Knowledge Management's Impact of Transformational Leadership on Dubai Tourism Police Performance

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Abstract
Ensuring the safety of tourists is a crucial priority in nations known for their tourism and leisure industries. To protect the wellbeing of the large influx of visitors, many of these countries have established specialized tourist police units. The effectiveness of law enforcement agencies, including the tourist police, is vital for maintaining a secure environment for both tourists and international visitors. The United Arab Emirates (UAE) government acknowledges the critical role of effective policing in safeguarding its citizens. Various international studies indicate that unexpected assaults on both locals and foreigners are more frequent in the absence of adequate security measures. Often, police are unable to avert these crimes due to deficient enforcement strategies. This underscores the necessity of examining leadership roles within the context, particularly the impact of transformational leadership on policy results. Such examination aids UAE policymakers and police agency leaders in making informed decisions through the integration of knowledge management. To explore these dynamics, quantitative research methods were utilized to scrutinize the interplay among these factors. Police officers from Dubai City comprised the study's participants, with 422 valid responses gathered via purposive sampling for the questionnaire during the research phase. Findings reveal that transformational leadership significantly influences knowledge management (KM) and police effectiveness, with KM playing a critical mediating role in enhancing police operations through transformational leadership. The evidence underscores the value of transformational leadership in policing, elucidating its growing adoption by law enforcement agencies to diminish crime rates and bolster police efficacy. This study not only enriches the academic discourse on policing but also proposes a novel framework for enhancing law enforcement strategies in Dubai's police departments. The implications are both theoretical and practical, highlighting how transformational leadership can better equip police officers to meet the expectations of the Emirati community effectively.

Keyword: Transformational Leadership, Knowledge Management, Organizational Performance, Tourism Police, UAE

Introduction

With the increasing population and international visitors in Dubai, the necessity for a robust police force to safeguard citizens, residents, and visitors becomes more crucial (Alhosani & Ismail, 2022). Enhancing the city's security measures is vital not only for improving safety but also for boosting Dubai's economic status and reinforcing its global stature. The Dubai Police Department strives to be the most proactive among Arab nations' police services. It seeks to set higher educational standards within its ranks and was the pioneer in the Arab world to integrate technology into its operations. This included automating services and transitioning to electronic record-keeping, such as converting fingerprint records from manual to digital systems. Similarly, the department adopted electronic methods for forensic processes like DNA sampling.

Additionally, the Dubai police were trailblazers in establishing a Human Rights Department and implementing a Community Policing program, leading the way in these areas. Despite these advancements, the Dubai Government Excellence Programme under "Dubai We Learn" (2015 -2019) identified areas for further improvement in police services, particularly in enhancing responsiveness to community needs (Alhosani & Ismail, 2022). This improvement necessitates swift decision-making within the police force. Moreover, government statistics revealed that in certain aspects, the performance of the Dubai police saw a decline in 2019 compared to previous years (Alhosani & Ismail, 2022).

At the moment, knowledge sharing is the lifeblood of police, however, information or knowledge sharing within and across police departments remains a challenge (Abrahamson, & Goodman-Delahunty, 2024). The job of a law enforcement officer is quite challenging. This activity requires a strong working team and leaders experienced in dealing with criminals (Beshears, 2015). Consequently, the need for proficient police leadership has never been more pressing. Leadership quality is a key determinant of a law enforcement organization's ability to operate successfully in fluid environments, especially in urban areas (Meaklim and Sims, 2011). In law enforcement organisations, transformational leadership methods are crucial. Several decades ago, researchers were interested in evaluating the role of law enforcement (Mohd & Arshad, 2019).

Pearson-Goff & Herrington (2014) conducted systematic literature research on police leadership and synthesised the findings from 57 peer-reviewed journal papers. Their findings indicated the need for additional empirical evidence to understand the role of leadership in law enforcement organisations. Despite numerous research efforts aimed at exploring the impact of police leadership on their teams, consensus on enhancing police effectiveness and identifying essential traits for cultivating successful leadership, especially within the UAE, remains elusive (Abdouli & Saifan, 2017).

Griffiths et al (2016) recommended that researchers conduct empirical studies to assess theoretical models concerning the impact of knowledge management on the performance of police departments. They contended that understanding how leadership and management affect knowledge is crucial for enhancing the effectiveness of police operations. This aspect remains underexplored within police organizations, partly because of the complexities involved in scientific research, which include challenges in sharing sensitive and personal information.

Policing is an extraordinarily demanding profession that necessitates robust teams and leaders capable of managing criminal activities (Beshears, 2015). Effective leadership is fundamental in determining whether a law enforcement agency can function efficiently in ever-changing circumstances, particularly regarding urban crime. Consequently, the role of adept police leadership is more critical than ever (Meaklim & Sims, 2011; Rafeea, AlKaabi & Davies, 2022). The significance of adopting transformational leadership styles within these organizations cannot be overstated. Historical interest from researchers has focused on examining the role of law enforcement (Mohd & Arshad, 2019). Furthermore, multiple global reports indicate a lack of connectivity among tourist police departments worldwide (Merz, 2018), which heightens the risk of unanticipated attacks on tourists. It is therefore vital for leaders of UAE's tourist police to recognize the necessity of international collaboration, particularly with the International Criminal Police Organization (Interpol), to combat terrorism targeting tourists (Interpol-UN Environment, 2016).

