

Nottingham Trent University
Nottingham Business School

Doctor of Business Administration

Document 5

The Thesis

**An examination of strategic performance
enablers: A case study of Abu Dhabi Police
perceptions**

Document Five submitted in partial fulfilment of the requirements
of The Nottingham Trent University for the degree of Doctor of
Business Administration

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October 2015

(Note: All information concerning the Abu Dhabi Police in this document is confidential)

ACKNOWLEDGMENTS

This journey has been a blessing throughout all of its phases. I am so glad to have reached this point, where I can see the world of policing and management through a different lens. I would like to take this opportunity to thank my main tutor for this thesis, Professor Carole Tansley at Nottingham Trent University. She has been very patient with me, as I was a bit impulsive in my theoretical assumptions. Her knowledge and experience has improved both my performance and way of thinking.

I express my warm gratitude to my second tutor, Dr Donald Harradine. He has been supportive since the first day of my Doctorate journey, always explaining issues related to my thesis with a smile, which had a big impact on my morale and confidence.

I would also like to thank Dr Harry Barton for his constructive feedback and consistent follow up at the beginning of this project. It was a privilege to learn from his experience in the field of policing and management.

The teaching faculty of Nottingham Business School were extremely helpful and equipped me with different tools to absorb research materials. Many thanks to them for their efforts.

Of course, my lovely wife, parents, two amazing children and best friends had a share in my journey. In good and bad, good health and illness. My wife told me once: “If Albert Einstein has done it, then you can”. A bit of humour made this journey a joyful one.

Finally, I would like to pay the highest respect to my sponsor, Lt. General HH Sheikh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior of the United Arab Emirates, for giving me the opportunity to conduct this research to develop knowledge in the field of policing and management. I would also like to thank the police officers involved in this research and to all police officers of all ranks in the Abu Dhabi Police community.

TABLE OF CONTENTS

ACKNOWLEDGMENTS	ii
List of abbreviations	vii
ABSTRACT	viii
CHAPTER 1: INTRODUCTION.....	1
The thesis structure.....	2
Linkage with Documents 2, 3 and 4 of the Doctorate in Business Administration (DBA) ...	3
Aims and objectives of the research	3
CHAPTER 2: LITERATURE REVIEW.....	5
Performance management concept and definition.....	5
Police performance	7
Police Culture	8
ADP's culture	10
Performance Enablers	12
Difference between Performance Enablers and Performance Indicators	16
Intellectual capital.....	17
The three forms of intellectual capital	18
<i>Organisational capital</i>	18
<i>Human capital</i>	19
<i>Social capital</i>	20
Performance enablers in several UK police services	21
<i>South Yorkshire Police</i>	21
<i>Metropolitan Police</i>	23
<i>Policing in Wales</i>	24
Strategic performance management enablers	26
Organisational capital	27
<i>Quality Management</i>	27
<i>Excellence models of performance (EFQM)</i>	27
<i>Key performance indicators (KPIs)</i>	30
<i>Risk assessment and crime prevention</i>	32
<i>Clear vision and strategy</i>	33
<i>Information technology and automated software</i>	34
Human capital	36
<i>Statistical Analysis</i>	36

<i>Leadership</i>	37
<i>Incentives</i>	39
<i>Education and Training</i>	40
Social capital	41
<i>Relational aspects of staff control mechanisms (punishment)</i>	41
<i>Relational aspects of religious faith and values</i>	42
Summary	43
CHAPTER 3: THE ABU DHABI POLICE FORCE (ADP)	45
Organisational capital	45
Human capital	48
Social capital	49
Importance and Use of Service Outcome Performance Indicators	49
Service outcomes of performance enablers in the ADP	50
Summary	54
CHAPTER 4: METHODS AND METHODOLOGY	55
Research strategy	55
Validity	56
Research methodology	57
<i>Epistemological stance</i>	57
<i>Ontological stance</i>	58
<i>Summary of the selected research methodology</i>	61
Research methods: mixed methods	61
<i>Sampling and the semi-structured interview questions</i>	62
<i>Data analysis</i>	64
<i>Summary of the qualitative research</i>	65
<i>The quantitative research</i>	65
<i>Descriptive statistics</i>	67
<i>Summary of the quantitative research</i>	68
CHAPTER 5: FINDINGS AND ANALYSIS	69
Descriptive statistics	69
Thematic analysis	72
<i>Theme 1: Organisational capital: information technology and automation</i>	73
<i>Theme 2: Organisational capital: quality management</i>	76
<i>Theme 3: Organisational capital: excellence models of performance (including EFQM)</i>	78

<i>Themes 4 and 5: Organisational capital: clear strategy, vision and key performance indicators (KPIs).....</i>	<i>82</i>
<i>Theme 6: Organisation capital: risk management and crime prevention</i>	<i>86</i>
<i>Theme 7: Human capital: leadership.....</i>	<i>88</i>
<i>Theme 8: Human capital: statistical analysis</i>	<i>91</i>
<i>Theme 9: Human capital: education and training</i>	<i>94</i>
<i>Themes 10 and 11: Human capital: incentives, and social capital: relational aspects of control mechanism (punishment)</i>	<i>96</i>
<i>Theme 12: Social capital: relational aspects of religious faith and values</i>	<i>101</i>
Summary.....	103
CHAPTER 6: DISCUSSION	107
Organisational capital	107
<i>Quality management</i>	<i>107</i>
<i>The EFQM Excellence model of performance</i>	<i>108</i>
<i>Clear strategy, vision and KPIs</i>	<i>108</i>
<i>Risk management</i>	<i>109</i>
<i>Information technology and automated software</i>	<i>110</i>
Human capital	110
<i>Statistical analysis</i>	<i>110</i>
<i>Leadership.....</i>	<i>111</i>
<i>Incentives</i>	<i>111</i>
<i>Education and training</i>	<i>112</i>
Social capital.....	112
<i>Relational aspects of control mechanism (punishment).....</i>	<i>112</i>
<i>Religious faith and values</i>	<i>113</i>
Conclusion	114
<i>The research contribution</i>	<i>114</i>
<i>Contribution to policing practice:</i>	<i>117</i>
<i>Limitations and future research</i>	<i>117</i>
REFERENCES.....	119
Appendix 1: Letter to interviewees	135
Appendix 2: Ranks of interviewees and order of interviews	136
Appendix 3: The interview questions	137
Appendix 4: The questionnaire.....	138

Appendix 5: Letter to questionnaire respondents	143
Appendix 6: Details of interviewees	144

List of abbreviations

ADP	Abu Dhabi Police, UAE
CCP	Community Crime Prevention
CID	Central Intelligence Department
DBA	Doctorate of Business Administration
EFQM	European Foundation for Quality Management
FTSE	Financial Times Stock Exchange
GHQ	General Headquarters of Abu Dhabi Police
HOPAS	Electronic Performance Appraisal System
ISO	International Organisation of Standardization
IRIS	Integrated Risk Information System
LMX	Leader Member Exchange
NHS	The National Health Service
NPM	New Public Management
NWP	North Wales Police, UK
PhD	Doctorate of Philosophy
RADAR	Results, Approaches, Deploy, Assess and Refine
SYOPL	South Yorkshire Police Department, UK
UAE	United Arab Emirates

ABSTRACT

Purpose – This research examines the effect on the organisation of the Abu Dhabi Police Force (ADP) of key performance management tools, from the perspective of police officers. In this research, they are described as ‘strategic performance enablers, and support the intellectual capital (IC), consisting of organisational, human and social capital.

Design/methodology/approach – A thematic method was used to analyse 10 interviews with high ranking police officers working in roles related to performance management at the ADP. A descriptive analysis of 784 survey responses by police officers working in different ranks, roles and departments at the ADP was then conducted.

Findings – The research participants stated they agreed that the strategic performance enablers highlighted in this research were important but different effects were perceived, depending on the location of the respondents in the organisation. Police officers working in different areas are affected by different strategic performance enablers, with particular differences seen between core business functions and support functions such as Information Technology. Some of the strategic performance enablers have a significant positive effect on the organisation, for example ‘incentives’, ‘education and training’ and ‘religion’. Other strategic performance enabler have a large negative effect, for example ‘punishment’ and ‘the EFQM model of performance’.

Research limitations/implications – The cultural aspects of ‘religious values’ and ‘punishment channels’ have a major influence upon police officers’ performance and on the organisation as a whole. Further studies and research in this area would help to understand why and how this is so. The strategic performance enablers explored in this research are major elements in the world of performance management and each could be studied separately. Combining them in one piece of research may have dissipated the impact of individual enablers.

Contributions of the research – Research on the effect of strategic enablers of performance management in a policing context would benefit all the stakeholders involved, including the Abu Dhabi Police Force (ADP), other police forces regionally and globally, and academics and scholars of policing and performance. It could show which performance

enabler affect police officers in relation to their roles and job levels. The main contributions of this research are:

- (1) All three of the intellectual capital segments, organisational, human and social, affect the performance of police officers in the ADP, either positively or negatively. The precise contribution and effect depend on variables such as the police officer's job role, rank and work environment.
- (2) Human capital has the most effect on police officers' performance in the ADP. Police officers consider the human capital elements a cornerstone for performance success.
- (3) Motivation through incentives has the most positive effect on police officers' performance.
- (4) The organisational capital of the EFQM Excellence model of performance has a negative effect on police officers' performance in the ADP. Using the model at strategic, operational and tactical levels is a burden for police officers.
- (5) The social capital of relational aspects of religious faith and values affect police officers' performance in the ADP. Police officers in the ADP are affected positively by trust, norms, sanctions, discipline and obligations.
- (6) The relational aspects of the staff control mechanism (punishment) affect police officers negatively in the ADP. The control mechanisms in the ADP include sanctions, obligations and disciplinary resolutions.

CHAPTER 1: INTRODUCTION

In recent years, literature on performance management has indicated that there is an increasing awareness within the police services in the United Arab Emirates (UAE) and the United Kingdom alike that it would be mutually beneficial for all stakeholders if the police services themselves concentrated on providing an improved level of service performance (Abu Dhabi Police, 2014; Dubai Police, 2014; Home Office, 2011). This is not to say that current levels of service performance within the police are poor, but as societal ideals and expectations continue to evolve, it is necessary to review current approaches to performance management to keep the police service ready to tackle new challenges (Dubai Police, 2014). Some police services in the UK, including South Yorkshire, North Wales, and the Metropolitan Police, and Abu Dhabi Police in the UAE, have already taken the initiative and implemented a service-led strategy within their future planning, although not all such initiatives are at the same level of maturity. Since each police service represents a diverse geography and social demographic, it should also be acknowledged that a ‘one-size-fits-all’ approach to policing is neither valid nor indeed feasible (Chiu, 2012).

With this in mind, this study considers the underlying aspects which should be incorporated into the public service of Abu Dhabi Police (ADP), with regard to performance management. The following chapters address both the theoretical concepts and practical dimensions of performance in the police service, drawing on a wide range of sources to develop a comprehensive framework of performance management in the ADP. Arguably the police force provides ‘a service’ to the general public; but this service is wide-ranging and embraces situations and scenarios which more classical service contexts could not have envisaged. A broad and detailed array of strategic performance elements should therefore be considered, which can influence and determine the provision and perception of performance management (Crosby, 1995; Forker *et al.*, 1997). Some professionals use other terms, such as factors, drivers, aspects and dimensions. In this research, the term ‘enablers’ is preferred.

Contemporary literature, in relation to performance management, is pervaded by the term ‘best practice’. The literature in this area is extensive and shows that best practice principles of performance management can be readily transferred from one industry sector to another (Berry *et al.*, 1990; Crosby 1995; Deming 1986; Garvin 1988; and Juran 1988). In turn, the concept of best practice, which underpins performance management principles, can also be readily

translated to a wide range of organisational structures and industry sectors, ultimately resulting in improved organisational performance. It is broadly understood to refer to the most widely accepted and efficient means of performing a task or process, which also delivers high quality and consistent results (Mullins, 2010). A number of alternative approaches to best practice in performance management have developed over time in response to extrinsic factors such as organisational theory, and influences such as technological advances (Garud and Kumaraswamy, 2005; Robbins and Judge, 2009). Quite clearly, definitions and an understanding of what constitutes best practice in performance management, and thus by extension organisational performance, change over time as understanding increases and new approaches are developed. Central to this evolution is the concept of continuous improvement and the acknowledgement that to remain 'best in class' or to sustain leading-edge principles, performance must be continuously reviewed and evaluated on the basis of experience and feedback (Basu *et al.*, 2002; Forker *et al.*, 1997).

The application of performance management principles to the police service in times of austerity and increasing demand should result in direct improvements to perceived service levels and also to the experiences of police officers who face operational challenges every day. In light of the challenges inherent in this contextual setting, this research critically considers relevant academic theory to identify and form examples of transferable best practice around performance management enablers, and test the effect of this theory in the Abu Dhabi Police (ADP) by using mixed research methods.

The thesis structure

Chapter one provides an introduction to the linkages between this thesis and Documents 2, 3, and 4, as well as the theoretical underpinning and positioning of enablers of police strategic performance. It also sets out the problem and specific research questions, then identifies the research focus or theme and explores the way it fits into the overall DBA project. This forms the basis for discussing the research questions and judging their importance.

The second chapter identifies and details related performance management concepts and definitions from the literature. Performance in the police service is an important factor in this study. A detailed review is undertaken of the fundamental strategic performance enablers relating to intellectual capital across three areas, organisational, human and social capital.

Examples are used to illustrate the management enablers of performance used internationally. At the end of the chapter a conceptual framework of the enablers of strategic performance is drawn up. The third chapter presents the ADP's history, development and some of its achievements.

Chapter 4 discusses the research methodology in detail, exploring the philosophical stance of the study and its epistemological and ontological positioning. It then describes the research methods used, including the interviews and application of the questionnaire, its validity, design and method of sampling. A rationale is given for the choice of the case study method.

Chapter 5 reports the detailed analysis of the interviews and questionnaire results and their findings, with statistical illustrations and comparisons. Finally, the sixth chapter discusses the findings and results, and links these to the literature. The chapter ends with a conclusion, setting out the contributions and limitations of this study, and some suggestions for further research.

Linkage with Documents 2, 3 and 4 of the Doctorate in Business Administration (DBA)

Document 2 of the DBA project provided a detailed review of the many facets of performance management in the police service, ranging from theoretical best practice through to techniques and model performance management enablers. Document 3 contained the findings and interpretations from a set of interviews with five police officers. Each interviewee had different experiences, beliefs and conclusions, but shared some common thoughts on the work environment, especially performance management. I triangulated the output of the interview findings against my own 13-year experience in police performance at the ADP to provide a contextual understanding of the data, as they were analysed. The findings effectively comprised the perceptions of police-performance experts on models of excellent performance at the ADP. These findings were examined in Document 4, using a quantitative survey distributed among the employees of the ADP.

Aims and objectives of the research

My objective is to provide a comprehensive study of the strategic enablers of performance management in a policing context, for the benefit of all stakeholders, including the Abu Dhabi Police Force (the ADP), other police forces regionally and globally, and academics and scholars of policing and performance.

