



## Transformational Leadership and Dubai Tourism Police Performance

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### ABSTRACT

Ensuring the safety of tourists is a primary necessity in nations that are well-acquainted with tourism and leisure activities. Several nations with high tourist volumes have established tourist police forces to guarantee the security of visitors. Therefore, the effectiveness of law enforcement agencies, such as the tourist police department, is crucial in ensuring a secure environment for tourists and foreign visitors. The United Arab Emirates (UAE) government acknowledged the significance of law enforcement in ensuring the safety of its inhabitants. Multiple international studies indicate that incidents targeting both local residents and outsiders are increasingly prone to occur without prior warning. Typically, police personnel are unable to prevent crimes committed against them owing to inadequate enforcement techniques. Therefore, it is crucial to evaluate the impact of leadership in this situation by constructing a strong framework to comprehend the influence of transformational leadership on policy results. This research has the potential to enable policymakers and leaders of police agencies in the UAE to make informed choices by utilizing knowledge.

## 1. Introduction

Dubai's population and worldwide tourism have seen significant expansion, necessitating the establishment of a highly proficient police force to ensure the safety and security of all inhabitants and tourists (Alhosani and Ismail, 2022). It is imperative to enhance Dubai's security and financial situation in order to solidify the city's global significance. In addition, the Dubai Police Department strives to be the most proactive and progressive among all the police forces in the Arab countries. The department's objective is to instill a better academic standard among police personnel. Out of all the police forces in the Arab world, the Dubai police force was the pioneer in adopting and utilizing technology. They automated their services. The records were electronically saved for convenient retrieval; for instance, fingerprint storage transitioned from manual to electronic storage. Similarly, electronic methods were employed in forensic investigations involving the collection of DNA samples.

In addition, the Dubai police force holds the distinction of being the first to establish and maintain a dedicated Human Rights Department. Moreover, they were also pioneers in implementing a Community Policing program. Despite the notable advancements in the Dubai police force over time, the Dubai Government Excellence Programme, "Dubai We Learn" (2015-2019), has recommended that the police force further enhance its services by promptly addressing issues in order to meet the expectations of the citizens (Alhosani and Ismail, 2022). The promptness of this reaction necessitates swift decision-making by the police personnel. In addition, the government of Dubai's data also revealed that the performance of Dubai police in some regions decreased in 2019 when compared to previous years (Alhosani and Ismail, 2022).

Currently, knowledge sharing is crucial for the functioning of police departments. However, the sharing of information or knowledge across police departments, both internally and externally, continues to be a difficult task (Douglas and Jane, 2014). The role of a law enforcement officer is quite demanding. This endeavor necessitates a cohesive and proficient team, as well as leaders that has expertise in handling individuals involved in illegal activities (Beshears, 2015). Consequently, the need for effective police leadership is now more critical than ever. Effective leadership is crucial for the functioning of a law enforcement organization, especially in dynamic settings, particularly in metropolitan locations (Meaklim and Sims, 2011). Transformational leadership strategies are essential in law enforcement organizations. In the past, scholars were interested in assessing the function of law enforcement (Mohd and Arshad, 2019). Pearson-Goff and Herrington (2013) did a comprehensive evaluation of the existing literature on police leadership and analyzed the data from 57 scholarly journal articles. Their findings suggested that more empirical data is required to fully comprehend the role of leadership in law enforcement organizations. Despite numerous studies on the subject, there is still a lack of consensus on how to enhance police effectiveness and the specific traits that are necessary for successful leadership, especially in the UAE (Abdouli and Saifan, 2017).

Griffiths et al. (2016) recommended that researchers conduct empirical studies to assess theoretical frameworks for examining the impact of knowledge management on the functioning of police departments. Griffiths et al. (2016) asserted that investigating the influence of leadership and management on knowledge is crucial for enhancing the performance of police departments. This is because the impact of knowledge in policing organizations has not been thoroughly researched, primarily due to various factors such as the difficulties posed by scientific research in sharing sensitive and personal information.