Moreover, numerous worldwide surveys reveal no connections between tourist police units in other nations worldwide (Merz, 2018). Consequently, incidents involving tourists can occur unexpectedly (Merz, 2018). Likewise, the leadership of the UAE's tourist police must acknowledge the importance of global communication with the International Criminal Police Organization (Interpol) to effectively counter terrorist threats against visitors (Interpol-UN Environment, 2016). Based on this fact, it is evident that the better knowledge management with international police sources, the more efficient control of crimes and terrorist attacks against tourists in the UAE. Thus, this research is a new empirical attempt to understand the role of transformational leadership in tourist police.

Theoretical literature and hypothesis development

The Dubai Police employs the most precise and superior performance metrics, integrating total quality management to ensure exceptional performance and fulfill their security responsibilities. They achieve this through the use of institutional performance indicators, strategic planning, and the efficient management of human and financial resources. Additionally, Dubai Police enhances its operations by streamlining processes, fostering community partnerships, encouraging innovative initiatives, and valuing personal excellence and teamwork (Eshaq, 2022). Furthermore, Dubai Police has distinguished itself as a pioneer among Arab law enforcement by being the first to introduce DNA testing in criminal investigations, the first to utilize electronic fingerprinting, and the first to embrace the concept of paperless management (Bataineh et al., 2017). Additionally, it was the first Arab police force to create a specialized department for "human rights," positioning it as a model of community policing by all measures. This leadership has set a precedent, placing it ahead of other global police agencies in adopting these advanced practices (Guéraiche & Alexander, 2022).

Given the critical need for consistent police performance, the Dubai government has empowered the Public Security Directorate (PSD) to maintain security and safety throughout the nation (Fakhari et al., 2021). At the same time, the vision of innovation that the government of UAE has established motivated Dubai Police to be the first Arab police to use the Global Positioning System (GPS), algorithms, and decision-making system. These technologies have been successfully applied to locate patrols ahead of many international police agencies (Alhosani & Ismail, 2022). Dubai Police has achieved numerous accolades and top rankings in various competitions, reflecting its excellence across multiple areas. Aligning with technological and civilizational advancements, it became the first police force in the Arab

world to implement electronic services, enabling the completion of procedures remotely and efficiently, setting a record for effectiveness (Abdouli & Saifan, 2017) while maintaining to be the pioneer in the region to adopt artificial intelligence to boost policing performance (Alosani et al., 2020; Ismail & Muhammad, 2022).

In brief, Dubai Police strives for organizational excellence at all levels. Leadership and decision-makers within the UAE and globally highlight the critical roles of personal commitment, innovation, and customer focus as key drivers of effective organizational performance. Reports indicate that Dubai Police has successfully implemented practices that foster organizational excellence (Fakhari et al., 2021), This confirms that Dubai Police ranks among the world's most effective law enforcement agencies. Additionally, the leadership and chief officers of Dubai Police have formulated new policies to adhere to all standards of organizational excellence, aiming to provide optimal performance for residents of Dubai and the broader UAE (Alhosani & Ismail, 2022).

The critical issue this current research tackles is the paucity of research into path-goal theory in UAE police (Abdouli & Saifan, 2017). According to the author, the interplay between transformational leadership and police performance, with knowledge management serving as a mediator, has not yet been explored within the UAE context. Consequently, there is a pressing need to develop an understanding of the desired attributes and their influence on police leadership in the UAE.

Transformational Leadership

Transformational leadership is characterized by leaders who collaborate with their teams or followers to transcend their immediate self-interests. They focus on identifying necessary changes, developing a vision to steer these changes through inspiration and influence, and effectively implementing these changes alongside dedicated team members (Jackson, 2020). According to Bass et al (2003), a foundational scholar in the field of transformational leadership, such leaders embody multiple dimensions. These include enhancing followers' intrinsic motivation and fostering their positive development, heightening awareness of ethical standards, prioritizing key values, and promoting higher moral maturity among followers. Additionally, transformational leaders cultivate an ethical environment characterized by value exchange and high moral standards. They inspire their followers to pursue collective well-being, encourage collaboration and harmony, and engage in authentic and consistent communication (Akbari et al., 2022). Bass & Bass (2009) organized the characteristics and behaviors of transformational leaders into three distinct categories: charisma, intellectual stimulation, and individual consideration. Over the years, Bass's model of transformational leadership has been refined and expanded significantly. Subsequently, Bass et al (2003) refined this model to include four key elements: exemplary influence (charisma), inspirational motivation, intellectual stimulation, and individualized vision.

