

The Impact of Transformational Leadership on the Performance of Police the Mediation Role of Knowledge Management

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Abstract

The government of the United Arab Emirates (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. Accordingly, it is essential to assess the role of leadership in this scenario by developing a robust framework to understand how transformational leadership affects police outcomes of this study can bring to policymakers and leaders of police agencies in UAE to make decisions that performance with the aid of knowledge management. To achieve this aim, quantitative methods have been applied to measure the relationships between these variables. The respondents are police officers working in the territory of Dubai city. A simple random sampling technique was adopted to distribute the questionnaire during the survey phase, whereas 422 valid questionnaires have been considered for data analysis. The result reveals that knowledge management has a significant partial mediation role in the relationship between transformational leadership and police performance. A theoretical & practical contribution of this research project provides value-added knowledge to the literature on policing and law enforcement, as well as a totally new framework for Dubai police departments. Theoretical and practical implications show the impact that transformational leaders may help police officers to serve the Emirati community in the best way they expect.

Keywords: Transformational Leadership, Police performance, Knowledge management

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1 Introduction

Today, Dubai is one of the safest cities in the world whereas a high level of security at both the regional and global levels has been witnessed in recent decades. The government of the United Arab Emirates (UAE) focuses on national security to prevent any incidents that may impact the safety of people and ensure a welfare life, such as natural disasters, terrorist attacks, or a ratio of crime-related activities, all these criminal activities should be controlled by professional police (Swati, 2014). Hence, the performance of police departments in the UAE is critical, while an effective leadership style in the domain of law enforcement should contribute to the performance of police officers (Pyle & Cangemi, 2019). In this regard, several developing countries, particularly those with a high amount of tourism and international trade, consider the performance of police services as the safeguard of citizens (Olarinoye et al., 2016). Leadership in the context of policing is a vital component of the managerial process and is regarded as one of the most difficult responsibilities faced by leaders. In order to be effective on this job, police chiefs must establish a leadership style that caters to the demands of their officers and citizens (Li & Brown, 2019). As the policing profession evolves, it is critical for police leaders to strengthen their organizations while also developing the supervisors and police officers under their charge to be good leaders themselves. It is reported that transformational leadership fits the challenges of policing at the present time because of the special traits of those leaders, such as idealized influence, inspirational motivation, and individual consideration (Decker, 2018). While knowledge management is a significant factor in the success of every organization including police departments. Many organizations have established initiatives to promote knowledge management in their plans, some efforts failed because the expected benefits of knowledge management were not cultivated (Jabeen & Al Dari, 2021). Therefore, this research will highlight that a clear understanding of knowledge management benefits police departments in the UAE is essential because it provides a guide to knowledge efforts in the mission of law enforcement. But sharing knowledge in policing remains a significant challenge around the world (Poe et al., 2021). Therefore, this study identifies the significant effect of transformative leadership on the performance of Dubai police departments based on these claims. In addition to that, the mediation role of knowledge management on this relationship will be examined, and the model fit of the transformational leadership framework in policing will be evaluated.

2 Transformational leadership

Transformational leadership study is primarily based on leadership models produced by three major schools of thought. James Burns, a management scientist, established a new paradigm of leadership called transformational leadership in 1978. Transformational leadership is a process in which leaders and subordinates encourage each other to rise to a higher degree of morale and motivation in the workplace (Burns, 1978). This leadership style causes a substantial shift in the workforce. It establishes a movement in values and employee perceptions, which leads to a shift in future performance and expectations for employees and the entire organization. Bass (1985) classified transformation leaders' perspectives and behaviors into three categories: 1) charisma, 2) intellectual stimulation, and 3) individual considerations. Bass' transformative leadership paradigm has been refined multiple times.

Later, Bass and Avolio (1997) developed the transformational leadership paradigm, which has four components: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individual consideration. Figure-1 depicts these four features.