Law enforcement is a very demanding undertaking. This endeavor necessitates a robust and cohesive team, as well as leaders that possess the ability to effectively handle individuals involved in illegal activities (Beshears, 2015). Effective police leadership is crucial for law enforcement organizations to perform effectively in dynamic environments, particularly when dealing with crimes in urban areas. The importance of strong leadership in the police force has become even more significant in recent years (Meaklim and Sims, 2011; Rafeea, AlKaabi and Davies, 2021). Transformational leadership styles play a vital role in law enforcement organizations. Several decades ago, scholars expressed interest in examining the function of law enforcement (Mohd and Arshad, 2019). Multiple international reports indicate a lack of interconnections between tourist police units throughout nations worldwide (Merz, 2018). Consequently, assaults against visitors are more prone to occur without prior warning. Hence, it is crucial for the leadership of the tourist police department in the UAE to comprehend the significance of engaging in international contact with the International Criminal Police Organization (Interpol) in order to combat terrorist attacks targeting tourists (Interpol-UN Environment, 2016).

In addition, many global polls indicate that there are no links between tourist police units in other countries globally (Merz, 2018). Consequently, assaults against tourists are more prone to occur unexpectedly (Merz, 2018). Likewise, the leadership of the UAE's tourist police department should acknowledge the need of international contact with Interpol in order to effectively prevent terrorist assaults on visitors (Interpol-UN Environment, 2016). It is clear that improving knowledge management with foreign police sources leads to more effective control of crimes and terrorist acts targeting visitors in the UAE. This research aims to empirically investigate the influence of transformative leadership in tourist police.

## **2. Transformational Leadership**

Transformational leadership is a leadership style in which a leader collaborates with teams or followers to identify necessary changes that go beyond their own personal interests. The leader then creates a vision to guide these changes and uses influence, inspiration, and collaboration with dedicated group members to successfully implement the changes (Jackson, 2020). Bass et al. (2003), the leading researcher in transformational leadership, identified several key aspects of these leaders. They include focusing on followers' inner motivation and personal growth, promoting moral values, prioritizing important goals, fostering moral maturity among followers, establishing an ethical environment with high standards, encouraging followers to work towards the common good, promoting cooperation and harmony, and practicing authentic and consistent communication (Akbari et al., 2022). Bass (2008) categorized the perspectives and actions of a transformational leader into three categories: 1) charm, 2) intellectual stimulation, and 3) individualized concern. The transformative leadership approach established by Bass has undergone several enhancements. Bass and Avolio (1997) subsequently developed the transformational leadership paradigm, which consists of four distinct elements: exemplary effect (charisma), inspiring motivation, intellectual stimulation, and individual vision.

## **3. Police Performance**

Wheelen and Hunger (2010) state that an organization's success is a reflection of how it effectively utilizes both tangible and intangible resources to achieve its objectives. That represents the pinnacle of a company's endeavors. When assessing police performance, it is necessary to take into account both direct and indirect metrics. Prior to delving into a more comprehensive examination of the measures being employed, it is necessary to consider the benefits and drawbacks associated with each potential measure. Direct police measurements, also referred to as conventional measures in this study, are advantageous for objectively assessing police performance when utilized properly (Maslov, 2016).

Currently, several leaders acknowledge this and make efforts to implement and assess performance objectives and indicators. Therefore, it is important to comprehend the significance of performance indicators, their attributes, and their correlation with other performance indicators (Alosani and Yusoff, 2018). As a result, organizations may enhance their development and analysis capabilities, while simultaneously evaluating their success. Organizations have the ability to reuse and interchange information and actions (Eshaq and Zainol, 2022).