In 1985, Bass differentiated transformational leadership from charismatic leadership, positing that while they are not identical, charisma is essential for a leader to be transformational. Bass & Bass (2009) observed that transformational leaders facilitate a shift in their followers' attitudes, encouraging independent thinking and action, and resilience in facing workplace challenges. These leaders also provide considerable personal attention to each follower's development, fostering an environment conducive to continual learning and skill enhancement. Jandaghi et al (2009) observed that the ideal influence of a leader is instrumental in fostering trust and molding followers' perceptions of leadership, both of which are essential for facilitating organizational change. This form of influence serves as a

blueprint for desired behaviors among followers, helping to align their goals, values, beliefs, and aspirations (Rowold & Heinitz, 2007). Another component of transformational leadership is inspirational motivation, where leaders encourage their followers to embrace and exhibit inspiring behaviors. Leaders actively promote the acceptance of new beliefs and ideas, particularly crucial during times of organizational change (Bass & n Bass, 1985). Furthermore, transformational leaders use intellectual stimulation to spur creativity and innovation among followers. They encourage new ways of thinking to address challenges, often using metaphors and examples to ignite creative problem-solving (Jandaghi et al., 2009). Individualized consideration, another crucial element, emphasizes the leader's care for followers' personal needs and emotions, supporting a culture of empathy within the organization (Jandaghi, Matin & Farjami., 2009). Various scholars have attempted to pinpoint the essential traits of transformational leadership, setting it apart from other leadership styles. A detailed summary of transformational leadership, particularly in the context of policing, can be found in Table-1, which delineates these core characteristics.

Table-1
Transformational leadership in policing

Authors	Findings
Mohd & Arshad, (2019)	Transformational leaders' motivational and inspirational characteristics and unique considerations are critical components in generating successful and productive teaming commitments in police departments, which improve security performance.
Yang & Chiang (2012)	A transformational leader in the police department can encourage and inspire police employees to attain goals that society demands despite the limits of police work.
Baek, Byers & Vito (2018)	transformational leadership increases the possibilities of fighting crime and achieving justice
Abdouli & Saifan (2017)	Specific critical leadership characteristics have a significant and influential impact on increasing leadership effectiveness by positively impacting people and achieving police organisation goals.
Pyle & Cangemi (2019)	The potential of transformational leadership in enhancing police performance is recognised, especially in lowering crime rates and increasing community perceptions of police.
Indrayanto, Burgess & Dayaram (2014)	Leaders in police departments should strengthen their leadership style and engage their followers in transformative ways.

In summary, a review of the literature indicates that transformational leadership can be assessed using four key dimensions: inspirational motivation, intellectual stimulation, idealized influence and individual consideration.

Knowledge Management
According to Aziz et al (2018), knowledge management encompasses the management of both explicit and tacit knowledge, employing information technology to facilitate processes including the discovery, acquisition, encoding, storage, retrieval, sharing, and dissemination of knowledge. It is noted that organizational knowledge creation involves adding new knowledge elements while updating and reorganizing existing ones, with employees playing a crucial role in this process (Khan & Zaman, 2021). Knowledge organization refers to how

knowledge from past experiences influences current organizational activities. While many organizations engage in knowledge creation, they often struggle with proper organization and storage (Oliva & Kotabe, 2019). It is essential that organizational knowledge be stored effectively, encompassing everything from written documents and codified human expertise in specialized systems to information maintained electronically, processes organizational, procedures, and tacit knowledge held by networks or individuals. Additionally, explicit knowledge, including unstructured documents like memos, notes, and meeting minutes, must be appropriately stored (Othman, Ismail & Yahya, 2018).

Knowledge sharing differs from information sharing in that it aims to support an organization in achieving its business objectives. Barriers to knowledge sharing can include issues like trust deficits, cultural and linguistic differences, time constraints, specific demands of work productivity, the status and satisfaction levels of knowledge holders, and insufficient absorptive capacity among recipients (Khan & Zaman, 2021). The application of knowledge entails adapting, integrating, and implementing this knowledge into the bank's products and services. The capability to implement expertise is also defined as the ability of employees to develop problem-solving frameworks and solve problems with the knowledge they have acquired (Kariyawasam, 2016). Effective application of knowledge allows employees to minimize errors, enhance efficiency, and reduce redundancy.

In this study, the Knowledge Management Assessment Tool (KMAT), developed by Maier & Mosley (2003), is employed to evaluate the level of knowledge management. The KMAT assesses five dimensions: Knowledge Identification and Creation (KIC), Knowledge Collection and Capture (KCC), Knowledge Storage and Organization (KSO), Knowledge Sharing and Dissemination (KSD), and Knowledge Application and Use (KAU). Additionally, the KMAT offers a framework to classify the scores from these dimensions into explicit knowledge management practices (EKMP) or tacit knowledge management practices (TKMP) (Kariyawasam, 2016). These dimensions are critical for effective knowledge utilization and have led to significant conceptual advancements, specifically chosen to explain knowledge management within the context of policing.

Police Performance

According to Wheelen & Hunger (2010), an organisation's performance demonstrates how it employs material and immaterial resources to fulfil its goals. That is the apex of a company's efforts. When assessing police performance, it is crucial to take into account both direct and indirect measures. This comprehensive approach ensures a more accurate and holistic evaluation of law enforcement effectiveness. Before moving on to a more detailed analysis of which measures are being used, each prospective measure has advantages and downsides that must be addressed. When used effectively, direct police measurements, also known as traditional measures in this research, are beneficial for objectively measuring police performance (Maslov, 2016).