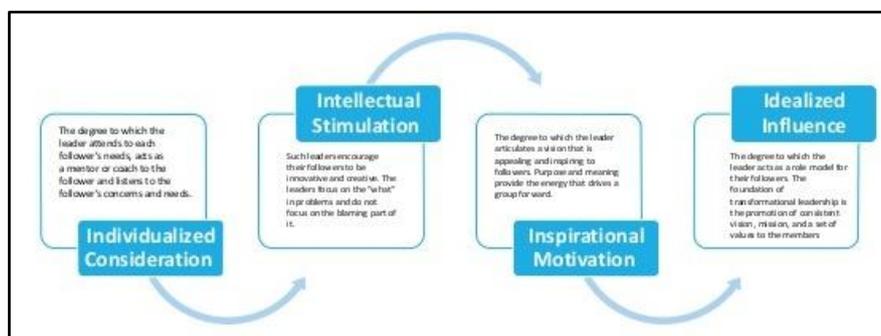


Figure-1: The characteristics of transformational leadership (Blomme et al., 2015).

According to Bass, the prevalent idea in 1985 was that transformational leadership is not the same as charismatic leadership, but it is hard to be a transformation leader without charisma. Moreover, Bass and Bass (2008) claimed that transformational leaders help their followers change their perspective, inspire them to think and act independently, and, if required, overcome the obstacles that develop in the workplace. Furthermore, transformational leaders spend significant particular attention to each subordinate's development and create settings that motivate people to learn more on a regular basis, improve their knowledge continuously, and gain new abilities. Jandaghi et al. (2009) discovered that the ideal influence of a leader displayed the ability to instill confidence and understanding in followers. It is a critical aspect of the organization's acceptance of changes. The ideal effect implies that the leader is a role model for followers. The ideal effect of a leader is to alter followers by modifying their goals, values, needs, beliefs, and aspirations (Rowold & Heinitz 2007; Yukl, 2013). While Inspirational motivation is a transformational leadership trait that depicts a leader as a personality who motivates followers to exhibit proper inspiring behavior. If transformative changes are implemented within the organization, the leader must consistently push followers to accept new beliefs and concepts (Bass, 1985). In the same way, transformational leaders encourage their followers to be creative and innovative through intellectual stimulation. These leaders urge others to adapt their thinking processes in order to solve challenges, and they use metaphors and examples to do so. As a result, they can come up with novel and imaginative solutions to issues. Intellectual stimulation is the process by which the change leader cognitively stimulates supporters (Jandaghi et al., 2009). Finally, the last component of transformation management is individualized consideration. Caring for others is an essential characteristic of transformational leaders. People and managers who are concerned about their sentiments and personal needs are supported by supervisors or leaders (Baek et al., 2018). In brief, a survey of the literature reveals that transformation management can be measured using four components (i.e., idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration leadership (Bass & Bass, 1985, 1995, 2008; Yukl, 2013).

3 Transformational leadership in policing

Law enforcement is a difficult and exceedingly difficult task. This task necessitates a strong working team as well as leaders that are skilled in dealing with criminals (Beshears, 2015). Leadership is one of the most important indicators of whether a law enforcement organization will be able to function effectively in dynamic contexts, particularly in urban areas, and as a result, the need for good police leadership is higher than ever (Meaklim and Sims, 2011). The review of the literature reveals that the transformational leadership approach is critical in law enforcement organizations. Researchers were interested in reviewing the role of transformational leaders in fostering the performance of police officers (Azmi & Khairun, 2019).14). In UAE, police departments are always searching for a leadership style that fit the challenging task of police. Interpol reported that the leadership of the UAE's police should understand the need of the international community to fight and combat terrorist attacks against tourists (Interpol-UN Environment, 2016). Thus, the main issue that the researcher hopes to address in this study is the efficiency of such initiatives in increasing the safety and security of citizens and foreigners in the UAE. Transformational leaders in policing can ensure the prosperity of nations because of their significant behavior toward police officers. Magaji (2014) suggested that policing leadership contributes to reducing terrorism, kidnapping, insurgency, armed robbery, theft, which are affecting national development in every country in the world. Another empirical research proves critical to the potential role of transformational leadership in developing the performance of police and reducing the crimes rate, as well as enhancement of community perceptions about the police in general (Pyle & Cangemi, 2019). Another example, transformational leadership and organizational commitment in the Korean police have been approved (Baek et al., 2018). Likewise, Decker (2018) found that transformational leadership traits displayed by police chiefs impact police officers' job satisfaction and organizational commitment. All these studies reveal the significant relationship between transformational leaders and the performance of the police.