Operational performance refers to the degree of consistency exhibited by all functional units of a company in order to effectively collaborate and achieve the primary business objectives. Operational performance, as described by (Saleh et al., 2018), refers to the productivity and efficiency of an organization's internal operations, including factors such as productivity, product quality, and customer satisfaction. Thus, operational success may be assessed from a productivity standpoint. Law enforcement agencies, such as the police, are responsible for addressing and managing acts of violence and the exercise of authority. Law enforcement officers consistently encounter acts of violence. Police brutality has been

a subject of controversy for many years throughout law enforcement operations. The police endeavor to provide training to its personnel and adhere to guidelines aimed at minimizing the utilization of force in order to safeguard public safety (Maslov, 2016).

The quantification of criminal incidents is the quintessential metric for evaluating the efficacy of law enforcement. The justification for use the crime rate as a metric of achievement stems from the widely held assumption that the primary responsibility of the police is to decrease crime. The police's exceptional performance may be gauged by their ability to decrease crime rates. Utilizing a minimum of three crime rates as the major indicator of police performance presents a minimum of three challenges. The biggest and most crucial part of police job is commonly seen as this. The primary objective of the police is to safeguard the welfare of people and mitigate both the actual and perceived threat of victimization and criminal activity within the community. In addition, it should be noted that while the crime rate can provide an accurate measure of police efficiency, a decrease in this proportion does not always translate into increased public confidence in the effectiveness of the police force. This is because trust is influenced by variables beyond only the reduction of crime (Maslov, 2016).

#### 4. Methodology

The inquiry aims to assess the impact of transformational leadership on the performance of the Dubai Tourism Police in the UAE. The questionnaire replies are inputted directly into the computer software (SPSS) for analysis. The surveys were designed to gather primary data from intermediate and top-level administrators and workers. In order to evaluate the responses of the participants, a closed-ended questionnaire and the Likert scale (ranging from 1 to 5) were employed. During the survey phase, the researcher sent questionnaires to a targeted sample of 427 employees and managers from Dubai Tourism Police using a Purposive sampling method. The study was conducted using a total of 422 valid questionnaires. The survey technique included purposive sampling. Secondary data from reports and earlier research further substantiated the impact of transformative leadership on the performance of the Tourism Police. Structural equation modeling (SEM) has been employed to assess the hypotheses and evaluate the adequacy of the conceptual framework. Structural equation modeling (SEM) integrates the techniques of factor analysis and multiple regression analysis. Structural analysis examines the structural relationship between measurable variables and latent constructs (Tarka, 2017). Structural Equation Modeling (SEM) has been employed in several disciplines, including the sciences, business, and other sectors, as seen in this research by Bollen and Pearl (2013). Figure 1 displays a conceptual research model that has been developed using past literature as a reference. The left side displays transformative leadership, while the right side showcases police performance.

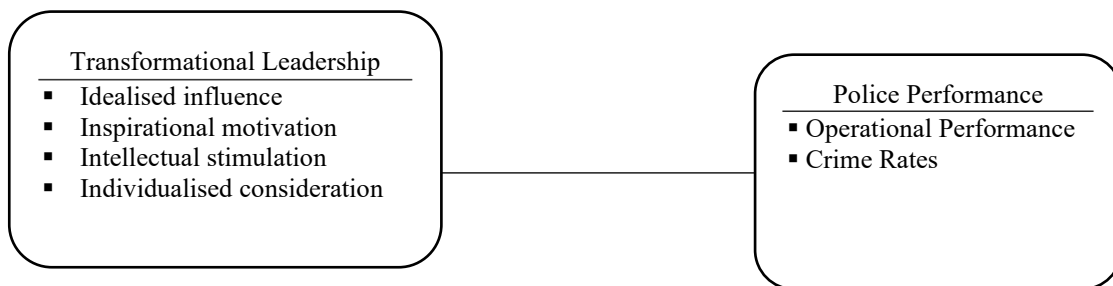


Figure: 1 Research framework

##### 4.1 Demographic Analysis

In demographic analysis the researcher aims to understand the population demographic characteristics by investigating the main demographic data such as age, gender, academic level, and work experience of the police officers. The complete demographic analysis of this research is indicated in Table 1.