Today, many leaders recognise this and strive to take the necessary steps to establish and evaluate performance goals and indicators. Thus, it is necessary to understand the meaning of performance indicators, their characteristics, and their relationship with other performance indicators (Alosani et al., 2020). Because of this, organisations can better develop and analyse themselves while also being able to assess their performance. Organisations can reuse and exchange information and activities (Eshaq, 2022).

The fundamental elements that impact the performance of law enforcement organizations are outlined as follows:

Operational Performance: This involves the effectiveness of all operational units within an organization working collaboratively towards achieving core business goals. Saleh et al (2018) describe operational performance as the productivity linked with an organization's internal functions, which includes the quality of outputs, products, and customer satisfaction. Therefore, operational performance can be assessed through a productivity lens. Law enforcement agencies, particularly the police, often face scenarios marked by violence and authority. Police violence has been a controversial issue for many years. There are ongoing efforts to train officers and establish policies aimed at reducing the use of force while maintaining public safety (Maslov, 2016).

Crime Rates as Performance Indicators: Traditionally, the number of crimes recorded has been a primary metric for evaluating police success. This measure stems from the widespread belief that a primary function of the police is to reduce crime, making crime reduction a direct indicator of police efficacy. However, relying solely on crime rates to gauge police performance presents several challenges. Although it is a significant aspect of police work (aimed at protecting civilians, enhancing their welfare, and reducing both actual and perceived risks of victimization and crime) it is important to note that even if police efficiency could be precisely measured by crime rate decreases, this reduction should not directly translate to increased public confidence in police effectiveness. Public trust in the police is influenced by various factors beyond just crime reduction (Maslov, 2016).

Relationship between transformational leadership and police performance

The impacts of different leadership philosophies on people and organizational performance were investigated by (Nauman et al., 2009). Their findings indicate that transformational leadership significantly enhances organizational effectiveness and performance compared to transactional leadership. Building on these insights, the hypothesis for this research, drawing from prior studies, asserts that through methods including idealized influence, inspiring motivation, intellectual stimulation, and customized concern, transformational leadership improves police performance (Dananjaya et al., 2021; Molines et al., 2022). This hypothesis will be further examined in the upcoming survey.

H1: There is a significant relationship between transformational leadership and police performance.

Relationship between transformational leadership and knowledge management

The connection between leadership and knowledge management has been recognized as crucial by various scholars, including Kim & Park (2020) and Ugwu and Okore (2020), who emphasize its significance in enhancing knowledge management strategies. Further research by Kariyawasam (2016) investigated the impact of transformational leadership on knowledge management within police departments. This study demonstrated the close relationships between different aspects of transformative leadership and knowledge management techniques in addition to finding statistically significant connections between transformational leadership and knowledge management. Kariyawasam highlighted how transformational leadership is crucial to the advancement of knowledge management systems in law enforcement.

Building on these findings, this research proposes that transformational leadership, characterized by idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, significantly influences knowledge management. This hypothesis will be tested to explore the extent of this relationship further.

H2: There is a significant relationship between transformational leadership and knowledge management.

Relationship between KM and police performance

In a recent study, Ahmad et al. (2018) analyzed how knowledge management influences organizational performance, focusing particularly on the roles of sharing tacit knowledge and utilizing technology. Their results indicated that comprehensive knowledge management practices have a substantial effect on organizational outcomes. Specifically, the exchange of tacit knowledge was found to enhance organizational effectiveness to a greater extent than the use of technology alone. Ahmad et al. (2018) recommended that managers adopt knowledge management strategies that emphasize the sharing of tacit knowledge and the strategic use of technology to boost employee performance and overall organizational results. Expanding upon these discoveries, other studies have indicated a noteworthy association between knowledge management and the performance of organizations in many contexts, such as law enforcement agencies and police departments (Vukovi, 2020; Castro et al., 2022). Consequently, this research proposes to test the following hypothesis in the context of Dubai police departments: The implementation of knowledge management strategies significantly improves organizational performance within law enforcement settings:

H3: There is a significant relationship between knowledge management and police performance.

The mediating role of knowledge management

The application of knowledge is central to knowledge management because it actively engages and utilizes knowledge to create value within an organization (Shujahat et al., 2019). Because information is inherently tacit and sticky, the information-Based View (KBV) asserts that knowledge's actual worth is found in how it is applied (Jugend et al., 2015). Effective application of relevant knowledge allows organizations to minimize errors, reduce redundancies, enhance efficiency, and convert their expertise into tangible outcomes (Khan & Zaman, 2021). Knowledge management enables organizations to expedite the development of new products and streamline administrative and technological processes. It entails utilizing the information that has been produced and communicated inside an organization and adjusting to different sorts of knowledge (Husseini & Fam, 2019; Shujahat et al., 2019; Khan & Zaman, 2021).