This research aims to study the strategic enablers of performance management across the three forms of intellectual capital (IC), organisational, human and social capital. This segmentation segregates the systems, policies and processes and other structural aspects (organisational capital) from people's skills, knowledge and experience (human capital), and social relations and networks (social capital). I used mixed research methods (qualitative and quantitative) to examine the perceptions of current members of the ADP about performance management, to enable me to study in depth the findings from the conceptual framework in Chapter 2 and the gaps in Documents 3 and 4. A number of questions have so far been addressed in the research. In this thesis (DBA Document 5) the following research question is uppermost:

From the perceptions of police officers, to what extent, and how, do particular strategic performance management enablers under each form of intellectual capital affect police officers' performance in the Abu Dhabi Police?

In the literature review, specific enablers of police performance management are identified from scholarly research conducted with police agencies worldwide. Studying the perceptions of police officers working at the ADP about performance enablers and their effect is important in this study. The other research questions derived from Chapter 2 are:

1-What are the perceived main requirements needed to achieve efficient performance in providing services to the public from the perspective of the leaders of ADP?

2-To what extent and in what ways does intellectual capital (organisational, human and social) affect police officers' performance in the Abu Dhabi Police?

3-Do police officers' department, rank and educational level have an effect on their views on performance enablers?

CHAPTER 2: LITERATURE REVIEW

The literature drawn upon in this study covers a wide range of different performance enablers to manage organisational performance in large and mainly public organisations, such as government and law enforcement agencies. It focuses on the effect of different factors, often called “enablers”, on employee performance, and examines these enablers using approaches selected from among those in common use. Some professionals use other terms, such as factors, aspects and dimensions, but the term ‘enablers’ was felt to be more appropriate for this study.

Each performance enabler mentioned in this chapter is described in turn, with a brief summary of its origins, a review of the main theoretical work behind it and a detailed summary of the latest empirical evidence of its effect on organisational performance. This approach develops an awareness of the philosophies behind the different strategic performance enablers, coupled with a critical analysis, which will lead to a deeper understanding of the relative value of each approach and its suitability for specific contexts such as the ADP. The analysis draws heavily on research about the police forces of the UK, due to the long history of policing there and the rich stock of scholarly articles. I have therefore focused on the UK police, comparing and contrasting where appropriate with practice in the UAE.

In the rest of this chapter, I present definitions of relevant key concepts and make theoretical connections to constructs of my focal theory of performance management. These concepts include: policing, police performance, intellectual capital, police performance enablers and strategic performance enablers. The chapter ends with a summary and a conceptual framework of the strategic enablers of performance management relating to intellectual capital.

Performance management concept and definition

It is evident from the literature that performance management is generally understood to refer primarily to the management of people and then to output as a consequence of procedural activity and human behaviour (Montebello, 2003). Performance management as a concept was developed as a means of creating a positive framework for individuals and thus collective organisational development, which allows the employees within an organisation to reach and, where possible, exceed their objectives (Hackman, 2002). The concept was always intended as a proactive approach to improving organisational performance.

A unified definition of performance management clearly draws on many concepts. It is therefore challenging to find a fully comprehensive definition which can be readily applied to a service as diverse as the police. However, the definition put forward by Whitaker *et al.* (1982), cited in Shane (2010:6), is perhaps the most useful for such a diverse organisation:

Performance management is a systematic effort to improve performance through an ongoing process of establishing desired outcomes, setting performance standards, then collecting, analysing and reporting on streams of data to improve individual and collective performance.

The value of this definition for this study is that it acknowledges the need for localised variation whilst still meeting the holistic remit of service and quality. It should not, however, be forgotten that the misuse and misinterpretation of concepts of performance management over time has created a situation whereby the term “performance management” has for many employees come to mean disciplinary action. There remains a strong perception that “performance management” is merely a euphemism for punishment in some form (Mendenhall *et al.*, 2006). Performance management is a type of management that incorporates and uses performance Information for decision making, taking action and/or planning short medium and long term strategies and plans (Whitaker *et al.* 1982). Performance measurement is the bundle of deliberate activities of quantifying performance, this includes performance measures, performance indicators and (often) Key Performance indicators. This is about how we measure and the result of these activities is Performance Information (Pilbeam and Corbridge, 2010). Performance Monitoring looks at the outputs from performance reports (internal or external) and are the means a business uses to measure how effectively it is meeting its objectives. Management usually monitor both the organisation or service and the environment it is operating within (Armstrong, 2009). One common technique is via benchmarking (Solomon *et al.*, 2010). From the previous definitions of concepts and terms, performance framework is a systematic way of organising performance information, measurement, monitoring and reporting within a service organisation or sector showing the inter-relationships between the various components.

Police performance

Until very recently police forces across the United Arab Emirates (UAE) and England and Wales were measured and ranked on a direct like-for-like basis over a number of Key Performance indicators (KPIs) (Abu Dhabi Police, 2014; Bright and Wilcox, 2001). These included the number of crimes committed (reported), the number detected, or solved, complaints against police officers and the number of emergency calls responded to within the target time.

To address and avert potential concerns about policing performance, and more importantly to respond to the changing needs and expectations of stakeholders, the Association of Chief Police Officers (ACPO) in the UK established an annual conference specifically to address and share knowledge on performance in policing (EIP, 2012a). In its twelfth year, the conference addressed a range of issues surrounding policing performance, including discussing and sharing ideas and knowledge about policing best practice. In the words of Chief Constable Peter Fahy of Greater Manchester Police: “Policing must undergo transformational change to sustain service delivery with fewer resources” (EIP, 2012a:1).

The police forces of England and Wales appear to be clear that this will be an intensive and potentially uncomfortable process. However, they recognise it is necessary to align the police service with the expectations of external stakeholders such as the public and Government. To develop an efficient and organised police service which shares common values but acknowledges the unique requirements of local areas is not a straightforward task and there is a clear need to share knowledge and best practice to facilitate this paradigm shift quickly and cost-effectively, whilst retaining employee engagement and commitment. Fahy (EIP, 2012a:1) continued:

... These changes, together with increasing levels of collaboration, partnerships and outsourcing, are having profound effects on people. The effects can be seen in their behaviours, interactions and wellbeing, and bring consequent risks to performance, integrity and professional standards.

This statement has particular significance within the context of this study, because by understanding the concepts and frameworks associated with performance management, it is hoped that the worst risks and threats to security, integrity and professional standards can be

mitigated, if not avoided altogether. Perhaps what is most refreshing about the contemporary approach to policing as shown by the 2012 EIP conference is the willingness to address “wicked issues” (EIP, 2012b:2), specifically, problems and challenges in service and performance management which have no straightforward answer. This important point is both valuable and insightful, because the police service must often make difficult decisions about the allocation of resources, and so must be prepared to address these issues candidly as part of an ongoing quality-driven culture.

Police Culture

Organisational culture was defined by Edgar Schein (1992: 12) as:

“A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, taught to new members as the correct way to perceive, think, and feel in relation to these problems.”

Schein (1992) suggested that organisational culture can be segmented into three main areas: values, beliefs and assumptions. Values are the written core objectives of the organisation, beliefs are the unwritten views of people in the organisation and assumptions, usually taken for granted, are the way people deal with things and how things are done in the organisation (Schein, 1992).

A study by Peek and Kiely (2002) into police culture in the UK revealed that by the early 2000s there had been a gradual shift in culture and mind-set, and police officers were becoming more receptive to the idea of service provision and quality. The study revealed that this was certainly not a formalised process and that at an individual level “police officers have their own views on quality of service which do not always match that of quality of service directives or mission statements” (Peek and Kiely, 2002: 167). Deeper investigation of their results revealed that this was a rather euphemistic description of the wide range of opinions formed on the basis of experience and age. The UK Government had already commissioned a report into improving police services (HM Treasury, 2000) and in the last decade, considerable progress has been made, shown for example by the current activities of the UK’s Association of Chief Police Officers (ACPO). It is clear from these sources that the UK police service is working extremely hard to improve the quality of service provision.

More recent attempts to review police attitudes to service provision and quality were published in the HM Treasury Report (2010). This showed that over the last decade in particular there has been an emphasis on the need to improve perceptions of police culture, especially after several high-profile incidents which have not shown the police in a favourable light. A report by the Home Office (2012) has established that public attitudes towards the police are steadily improving as a result of concerted efforts to build linkages with the local community, and to establish a police presence which reassures rather than threatens. The most recent evidence of this is the decision to introduce an independent level of management within the police force in the form of Police and Crime Commissioners (Home Office, 2012).

Culture has been described by McKinsey as “the way in which we do things around here” (Cokins, 2009: 56). There has been significant research over the decades on the influence of police culture upon performance (Young, 1991). Skolnick (1966) introduced the notion that all policemen appeared to acquire similarities in their mind-sets and cultural attributes, making their personalities, approaches and responses similar. Such culture was characterised by attributes like the need for self-protection, suspiciousness, emphasis on teamwork, hostility towards outsiders, especially criminals, and a code of silence about the internal working of the force (Waddington, 1999). These cultural characteristics have often resulted in lack of information about the negative facets of police working or any criminal or regulatory misconduct from police officers (Waddington, 1999). Chan (1996) stated that whilst the police culture of secrecy often hindered the introduction of new working methods and improvements, police culture had several positive characteristics: police officers were by and large considered to be brave, dedicated, trustworthy and honest. Loftus (2010), however, stated that enhancement in police performance could occur on a wide scale only after certain cultural characteristics associated with secrecy and the code of silence were changed. Positive steps by the police executive and the management to change this ‘wall of secrecy’ could result in police officers becoming more transparent about their functioning and far more open to the introduction and institutionalisation of various performance enablers (Loftus, 2010).

ADP's culture

In ADP, concentration on the human factors is vital, because they are what drives the organisation. To understand the ADP's culture, it is necessary to explore views of the Police College. All new recruits attend the Police College for training, studying, and conditioning. This is an arduous process used to transform students from civilians to soldiers. There are two routes through Police College. In the first, the students remain at the college for 4 years and 7 months, living in the college for the whole period of their studies except weekends and summer holidays. The second route is for students who have already graduated from university. They spend almost one year at the college focusing on basic training and police officer academic studies (Abu Dhabi Police, 2014). Looking back, the researcher is grateful for having graduated through the second route, because this one year was harsh and intensive training. Students are often shouted at or verbally abused. Physical training was normal, and the most welcome part of the course.

Every student at the college learns three slogans. The first is:

'Good deeds affect you alone, bad ones affect the whole team'

This is a very profound statement, and its military nature is obvious. In a state of emergency or during war, one mistake would sabotage the mission, and in some cases, lives may be at stake. The sense of blame culture that emerged in the interviews (Chapter 5) was not surprising for the researcher, because he knew that this slogan becomes almost engraved in officers' being and culture. The two consultants interviewed found it annoying, but the police officers did not even notice it as a problem.

The second slogan is:

'When you receive an order you must execute it without any kind of hesitation, even if you think it is wrong and don't know why it should be done.'

This slogan also has a military flavour and is embedded in ADP at all levels of the organisation. It discourages 'mavericks' from an early stage.

The third slogan is:

'Allah [God Almighty], UAE, the president'

Students used to sing and chant these words every day. It was therefore not surprising to find from the interviews (Chapter 5) that religious values pervade the working environment. This slogan is designed to generate respect and love towards the leadership.

A high importance is placed on training in the police environment (Abu Dhabi Police, 2014). After graduation, all police officers try to perform perfectly. Graduates from the first route tend to work in the core business of security, such as CID, crime scene and investigation departments. They deliver excellent results in their jobs; but are perhaps viewed as less innovative than graduates from the second route. These people usually work in departments that provide services to the public such as information technology and car registration. This segmentation is therefore indirectly serving excellence of performance.

ADP trains all employees at the best institutes, and also uses the most sophisticated technologies. Strategic vision, KPIs and targets are clear and set out by the Minister. Abu Dhabi is currently one of the safest cities in the world and governmental services are readily available through civilian smart phones (Abu Dhabi Police, 2014). However, excellence of performance is in the process of being developed. The government's vision is for the UAE to be the safest country in the world, supported by the easiest and most innovative services to the public (Abu Dhabi Police, 2014).

Performance management has become a burden for some officers due to incredibly high standards, constant follow-up and time constraints. This poses a problem to the core business departments, since the high demands of excellence of performance are luxuries they cannot afford. They achieve excellence by maintaining security. It was evident from the researcher's experience as an awards assessor that the requirement to provide information to support excellence of performance has been imposed upon specific personnel (whose duty is to answer all of the questions posed) but that this does not always make sense in relation to their actual jobs.

In conclusion, ADP's culture consists of many elements such as obedience, religious values and respect to leaders. These elements are impressed upon police officers from their earliest days in Police College, and imposed and followed up from the top of the organisation. ADP's definition of performance is clear and widely transparent to the public. It is Abu Dhabi's goal to become the safest city in the world, which is something ADP has been aspiring towards for many years (Abu Dhabi Police, 2014). Despite the challenges and obstacles, they keep moving forward.

Performance Enablers

Performance enablers include a range of strategies and policies, methods, tools, and techniques for the facilitation, enabling and enhancement of individual, collective and organisational performance (Accenture, 2006; European Foundation for Quality Management, 2012). In simple terms, they represent the engine in the machinery of the organisation's performance management framework. The five most important performance management enablers are (a) leadership, (b) policy and strategy, (c) people, (d) partnerships and resources, and (e) processes (Bhatt, 2000). The combination of these activities enables excellent organisational performance, as evidenced by (1) people results, (2) customer results, (3) society results, and finally (4) key performance results (Bhatt, 2000). The Chartered Professional Accountants of Canada (CPA Canada) defined performance enablers as:

A logical grouping of core business capabilities that allow an enterprise to advance its level of maturity and agility in achieving its business goals. Enablers are the foundation upon which organizations grow and change (Chartered Professional Accountants of Canada, 2015: 5).

It is important to appreciate that the overwhelming majority of contemporary organisations and institutions, both in the public and private sectors, are increasingly focusing upon performance optimisation and enhancement (Den Hartog *et al.*, 2004). Business organisations have been working in extremely challenging environments for several decades (Den Hartog *et al.*, 2004). To survive, grow and succeed, they have to negotiate changing social, economic, political and technological environments, often at short or no notice (Camps and Arocas, 2009). Globalisation and intensification of competition have created significant challenges for the

overwhelming majority of businesses, both in developing and developed countries (Camps and Arocas, 2009). Managers have come to appreciate that organisational competitive advantage is more often than not created by employee performance, rather than availability of other resources (Colville and Millner, 2011). The dissemination of such awareness about employee role and relevance in organisational performance has resulted in increasing stress upon enhancing employee and workforce performance, in both manufacturing and service sectors (Colville and Millner, 2011).

Government-owned and -managed organisations have come under increasing pressure in recent years because of dramatic alterations in public perceptions about their roles, and the need for them to improve efficiency, productivity and quality of service (Radnor and McGuire, 2004). Governments across the world, and especially in the UK, USA and other western countries, are placing increasing stress on the need for public sector officials to improve their cost effectiveness and the quality of the services they provide (Van Thiel and Leeuw, 2002). Police forces around the world are similarly facing pressure from their governments, diverse activist bodies and citizens to enhance the cost effectiveness and efficiency of their work, increasing the quality of their services (Propper and Wilson, 2003).