4 Knowledge management

Over the past years, knowledge has been known to be an important intellectual source for organizations. To efficiently describe the intellectual resources for police departments, it was essential to introduce knowledge management (Zia, 2017). Knowledge consists of both data and information. Data describe unprocessed sets of alphabets, numbers, objects, and ideas, through scientific or experimental observations, however, upon the arrangement of data in the meaningful form it becomes information. Management based on knowledge systems provides innovative ways of processing and analyzing knowledge in order to obtain greater insights into a situation and aid in decision-making inside police departments. In terms of knowledge management, such systems provide a solution for enhancing operations and improving client administration in the police force (Sarooghi et al., 2015). Knowledge is increasingly being recognized as the new strategic essential of various organizations, so there is a need for an organization like the police to have a repository that can be easily managed, with the capability to seamlessly share all the knowledge acquired through the course of their duties. such as any kind of criminal-related cases and investigations (Olarinoye et al., 2016). Knowledge management has become continually important as organizations have realized

that sustainable competitive advantage depends on the ability to efficiently manage their vast and varied knowledge assets. The increase in the number of workers in an organization, as well as the evolution of knowledge-based or technologically advanced sectors, gives an indication of the changes taking place in ensuring a knowledge environment (Aziz et al., 2018).

Griffiths et al. (2016) encouraged researchers to conduct empirical research to test theoretical assumptions/ frameworks to explore the impact of technology on knowledge sharing on the performance of police departments. In addition, Griffiths et al. (2016) argued that exploring the impact of leadership and management on knowledge sharing is essential to improve the performance of police departments because the impact of knowledge is not well examined in policing organizations because scientific research challenges for knowledge sharing arising from handling sensitive and personal information and investigate the leadership of different types of knowledge is not an easy task. Knowledge can be grouped into two types namely, tacit knowledge and explicit knowledge. Tacit knowledge can be described as the knowledge that resides in the head of the person that has it. Explicit knowledge can be described as a type of knowledge that can be stored in systems, services, products, and facilities (Olarinoye et al., 2016). In this regard, Aziz et al. (2018) suggested that knowledge management involves the management of both explicit and tacit knowledge and using information technology to aid the process of identifying, acquiring, coding, storing, retrieving, sharing, and disseminating knowledge. The process of knowledge management involves several steps, starting with knowledge Creation which is defined by Pentland (1995) as the addition of new elements of knowledge while updating and rearranging the existing ones, next step is knowledge organizing which is defined by Alavi and Leidner (2001) as the classification of knowledge and storing them based on their types and usage. Knowledge comes in various forms and is stored in special systems for organizing purposes, e.g., information stored via electronic media, the next step is knowledge sharing which is a practice of assisting an organization to fulfill its business goals through sharing of information between the individuals and departments (Davenport, 2011, Alipour, 2020). The last step is knowledge utilization which is a process that consists of several procedures to benefit from the knowledge, depending on the usage whether by individuals or organizations (Sucahyo et al., 2016). Knowledge utilization consists of information gathering, processing, and its application. These steps are however important for knowledge utilization. made valuable conceptual advances while distinguishing various purposes of utilization.

5 Police Performance

Managers have started to recognize that organizations may achieve their objectives with few resources to develop the overall performance. It is commonly acknowledged that police forces, whether municipal, state, or federal, bear a significant obligation to protect and serve their communities. The significance of performance indicators, both for individual officers and for the entire police department is an essential part of placing assessment (Anton, 2015). Historically, police performance indicators have taken the form of easy-to-track data such as the number of arrests made by an officer, calls answered by the officer, and reports taken. Arrests, warnings, and other enforcement activities are frequently given special attention.