Table: 1 The demographic profile of the staff and managers

Demographics	Level	Frequency	Percentage (%)
Gender	Male	353	83.6
	Female	69	16.4
Age	20-29 years	119	28.2
	30-39 years	145	34.4
	40-49 years	94	22.3
	50-59 years	44	10.4
	Older than 60 years	20	4.7
Academic Qualification	Diploma	39	9.2
	Bachelor	249	59.0
	Master	103	24.4

	PHD	31	7.3
Work Experience	1-4 years	24	5.7
	5-10 years	130	30.8
	11-15 years	205	48.6
	More than 15 years	63	14.9
Job position	Officer ranks	119	28.2
	Officers row	185	44.8
	The rank of individuals	104	27

The review of demographic data shows the percentages of respondent’s opinions regarding various questions related to gender, age, academic qualification, and work experience. With respect to age, the number of male police (83.6%) is higher than females (16.40%), while those aged 30-39 years are the highest number of officers (34.4%), while elder police officers over 60 years are the lowest group (4.70%). The data of academic qualification reveals that the officers who hold a bachelor degree are the highest number (59.00%), and those holding only PHD are the smallest number (7.30%). This result indicates that the level of education in police departments of Dubai is fair. Concerning work experience, the result indicates that the police who have middle occupational experience represent the highest percentage (48.6%), whereas fresh police (1-5 years) are the lowest number (5.7%). while those officers row are the highest number of officers (44.8%), while the rank of individuals are the lowest group (27%).

#### 4.2 Reliability test

In this study reliability coefficient alpha ranges from 0.00 to 1.00 (Cronbach, 1951), the higher the value, the more reliable the test score. The result of reliability test in the large scale study indicated in the following table 3:

Table: 2 Reliability cronbach’s alpha coefficients

Variable	Dimensions	Number	Cronbach’s alpha
Transformational Leadership	Idealised influence	5	.745
	Inspirational motivation	5	.846
	Intellectual stimulation	4	.783
	Individualised consideration	4	.842
Police performance	Operational Performance	4	.772
	Crime Rates	4	.744

The data obtained through the survey were analysed manually using the SPSS to test the Cronbach’s alpha of each element. Table 3 describes the creation of the pilot test element for all items. The pilot research indicated that the reliability criterion was fulfilled for the variables because Cronbach’s alpha value was significant at the threshold value of 0.744 and the overall value of 0.959. All the scales including in this research were passed through the test of reliability to measure the internal consistency. All the scales were observed valid and reliable and give satisfactory results.

#### 4.3 Convergent Validity

Convergent validity refers to the extent to which distinct indicators of the same dimension are correlated. In order to prove convergent validity, it is necessary to analyze the factor loading, Composite Reliability, and Average Variance Extracted (AVE) of the indicator. In order to establish the convergent validity of the dimension, it is necessary for the AVE value to exceed 0.50 (Hair et al., 2020). Convergent validity is associated with indicators that relate to a single dimension and measures the extent to which these indicators accurately determine the dimension. Table 4 indicates that the AVE magnitude for all dimensions falls under the traditional criterion of 0.50, while ensuring that the composite reliability is at least 0.7. The reference is from Fornell and Larcker's work published in 1981. This research illustrates that each dimension is capable of capturing enough variability for indicators to align into a unified dimension. Given this finding, those indications serve as a reliable gauge for each dimension and will be employed to create the measurement model for each variable.