Shujahat et al (2019) emphasize that the application of knowledge is more crucial than other aspects such as knowledge creation or sharing, arguing that knowledge remains ineffectual until it is applied. Similarly, Jugend et al (2015) note that applying knowledge enables organizational members to achieve desired outcomes more effectively. While previous research has sometimes overlooked knowledge management or treated it as directly linked to innovation performance (Khan & Zaman, 2021; Husseini et al., 2019), this study proposes that knowledge management serves as a mediator between transformational leadership and police performance. This approach suggests that without effective application, knowledge generation and diffusion fail to impact the delivery of services and problem-solving capacities (Jugend et al., 2015). Consequently, this research hypothesizes that:
H4: Knowledge management mediates the relationship between transformational leadership and police performance.

Research Methodology

The investigation planned to determine the effect of transformational leadership on the Dubai Tourism Police performance through knowledge management in the UAE. The research collected primary data using questionnaires targeted at middle and top-level administrators and staff within the Dubai Tourism Police. A total of 427 employees and managers were approached with questionnaires, using purposive sampling to select respondents. Ultimately, 422 valid questionnaires were returned and used for analysis. The questionnaires were designed with closed-ended questions and employed a Likert scale ranging from 1 to 5 for responses. These responses were directly entered into the SPSS computer program for analysis. Secondary data were also gathered from reports and previous studies to further understand the impact of transformational leadership on the performance of the Tourism Police. The analysis method employed was Structural Equation Modeling (SEM), which integrates factor analysis and multiple regression analysis. This method is commonly used across various fields including sciences and business, to explore the structural links between measured variables and latent constructs (Tarka, 2017; Bollen & Pearl, 2013). The conceptual research model, as illustrated in Figure 1, was derived from prior literature. It visually represents transformational leadership on the left and police performance on the right, connected through arrows that depict the relationship dimensions between the variables with knowledge management acting as a mediator. In conclusion, the research identifies and tests four hypotheses as depicted in Figure 1, exploring the intricate relationships within the model.
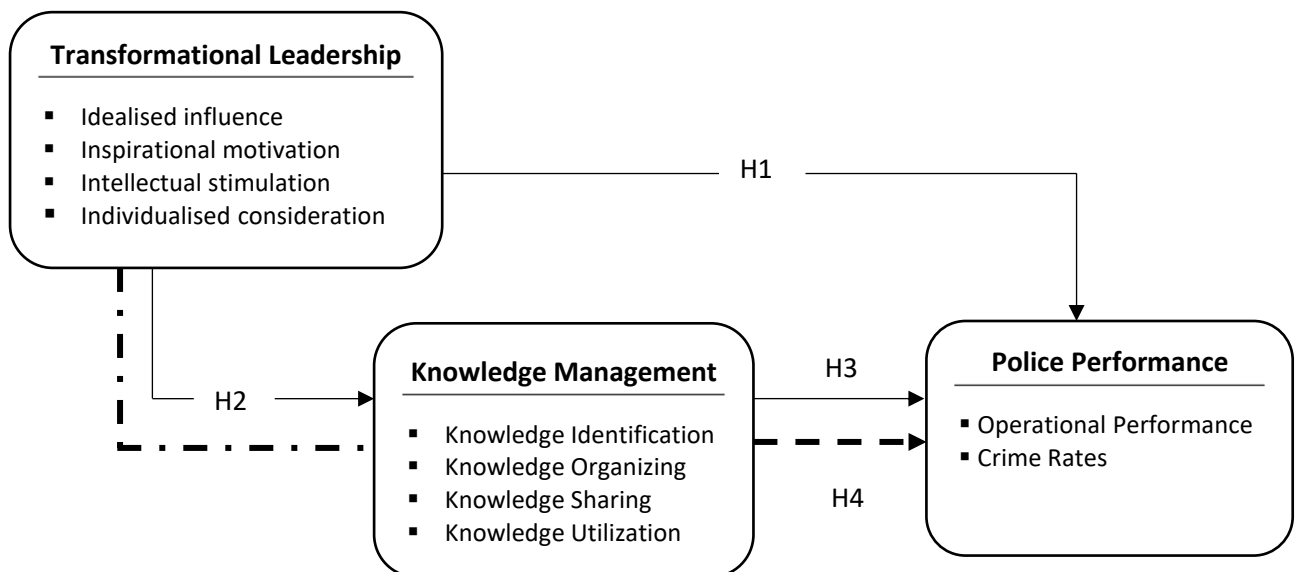

Figure 1. Research framework

Demographic Analysis

In demographic analysis the researcher aims to understand the primary demographic information, including age, gender, educational attainment, and police officer job history, to determine the demographic characteristics of the population. Table 2 displays the demographic analysis in its entirety for this study.

Table 2
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 percentages of respondents' perspectives on a range of topics pertaining to gender, age, education, and job experience are displayed in the demographic data review. In terms of age, there are more male police (83.6%) than female police (16.40%), with officers between the ages of 30-39 making up the largest percentage of the officer population (34.4%), and older police officers (4.70%) making up the lowest. According to the statistics on academic qualifications, the largest percentage of officers (59.00%) have a bachelor's degree, while the smallest percentage (7.30%) only have a PHD. This finding suggests that Dubai's police agencies have a decent educational foundation. In terms of job experience, the findings show that police officers with between one and five years of experience make up the largest share (48.6%), while the smallest percentage (5.7%) are new officers. Although the number of officers in that row is the greatest (44.8%), the group with the lowest rank among persons is the rank of individuals (27%).