Crime rates are often used by departments to assess their success, despite the fact that factors outside of a police department's control can have a significant impact on crime in a given region. Attempts to measure police performance have been made since the construction of a modern police station in the mid-nineteenth century (Maguire & Uchida, 2000). The goal of the performance evaluation was to see how successfully the department completed the allocated responsibilities. In general, initiatives have been implemented at the local or municipal level, with a focus on the work, activities, and outcomes of the police (Maguire, 2003). Provisional police performance measurements were confined to straightforward measures such as crime, number of arrests and penalties, conversion fees, and reaction time. Until the late 1930s, under the so-called "Police Professionalism" the United States did not appreciate the importance of public opinion in police performance. In the 1960s and 1970s, the survey grew popular and was used in performance measuring models.

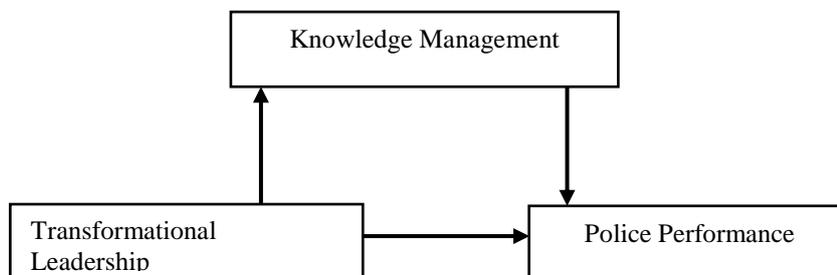
The police are responsible for a wide range of tasks (Coleman, 2012). In addition to traditional tasks such as prosecution, arrest, and prosecution of criminals, crime prevention, and the resolution of traffic-related offenses and accidents, police are expected to resolve these various community conflicts, reduce or prevent social disturbances, and maintain relationships with the community (Kiedrowski et al., 2013). Recognizing the variety of activities entrusted to the police, it is critical to recognize that judging police performance is a complicated, multifaceted undertaking (Leckie, 2012). When assessing police performance, both direct and indirect measures must be considered. Each prospective measure has strengths and disadvantages that must be recognized before moving on to a broader examination of which measures are being used. Direct police measurements, frequently referred to as traditional measures in this study, are very effective measures that, when properly employed, can be an objective manner of monitoring police performance (Anton, 2015). Some scholars used financial indicators to measure the performance of the police, i.e., Misra and Misra (2017) claimed the efficient use of financial resources can foster the performance of the police. The assessment of the financial performance of police departments could be an essential indicator (Anton, 2015). Other researchers suggested that operational performance is the consistency of all functional units in an organization to enable collaboration and achieve the fundamental organization's objectives and can be used to measure the performance of the police. In this regard, Saleh et al. (2018) describe the operational performance as the productivity of personnel. The police and other law enforcement authorities are involved in dealing with violence and power.

Finally, the crime rate is a traditional metric of police success in the number of crimes committed within a certain territory. The argument for using crime rates as a measure of police performance reflects the widely held idea that crime reduction is a primary responsibility of the police. Thus, crime reduction might be an indicator of the police's outstanding performance. Using at least three crime rates or crime rates as a key metric of police effectiveness results in at least three issues. This is regarded as the primary and most significant aspect of police activity. The police endeavor to safeguard people and their well-being, as well as to lower the community's real and perceived danger of victimization and crime. Furthermore, even though police effectiveness can be exactly evaluated by the crime

rate, a decrease in this proportion should not translate into public trust in police efficiency, because trust is built by factors other than crime reduction.

