
5.4.1	Theoretical Contribution	175
5.4.2	Contribution for Research Methodology	176
5.4.3	Practical Contribution	177
5.5	Limitations of the Research	178
5.6	Research Recommendations and Future Research	179
5.7	Conclusion of the Research	181
	REFERENCES	183
	APPENDICES	228

LIST OF TABLES

TABLE	TITLE	PAGE
Table 1.1	Transformational Leadership in Policing	13
Table 2.1	Leadership and Management	31
Table 2.2	The Influence of Path-Goal Theory on Leadership and Performance	93
Table 3.1	List of Target Population (UEA) (Alhosani & Ismail, 2022)	112
Table 3.3	Determining Sample Size of a Known Population (Krejcie & Morgan, 1970)	113
Table 3.4	The Sources of Statements of the Questionnaire	122
Table 3.5	Reliability Estimates and Descriptive Statistics of Pilot Testing	126
Table 3.6	The Statistical Methods Used in this Research for Quantitative Analysis	130
Table 4.1	Reliability Cronbach's Alpha Coefficients	139
Table 4.2	KMO Values in the Bartlett's Test	141
Table 4.3	Communalities of Variables	143
Table 4.4	Total Variance Explained of variables	145
Table 4.5	Rotated Component Matrix of Variables	146
Table 4.6	Response Rates	148
Table 4.7	The Demographic Profile of the Respondents	151
Table 4.8	Descriptive Statistics of Constructs	152
Table 4.9	The Amount of AVE and Composite Reliability of Dimensions	154
Table 4.10	Correlations between Constructs	155
Table 4.11	Fit Indices of Measurement Models	157

Table 4.12	Significance and Strength of Relationships between Constructs and Dimensions	158
Table 4.13	Standardised Regression Weights	163
Table 4.14	Hypothesis Validation and Significance	164
Table 4.15	The Summary of Bootstrapping Total (Direct and Indirect)	165



LIST OF FIGURES

FIGURE	TITLE	PAGE
Figure 2.1	The First Conceptual Theory of Transformational Leadership (Burns, 1978)	34
Figure 2.2	The Characteristics of Transformational Leadership (Bass et al., 1990)	35
Figure 2.3	The Dimensions of Transformational Leadership in Dubai Police Department	45
Figure 2.4	Knowledge Management Model in Police Departments (Dave, 2005)	55
Figure 2.5	The Dimensions of Knowledge Management in Dubai Police Department	66
Figure 2.6	The Dimensional Model of Police Performance	75
Figure 2.7	Path-Goal leadership theory (House, 1971, 1974)	88
Figure 2.8	Research Framework	100
Figure 3.1	Research flowchart	107
Figure 4.2	Dubai Police in the United Arab Emirates (Google Maps, 2022)	109
Figure 4.3	A 3-variables mediation model	133
Figure 5.1	Outliers in the Dataset of Variables	149
Figure 5.2	The Measurement Model of Transformational Leadership	159
Figure 5.3	The Measurement Model of Knowledge Management	160
Figure 5.4	The Measurement Model of Police Performance	160
Figure 5.5	The Construct of Structural Model (Conceptual Framework)	162

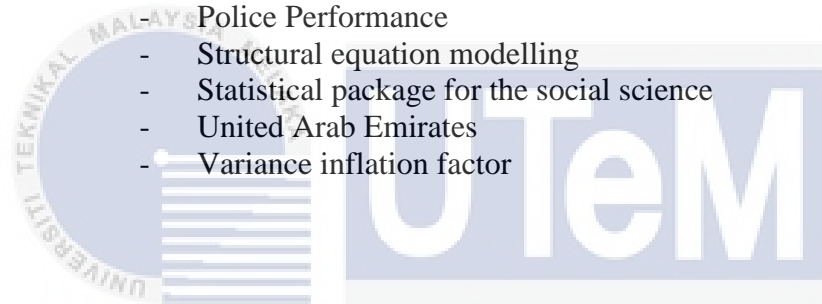
LIST OF APPENDICES

APPENDIX	TITLE	PAGE
Appendix A	List of Arbitrators	228
Appendix B	Survey Questionnaire	229