Reliability Test
In this study, the reliability of the measurement is evaluated using the Cronbach's alpha coefficient, which varies from 0.00 to 1.00 (Cronbach, 1951). Higher values indicate greater reliability of the test scores. Table 3 provides specifics on the results of the reliability test for this extensive study:

Table 3
Cronbach's alpha coefficients for reliability

Variable	Dimensions	Number	Cronbach's alpha
Transformational Leadership	Idealised influence	5	.745
	Inspirational motivation	5	.846
	Intellectual stimulation	4	.783
	Individualised consideration	4	.842
Knowledge Management	Knowledge Identification	5	.760
	Knowledge Organising	4	.959
	Knowledge Sharing	4	.797
	Knowledge Utilisation	4	.934
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.

Convergent Validity
Convergent validity assesses the correlation among various measures of the same construct. To verify convergent validity, it is necessary to evaluate the factor loadings of the indicators, Composite Reliability, and Average Variance Extracted (AVE). For a construct to exhibit convergent validity, its AVE should exceed 0.50 (Hair, Gabriel & Patel, 2014). This suggests that the indicators are closely related to a single construct, illustrating their collective effectiveness in defining it. According to Table 4, the AVE values for all constructs meet the standard threshold of 0.50, with the stipulation that composite reliability should be at least 0.7 (Fornell & Larcker, 1981). This research validates that every construct effectively converges into a single dimension by capturing a significant amount of variance among its indicators. These indicators will be utilized to create the measurement model for each variable as they are legitimate measures of the corresponding constructs.

Table 4

The composite reliability of dimensions and the quantity of AVE

Variable	Dimensions	Number of indicators	AVE ≥ 0.5	Square root of AVE	Composite Reliability ≥ 0.7
Transformational Leadership	Idealised influence	5	0.504	0.710	0.834
	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
Knowledge Management	Knowledge Identification	5	0.578	0.760	0.872
	Knowledge Organising	4	0.508	0.707	0.799
	Knowledge Sharing	4	0.522	0.723	0.814
	Knowledge Utilisation	4	0.620	0.788	0.867
Police performance	Operational Performance	4	0.530	0.728	0.818
	Crime Rates	4	0.510	0.713	0.805

Results

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, the hypothesis is accepted if the coefficient of determination (C.R.) for a given connection is larger than 1.96; otherwise, the hypothesis has to be rejected. Secondly, the significance of the path coefficient weight for a given relationship needs to be significant at the 0.05 cut-off point, meaning that Sig ≤ 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 to the cut-off value (1.96) for all relationships. In addition, all relationships are significant. In the first hypothesis, transformational leadership is found to have a significant impact on police performance (C.R = 3.79, and C.R ≥ 1.96, Sig. = 0.00); in the second hypothesis, transformational leadership is found to have a significant impact on knowledge management (C.R = 6.83, and C.R ≥ 1.96, Sig. = 0.00). According to hypothesis (3), police performance is significantly impacted by knowledge management (C.R = 4.69, and C.R > 1.96, Sig. = 0.00). Lastly, Hypothesis (4) claims that knowledge management (C.R = 4.67, and C.R ≥ 1.96, Sig. = 0.001) mediates the association between transformative leadership and police performance. These findings lead to the conclusion that Hypotheses (H1), (H2), (H3), and (H4) have not been rejected but rather accepted. In summary, there are noteworthy direct

correlations between the constructs, and there is a positive sort of link between the constructs.

Table 5
Validation of hypotheses and importance of direct linkages

Hypothesis	Statements of hypotheses	C.R	Result	Sig. ≤ 0.05
Hypothesis 1	Transformational leadership has a significant effect on police performance	3.79	Accepted	0.00
Hypothesis 2	Transformational leadership has a significant effect on knowledge management	6.83	Accepted	0.00
Hypothesis 3	Knowledge management has a significant effect on police performance	4.69	Accepted	0.00
Hypothesis 4	Knowledge management mediates relationship between transformational leadership and police performance	4.67	Accepted	0.001

Mediation Analysis

The purpose of this research is to validate the function of knowledge management as a mediator by looking at the indirect and total impacts. Testing the indirect impact by bootstrapping is becoming more and more common (Shrout & Bolger, 2002). AMOS software is used to perform bootstrapping in this analysis. Within the present model, there exists an indirect path that originates from transformational leadership and culminates in police performance, mediated by knowledge management. These indirect effects may either partially or fully mediate the influence of transformational leadership on police performance. The total effect is the sum of the indirect and direct effects. For the mediation by knowledge management to be considered significant, both indirect and total effects must be statistically significant. The bootstrapping results are displayed in Table 6, and a review of the data reveals that all effects (direct and indirect are statistically significant). Thus, in this approach, knowledge management has a major mediating function.

Table 6
The summary of the indirect effects

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

To establish the presence of a mediation effect, it is required that all direct and indirect effects are significant, and their confidence intervals do not include zero (0) (Kline, 2005). Transformational leadership has a standardised indirect (mediated) effect of 0.417 on police

performance. indicating that an increase of one standard deviation in transformational leadership results in an improvement of 0.417 standard deviations in police performance, beyond any direct effects that transformational leadership might have.