Public sector organisations are thus expending time and resources on facilitating and enhancing individual, collective and organisational performance (Modell, 2004). Police executives are, like their counterparts in other organisations, conceptualising and implementing diverse strategies, policies, practices and methods to enhance performance levels and outcomes (Newburn, 2003). Such measures, which result in the creation of high performance environments and employees and lead to improvements in the levels and quality of services, are known collectively as performance enablers (Propper and Wilson, 2003).

A recent report on performance management in public service organisations stated that these organisations are facing unprecedented pressure, not just to achieve goals set by governments and satisfy citizen expectations, but also to increase their productivity and efficiency (Accenture, 2010). These organisations, whilst handicapped to some extent by their inadequacies in areas of information availability and systems, are nevertheless engaging in the

conceptualisation, formulation and implementation of diverse performance enablers (Accenture, 2010).

Public sector organisations are attempting to enhance performance by formulating and establishing specific objectives and strategic plans to achieve them (Accenture, 2006). Whilst such methods have been used in private sector organisations for decades to align their organisational working approaches with strategic objectives and facilitate achievement of goals, contemporary public sector organisations are now benefiting from the application of such strategic planning processes (Accenture, 2006). The use of a balanced scorecard approach instead of traditional financial metrics for performance monitoring has been found to help in the building of consensus between organisational members and to facilitate realisation of organisational vision and strategy (Accenture, 2006). Such setting of objectives and planning is helping organisations to focus their strategic plans on social outcomes, identifying value drivers and focusing the attention of leaders on activities that are easiest to influence and contribute most to value (Accenture, 2010).

The definition and use of meaningful performance targets has also been found to improve performance (Neely *et al.*, 1995). In particular, it supports (a) the mobilisation of the entire organisation to deliver on the same priorities, (b) the assignment of clear accountability in accounting for change, (c) the setting of targets for delivery of strategic objectives and (d) the optimisation of resource allocation with action-oriented plans (Neely *et al.*, 1995).

Davis (2012) stated that police forces can benefit significantly from the implementation of performance enablers in a systematic and methodical manner. With police executives having strong stakes in the measurement of performance and adherence to agency policies and plans, the definition of what has to be measured can send signals about the activities to be valued and the results to be achieved (Davis, 2012). Whilst the central rationale for policing has traditionally been the apprehension of criminals, modern police forces are expected to ensure adherence to the rule of the law and protection of civil rights, satisfy the security needs of private citizens and assure the dignity of individuals (Davis, 2012). Such an articulation of police officers' duties and obligations can help to explain these obligations and improve

performance (Davis, 2012). Mastrofski (1999) stated that the performance of the police force had six specific domains:

- **Attentiveness:** An observable police presence
- **Reliability:** A swift, predictable response
- **Responsiveness:** Efforts to meet people's requests and elucidate reasons for actions and decisions
- **Competence:** Knowledge of handling criminals, victims, and the public
- **Manners:** Treating all people with respect
- **Fairness:** Equitable treatment for all

Several authors, like Brain (2010), have stated that systems for reward and wages can enhance the performance of the police force. Mohar (2010) stated that linking incentives with superior performance can help to improve outcomes and results. Several municipalities have experimented with relating incentives to police performance (Mohar, 2010). One option is to provide additional resources for agencies of under-performing subunits (Mohar, 2010). A police force with a high crime rate can for example be provided with additional resources on the assumption that the satisfaction of this need will reduce the problem (Mohar, 2010). It has, however, also been found that the rewarding of poor performance creates a perverse incentive for under-performance (Brain, 2010).

A report by Her Majesty's Inspectorate of Constabulary (HMIC) in the UK (2012) stated that police collaboration in England and Wales has resulted in significant savings and enhanced the effectiveness of resource utilisation in policing in various locations in the UK. The government is planning to achieve savings across the broad range of policing functions, with all forces collaborating in specialist functions and especially in training, ICT, and fleet and vehicle maintenance (HMIC, 2012).

Radnor and Barnes (2007) stated that methodical and systematic use of performance enablers allows the performance management system to work effectively after it is put into operation. Such enablers include (a) organisational capabilities, (b) IT infrastructure, (c) work processes and procedures, (d) appropriate mix of workforce, knowledge and skills and (e) chains of

accountability and culture (Audit Commission, 2000). Enablers also include management tools for strategic planning, setting of targets and evaluation of programmes as well as sharing of best practice across the wider organisation (Johnsen, 2005). Clarity in governance processes that direct the working of specific units, as well as reporting systems, are also felt to be important performance enablers (Johnsen, 2005). Integration of IT infrastructure can help in data sharing and data interpretation across the organisation and improve performance (Likierman, 1993). Appropriate procedures for holding meetings, budget discussions, status reporting and individual reporting can help improve performance management and outcomes (Likierman, 1993).

It is important to appreciate that the majority of organisations in both private and public sectors work in extremely challenging and dynamic environments (Hatry, 2002). Increasingly, police services are taking on enhanced responsibilities, having to combat not only ordinary crimes but also far more sophisticated and committed terrorist groups. At the same time, they have to achieve savings in financial and other infrastructural resources (Radnor and McGuire, 2004). Activity and research is continuing on the enhancement of diverse existing strategies and the introduction and implementation of new ones to enable and facilitate individual, collective and organisational performance at the unit, municipal and metropolitan levels (De Bruijn, 2002).

Increasing importance is also being placed on the quality of leadership and recruitment across the public sector, including in police services (Public Administration Select Committee, 2003). The development of appropriate leadership skills and the attraction and development of high quality talent through appropriate selection, recruitment, training, motivation and reward and remuneration policies have been found to be effective in the facilitation, enhancement and enabling of performance (Radnor and McGuire, 2004).

Difference between Performance Enablers and Performance Indicators

Performance enablers need to be differentiated from performance indicators (Accenture, 2010). The former include a wide range of strategies, measures, methods and resources deployed by managers to ease, facilitate and enable performance (Accenture, 2010).

Performance indicators, on the other hand, essentially consist of a specific number of measures that are agreed upon and reflect important organisational goals (Carter *et al.*, 1995). Performance indicators can be leading or lagging; leading indicators provide a signal before an event or a new trend, whilst lagging indicators provide a hindsight-signal after the commencement or occurrence of a trend (Bird *et al.*, 2005). These performance indicators are quantifiable in both financial and non-financial terms and constitute critical elements of the performance management process (Carter *et al.*, 1995). To illustrate, the training and development methods adopted by a police force can help to reduce and control the incidence of crime (Carter, 1991). Performance indicators about crime, however, consist of figures for thefts, burglaries, break-ins, murders, riots and similar occurrences (Carter, 1991). The comparison of these figures for different periods, or for different areas, can help in the measurement of performance and the implementation of various corrective measures (Bird *et al.*, 2005).

It is important for managers to incorporate specific performance indicators for important organisational objectives and activities in their performance management mechanisms (Rausch *et al.*, 2013). Attention to performance enablers can help all organisations, including police forces, to enhance their performance with the help of diverse types of organisational resources, such as leadership, machinery, strategies and systems. Performance indicators can assist in performance management through the provisioning of appropriate metrics to assess the success of organisational efforts in the area (Rausch *et al.*, 2013). Chapter 3 includes many examples of the use of key performance indicators for decision making and performance management.

The next section will examine the definition of intellectual capital (IC) and its three components, organisational, human and social capital. The three forms of intellectual capital segregate systems, policies and processes and other structural aspects (organisational capital) from people's skills, knowledge and experience (human capital), and social relations and networks (social capital).

Intellectual capital

The concept of intellectual capital is a useful analytical tool to consider performance management in police forces. Intellectual capital can be considered as three classes of

knowledge assets: organisational, human and social (Snell and Morris, 2014). The framework enables an examination of how an organisation might generate knowledge and learn from its strategic challenges. An intellectual capital approach is useful here because “value is derived, in part, from the organisation’s capability to generate and acquire knowledge locally and to leverage it across the organisation. What an organisation learns in one location can be potentially replicated, modified, and integrated in other locations” (Snell and Morris, 2014:214).

Intellectual capital can be considered as a derivative concept that broadly refers to the stock of knowledge accessible to an individual or organisation (Feiwei, 1975). However, theorists highlight the fact that intellectual capital is not very useful unless it can be converted or translated into a form that is worthwhile or valuable to the body that owns it (Roos *et al.*, 1998). Indeed, the ability to leverage intellectual capital is said to rely on the nature and extensiveness of all three forms of capital. For instance, in Nahapiet and Ghoshal’s (1998) conceptualisation, a firm can only expect to convert its knowledge into organisational advantage if it has at its disposal the correct social capital. The interplay between the forms of intellectual capital forms the basis of the resource-based view of the firm (Reed *et al.*, 2006).

In this thesis, the inter-relationship between the knowledge assets of intellectual capital (in the form of organisational, human and social capital) and strategic enablers of performance management is examined to gain insights into how police forces might develop dynamic capabilities to allow them to overcome performance challenges in a changing organisational context. The relationships between assets and enablers can be positive (competence-enhancing) or negative (competence-destroying) (Tushman and Anderson, 1986).

The three forms of intellectual capital

Organisational capital

The concept can be traced back to the work of Prescott and Visscher (1980), and was originally developed to account for the development of institutions in the political economy. Prescott and Visscher (1980) defined organisational capital as the stock of private information found within the organisational parameters that can be harnessed to enhance the value of the firm.

Under this definition, the other two forms of capital are themselves forms of organisational capital. There is also a role for any additional resource or asset, tangible or intangible that

contributes to firm value. For example, the structure of the business and its predominant organisational culture are forms of organisational capital (Martín-de-Castro *et al.* 2006). This is an important point because traditional accounting systems rarely take account of such factors when determining the worth or value of an organisation (Roos *et al.* 1998).

As we shall see later, the knowledge repositories of organisations like police forces provide a foundation for potential knowledge generation. This is because databases, patents, and other forms of intellectual property have been proven to enable knowledge generation and innovation through decision support and learning curve effects (Adner and Kapoor, 2009; Haas and Hansen, 2007). With increased technological sophistication, organisations leveraged existing information to generate new knowledge. For example, performance management systems and research and development capabilities have increasingly depended on data mining and analytics to generate new insights.

Human capital

Human capital, as originally proposed by Becker (1975; 1976), is the value found in the work experience, training, education, expertise, skills and qualifications of individuals, commonly measured in terms of pay or job status. The way in which work experience, training and education affect organisational outcomes is either direct or indirect. The direct link between human capital and organisational performance and development occurs because training, education and work experience mean that individuals are better equipped to solve workplace problems.

The workforce's level of human capital provides information and serves as an endorsement to external agencies. This is known as legitimacy signalling. For instance, investors may make decisions about whether to support a new venture based on the qualifications of the entrepreneur (Unger *et al.*, 2011). Spence's (1973) Nobel Prize-winning economics paper *Job Market Signalling* argued that businesses make decisions about which candidates to select for a job by estimating their potential productivity. To make these estimations, employers use human capital as a signal of productivity, conventionally using level of education as a measure.

When employers make decisions regarding promotions or other organisational rewards, however, they no longer use education as a signal of human capital. Once an individual is employed within an organisation, more certain information about their productivity and

performance is available because “on-the-job training results in learning and perfecting skills that, as work experience increases, make employees more productive” (Becker, 1993:91). This is known as *specific human capital*.

It is generally believed that specific human capital increases productivity in the employing organisation only, while *general human capital* is transferable to other firms, and thus can improve productivity more widely. How human capital is managed within an organisation also makes a difference for knowledge generation. In a police force, human capital, particularly senior police officers, are the key causal driver of knowledge generation, because they are the decision-makers (Zucker et al., 1998). Hatch and Dyer (2004) found that investments in the development of organisation-specific human capital had a significant impact on organisational learning and performance.

Social capital

Social capital was defined by Bourdieu (2006:86) as “...the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalised relationships of mutual acquaintance and recognition”. Like the other forms of capital, social capital is treated as investment: a stock that should be accumulated and that will generate profits in the long-term.

Nahapiet and Ghoshal (1998) identified three elements of social capital: structural, relational and cognitive. The structural dimension of social capital refers to the tangible patterns of linkages between actors. The relational dimension is the trust and trustworthiness, norms and sanctions, obligations and expectations that govern exchanges and identity. Cognitive social capital refers to shared systems of meaning that are cultivated in close networks and which facilitate communication, social interaction and exchange.

Bowman and Swart suggested that “current approaches that position human capital as central to value generation in knowledge-based industries obscure the importance of the relational nature of knowledge production” (2007:488). Grigoriou and Rothaermel stated that “Conceptualizing new knowledge development as a process of search and recombination, we suggest that a focus on individual productivity alone presents an under-socialized view of human capital. Rather, we emphasize the importance of embedded relationships by individuals

to effectively perform knowledge-generating activities” (2014:586). Human and social capital need not compete as they work interdependently to drive knowledge generation.

Various international police forces have focused on different areas of the available and possible strategic performance enablers. The next section provides details about possible enablers.

Performance enablers in several UK police services

Performance in the police services is being improved in several countries through the use of diverse types of performance enablers, and actual performance in areas of critical importance is being assessed with the help of performance indicators (Flanagan, 2008). This section analyses police performance in several locations in the UK and attempts to relate it to performance enablers to demonstrate their impact in improving policing services (Newburn, 2003).

South Yorkshire Police

The South Yorkshire Police (SYPOL), in a plan covering the period 2013 to 2017, stated that the organisation had been able to reduce overall crime by 7% and maintain victim satisfaction levels at 85% in 2012 compared to 2011 (South Yorkshire Police, 2013). Such improvement had been achieved, despite budget cuts, by improvements in planning, especially in prioritising policing objectives concerned with tackling crime at various levels (South Yorkshire Police, 2013). The development of specific strategies for tackling crime, along with allocation of better resources and efforts in monitoring performance, helped significantly (South Yorkshire Police, 2013). There seems to be a clear relationship between enhancement of planning (performance enabler) and reduction of crime (performance indicator).

In 2001–2002, SYPOL developed and implemented a pilot initiative known as “Operation Headlight”, specifically designed to address and target areas known for their particularly high incidences of vehicle crime and burglary of domestic property (Birchall and Fewkes, 2002). The operation was developed principally from an operational and tactical level grounded in analysis of crime rates and classifications in these areas, with the hypothesis that a high level of crime was being conducted in an organised and systematic manner by a relatively small number of individuals. The approach to the operation was revolutionary in SYPOL because it

was the first time statistical analysis had been used to identify patterns of crime and enable a targeted proactive response supported by more than local knowledge and experience. What was also ground-breaking about the SYPOL operation was that it was the first time a police force in the UK had responded to the recent Home Office proposals for more analytical policing.

Operation Headlight was also one of the first times in SYPOL that a multi-disciplinary team was brought together to analyse the issue from multiple perspectives, with the specific intention of developing fresh insights (Birchall and Fewkes, 2002). The aims and objectives of Operation Headlight were clear and explicit:

- Use precise and accurate statistical analysis to target criminality with a high degree of precision;
- Strive to adopt a proactive approach to reducing crime;
- Build trust with the community to deploy “win-win” interventions to prevent crime; and
- Apply a “sequencing” approach which acknowledges the importance of action and consequence (for example, arresting known offenders for more minor crimes (relatively speaking) before they progress to major crimes with the potential to cause much greater damage to the community).