LIST OF ABBREVIATIONS

AVE	- Average variance extracted
CFA	- Confirmatory factor analysis
CR	- Composite reliability
CR	- Crime Rates
DBS	- Development bank of Singapore limited
EFA	- Exploratory factor analysis
KAc	- Knowledge acquisition
KI	- Knowledge Identification
KM	- Knowledge management
KO	- Knowledge Organizing
KS	- Knowledge sharing
KU	- Knowledge Utilisation
L	- Leadership
OP	- Operational Performance
PP	- Police Performance
SEM	- Structural equation modelling
SPSS	- Statistical package for the social science
UAE	- United Arab Emirates
VIF	- Variance inflation factor



اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF PUBLICATIONS

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

Alsuwaidi, M.E. and Mansor, N.B., 2022. The Impact of Transformational Leadership on the Performance of Police the Mediation Role of Knowledge Management. *Mathematical Statistician and Engineering Applications*, 71(3), pp.349-362.

Alsuwaidi, M.E. and Mansor, N., 2023. Transformational Leadership to Enhance Performance of Tourist Police through Knowledge Management: A Proposed Framework. *Resmilitaris*, 13(3), pp.1615-1630.



CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter sets the stage for the thesis by providing an in-depth background on law enforcement, focusing particularly on tourism-oriented police services in Dubai. It begins by exploring the global role and challenges faced by tourist police, then narrows down to the specific context of the Dubai Tourism Police. This serves to foreground the research problem, which revolves around the effectiveness of transformational leadership in enhancing police performance through improved knowledge management practices. The global tourism industry increasingly relies on effective policing to ensure the safety and security of tourists. This is especially pertinent in world-class tourist destinations like Dubai, where the tourism sector plays a pivotal role in the economy. The Dubai Tourism Police, a specialized unit within the broader Dubai Police Force, addresses the unique needs of tourists and the tourism sector. The unit's performance is crucial not only for maintaining public safety but also for sustaining Dubai's growth and reputation as a safe tourist destination. Tourist police units worldwide face unique challenges, including crimes that specifically target tourists, such as theft and fraud, and managing large crowds during peak tourist seasons. The need for specialized knowledge and rapid response capabilities is critical in these environments. This industry background sets the stage for understanding the specific demands placed on the Dubai Tourism Police.

The growing need for a police force specifically catering to an international tourist population led to the creation of the Dubai Tourism Police. This unit is not only the first of its kind in the Arab world but also among the global pioneers in integrating advanced technological tools and knowledge management systems into everyday policing. The department's mission extends beyond typical law enforcement, encompassing cultural sensitivity, multilingual communication, and proactive engagement with tourists. The study then presents the problem statement, which clearly links these background elements to the need for effective leadership and robust knowledge management within the Dubai Tourism Police. The study then articulates the research questions and objectives to outline its specific aims.

This research's potential to enhance both academic knowledge and practical policing strategies, particularly in improving the performance of police forces in major tourist hubs, underscores its significance. The scope of the research focuses on transformational leadership and knowledge management within the Dubai Tourism Police, acknowledging any limitations that might impact the study's findings. The chapter concludes by outlining the structure of the thesis, providing a roadmap for the reader for the upcoming chapters that detail the methodology, findings, and implications of the research.

1.2 Background

Today, people live in a rapid and dynamic world where change and development never stop. Knowledge has become a pillar of success and sustainability for every organization (Kariyawasam, 2016). Dramatic changes in leadership styles and knowledge management significantly impact the performance of public and government organizations (Sapta et al., 2021; Hiwa et al., 2021).

1.2.1 UAE Government Leader Programme

According to His Highness, "Shaping the future is a lock that fits into the key, which is leadership." Sheikh Mohammed bin Rashid Al Maktoum is the UAE's Vice President and Prime Minister, as well as the Ruler of Dubai (Dubai Police Force, 2022). He supported the launch of the UAE Government Leaders Programme, which aims to build and develop distinguished future leaders in collaboration with world-class institutions worldwide (Bhargavi and Yaseen, 2020). The objective of this program is to sustain premium leadership at all levels.