6 The conceptual framework

The literature reveals that transformational leadership and organizational performance are linked to each other (Nguyen& Luu, 2019; Dahleez& Abdelfattah, 2021; Wanasida et al., 2021), and this relationship could be mediated by other variables (Para-González et al., 2018; Arif& Akram, 2018).Raluca-Elena evaluated the influence of different leadership styles on organizational performance, according to their findings; an organization is regarded as effective if it is able to use an effective leadership style such as transformational leadership. Likewise, Ehsan et al. (2009) investigated the impact of leadership styles on employee performance and, more broadly, the overall performance of the organization. Their research found that transformational leadership has a greater impact on organizational performance and effectiveness than transactional leadership. Based on the findings and outcomes of prior studies, this study hypothesizes that transformational leadership influences police performance through idealized influence, inspirational motivation, intellectual stimulation, and personalized consideration (Mohd & Arshad, 2019; Dananjaya et al., 2021; Aymerich et al., 2021; Molines et al., 2022). In the same context, knowledge management has been found to act as a mediator between leadership and performance. In this regard, Junaid et al. (2018) examined the impact of knowledge management on organizational performance through two components (i.e., tacit knowledge sharing and technology). The findings of their study indicate that tacit knowledge sharing contributes more to organizational effectiveness than technology utilization. Knowledge management and organizational performance are associated with each other in a significant relationship in policing mission (Mayastinasari et al., 2019; Mc Evoy et al., 2019; Tan, 2020; Vukovi, 2020; Castro et al., 2021; Husain & Ermine, 2021). Transformational leadership clearly drives followers to accomplish more than they expected and, in many cases, more than they thought possible for the good of the group. This endeavor would foster a more positive leadership relationship between employees and leaders, and it would continually encourage employee information sharing and foster overall performance (Al-Husseini, 2018; Kim & Park, 2020). Based on the previous findings in the literature, this research hypothesizes the following conceptual framework (Figure-2) in the domain of policing and law enforcement.



Figure–2: A framework of transformations leadership and knowledge management in Dubai police departments.

7 Research Methodology

The discussions and arguments in this study show the essential role of leadership in developing a robust framework to understand how transformational leadership affects police performance with the aid of knowledge management. To achieve this aim, quantitative methods have been applied to measure the relationships between these three variables. The respondents are police officers working in the territory of Dubai city. A simple random sampling technique was adopted to distribute the questionnaire during the survey phase, whereas 422 valid questionnaires have been considered for data analysis. The analysis has been conducted using SEM methods to validate the conceptual framework and test the mediation role of knowledge management through bootstrapping technique.

8 Results and discussions

In SEM analysis the evaluation of the structural model as shown in Figure-3 reveals the significance of indirect and direct relationships between the variables. The values of fit indices are compatible with the cut-off points for SEM standards. Starting with PCLOSE = 0.998 (perfect non-significant), while RMSEA = 0.044 (≤ 0.08) which reflects a high degree of model-fit. Moreover, CMIN/DF = 1.814 (≤ 3.00), CFI = 0.926 (≥ 0.80), TLI = 0.921 (≥ 0.80), the typical range for TLI and CFI lies between zero and one, whereas TLI and CFI values close to 1 indicate a very good model fit (Hair et al., 2020). Evaluating the magnitudes of these fit-indices and comparing them with the cut-off points of each index based on SEM standards, this result indicates a sufficient degree of model fit in the conceptual framework with the empirical data.

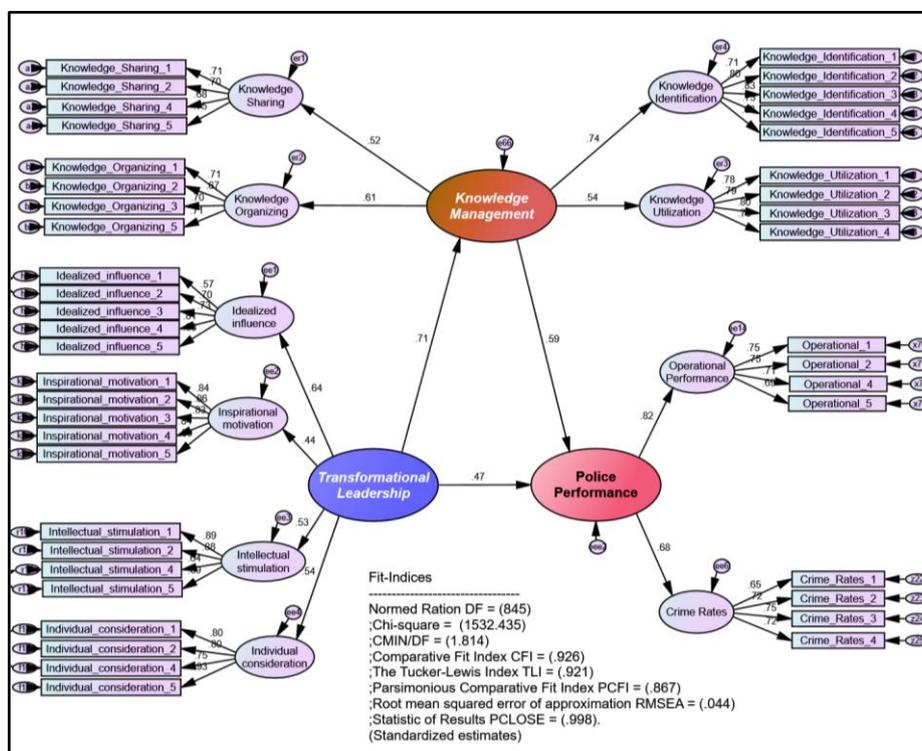


Figure -3: The structural model and regressions.