The first and last points are especially significant as they represent an evolution from more traditional approaches to crime prevention and detection. Birchall and Fewkes (2002) noted that this had the additional although non-quantifiable benefit of improving community relationships in typically troubled areas. To facilitate this operation, SYPOL used a Dynamic Reasoning Engine (DRE), a then state-of-the-art bespoke software application used to identify and highlight actual and likely patterns in criminal activity. Not only was the software far more efficient than using human resource time, it had a higher degree of accuracy because of the removal of subjective judgement, which potentially clouded decision-making (Birchall and Fewkes, 2002). Ultimately the strategy proved to be extremely effective, resulting in a reduction in crime of up to 84% in some areas (Birchall and Fewkes, 2002). This was attributed

to the development of a comprehensive crime reduction matrix which identified likely key issues and areas, allowing SYPOL to operate proactively as opposed to reactively.

Metropolitan Police

The Metropolitan Police has applied the EFQM framework to their policing at an operational, tactical and strategic level (Metropolitan Police, 2011). It is fair to suggest that the Metropolitan Police has some of the most challenging aspects of policing to consider, as it is responsible for maintaining law and order in one of Europe's biggest cities. The demographics of the Metropolitan police and its less than ideal ranking thanks to across-the-board benchmark metrics mean that one positive outcome of using the EFQM model was a rapid level of improvement in internal communication, which is key to improved service quality.

The detail of the Metropolitan Police's strategy in implementing the EFQM model was designed around improving service provision and levels of organisational efficiency. In a way, the Metropolitan Police approach was close to the approach adopted by SYPOL. The Metropolitan Police and SYPOL shared a strategy which saw them focus on specific intrinsic factors as the key drivers towards adoption of a quality excellence framework. In both cases, this was an aim to reduce specific types and/or areas of crime that, once stabilised, could be shifted to a proactive, preventative approach. In both cases, stronger links with the community to develop a collaborative service offering were considered a bonus.

To implement and fully embed the EFQM framework, the Metropolitan Police created a new unit to address quality management. Dealing specifically with quality and performance, it utilised the RADAR framework to develop a bespoke strategy to improve both the actuality and the perception of policing in the locality. Again, the evidence in this area suggests that it has been an uphill struggle to raise awareness of the police's positive actions and activities. This is reflected in the latest information on the Metropolitan Police community portal (accessed via a dedicated website). It shows that although there has been a reduction in crime on a year-on-year basis, there is still much work to be done to build full engagement with the community, as the Ottawa and Belgian police forces have been able to accomplish. Arguably this is as much to do with positive public relations as with actually policing, as perception is

extremely important in terms of service provision. In summary, the Metropolitan Police has benefited on an internal level from the use of the EFQM model, but externally, in terms of community links, there is still much to be done so that local residents perceive the force as delivering service and performance excellence.

Information from the Greater London Authority revealed that the Metropolitan Police spends approximately 250 million GBP every year on operating information and communication technology (ICT); much of this is spent on maintaining obsolete and largely ineffective systems (Greater London Authority, 2013). Existing inadequacies in the system prevent police officers from doing their jobs effectively (Greater London Authority, 2013). This may result in more crime because criminals with smartphones often have better technology than police officers (Greater London Authority, 2013). Such deficiencies in technology utility (a performance enabler) have resulted in increases in cyber-crime over the years and lack of satisfactory performance by the Metropolitan Police in controlling it (Greater London Authority, 2013). This reveals that the performance of the Metropolitan Police against cyber-crime could be facilitated and enhanced by upgrading ICT and IT systems.

Policing in Wales

A report by the BBC (2014) stated that Gwent Police Force in South Wales had been flagged by the inspectorate for a decline in the force's response to crime. The report stated:

“HMIC is concerned that continuing to respond to the need for future savings by not replacing staff as they leave—without a thorough understanding of current and future demand—may mean that the force cannot maintain effective levels of service in Gwent.” (BBC News, 2014).

Here, a clear relationship exists between a performance enabler (financial resources) and a performance indicator (response to crime).

The North Wales Police (NWP), based in Prestatyn, has taken a slightly different approach from SYPOL and the Metropolitan Police. The NWP has focused on training and developing

its staff internally to ensure the provision of exceptional service grounded in performance and quality management principles (North Wales Police, 2012). It was reported that:

“The North Wales Police Administration of Justice Department in Prestatyn recently retained its Investors in People and Customer Service Excellence awards for the quality and effectiveness of its operations management.” (Institute of Operations Management, 2012: 1)

It is interesting to observe that the NWP has always positioned its excellence strategy as being people-led from an intrinsic perspective, which is a different stance to any of the other models of policing excellence previously discussed. For example, SYPOL and Metropolitan Police were reacting to crime, and their approaches then stabilised into a collaborative community police framework. However, the continued success of the NWP in achieving and retaining national and internationally recognised awards offers valuable insights into how best to develop the foundations of a successful and sustainable continuous improvement culture.

The NWP approach has adhered closely to fundamental best-practice principles of engaging employees, establishing a clear strategy for improvement, and a fresh organisational direction. The NWP was commended for this approach:

“They [NWP] recognise that a workforce that is informed about and consulted on business decisions are more likely to offer innovative ideas for improvements, get greater job satisfaction and work towards the unit’s priorities.” (North Wales Police, 2012: 1)

The NWP’s commitment to continual excellence is also reflected in the fact that for the last two years it has been awarded customer service commendations and a Quality Mark for commitment to investing in people (National Computing Centre, 2011). This has been achieved through careful strategic investment in training, and IT. This is because although the population of North Wales does not match the total numbers covered by urban areas, the countryside is not easily traversed and the challenges are wholly different. Sophisticated use of bespoke technology and software has enabled NWP to ensure maximum efficient use of resources to deliver the best possible service to its community.

Strategic performance management enablers

Performance management studies have generally observed a strategic view of major and key enablers (Gavurová *et al.*, 2014; Kaplan and Norton, 2000; 2004). The pursuit and sustainability of performance management measurements and principles involves strategic decisions (Jacobs, 2010), and must be treated as such by the leaders of the organisation. When managers determine that they need to embark on a performance management measurement initiative, they must therefore treat it as integral to the organisation and its ongoing culture, and not a discrete project. In short, performance management is a continuous improvement initiative, which is why an examination of the tools and techniques of management has particular relevance when exploring the concept in a police setting.

The key enablers mentioned in this section of the research were chosen for four main reasons from among the performance management enablers and tools in the literature:

- On the basis of their continuous strategic emphasis in the literature on performance management and police performance;
- Some of the police forces in the UK used specific strategic performance enablers to achieve desired results. These include the Metropolitan Police, North Wales Police (NWP) and South Yorkshire Police (SYPOL) (see previous section);
- They have a relationship with organisational, human and social capital; and
- The results of Documents 3 and 4 of the DBA research. This looked into the issues of religion, punishment and incentives, because these aspects heavily affect performance management in the ADP.

In this research, therefore, these aspects and tools are described as the strategic enablers of performance.

The next sections will be structured around the three forms of intellectual capital (organisational, human and social), and will segment the strategic performance management enablers using these three areas. This isolation of the individual elements will enable examination of the strategic performance management enablers from a different theoretical perspective.

Organisational capital

Quality Management

It has long been recognised in the academic and practitioner literature that the pursuit of quality is a goal worth attaining. Over recent years, there has been a proliferation of quality systems such as TQM, EFQM, Six Sigma and the Balanced Scorecard, as well as a number of quality and people management kite-marks such as ISO and Investors in People (Deming, 1986; George, 2010; Lee *et al.* 2009). Numerous studies have been conducted which demonstrate the quantifiable and qualitative benefits of quality management and process control (Babicz, 2000; Deming, 1986; Marin and Ruiz-Olalla, 2011; Reilly, 1994). It has further been demonstrated that managing a police officer's performance requires a multi-faceted approach to ensure that service quality is consistent and that the drive for better performance becomes embedded within the organisation (Aguayo, 1991; Dale, 2003; Evans and Lindsay, 2002). Individual police officer performance is not necessarily a guarantee or certification of service excellence, although it is usually a good enabler (Millen *et al.* 1999).

Originally the pursuit of quality was reserved for manufacturing organisations attempting to reduce waste and improve efficiency (Deming, 1986; Heras *et al.* 2002). Over the last thirty years, however, there has been a steadily increasing application of quality as a management discipline to a vast range of industry sectors from hospitality (Brady and Cronin, 2001) to banking (Barrutia and Echebarria, 2005), IT project management (Cianfrani and West, 2009), supply chains (Fawcett *et al.*, 2008), and most recently to public services (Butler, 2009; Chow-Chua *et al.* 2003) including police forces (Abu Dhabi Police, 2014; Metropolitan Police, 2011). Quality management is an important factor for many organisations, and it seems clear that the fundamental principles of quality management espoused by Deming (1986) apply across almost every organisational and industrial sector. However, the literature shows that the scale of the use of quality principles to improve organisational capital in a policing context is paramount.

Excellence models of performance (EFQM)

Models of excellence originated in the business and commerce sector, where organisations have sought to optimise their financial performance through systematic process engineering (Zairi and Alsughayir, 2011). There is a very active commitment within the EFQM, not to

direct competition, but to sharing best practice and transferring knowledge and learning between organisations and industries in the collective pursuit of improvement (European Foundation for Quality Management, 2012). Performance excellence is often an indication of market dominance or leadership, and customers and suppliers alike are attracted to high quality. In the longer term, however, quality as a means for collective benefit rather than commercial dominance has the overall effect of improving service for all (Forker *et al.*, 1997; Franceschini *et al.*, 2006). The wider implications of this are that the approach to quality and output cannot be the same in not-for-profit organisations and government service providers, who have no incentive to make a profit. This is why sharing knowledge about best practice at a collective level is both interesting and valuable. To express it in commercial terms, when budgets are not overspent because of a government department's poor service, the resulting surplus can be switched to more deserving causes or proactive improvements which bring about social benefit (Radnor and Walley, 2008). Although the effects and output of quality management may not be directly traceable, they are therefore both real and perceptible (Radnor and Boaden, 2008).

Doubts have been expressed about the suitability of the EFQM model for public sector organisations such as law enforcement agencies, since results appear to be less effective than in the private sector (Gomez *et al.* 2011). Whenever excellence models have been dedicated to a particular sector, and therefore able to take into account that sector's nature, objectives and cultural aspects, they have had a greater positive effect than more general models, which are considered appropriate for all sectors (Conti, 2008).

Eskildsen *et al.* (2001), in a study about the criterion weights of the EFQM scoring scheme, noted that many companies were not aligned to the EFQM weighting scheme. The study concluded that most companies pay no attention to the 'enablers' part of the model, due to its complex structural character, which makes it difficult for companies to analyse (Eskildsen *et al.* 2001). It was clear from the study that many bigger companies in their study had a deeper grasp of 'policy and strategy' than 'partnerships and resources', since management's strategic goals increase as companies grow larger (Hill and Jones, 1998).

Amir and Hassein (2011) concluded that the EFQM Excellence model may be suitable for many sectors in Europe, having been examined in European contexts, but that the criteria of

the model do not necessarily apply to all regions and cultures. For example, they pointed out that the model needs modification to suit the Iranian temperament and culture.

The Metropolitan Police has applied the EFQM framework to its work at operational, tactical and strategic levels (Metropolitan Police, 2011). It is fair to suggest that this body has some of the most challenging aspects of policing to consider, since it is responsible for maintaining law and order in one of Europe's biggest cities, which hosts vast international events. The demographics of the Metropolitan Police mean that one positive outcome of using the EFQM model was a rapid improvement in internal communication, which is key to improved service quality (Metropolitan Police, 2011). The detail of the Metropolitan Police's strategy in implementing the EFQM model was designed around improving service provision and levels of organisational efficiency. This approach was very similar to that adopted by the South Yorkshire Police (SYPOL). The Metropolitan Police and SYPOL shared a strategy of focusing on specific intrinsic factors as the key drivers in adopting a framework for excellence (Birchall and Fewkes, 2002). In both cases, the aim was to reduce specific types and/or areas of crime which, once stabilised, could lead to a proactive, preventive and prospective approach. In both cases, too, the stronger links with the community made to develop a collaborative service were considered a bonus.

Williams *et al.* (2006) examined the validity of both the Malcolm Baldrige model in the USA and the EFQM Excellence model in Europe, along different dimensions. They asserted that the validity of these models over the last two decades has not been proven and that achieving high scores on the scheme does not necessarily require excellent performance. The examination of value has become very complex, due to imperceptible aspects which are hard to measure, such as the structure within an organisation and different stakeholders' needs and relationships (Williams, *et al.* 2006). The "current quality/excellence models should continue to be used, but only for those organisations who have yet to progress far on their quality journeys" (Williams *et al.* 2006:12). In organisations with wide experience of excellent performance, a model with modified magnitudes and weighting is crucial, because an organisation "needs to move from being rewarded for past good works to being better able to predict future performance against their competition" (Williams *et al.* 2006:13). Usually, excellence models assess the ability of organisations and corporations to fulfil the submission criteria for a certain award, made for excellence of service.

Failures may arise from the way that the EFQM system is implemented, rather than any inherent fault in the system itself. It appears, for example, that managers often focus on the structural and statistical elements of change but fail to take account of the so-called ‘soft’ side of people management. Failure to consult, explain, persuade and reward employees for making the significant attitudinal switches that are implied in the EFQM methodology can result in cynicism, apathy or even outright rebellion, a point which needs greater emphasis among the managers and police officers who implement EFQM initiatives (Amir and Hassein, 2011). There can be enthusiasm among the proponents of EFQM which, if not checked, leads to overblown claims and ultimately to rejection by those employees who understand better the nature of the challenges, and have a different set of performance goals which relate to immediate day-to-day issues rather than long term strategic change. If managed well, EFQM does seem to offer a way of encouraging organisational capital performance change, but it also seems to have numerous critics.

Key performance indicators (KPIs)

Key performance indicators (KPIs) are a form of monitoring which derives in part from statistical analysis methods, but has a much wider focus on identifying the aspects of an organisation’s systems and processes that are most critical to success. Chinn (2014:1) commented that “KPIs are diagnostic tools used to analyse operational areas and provide actionable data that management can use to improve services and align operations with organizational objectives and track progress toward goals”.

Most KPIs relate to hard data, such as financial performance and market position. These indicators have the advantage of providing managers with regular data in a format which is comparable over time, allowing them to track progress on priority issues. KPIs can be used to compare performance with comparable organisations and “to search for best practices, determine in-house trends, manage scarce resources and provide quantitative support for the justification of additional resources” (Speaker, 2009:32).

KPIs can be used to help manage internal employee performance, which has the advantage of ensuring objective measures, such as employee engagement level or training return rate on investment (Marr, 2012). For short- to medium-term projects, KPIs are invaluable, since they allow data to be collected and presented quickly in dashboard form, so that interventions can

be set in motion quickly when any part of a project falls behind or starts to show signs of not achieving planned outcomes (Kerzner, 2011).