Table: 3 The amount of AVE and composite reliability of dimensions

Variable	Dimensions	Number of indicators	AVE ≥ 0.5	Square root of AVE	Composite Reliability ≥ 0.7
	Idealised influence	5	0.504	0.710	0.834

Transformational Leadership	Inspirational motivation	5	0.716	0.846	0.927
	Intellectual stimulation	4	0.613	0.783	0.861
	Individualised consideration	4	0.709	0.842	0.907
Police performance	Operational Performance	4	0.530	0.728	0.818
	Crime Rates	4	0.510	0.713	0.805

## 5. Results

### 5.1 Testing of research hypotheses

The Critical Ration (C.R) is the main criteria that is used to validate (i.e., accept) each hypothesis, and to consider the significance of relationships between the constructs (hypotheses). There are two criteria that should be assessed to accept the hypotheses: First, if C.R. greater than 1.96 for a specific relationship, then the hypothesis is deemed true; or the hypothesis must be rejected, second the significance of path coefficient weight for a specific relationship must be significant at the 0.05 cut-off point (i.e., Sig.  $\leq$  0.05). As a result, the correlations between the constructs are based on statistical evidence rather than probability. Reading the output data in Table 5 indicates that C.R is acceding the cut-off value (1.96) for all relationships. In addition, all relationships are significant. Starting with Hypothesis (1) that states transformational leadership has a significant effect on police performance (C.R = 3.79, and C.R  $\geq$  1.96, Sig. = 0.00).

Table: 4 Hypothesis validation and significance of direct relationships

Hypothesis	Statements of hypotheses	C.R	Result	Sig. $\leq$ 0.05
Hypothesis	Transformational leadership has a significant effect on police performance	3.79	Accepted	0.00

### 5.2 The Structural Model

The structural mode is considered fit with the empirical data as long as the RMSEA, CFI, PCLOSE fall within SEM standards. In other words, the fit-indices must be within the cut-off points. The review of output framework with associated fit-indices as shown in Figure 4.6 after running SEM analysis indicates that all fit-indices are within the cut-off points (Hair et al., 2020). PCLOSE = 0.998 which is a non-significant value ( $\geq$  0.05), whereas RMSEA = 0.044 and it is lower that  $\leq$ 0.08, which indicates a high degree of data fit with theoretical model. In addition, CMIN/DF = 1.814 which should be less than 0.2 to consider the associations between constructs valid, while CFI = 0.926, TLI = 0.921, both should exceed 0.9 (McDonald and Ho, 2002). Moreover, all indicators as well as dimensions scored a factor loading larger than 0.30, the same applies on the standardised regression weights (Beta) between transformational leadership, and police performance indicates a moderate strength in the relationships, the magnitudes of these weights above 0.3 (Beta= 0.465, 0.706, 0.592) (Bollen and Pearl, 2013). In sum, the assessment of fit-indices and link them to cut-off points based on SEM standards shows that the conceptual (theoretical) framework is adequately fit with the empirical data as illustrated in Figure 2.