To justify the relationships between the variables in Table-1, the Critical Ratio threshold ($C.R \leq 1.95$), as well as the significance level of unstandardized and standardized regression coefficients. Reading the output data in this table reveals the scale of relationships between transformational leadership and knowledge management ($C.R = 6.832$; $Beta = 0.706$; $Sig.=0.00$), transformational leadership and police performance ($C.R = 3.791$; $Beta = 0.465$; $Sig.=0.00$), and finally between police performance and knowledge management ($C.R = 4.694$; $Beta = 0.592$; $Sig.=0.00$).

Table-1: Standardized regression weights

Endogenous variable	Effect	Exogenous Variable	Beta	C.R	Sig. \leq 0.05
Police Performance	<<	Transformational Leadership	0.465	3.791	0.00
Knowledge Management	<<	Transformational Leadership	0.706	6.832	0.00
Police Performance	<<	Knowledge Management	0.592	4.694	0.00

To examine the mediation role of knowledge management. Table-2 indicates the output of bootstrapping statistics. Reading the data in this table reveals that all effects (direct and indirect) are significant. Hence, “knowledge management” has a significant mediation role. To verify that a mediation effect occurs, all direct and indirect effect must be significant and zero (0) out of the lower to the upper interval (Kline, 1998, p.52). The standardized indirect (mediated) effect of transformational leadership on police performance = 0.417, when transformational leadership goes up by 1 standard deviation, the police performance goes up by 0.417 standard deviations. This is in addition to any direct (unmediated) effect that transformational leadership may have on police performance ($Sig. \leq 0.05$).

Table-2: The summary of bootstrapping total (direct and indirect) and the indirect effects between transformational leadership and police performance

Types of effect	Sig.	Effect	Lower bound	Upper bound	0 out of interval
Standardized indirect effect	0.010	0.417	0.198	0.784	Yes
Unstandardized indirect effect	0.009	0.663	0.287	1.353	Yes
Standardized total effect	0.017	0.883	0.727	1.006	Yes
Unstandardized total effect	0.007	1.402	1.103	1.905	Yes

The standardized total (direct and indirect) effect of transformational leadership on police performance = 0.883. That is, due to both direct (unmediated) and indirect (mediated) effects

of transformational leadership on police performance, when transformational leadership goes up by 1, police performance goes up by 0.883, whereas the total effect is statistically significant ($\text{Sig.} \leq 0.05$). In brief, the result from bootstrapping reveal that both effects (indirect/total) are statistically significant ($\text{Sig.} \leq 0.05$). Furthermore, the evaluation of output data in Table-2 shows that the (0-null) bound falls out of confidence intervals for all paths. Based on this result, knowledge management has a significant partial mediation role in the relationship between transformational leadership and police performance.

10 Conclusions

Through an in-depth literature review, this study found empirical evidence to support the relationships between transformational leadership, knowledge management, and police performance. The findings of this study reveal that transformational leadership influences police performance directly and indirectly through a mediation interaction of knowledge management. In brief, transformational leaders have great respect and trust from their 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 behavior. Transformational leaders are capable to accomplish the mission of policing by controlling the crimes and improving the performance of police officers, while knowledge management supports transformational leaders to integrate knowledge identification, organizing, sharing, and utilization for the sake of law enforcement. This study recommends that the leaders in all departments of Dubai police and other cities in the UAE should enhance values of pride among police officers, goes beyond self-interest for the good of the followers, expresses about important values and beliefs of Emiratis by displaying a sense of power and self-confidence for the officers and administrative employees as well

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