The value of KPIs for larger organisations and the long-term management of performance is, however, not quite so clear. One disadvantage of KPIs is that they may result in locking an organisation into a particular view of the world and making it obsessed with the small subset of the data that seems to drive success. Employees rarely agree with employers on what constitutes the most appropriate set of KPIs. For example, one study of voluntary organisation performance found that staff focused on issues such as organisational structure and on the budgeting and resource allocation process itself as a key factor in individual and team success, whereas managers tended to focus on financial input and output models which ignored such structural issues (Packard, 2010).

The Association of Chief Police Officers (ACPO) in the UK has acknowledged the need to forge stronger links with the community and introduce best practice measures of performance such as KPIs (EIP, 2012a:1). A report by the UK Treasury (HM Treasury, 2000) identified a number of critical performance indicators for the police service. The report was published to support modernisation of public services and specifically to improve levels of efficiency and performance. It identified a number of key areas where inefficiency and poor service had been tolerated through a combination of long habit and lack of knowledge of “what good looks like” (HM Treasury, 2000). In response to this challenge, the report also identified a number of areas where performance could be significantly improved in the police service, and these have come to be regarded as critical performance indicators (KPIs).

The long term aim of KPIs should be to allow each force to establish its own internal metrics which fall within the parameters of service expectations, but which can be measured on a true like-for-like basis using statistical tools. This is critically important because it gives police managers the necessary freedom to meet the needs of their local population, taking into account regional differences and expectations (Abu Dhabi Police, 2014). This will, in turn, provide the foundation for a contemporary and efficient police force which offers flexible and adaptive best value to all stakeholders and delivers good performance across the board.

Risk assessment and crime prevention

Risk assessments help in managing risk and preventing crimes from happening. Risk assessment is an approach which has a long history in the engineering and technical fields and in military and law enforcement contexts, where risk and safety are matters of life and death, requiring robust preventative measures and repeated training sessions to rehearse emergency procedures (Ericson and Haggerty, 1997). The implementation of risk management systems can help in the location, management and monitoring of various risks and hazards and therefore in the prevention and management of untoward and damaging events (Cokins, 2009).

Risk assessment systems are increasingly employed in the public sector across many service industries at different levels. One of the negative aspects of a risk assessment approach is that, although it can provide plenty of information which is passed on to employees and used to inform training programmes, this alone is not sufficient to guarantee better employee performance (Darby *et al.*, 2009). Regular risk assessment regimes have many advantages, for example, supporting business continuity planning, which increases an organisation's resilience in the event of major occurrences beyond the control of managers (Collier, 2011). Employees and customers or other stakeholders may, however, take a negative view, if they perceive that organisational survival and efficiency are given higher priority than employee welfare.

Risk management has been misunderstood by many organisations but there is no risk when problems are addressed correctly (Hampton, 2009). Risk assessments would reduce unnecessary surprises if people shared their findings and inferences from incidents (Hampton, 2009), a conclusion which amounts to the EFQM's "share what works" (European Foundation for Quality Management, 2012:1). The police in general face a dilemma in the knowledge area of risk management, which is called "knowledge risk management". They deal with "the risk of having their organisation overwhelmed by both externally-derived risk criteria and the sheer volume of knowledge work" (Ericson and Haggerty, 1997:295).

Nowadays there is a consensus between specialists and professionals that adopting risk assessments and tools is an important element for police agencies (Archbold, 2005; Cukier *et al.* 2009). It is well known that police operations and police work in general are different from those of any other profession. Risk management therefore serves more than one dimension. Meyer (2000, cited in Colaprete 2007:277) highlighted that, "The essence of risk management

in a law enforcement organisation is to review the work histories of police employees for officer-involved shootings, other uses of force, vehicle pursuits, traffic accidents and on-duty and off-duty misconduct, all with an eye toward identifying patterns and trends that ideally result in early intervention and training to reduce the number of incidents that subject the organisation to liability”. Consequently, risk management is very useful in preventing performance failures. Police forces should find a way of stopping the unethical and threatening activities undertaken by police officers, such as: “(1) failure to review reports; (2) failure to provide effective oversight; (3) failure to develop proactive auditing procedures and (4) failure to examine events closely to identify patterns” (Colaprete, 2007:278). Many policing studies show that risk management tools have often helped police forces to improve crime prevention, forecast crime patterns and, most importantly, improve employees’ behaviour (e.g. Birchall and Fewkes, 2002; Collier, 2009; Ericson and Haggerty, 1997). The literature shows that the scale of use of risk management tools and techniques for crime prevention is vital.

Clear vision and strategy

The organisation’s performance is not engendered spontaneously. It requires careful planning and discipline to ensure that all the necessary service dimensions and aspects are covered and that all the staff in the organisation understand their roles and responsibilities (Ng, 2011). As organisations grow, the importance of strategic planning and regular review cannot be overstated (Greiner, 1998; Hitt *et al.*, 2011). This is because an operational environment is dynamic, and to retain police officers’ performance demands constant adaptation and change.

Organisational strategy has traditionally been considered instrumental in the achievement of performance because of its various elements, particularly the formulation and development of short and long term objectives, prioritisation of desired outcomes and the formulation of appropriate policies for achievement of objectives (Henry, 2008). The Scottish Police Authority, for example, has developed a strategic policing plan with specific objectives for enhancing the safety and wellbeing of people, localities and communities in Scotland (Scottish Police Authority, 2013). Its strategy includes the development of strategic police priorities, the Strategic Police Plan, the Annual Police Plan, the Authority Business Plan and Local Police Plan (Scottish Police Authority, 2013). The clear articulation of policing strategies has resulted in the development of clear policy, ease in allocation of resources and more effective

implementation, with consequent enhancement of performance (Scottish Police Authority, 2013).

Individuals who have a clear vision and who interact well with their colleagues at lower levels in the organisation have been found to influence performance, especially in areas which require creativity, adaptability and proactivity (Griffin *et al.*, 2010). It is interesting to see how often vision and communication are linked together in the literature. It is not sufficient for a leader to have a clear vision and strategy, or even for this strategy to be widely communicated (Gill, 2011). The vision must be shared by the employees to have a positive effect on performance. Too often, an organisation invests in a new logo, or formulates a new slogan and mission statement, and even spends many hours disseminating these corporate messages, only to find that they have only been adopted on the surface, and underneath, the workforce proceeds with an entirely different set of assumptions, values and priorities. There is plenty of evidence that even a well-formulated and widely-promoted corporate vision can have a negative effect upon employee performance unless the entire workforce embraces it.

Extra benefit can be gained from the organisation vision if it is translated into goals which employees can understand. This can set off a positive chain reaction so that goal-setting can be seen as “positively impacting employee engagement, employee engagement as positively impacting workplace optimism and workplace optimism as positively impacting individual performance” (Medlin and Green, 2009:943). For this to work, the goal-setting needs to be formal and structured, and involve workers at every level in the organisation to ensure their engagement, which then helps to bring about the desired improvement in performance.

Business results are the output of strategic planning, or, in more direct terms, good results are a direct consequence of having a clear strategy and vision. Clearly the definition of achievement in this area is unique to each organisation, given that every organisation has its own ideals to achieve, bearing in mind the needs and expectations of its customers and their available resources (Tax and Brown, 1998).

Information technology and automated software

There is an increasing reliance on technology to maintain competitive advantage in the face of globalisation and constant change (Arguinis and Kraiger, 2009). Modern computers make it

very easy for managers to collect all kinds of data, whether or not there is time to analyse it fully. Using technology and automated software to collect performance data can be a good approach for a highly regulated environment and it has great advantages in managing staff performance where exact outcomes are absolutely critical (Abu Dhabi Police, 2014). At the same time, it can be very limiting if applied too rigidly to environments such as the police, where outcomes are related to dynamic human interactions.

Police forces around the world are making use of modern technologies to facilitate and enable improved performance (Flanagan, 2008). The use of information technology (IT) has enabled police departments to dramatically enhance their collection, sharing and dissemination of data (Flanagan, 2008). Such enhanced availability of information has helped them in various areas like monitoring and reporting of crime, sharing data on criminals, and optimisation of resources (Flanagan, 2008). Chan *et al.* (2001) stated that IT has enabled police agencies to improve their existing tasks in various ways, especially in efficiency, use of information and service delivery in apprehending criminals and improving security of citizens.

There is a danger that in using technology to manage people, workers will resent the feeling of being observed at all times. According to Foucault's (1977: 26) classic theory of the "panopticon" (a circular penitentiary facility which enables guards and officers to observe inmates at all times), there is a tendency in modern organisations to undertake forms of surveillance which condition people into behaving according to certain rules. In authoritarian regimes, or to a lesser extent in organisations which are run on heavily hierarchical and authoritarian lines, such as police forces, this surveillance can be physically present and observable, while many bureaucratic and professional systems exhibit a great deal of mutual monitoring between colleagues and of self-monitoring as people internalise institutional control mechanisms.

Using technology and automated software has benefited many police forces in their quest to fight crime. A good example of benefiting from technology is South Yorkshire Police (SYPOL), which uses a DRE (Dynamic Reasoning Engine), at the time of purchase a state-of-the-art bespoke software application for identifying and highlighting actual and likely patterns in criminal activity. The software is far more efficient than using human resource time, and was also found to be more accurate because of the removal of subjective judgement, which could cloud decision-making (Birchall and Fewkes, 2002).

The ADP has invested massively in technological software and sophisticated systems which have improved its crime prevention strategies and results (Abu Dhabi Police, 2014). A good example of this is the customised eye scan Integrated Risk Information System (IRIS), which has played an immense part in catching more than 360,000 criminals at UAE border points (Abu Dhabi Police, 2014). The literature shows, again, that the scale of use of technology is critical.

Human capital

Statistical Analysis

The use of statistical analysis also appears in many studies as an important element of performance management. Its advocates focus much more on the work than on the worker. Some critics maintain that performance improvement has four to six stages, including analysis, design, development, implementation and evaluation and that “the analysis phase and its requirements of organisational diagnosis and expertise documentation, is the most critical phase of the performance improvement process” (Swanson, 2007:xiii).

The law enforcement sector in the UK has seen an explosion of interest in statistical methods of managing performance, following a trend which has come to be known as New Public Management (NPM) (Pollitt and Bouckaert, 2011). It involves greater use of statistics to measure activity and inform conclusions about performance, return on investment and the allocation of resources to various parts of the organisation (Baird, 2007). This is seen as a means of enabling public services to demonstrate their accountability to various stakeholders, both the governments that fund them and the local communities that depend upon their services. In the policing sector, NPM has had a profound influence on the roles of middle managers such as sergeants, since they are required to provide the massively increased amount of data for the monitoring systems (Butterfield *et al.*, 2005).

A significant effect upon police performance has come about since the 1980s, as a result of wide-ranging reforms and monitoring innovations (Collier, 2009). It appears that enthusiastic reliance on statistics, coupled with a drive to produce greater value for money, has resulted in a flood of new demands in a short time. Collier (2011) commented “there has been a continual change in what is measured, how it is measured and the targets used since 1992. The life cycle of earlier initiatives has been short and the changes made through each initiative have been

neither incremental, unidirectional nor unambiguous”. The ambiguity in this unfortunate scenario derives from wider debates outside the police force about the role of the police in society, with government wishing to move from a focus on law enforcement to crime prevention and a service-oriented culture modelled on business lines.

Human beings will instinctively adapt to changes in their environment to maximise benefit to themselves. This may mean that they collude with imperfect and unsubtle measurement systems to produce short-term gains at the expense of wider organisational interests and, in this case, more pressing imperatives, such as patient safety and well-being. It is impossible to monitor everything and so problems will tend to be pushed into areas where monitoring is less rigorous.

Leadership

Managing performance requires strong and visionary leadership which is communicated effectively through the organisation (Guillaume and Telle, 2011). Visionary leadership is found in an organisational culture which actively encourages the continuous pursuit of quality by a close relationship with external stakeholders, such that the organisation produces or delivers services and products which exceed the expectations of their customers, open and frequent communication and well-trained and engaged employees.

High quality leadership has been found to be extremely effective in enabling performance in police services (Brain, 2010). Dobby *et al.* (2004) stated that leadership was considered important in improving performance and that improving police leadership had therefore become an important element of the police reform agenda. Their study found that police officers wanted their leaders to make them feel proud of the service being provided and of their contribution to society (Dobby *et al.*, 2004). Leadership was felt to be instrumental in enabling better performance because of its utility in transfer of knowledge and skills, challenging poor behaviour, displaying high personal and professional standards and valuing and developing staff (Dobby *et al.*, 2004).

Quite clearly, leadership is essential to organisational performance. However enthusiastic employees may be, if they are not guided and directed in a coherent manner, then the organisation will not be able to perform. Graetz and Smith (2010) noted that because achieving

performance is a continuously-moving target, leadership needs to be equally flexible and adaptive, committing those at the head of the organisation to lead by example (Scroggins, 2006). Exceptional leaders are needed to empower and motivate other employees to follow their example (Senge, 2006).

Much has been written about different kinds of leadership and their effect on the performance of employees and the organisation as a whole. Gill (2011) highlighted particular trait theories which emphasise the heroic qualities of the leader, theories of emergent and servant leadership, various theories of leadership style, situational and contingency theories of leadership, charisma and transformational leadership. Transformational leadership has been highlighted as particularly useful in harnessing the pro-social values of many public service workers to deliver demonstrably better performance (Paarlberg and Lavigna, 2010). Such a connection was disputed, however, by Currie and Lockett (2007), who argued that in many public organisations, there is a strong network of different but complementary professional cultures and subcultures which may be at odds with the rather monoculture approach of transformation, which seeks to impose monolithic corporate goals and uniform approaches.

There is a category of performers in organisations who consistently exceed performance expectations (Granrose and Portwood, 1987). Such employees may be the organisational leaders of the future, who therefore should be nurtured and developed. The underlying reasoning for this is quite straightforward: high-performance individuals have a tendency to challenge the status quo and actively seek further development. They generally dislike routine and process, and dislike most of all what they perceive as micro-management (Doeringer *et al.*, 2003; Dowling *et al.*, 2008). Unfortunately these personality traits do not sit comfortably with the routine and process control which is fundamental to consistency in performance management and in military matrices such as the ADP.

The literature acknowledges that ‘mavericks’ in leadership can and do produce exceptional results (Collins, 2005; Fleming and Spicer, 2003). However, they can also pursue quite high risk strategies, either because they legitimately believe that their strategy is preferable (Carroll and Levy, 2008), or because they perceive that a straightforward repetition or regurgitation of established processes is not a sensible or viable solution to a contemporary problem or challenge (Collins, 2005; Schofield, 2001). The critical issue is harnessing the leadership traits

of these individuals within the necessary framework of process and performance management, to which, unfortunately, there is no straightforward answer.

This framework has proved very fruitful for qualitative investigation, but it is notoriously difficult to quantify phenomena such as leadership style or to link this style with actual organisational performance. Leadership style questionnaires and other measurement grids can be used to give leaders more insight into their own preferred styles, since it is difficult for an individual to be objective about his or her own performance in this area (Northouse, 2013). One problem with the empirical literature is that most of the studies rely on self-reported information, which is also difficult to quantify and open to many different interpretations. Undoubtedly, leadership style is a factor in employee and organisation performance, but it is difficult to trace direct causes and effects because of all the subjective elements in the research process.