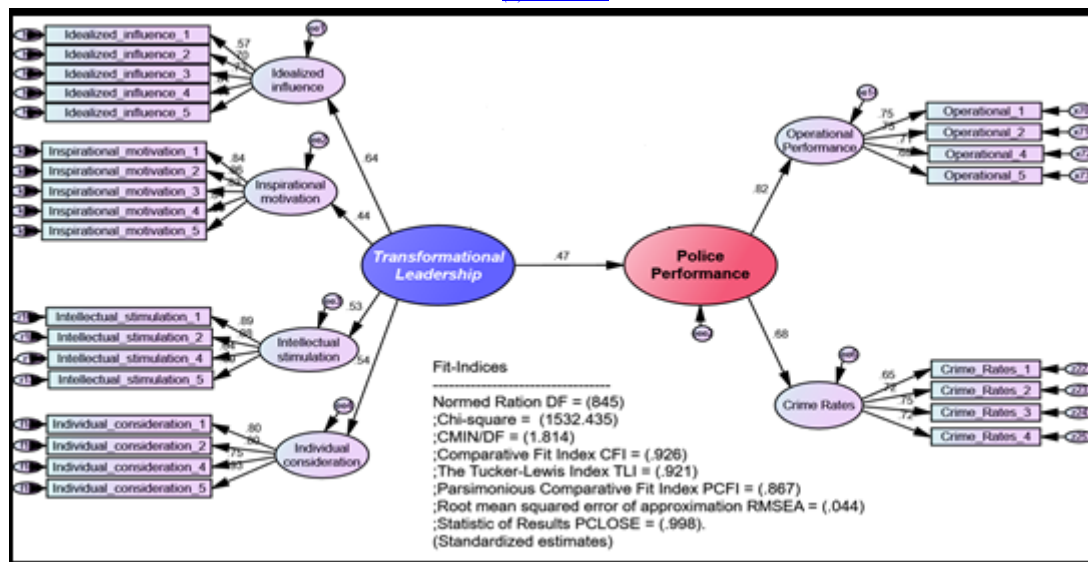


Figure: 2 The structural model fit indices

## 6. Discussion

According to the hypothesis, transformative leadership has a considerable impact on police performance. Path analysis was used to assess the strength and importance of this link to investigate this proposition. The findings demonstrated a significant relationship between transformative leadership and Dubai police performance (Sig.= 0.000 ≤ 0.05; C.R = 3.791 ≥ 1.95; Beta = 0.465). In other words, using transformational leadership in policing will increase Dubai police departments' performance. Several studies in the past showed similar results (for example, Dananjaya et al., 2021; Salim and Rajput, 2021). It is clear that transformational leaders have the capacity to assist every business in identifying issues impeding success and productivity. These leaders also encourage inspiration and the use of creativity in the workplace and assist their followers in performing better by utilising fresh and innovative ideas, all of which have a positive impact on organisational performance (Thomas, 2021; Park et al., 2022).

## 7. Limitations and Future Research

It is worth mentioning that there are several limitations to this research. Firstly, this research only explored one sector in the UAE, namely the police sector. For this reason, it may not be judicious to generalise its outcomes to all other sectors in the UAE. As such, other sectors (for example, construction, telecommunication, pharmaceutical, and education) should be individually explored as well. In terms of respondents, it is possible that they have exaggerated the positive aspect of transformational leadership dimensions in their respective workplace (such as, Dubai tourism police organisation). Another limitation to this research is that it was confined to tourism police employees in Dubai city only. Hence, the outcomes cannot be generalised to the entire police sector. As a solution, this research recommends the examination of the same constructs in police branches all over UAE allowing the entire population to be more effectively presented. Although there are some limitations in this research, they could be considered as the opportunity topic for future studies. There are certain limits to each research; the research undertaken is not a special case. These shortcomings have led to better work in the future. For a better understanding of the connection between dependent and independent variables, future researchers may consider a larger sample size. There was little time and resources, and the main information from a large number of respondents was difficult to collect. As the research focuses on the police sector of the UAE, it is therefore somewhat impeded to assume the results in other countries. In future studies, the linkages and impact of the research variables which are lead-school stylistic and organisational performance could be measured in countries within a similar region or other.

## 8. Conclusions

Based on prior research findings, the links between transformational leadership, and police performance have been developed. The research's findings show that transformational leadership improves police performance. In line with these claims, the quantitative analysis was mainly conducted to test the hypotheses, validate the model fit of the theoretical model, and compare it with the empirical data that have been collected in the survey. In brief, the results reveal that transformational leaders have a great respect and trust by the followers. Those leaders serve as an idol for their subordinates to emulate. Aside from that, transformational leaders are regarded to have certain abilities and dispositions that qualify them to effectively manage people in police departments because they are prepared to take risks when necessary and exhibit high moral behaviour. The path-goal theory asserts that leaders are flexible in terms of adapting to different types of situations and that they will exert an appropriate leadership style depending on the situation's

requirements. In summary, transformational leaders are capable to accomplish the mission of policing by controlling the crimes and improving the performance of police officers.

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