With formidable leadership, they effectively contribute to the UAE's growth and translate the UAE's long-term vision into a remarkable feat they can all be proud of. Four different levels of leadership implement this comprehensive program, enabling participation from all UAE federal employees. In doing so, they aim to create practical and inspirational examples of leadership that will positively influence UAE government initiatives on both strategic and practical levels (Dubai Police Force, 2022).

1.2.1.1 Government Performance Management in UAE

Government performance management comprises a set of procedures that help government organizations optimize their business performance. It provides a framework for organizing, automating, and analyzing business methodologies, metrics, processes, and systems that drive performance. Government performance management helps governments utilize their financial, material, and human resources (Bhargavi and Yaseen, 2020). Historically, owners drove their strategy down and across their organizations; they struggled to transform strategies into actionable metrics and grappled with meaningful analysis to

expose cause-and-effect relationships that, if understood, could provide profitable insights to operational decision-makers (Owellen, 2018).

1.2.1.2 Leadership and Innovation in the UAE (Government Summit 2015)

In 2015, the United Arab Emirates organized its second government conference, with the aim of promoting the development of government in line with leading global practices. This meeting emphasized government innovation and how leaders could lead this change (Dubai Police Force, 2022). Facing brutal economic realities and new challenges and threats to their communities, public sector leaders have been exploring ways to do more with less and approaches to meet their citizens' needs more efficiently (Bhargavi and Yaseen, 2020). Cities have emerged as local laboratories of innovation. In these nimble environments, officials are finding ways to overcome barriers of bureaucracy, habit, and culture. Officials are deploying new tools and technologies to deliver better services more efficiently. They are engaging citizens and building partnerships with business and community leaders. These authorities and their leaders are drivers of change and innovation, helping their governments transform from the bottom up and inside out (Dubai Police Force, 2022).

Leadership is considered one of the most important administrative functions practiced by managers, where a particular plan moves into implementation to achieve the established goals and specified stages (Zaher et al., 2023). Managers lead groups by directing, guiding, and training them, coordinating their work, reconciling their efforts, stimulating their motivations and ambitions, motivating them to cooperate and compete, and evaluating their results. These leaders guide their group toward the desired goal efficiently and effectively. Leadership is both the essence of the administrative process and the key to management. The concept of leadership revolves around positive activities that a person

performs through a formal decision with leadership characteristics (Zaher et al., 2023). The purpose is to supervise a group of workers to achieve clear goals through influence and the use of power as appropriate and necessary.

Additionally, leadership can be defined as the art of influencing others. Effective leadership is the outcome of the interaction between leaders and their subordinates in different organizational situations (Owells, 2018). Leadership also refers to an individual's ability to influence a person or group to gain cooperation and motivate them to work with the highest level of competency to achieve set goals. Leadership develops the ability to understand subordinates' problems and motivate them to cooperate in carrying out assigned tasks (UAE Government, 2023). Leaders entrust their subordinates, direct their energies, and use them to the maximum degree of productivity. The human factor, which is paramount among various productive elements, lies at the heart of leadership.

The UAE aims to remove the intellectual barriers that hinder Emirati youths from applying their leadership skills in various local and international fields (UAE Government, 2023). Lebanon cites the Emirati leadership concepts as evidence that the UAE possesses a future leadership elite capable of surmounting obstacles and achieving desired objectives (UAE Government, 2023). His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, emphasized, "There is no place for the word impossible in the dictionary of leadership, and no matter how great the difficulties are, faith, determination, and persistence are capable of overcoming them" (UAE Government, 2023). This emphasizes the need to innovate management concepts and leadership methods in order to instill the art of leadership in the minds of future leaders.

Leadership thought is a mental map revolving around strategies and initiatives that prepare national cadres to lead with their ideas and constructive approaches, removing

obstacles that hinder their leadership journey (Bhargavi and Yaseen, 2020). In this context, the Mohammed bin Rashid Centre for Leadership Development, established in 2003, constitutes an impressive icon that includes many programs and specializations focused on developing essential competencies such as strategic foresight, global citizenship, and entrepreneurial thinking (UAE Government, 2023). The Center also launches influential leadership programs that rely on renewal standards and instill a spirit of cooperation among team members, creating a practical environment capable of continuity amidst challenges.