Incentives

The origins of the incentives approach to performance management lie in the field of psychology, and particularly in Maslow's (1954) outline of an individual's hierarchy of needs. This predicts the requirement to meet employees' basic needs before offering incentives to improve performance at a higher level (King, 2009). Many organisations, and particularly those in the public sector, tend to be locked into rigid and stratified wage systems that were developed in conditions of stable employment, but do not fit very well with the highly dynamic nature of employment in the twenty-first century (Hofrichter *et al.* 1996). It has also long been realised that better rewards and incentives do not necessarily correlate with higher job satisfaction and that not even high job satisfaction necessarily correlates with better performance (Fisher, 1980).

The use of annual or bi-annual appraisal meetings to identify weaknesses in staff performance and offer training, or to inform various kinds of performance-related pay or privilege, is now often seen as being too rigid and retrospective. Instead, it is suggested that ways and means need to be found “of conceptualizing performance from the perspective of being innovative and continuously improving processes and procedures” (Baker, 2013:3). The way to do this is through regular dialogue within and between teams, seeing performance management as an

ongoing process in which people participate every day, encouraging each other with constructive feedback as part of the normal way of operating.

There are some disadvantages to performance-related pay systems, and they are not suitable for all sectors and contexts. There is a correlation between performance-related pay and risk aversion (Grund and Sliwka, 2010). The employer has to trade off the costs against the benefits of measuring individual performance and risk-averse individuals may self-select out of organisations where performance is measured in a way that relates directly to wages. Another problem of linking incentives to appraisal systems is that the quality of the performance appraisal experience itself is often poor and this results in lower job satisfaction and organisational commitment (Brown *et al.*, 2010). This suggests that some attempts to link incentives to appraisals may in fact have a negative effect on employee performance.

The incentives offered to employees to improve performance need not be financial and there is ample research showing the benefit of other, non-tangible incentives such as training and development (Langer and Mehra, 2010), joining leadership networks (Preece and Iles, 2009), or offering work-family facilitation so that employees have less stress from trying to balance their jobs with family needs (van Steenbergen and Ellemers, 2009).

Education and Training

Failure to develop employees can lead to outdated skill sets and an inability to take advantage of new opportunities (Arguinis and Kraiger, 2009). Large companies often have in-house training teams to deliver bespoke training for all employees, but this is an expensive option which is not always available to small and medium-sized companies (Lyons and Mattare, 2011). Smaller companies tend to focus on immediate, short-term needs and to rely on just one or two senior individuals to conduct all induction and training. Funds are often not available for the strategic development of individual employees or for the organisation as a whole.

The effect of education and training on performance can be enhanced if follow-up mechanisms are introduced, such as self-coaching, which involves “reflecting on one’s performance and setting transfer goals for several weeks following the completing of a training program” (Saks and Haccoun, 2010:306). Other factors which improve the link between training and performance include involving the supervisor in following up what has been learned, a

supportive transfer climate in the workplace and good employee motivation (Nijman and Gellissen, 2011).

Police forces can benefit greatly when the organisation itself becomes involved with the training of apprentices, students on placement or interns. This allows fresh ideas to enter the organisation and contributes to the provision of a qualified pool of potential employees. Collaboration with universities and colleges also helps to provide access to wider networks and up-to-date research findings, all of which enhance the knowledge and capacity of the organisation. In creative industries and marketing functions, the opportunity to interact with trainees can give access to valuable knowledge about target customers (Weible and McClure, 2011).

The North Wales Police (NWP) has focused on training and developing its staff internally to ensure the provision of exceptional service, grounded in performance and quality management principles (North Wales Police, 2012). The NWP has held awards for many years to demonstrate its commitment to continuing excellence, and in the last two years, has been awarded customer service commendations and a Quality Mark for its commitment to investing in people (National Computing Centre, 2011). The NWP attributed its success to careful strategic investment in education and training.

Social capital

Relational aspects of staff control mechanisms (punishment)

There is a distinct difference between the two types of control that are commonly used in companies to deal with employee conduct. The first, preventive controls, are usually expensive but aim to prevent problems before they arise. The second, detective controls, aim to discover problems after they have happened, usually a less expensive option (Christ *et al.*, 2012). Christ *et al.* (2012) found that both approaches can work, but the way in which the controls are exercised may be more important than the choice between them. Employees generally value a certain amount of autonomy in their work and too many preventive controls can actually impair employee performance and increase frustration and lack of enthusiasm for the job. Psychological studies have shown that having a positive self-concept predicts better job performance (Judge, 1997; Grant, 2010). It follows that any regime which undermines staff

self-confidence (for example, over-intrusive monitoring) risks causing negative effects on staff performance (Grant, 2010).

Not all employees who are disciplined in different industries and sectors are disciplined in the same way. One disadvantage of involving the police in dealing with serious staff misconduct is the negative effect that this can have on the organisation's reputation (Ericson and Haggerty, 1997). Brooks *et al.* (2009:503) surveyed 38 private sector firms, all in the Financial Times Stock Exchange (FTSE 100) list and found that "the possession of a counter-fraud strategy, regular fraud risk assessments, the promotion of anti-fraud cultures, reporting mechanisms and full use of sanctions were all found to be wanting in many of the respondents" and suggested that firms preferred to deal with incidents without involving the police, to protect their reputation.

A study conducted by Butterfield *et al.* (1996) about issues related to punishment interviewed 77 managers from a range of different fields from theatres to army personnel. Several clear themes emerged from this study, the most vivid being that managers had concerns about ongoing performance following disciplinary action. However, both positive and negative effects on performance have been reported. It has been noted that the punishment enabler is a complex area of social study because "managers take a broad view of punishment and consider punishment situations to be complex social phenomena with far-reaching implications for the organization and the work group" (Casey, 1997:94). Punishment does not seem to be an easy option: "administering the appropriate punishment for wrong behaviour in the workplace is one of the most challenging endeavours for organization leaders" (Winn, 2014:9). Managers do not tend to punish staff without providing some additional motivating factor because "organization leaders look to senior officers to guide them in establishing 'carrot and stick' strategies to motivate right behaviour in the workplace" (Winn, 2014:9). Imposing punishment for misconduct is necessary, but providing appropriate incentives when employees achieve excellent results at work is also important (Winn, 2014).

Relational aspects of religious faith and values

Studies about employees' religious faith and its effect upon the performance of organisations are ambiguous (Alidadi, 2010). Employees' beliefs are recognised as being an important element in motivation, extending into the religious and moral domains. Religious faith

(monotheistic faiths) can be a motivating factor for employees and can positively affect their performance (Sharkie, 2009).

Organisations which are built on a single strong ideology, such as a religious faith or a political belief, can afford to rely very heavily on voluntary and above-minimum performance from their paid staff, and can exploit shared values to enhance the community beliefs of their workforce (Sharkie, 2009). Religious faith can, however, be both a positive and a negative force in performance management, depending on the diversity of the workforce and how sensitively the core values of the organisation are handled. Although, as noted above, there are few studies about religious faith and their effect upon employee performance, some have revealed that religion plays a critical role in many aspects of motivation, emotion and judgment (Fernando and Jackson, 2006). Fernando and Jackson's study elucidates many interesting areas in which employees' religious faith plays an immense role in "shaping some leaders' desire to make 'right decisions'" (2006:24).

Religious faith has an important effect upon people's lives around the world and religious behaviours in the workplace should be considered when applying performance management enablers (Alnamlah, 2011). Although, "[m]any organisations are supportive of their employees' needs [.....] their religious and spiritual beliefs" (Victor, 2008:3), 60% of organisational leaders support a secular culture, where employee religious faith has no influence on the environment, rather than a religious one (Victor, 2008).

Islam is the dominant religious faith in the United Arab Emirates (UAE). All of ADP's police officers are Muslims and pray five times a day (National Bureau of Statistics, 2013). In all public sector organisations in Abu Dhabi city, there are official breaks for those who wish to pray (National Bureau of Statistics, 2013). Because of the scale of adherence by police officers to prayer time, it seems likely that there is a connection between Islamic rituals at work and performance management.

Summary

This chapter has set out the strategic enablers of performance management under the three main forms of intellectual capital.

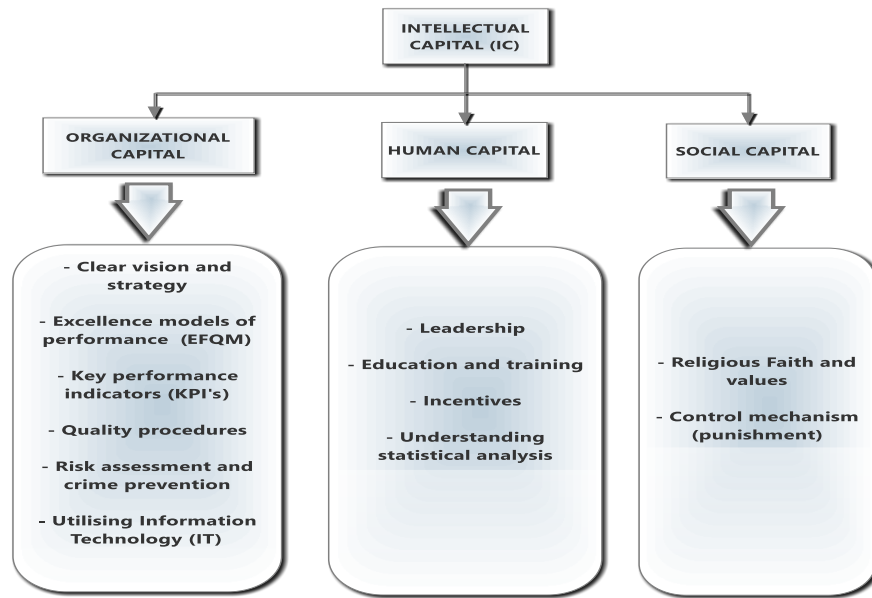


Figure 1: The conceptual framework: an intellectual capital framing of police force performance enablers

The proposed conceptual framework (Figure 1) encapsulates the elements of the literature discussed, illustrating police forces' strategic enablers of performance and showing where each fits into the elements of intellectual capital. Figure 1 also shows the interrelationships between the different elements. The literature review of the many facets of performance strategic enablers, ranging from theoretical best practice to quality management models and performance techniques, confirms that performance management in a police setting is extremely desirable. It is important to appreciate that different types of performance enablers can help organisations in various ways in the facilitation and achievement of better performance (Cokins, 2009).

The next phase of this research will focus on answering the research question 'to what extent and in what ways do the strategic performance management enablers (the conceptual framework), under each domain of intellectual capital, affect police officers' performance in the Abu Dhabi Police'. This study focuses qualitatively and quantitatively on assessing the effect of these strategic enablers of performance upon ADP police officers, and hence the organisation. The hope is that triangulation among the research methods will produce more reliable results (Gill and Johnson 2010). The next two chapters discuss, first, the history of the ADP and then the research methodology and philosophical stance in more detail.

CHAPTER 3: THE ABU DHABI POLICE FORCE (ADP)

This research uses a case study of the Abu Dhabi Police Force (ADP). The United Arab Emirates (UAE) consists of seven Emirates. Abu Dhabi, the capital of the UAE, is a T-shaped island. It is the largest emirate with a population in 2013 of 921,000 (National Bureau of Statistics, 2013). Abu Dhabi is located on the southern coast of the Arabian Gulf. Deserts make up 70% of its total area. The Abu Dhabi police force was set up in 1957; it now has 33,893 employees. The police force is responsible for maintaining security and preventing crime in the Emirate of Abu Dhabi, which has an area of 67,440 square kilometres, equivalent to 86.67% of the United Arab Emirates (National Bureau of Statistics, 2013) and is divided into four geographical areas (the capital, the outer regions, Western Region and Al Ain) (Figure 2).



Figure 2: UAE map (the ADP jurisdiction is coloured beige)

Source: Wikipedia

Organisational capital

The organisational structure of the ADP is based around six General Directorates, each with an Adjutant General and Deputy Commander. Each department has a number of departmental sub-units and supporting units, under their own General Managers (Figure 3).



Figure 3: The ADP's organisational structure (Source: Abu Dhabi Police, 2012)

The ADP, as a security agency, undertakes law enforcement and ensures the safety and security of all UAE citizens and residents, in accordance with the relevant laws and regulations. This is supported by constant planning and adapting to continuous rapid changes and challenges. These changes may be national, for example, urban expansion, tourism projects, population growth and demographics, or increases in certain types of crime. They may also be regional, since the UAE continues to be a main destination for tourists despite the continuous unrest in the region, or international, for example, the global financial crisis, fighting terrorism, the UAE's commitment regarding child crimes, and human trafficking. This forms the main input

for the process of outlining the ADP GHQ External Environment Analysis. As a result of the force's commitment to implementing this comprehensive approach, its customers' satisfaction rate was 88.4% in 2012 (Abu Dhabi Police, 2012), and in 2008–2009, the ADP won the second round of the Abu Dhabi Award for Excellence in Government Performance, in the category of “Entity Excellence in Customer Development”.

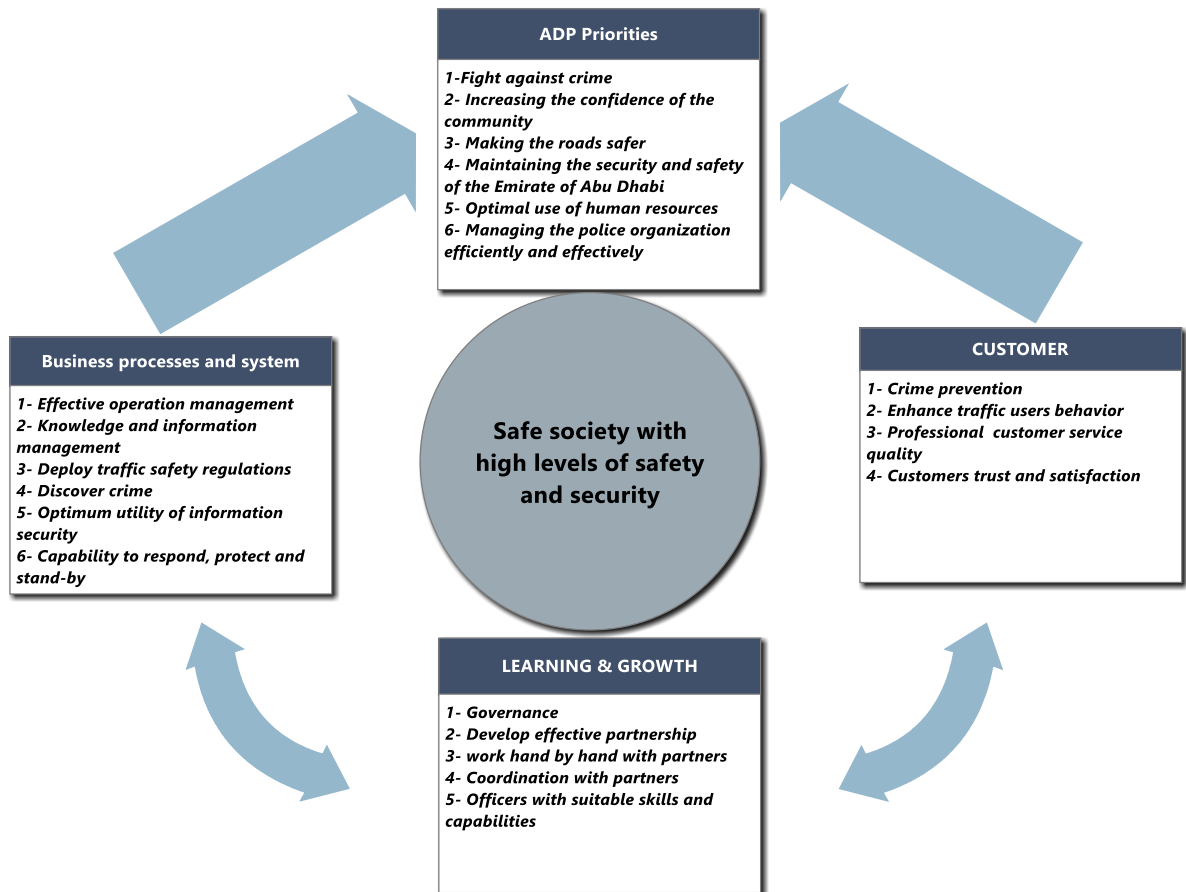


Figure 4: Strategic map of the ADP (Abu Dhabi Police, 2012)

The ADP is working towards a safe community, stability and lower crime rates. Its efforts are based on six strategic tasks: fighting crime, increasing the confidence of the community, making the roads safer, maintaining the security and safety of the Emirate of Abu Dhabi, using human resources optimally and finally managing the police organisation efficiently and effectively (Abu Dhabi Police, 2012). The force has approved the use of comprehensive quality standards (ISO 9001) in all departments as a method of continuous improvement and control.