The transformative leadership effect on police performance, including direct and indirect, is standardized at 0.883. This suggests that with a unit increase in transformational leadership, police performance increases by 0.883, accounting for both mediated and unmediated effects, with the entire effect being statistically significant (Sig. 0.05).

The bootstrapping results, in summary, validate that the indirect and total effects are statistically significant (Sig. 0.05). Moreover, a review of Table 4.16's output data analysis shows that none of the paths' confidence ranges contain the zero (0) constraint. This data supports the acceptance and verification of Hypothesis 4, which states that knowledge management has a major mediating role in the link between transformational leadership and police performance. To put it simply, knowledge management plays a crucial role as a partial mediator between police performance and transformative leadership.

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, Gabriel & Patel, 2014). PCLOSE = 0.998 which is a non-significant value (≥ 0.05), whereas RMSEA = 0.044 and it is lower that ≤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 & 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, knowledge management, 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 & 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.
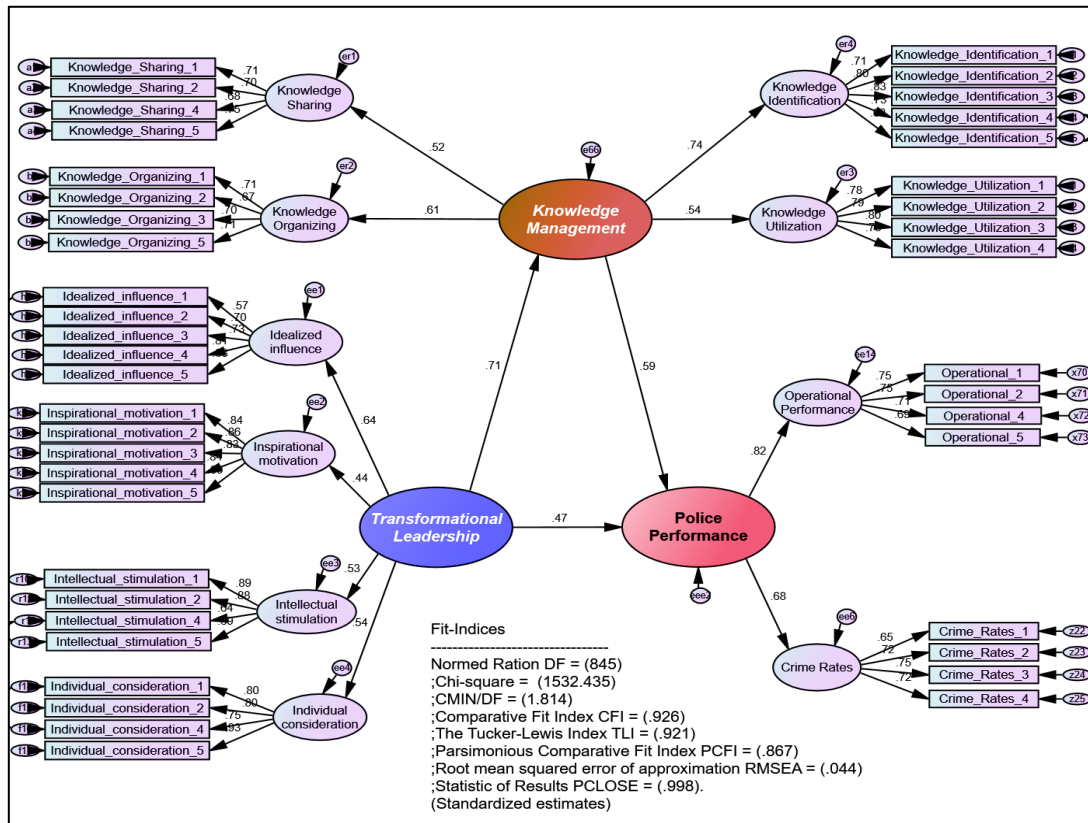
Figure 2. The structural model fit indices

Discussion

According to the first 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 ways, using transformational leadership in policing will increase Dubai police departments' performance. Several studies in the past showed similar results (for example, Dananjaya, Saragih, & Nugroho, 2021; Salim & 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).

According to the second hypothesis, knowledge management is significantly impacted by transformative leadership. The path analysis technique was also used to examine the degree and importance of this association. Transformational leadership and knowledge management were found to have a substantial relationship in Dubai police (Sig. = 0.000 ≤ 0.05; C.R = 6.832 ≥ 1.95; Beta = 0.706) in the research. Knowledge management in Dubai's police agencies will improve as a result of developing transformational leadership, such as knowledge identification, knowledge organising, knowledge sharing, and knowledge utilisation. Transformation leaders always encourage the individuals to rely on knowledge in every task they do in the workplace. The literature review highlights numerous past studies that have established a positive link between transformational leadership and knowledge management, as seen in research by (Kim & Park, 2020; Ugwu & Okore, 2020).