Some barriers hinder the process of building and preparing future leaders, such as rejecting ideas and limiting opportunities due to budget constraints (Bhargavi and Yaseen, 2020). This spreads despair among youths, making them hostages to limited creativity and a lack of proactive vision. The UAE relies on developing a leadership approach that breaks these barriers and applies innovative methods. Seizing golden opportunities helps establish a leadership youth force capable of sweeping compelling and influential positions in various sectors of the nation.

1.2.1.3 Abu Dhabi Award for Excellence in Government Performance

The Abu Dhabi Award for Excellence in Government Performance (ADAEP) is an award program developed to provide governmental bodies with expertise and techniques to enhance organizational performance (Bhargavi and Yaseen, 2020). The chief objectives are to improve government performance through enhanced service standards, promote cooperation among government sectors, encourage best international practices in governance, emphasize the importance of strategic planning, and promote competition through recognition of excellent performance at both organizational and individual levels (UAE Government, 2020).

1.2.1.4 Police Performance in UAE

Police forces in the UAE were, until recently, measured and rated directly through key performance indicators (KPIs) (Zaher et al., 2023). These include the number of reported crimes, the number of complaints resolved, and emergency call response times.

To address policing performance issues and meet changing stakeholder expectations, the UAE Association of Chief Police Officers (ACPO) organized an annual conference to share information on policing performance (EIP, 2018a). During its twelfth year, the conference addressed various problems affecting policing performance. UAE Police Chief Constable Mohmad Fahy remarked, “Policing must undergo transformational change to sustain service provision with limited staff” (EIP, 2018a). The UAE police forces understand this process will be intensive and possibly uncomfortable. However, they recognize that police services must align with external stakeholders' expectations, such as the government and the public.

Providing organized and efficient police services that support basic principles while recognizing the unique needs of the local community is challenging. We need to promote this shift while preserving employee engagement and commitment through knowledge exchange and practices. Fahy (EIP, 2018a) noted that these developments, along with increased partnership, collaboration, and outsourcing, significantly impact individuals, affecting their activities, interactions, and overall well-being, which can threaten their integrity, professional standards, and performance. This is significant because recognizing the concepts and frameworks connected with service performance can reduce or avoid security, integrity, and professional standards risks and threats. The willingness to address “wicked issues,” particularly those in service performance without clear solutions, is an exciting aspect of contemporary policing (EIP, 2018b). Such insights are valuable because

the police service frequently faces difficult resource allocation decisions, requiring a candid approach as part of a continuous quality-driven culture.

1.2.1.5 Dubai Police

Masood et al. (2017) recognize the police as a crucial component of society, essential for maintaining peace, order, harmony, and law adherence. Police services promote national security by utilizing governmental power over civilians (Rautiainen et al., 2017). Therefore, any country must establish police agencies to meet societal objectives for proper function and operation (Kenneth, 2016). Dubai Police established itself in 1956, guided by these goals. Since then, Dubai Police has distinguished itself as a modern Arab police force, employing over fifteen thousand highly educated and trained employees (Government of Dubai, 2022). It is recognized as one of the best security institutions in the Middle East. Its mission is to improve the quality of life in the country by enforcing laws, maintaining security and safety, and preserving everyone's safety through innovation in policing (Alosani et al., 2020).

To achieve outstanding performance, Dubai Police uses the highest and most accurate performance measures and applies total quality management. They fulfill security duties through institutional performance indicators, strategic planning, efficient management of human and financial resources, simplifying procedures, promoting community partnership, creative initiatives, and respecting personal excellence and teamwork (Eshaq, 2022). Additionally, Dubai Police is the first Arab police department to apply DNA testing in criminal investigations, use electronic fingerprinting, and implement paperless management (Bataineh et al., 2017). It also established a specialized department for “human rights,”