The strategic plan for 2008–2012 had four elements representing its key tasks (see Figure 4) and linked to the agenda of the government of Abu Dhabi. Based on the adoption of many strategic approaches and initiatives, such as the ‘evaluation of institutional performance’, the ADP’s senior managers have produced many studies in coordination with the Centre for Security Research to tackle serious issues in the fields of security, the fight against organised crime, road accidents and societal issues. The purpose of these studies was to determine the needs of internal and external stakeholders through reviewing annual performance reports, satisfaction rates, suggestions, complaints and questionnaires (Abu Dhabi Police, 2012).

Human capital

ADP is led by a Commander General and six Director Generals who together constitute the Senior Leadership Committee, a Board that meets bi-monthly to discuss performance reports, projects and any other business, and raises recommendations for approval by HH the Minister of Interior. The Change and Development Program Steering Committee undertakes regular periodic follow-up and monitoring of progress of the ADP Development Program. The Strategy and Performance Improvement Department manages this process in close coordination with the Senior Leadership Committee.

To implement its processes and deliver its operations, the ADP relies on a qualified police workforce, from the planning phase all the way to front-line delivery in the field (Abu Dhabi Police, 2012). It has an annual training plan which is evaluated according to international best practice and is designed to meet the training requirements identified by the different Departments. There is an electronic system for organising and streamlining creative and innovative ideas from the ADP’s staff, customers and stakeholders, to foster and encourage creativity and innovation across the organisation and to develop it through a clear methodology that is regularly reviewed (Abu Dhabi Police, 2012). The ADP has extensive experience of research, investigation, academic study and actual practice. To maintain high levels of security, it relies on extensive information with accurate follow-up, accelerated achievement and quick responsiveness to emergencies (Abu Dhabi Police, 2012).

The ADP assesses employee performance through a bespoke electronic performance appraisal system called HOPAS. This was described by the 2009 Abu Dhabi Excellence Program as one

of the best practice staff performance appraisal systems in the Emirate (Abu Dhabi Police, 2012).

Social capital

The relational aspects of religious faith and values include a set of social relations and networks which help to manage religious faith and values in the organisation. Police officers in Abu Dhabi tend to have religious beliefs, and do not necessarily separate them from their work. In the military matrix of the ADP, police officers obey orders from superior officers, and combine their performance with religious obedience, which results in higher levels of discipline.

Over the past 56 years, the ADP has performed its duties in a society of diverse demographics and varied cultures, religions and beliefs. It has continually upheld the UAE's general standards of a modern and advanced environment featuring peaceful co-existence, low crime rates, safety and security and the encouragement of investment and tourism.

Importance and Use of Service Outcome Performance Indicators

The use of performance indicators can help in the assessment of the economy, efficiency and effectiveness of a service through the measurement of inputs, outputs and outcomes (Newburn, 2003). Whilst the economy of a service can be judged through the measurement of service inputs, such as costs, and its efficiency through the quality of the output, or the number of products produced, outcomes can be measured by what finally occurs and the results of the service (Newburn, 2003). Such an assessment results in knowing whether the overall aim of a service has been achieved (Newburn, 2003). The only way to measure outcomes for many services is by asking the recipients of these services whether they think that the outcomes have been achieved (Newburn, 2003).

With the police being responsible for a range of services to citizens, outcomes measured by police departments, for example, the Western Australia Police Service (2003), may include:

- Community safety: the community has confidence in the level of public order, safety and security.
- Road safety: Road users behave safely.

- Crime and justice: A response to crime that brings offenders before the justice system.

The police service has thousands of indirect and direct contacts with the community each year; members of the community develop opinions about their satisfaction levels with policing services (Western Australia Police Service, 2003). Community satisfaction with police services is measured through surveys and then analysed to develop recommendations for future action (Western Australia Police Service, 2003).

Service outcomes of performance enablers in the ADP

In the last decade, senior managers in the ADP have tried to attain high levels of customer satisfaction for its services (see Figure 5).

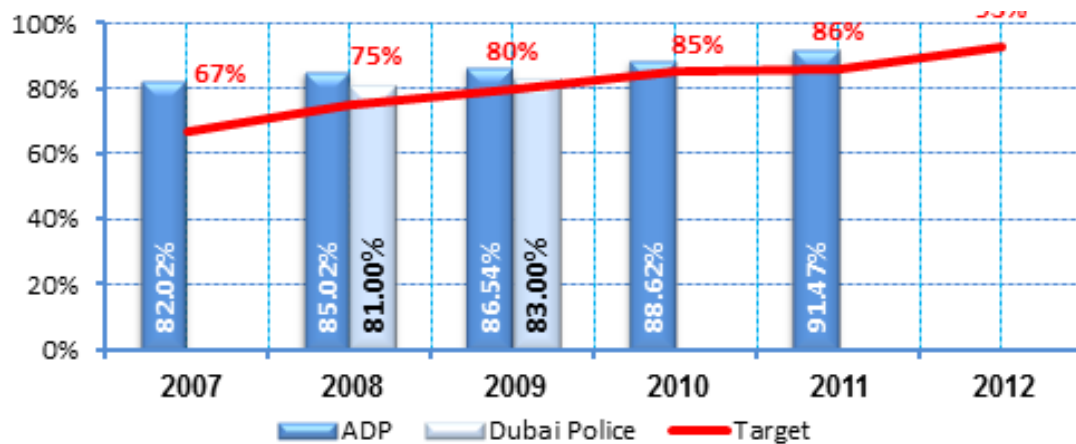


Figure (5) Average customer satisfaction in provided services

Source: (Abu Dhabi Police, 2014)

It is clear from the Figure 5 that the ADP succeeded in this attempt, which is likely to be because of its nominal fees for services, speed of transaction processing, ease of procedures and speed of response.

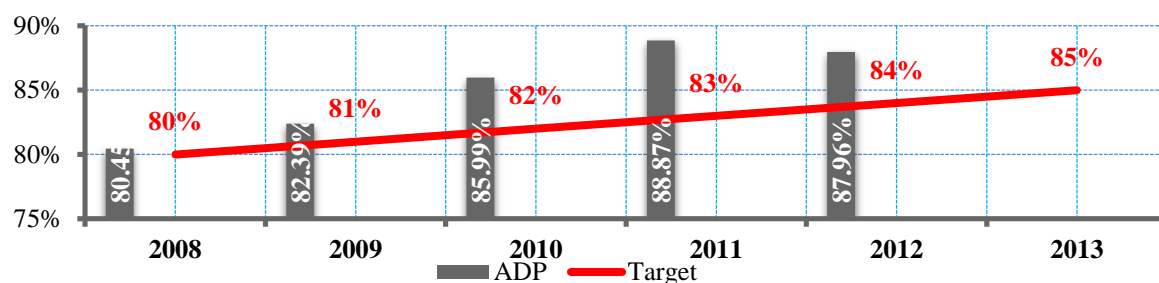


Figure (6) Customer satisfaction levels in the ADP

Source: (Abu Dhabi Police, 2014)

Overall satisfaction rates with the ADP are shown in Figure 6, and are increasing year on year. This may suggest that there is an improvement in performance of employees.

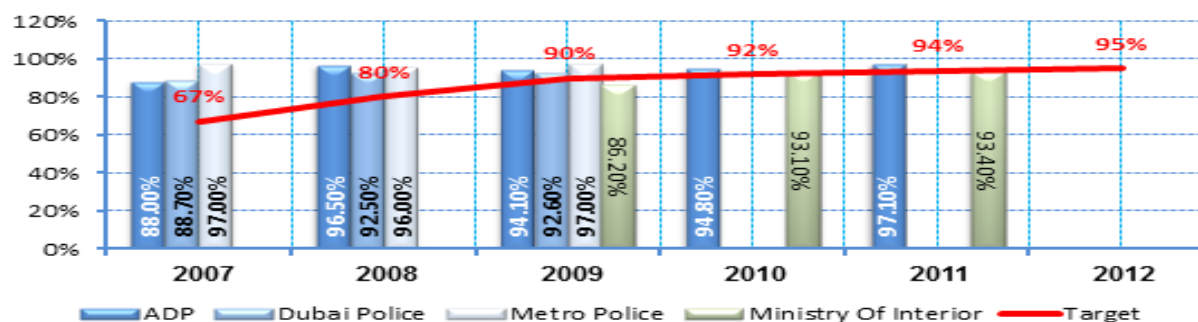


Figure (7) Average customer satisfaction 'safety and security', comparing ADP with other forces

Source: (Abu Dhabi Police, 2014)

The ADP has made the city of Abu Dhabi a safe society by sustaining high levels of security and safety and by low crime rates. Figures 7 and 8 show that this success in improving the safety and security of Abu Dhabi resulted in significant customer satisfaction. Figure 7 shows a comparison between this force and others for customer satisfaction in safety and security levels.

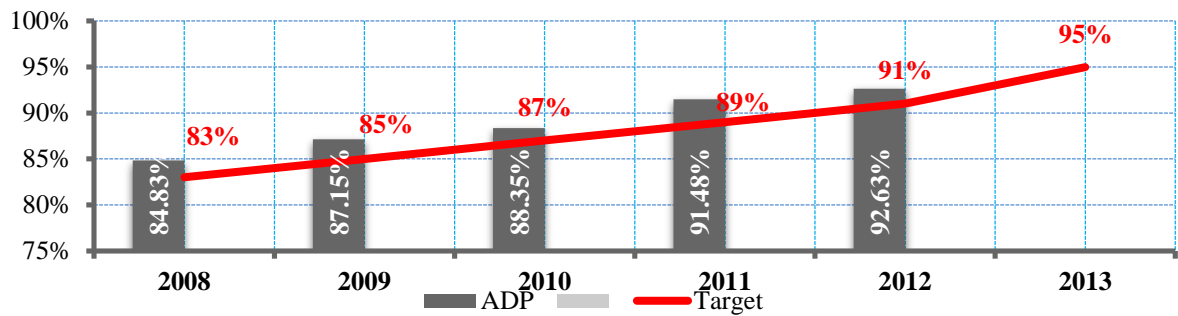


Figure (8) Average customer satisfaction with policing

Source: (Abu Dhabi Police, 2014)

Newly released figures from the Traffic and Patrols Directorate at Abu Dhabi Police showed a significant improvement in the levels of traffic safety in Abu Dhabi in 2014 compared to last year (Abu Dhabi Police, 2014).

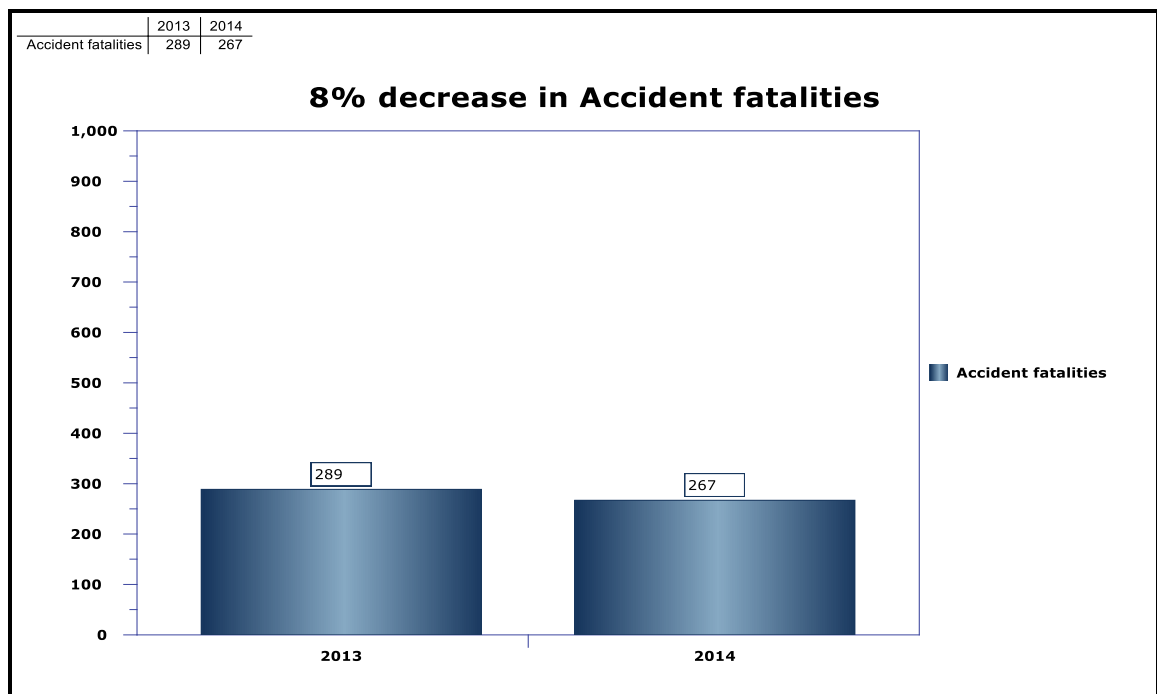


Figure (9) Accident fatalities

Source: (Abu Dhabi Police, 2014)

For example, Figure 9 shows that the number of traffic accident fatalities declined by 8%, from 289 in 2013 to 267 in 2014; over the same period, severe injuries decreased by 34%, from 366 to 240, and the rate of fatalities per 10,000 vehicles improved by 15%. Traffic accidents decreased overall by 10%, from 2071 to 1861, despite the number of registered vehicles and drivers increasing by 9% over the period (Abu Dhabi Police, 2014).