Transformational leadership aligns closely with the sharing of knowledge, which is a crucial component of knowledge management (Gelard et al., 2014). This alignment is largely due to the way transformational leadership facilitates all aspects of the knowledge management process. Transformational leaders create a knowledge-supportive culture by building a set of knowledge-related attitudes, assumptions, and beliefs that shape employees' actions toward executing knowledge tasks and participating in the knowledge management process (Birasnav et al., 2013; Nazish et al., 2019). In essence, the role of transformational leadership in facilitating knowledge management processes is crucial for fostering innovation in products and processes, with knowledge serving as the foundational element in this relationship (Birasnav et al., 2013). In other words, this research concludes that no effective knowledge management can be achieved without effective leadership. As a result, a transformational leader is the one who should develop an organisation that fosters the invention, sharing, application, and acquisition of new knowledge.

The third hypothesis states that knowledge management has a significant effect on police performance. Some recent studies found a significant relationship between these two variables in law enforcement domain (Vuković, 2020; Castro et al., 2022). To put this assumption to the test in Dubai police departments, quantitative research demonstrated a substantial relationship between knowledge management and police performance (Sig.= $0.000 \leq 0.05$; C.R = $4.694 \geq 1.95$; Beta = 0.592). As a result, the enhancement in knowledge management that will improve the performance of Dubai police officers has been accepted. Drawing on research of prior empirical studies that investigated the relationship between these two factors in other industries and discovered that supporting knowledge management should improve police performance (for example, Rawashdeh et al., 2021; Mehrabian-Hassanloo & Keikavoosi-Arani, 2022). Moreover, knowledge management has become critical in today's highly competitive, uncertain, and rapidly changing work environment (Mehrabian-Hassanloo and Keikavoosi-Arani, 2022), especially in the domain of police and law enforcement because the modern police is highly dependent on the exchange of information to fight criminals and control crimes inside the community (Mehrabian-Hassanloo and Keikavoosi-Arani, 2022).

The final hypothesis posits that knowledge management acts as a mediator in the relationship between transformational leadership and police performance. Few studies indicate similar findings (for example, Anggiani, 2021; Nurlitasari et al., 2022). In particular, knowledge sharing act as a mediator in police investigation performance (Tyagi & Dhar, 2017). Knowledge sharing is the lifeblood of police at the present time, yet information or knowledge sharing within and across police department remains problematic (Abrahamson & Goodman-Delahunty, 2024). However, more empirical evidences still needed to confirm the mediation influence of knowledge management between the effect of transformational leadership and Dubai police performance. The bootstrapping technique and the Baron and Kenny strategy were used to test this hypothesis. The analysis revealed that knowledge management serves as a partial mediator in the relationship between transformational leadership and the performance of Dubai police departments. This indicates that while the influence of transformational leaders alone is not enough to enhance police performance, incorporating knowledge management significantly strengthens this relationship.

Limitations and Future Research

It is important to acknowledge several limitations in this research. Firstly, the study focuses exclusively on the police sector within the UAE, which may limit the generalizability

of its findings to other sectors. Future research should consider exploring similar themes in different sectors such as construction, telecommunications, pharmaceuticals, and education to validate the applicability of the results across diverse fields. Additionally, there is a potential bias in the responses, as participants from the Dubai tourism police organization may have overemphasized the positive impacts of transformational leadership and knowledge management within their workplace. Another limitation is the geographical scope of the study, which was restricted to tourism police employees in Dubai city. Consequently, the findings may not be representative of the entire police sector across different regions. To overcome this limitation, future research should examine the same constructs across various police branches throughout the UAE to ensure a broader and more accurate representation of the population. Despite these limitations, they also present opportunities for further research. Every study has its constraints, and acknowledging these boundaries can help in designing more comprehensive future studies that build on the existing work. Future work has improved as a result of these flaws. Future researchers could think about using a bigger sample size to gain a deeper knowledge of the relationship between dependent and independent factors. There wasn't much time or money, and it was challenging to get the essential data from a big number of responders. 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.

Conclusions

Drawing on previous research, this study explores the connections between transformational leadership, knowledge management, and police performance. The findings indicate that transformational leadership enhances police performance both directly and through a mediating role played by knowledge management. The primary aim of the quantitative analysis was to test the hypotheses, assess the fit of the theoretical model against the collected empirical data, and substantiate the proposed relationships. The results underscore that transformational leaders are highly esteemed and trusted by their followers, often seen as role models within their teams. Such leaders possess specific skills and qualities that make them adept at managing personnel in police departments, including a willingness to take necessary risks and demonstrating high ethical standards. According to the path-goal theory, these leaders adapt their style to suit varying circumstances, applying the most suitable leadership approach based on the needs of the situation. In conclusion, transformational leaders are effectively able to fulfill the objectives of policing by reducing crime and enhancing officer performance. Furthermore, knowledge management aids these leaders by facilitating the processes of knowledge identification, organization, sharing, and application within the realm of law enforcement. The main significance of this research comes from analyzing the role of leadership in controlling threats against tourists in in UAE. The outcome of this research will help the authorities to understand how transformational leaders have significant impact on information exchange for fighting crimes against tourists and terrorist attacks which affect the growth of Dubai in UAE and specifically Dubai. In terms of contextual contributions, the findings revealed that although the Dubai Police operates in a nonwestern country, the results showed the generalizability of police studies that have been examined in western countries.

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