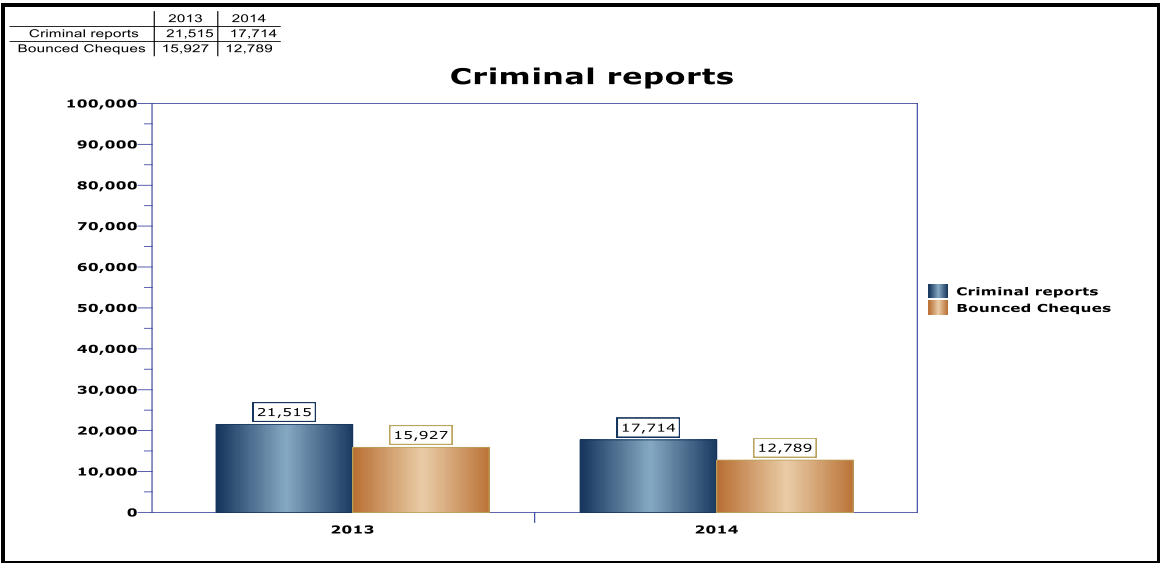


Figure (10) Reported crimes

Source: (Abu Dhabi Police, 2014)

Figure 10 shows that there were 17,714 crimes reported to the ADP in 2014, compared with 21,515 in 2013; a decrease of 3,801 reports or 17.7%. The total number of cases related to bounced cheques was 12,789, compared with 15,927 reports in 2013; a decrease of 3,138 reports (Abu Dhabi Police, 2014).

Brigadier Maktoum Al Shareefi, Director of the Capital Police Directorate, attributed this drop in crime rates to “the strict security measures enforced by the police, in addition to the positive effects of the continuous awareness drives, aimed at curbing social banes, and to achieve a secure and stable society” (Abu Dhabi Police, 2014).

He reiterated “the keenness of the police leadership to provide the best policing services to community members, and to continuously strive to enhance security staff members’ levels of efficiency and performance, by providing them with high quality training to guarantee

proficiency, accuracy, in catering to the needs of community members, and ensuring prompt response to the various security reports” (Abu Dhabi Police, 2014).

Summary

The ADP has moved towards better performance because it continuously updates its strategic vision to cope with the high demands of ensuring a secure and safe society. There is a significant positive trend in customer satisfaction with the services provided, which implies that it is, at the least, on the right track.

The next chapter will provide a detailed discussion of the research methods and methodological stance used in this research, emphasising its epistemological and ontological positioning.

CHAPTER 4: METHODS AND METHODOLOGY

Research strategy

The case study of the ADP, focusing on the research questions identified in Chapter 1, was designed to provide the necessary contextual understanding of the effect of strategic performance management enablers. It allowed the researcher to draw upon an extensive range of variables (Miles and Huberman, 1994). Research into case studies has many advantages (Yin, 2009), not least that a well-conducted case study can provide a good depth of analysis. Case studies deal with highly specific evidence, which links closely with the chosen research methodology and philosophy, as discussed in this chapter (Yin, 2009). The case study of the ADP from an organisational perspective is particularly useful because it allows the organisation to use data which I have gathered and apply it with a view to improving its current processes (Runeson and Höst, 2009).

Reflexivity, in simple terms, discusses the relationships between cause and effect (Gill and Johnson, 2010). This occurs because, when prompted by questions and observations from the researcher, the subjects involved in the case study begin to personally reflect on the nature of their working environment, which can lead them to change their behaviour. This can happen either consciously or unconsciously on the part of the subjects. There was, therefore, an obligation on the researcher to be aware of this risk to the research and include it among other considerations during data analysis (Bryman and Bell, 2011).

Pragmatically, it is important to recognise the potential operational difficulties of conducting case study research on the ADP. Detailed case study analysis can have high cost and resource requirements (Bryman and Bell, 2011). Even for a skilled researcher with extensive experience, it can take many hours to extract relevant data from observations and interviews, because it is often necessary to revisit interviews to clarify details. There is a risk when conducting interviews that the personal situation of research subjects temporarily influences their responses, for example, if they had had a personal disagreement with someone (Horn, 2009). As it is very rare for people to be able to isolate such emotions completely, it was necessary to revisit interviews up to five times, to clarify the data (Horn, 2009). Importantly, key findings and themes of case studies cannot necessarily be generalised to other sectors or

cases. However, they reveal many interesting ideas, themes and findings, which attract the attention and interest of people within the discipline and beyond (Bryman and Bell, 2011).

One final issue to consider is the problem of access to data. Even though the researcher have full access because he is employed by the organisation being studied, he still have a 'day job', limiting the amount of time available for the research. It may also be the case that some departments tacitly withhold certain data because they do not wish to share it with a third party or with someone within the organisation. This may be a particular issue in the ADP, because of the nature of the work, and particularly its security patterns. The dynamics of organisational culture almost inevitably lead to a situation where knowledge is held by certain employees who do not volunteer it unless they are asked very specific questions. Unfortunately, this results in a lack of access which can adversely affect the overall case study unless sufficient data are gathered elsewhere in the organisation (Myers, 2009).

However, despite these challenges, studying the case of the ADP was considered useful as an attempt to understand my own epistemological assumptions and to add to my own knowledge, as well as to the overall body of knowledge. It was therefore determined that, on balance, a case study approach to the ADP would be appropriate. The research was considered to be strategically important to the ADP, and I was empowered directly by high-ranking officers (Generals). I was given access to extensive data from the ADP and permission to approach police officers with a range of job descriptions and ranks in various geographical areas. These factors ensured the efficient use of time and resources and helped to alleviate many of the drawbacks mentioned earlier.

Validity

The research took into account issues of population and ecological validity. These criteria are significant in the process of evaluating management research (Gill and Johnson, 2010). Population validity is "the extent to which conclusions might be generalized to other people" (Gill and Johnson, 2010:242). The research was conducted upon police officers working in different roles and directorates, to ensure acceptable population validity. The descriptive data illustrates how the population was segmented (see chapter 5). Ecological validity is "the extent to which conclusions might be generalized to social contexts other than those in which data have been collected" (Gill and Johnson, 2010:242). The ecological validity was enhanced by

observation and semi structured interviews to get as close to what is actually happening with regard the research objective. For example, if interviews were conducted in the interviewees' offices and this is normal for them, then the ecological validity will be relatively high, because the action is unlikely to affect behaviour and therefore their responses may be more reliable in terms of what is happening in the organisation (Gill and Johnson, 2010). The following sections describe the methodology used in this study, discussing in detail its philosophical assumptions by exploring its epistemological and ontological positioning.

Research methodology

From a research perspective, a study should identify to some degree at least the difference between the formats of knowledge, leading to a distinction between truth and belief (Zinn, 2013). This allows the researcher to identify the value of information as a contribution to knowledge (Kitcher, 2011). Any assumption by an individual is logical and rational within his/her own thought process and includes the consideration of alternative scenarios (Furnham, 2012). It was therefore necessary to examine the 'before' and 'after' of a situation to establish whether knowledge actually emerged or a belief was formed. Applying this suggested that there will inevitably be an element of intuitive knowledge based on a combination of external truths from existing enablers of performance, coupled with internal knowledge about the way in which these frameworks could be applied to the ADP. Part of this research therefore focused on identifying the distinction between the two during the course of the interviews.

Epistemological stance

Epistemology is defined here as "the branch of philosophy concerned with the study of the criteria by which we determine what does and does not constitute warranted or valid knowledge" (Gill and Johnson, 2010:240) and includes an assessment of the way in which the knowledge was obtained, interpreted and understood and then absorbed within a social group (Bryman and Bell, 2011), or in an organisational context (Anderson, 2010). This has particular relevance for this study, because it is about understanding how information from performance enablers is absorbed and communicated.

The obvious challenges of epistemology were related to the difficulty of establishing a clear starting point for interpreting evidence, truth and belief (Lewis, 2010). French (2009) warned that there is a risk in any research study that excessive focus will be given to the philosophical

discussion and division of truth and knowledge, leading to a weakened argument which fails to focus on the core research question.

Ontological stance

Ontology is the philosophical study of the nature of being, an abstract philosophical construct which explores how humans in a social setting understand their own situation in relation to the norms, rules and social frameworks which they impose upon themselves (Fisher, 2010). In simple terms, it is people's view of the world and its reality. Robson (2011) stated that ontology explores what exists and also, as a construct of socio-cultural beliefs and norms, what is said to exist. Fundamentally, it examines how society as a whole can create a situation out of collective belief, leading to shifts in perspective. It was not intended to make a definite separation between what constitutes as 'true' or 'false', but to understand police officers' perceptions with the social world. Therefore, it was decided to adopt the interpretivist paradigm reflecting realism, because the details of this research dealt with the social world of police officers' in the ADP.

A further line of discussion suggests that the reality of a situation exists independently and is not the same as social perceptions (Fisher, 2010). This subtle but important distinction is why different individuals can interpret the same situation in entirely different ways. Archer (2011) went further, claiming that realism looks for the one true and accurate interpretation of events. Only the imposition on it of social constructs using the principles of ontology ensures that society continues to function. That is, without the imposition of social constructs in the form of social norms, rules and self-imposed regulations, society would not function. The implications of this approach for this study are that it was necessary to examine the perspectives of many stakeholders (of different ranks) to appreciate their different versions of reality. Without this, it will be impossible to appreciate how the strategic performance enablers can be superimposed over existing cultural and societal norms leading to a collective belief in the value of the system, such that employees are prepared to adopt it.

In this research the realist approach was preferred. The adoption of realist principles offered the researcher a number of benefits, including the ability to logically and systematically categorise and interpret both tangible and intangible phenomena (Wallace and Timpson, 2010). Realism also allowed the objective separation of events from research subjects' interpretations.

This illustrates how reality can exist as a separate construct from personal interpretation. As a result, the realist ontological paradigm helped to explain and reconcile these differing perspectives (Silverman, 2004). However, critics of the approach believe that it can be arbitrary and artificial in its application (Gill and Johnson, 2010). Critics suggest that one of the fundamental challenges with realism is that a researcher may subconsciously or consciously adapt the findings of a piece of research, through analysis which colours the interpretation of the data. Realist researchers do not focus on what they think is 'real', but take the view that structures in society and in organisations exist as separate, testable, measurable features of our lived experience and can exert control on our lives (Fisher, 2010). Interpretivists take the view that such structures emerge and change in response to our lived experiences, are socially constructed as we enact our lives and as such do not exist as entities separate from those who construct them.

There is a point of view that the philosophical discussions surrounding realism add limited value to any research study (Doherty, 2011). Bhaskar (2009) even suggested that such discussions are merely of philosophical interest and do not advance pragmatic research in any way. If the research is to provide a balanced view, such criticisms should be considered within the overall development of the research methodology, with particular regard to the collection and interpretation of the research data.

The selection of an appropriate research philosophy should be guided by the nature of the research question, the research aims and objectives and, to a lesser extent, the gap in knowledge that the research is investigating (Gill and Johnson, 2010). Philosophically, there are two main schools of thought in relation to research methodologies, the positivist and the phenomenological, the latter often approached via the interpretivist school (Gill and Johnson, 2010). As might be expected, each offers benefits and challenges, meaning that sometimes it is preferable to use one rather than the other, depending on the nature of the research study (Bryman and Bell, 2011). This section critically considers the inherent risks, challenges and benefits of both of these modes of thinking, to help illustrate how and why different research philosophies are appropriate in different circumstances.

Positivist approaches

At a generic level, positivists believe that the only way to obtain truth in research is through robust empirical study of scientifically observed phenomena. In other words, there is one fundamental truth to the universe (Fisher, 2010). Positivism holds that human behaviour and actions, like the natural sciences, can be studied objectively, with an emphasis on specific things such as ‘human behaviours’ because ‘facts are facts’ (Fisher, 2010). In simple terms, positivism advocates using the methods of natural science to gain a clear understanding of a social phenomenon (Bryman and Bell, 2011). This does not mean that intangible elements of human behaviour cannot be adapted to positivist thought, but the results would probably be vulnerable to criticism. Positivists generally adopt a deductive approach, relying heavily on existing situations observed within a very tightly-defined research scope. At a pragmatic level, Myers (2009) described positivism as typically associated with quantitative enquiry and governing the behaviour of social phenomena. One notable benefit of developing rules or laws, based on the testing of hypotheses, is that it provides a benchmark for organisations or government bodies to assess general trends in social populations, which in itself can be valuable information (Gill and Johnson, 2010).

Interpretivism

Interpretivism, or anti-positivism, as it is occasionally known, adopts an entirely different perspective to the interpretation of research data (Gill and Johnson, 2010). It mainly understands social actions in a subjective manner. A researcher who adopts interpretivism therefore seeks to interpret others through a lens that ‘people are people’ (Bryman and Bell, 2011). Under the interpretivist paradigm, an inductive approach must be taken to observing and understanding research participants in their natural or contextual setting. This approach examines a range of perspectives and then develops themes or explanations (Miles and Huberman, 1994). Interpretivist study often draws upon qualitative data and evidence which is believed to more closely reflect the behaviours and beliefs of individuals in a social science context (Silverman, 2004). Supporters of this view argue that such an approach closely resembles the reality of human behaviour, which is not necessarily logical or rational, but is guided by the experiences, perceptions and biases of individuals in relation to their own circumstances (Myers, 2009).

Interpretivist research allows researchers to understand and reconcile the inherent contradictions in human behaviour as a response to circumstances (Gill and Johnson, 2010). Qualitative data are particularly useful for defining and understanding the stated feelings and attitudes of the subjects of such research (Maanen, 2011). In an organisational context, defining these attitudes is fundamentally important for explaining human behaviour and responses. Unless this understanding is obtained at the outset, the subsequent interpretation and analysis of data are largely meaningless, having no context at either a macro or a micro level (Myers, 2009). Wider contextual understanding in a case study environment (here, that of the ADP) can be particularly important to explain apparently irrational behaviour (Gill and Johnson, 2010).

Summary of the selected research methodology

I have decided to use an interpretivism approach reflecting realism. In any research, there is a risk of inadvertent researcher bias because of preconceived beliefs and notions (Anderson, 2010). To avoid this as far as possible, I propose to adopt a robust and objective stance, using triangulation from multiple data formats, including interviews and questionnaires.

Research methods: mixed methods

Qualitative research may be the best method for studying the ADP's strategic performance enablers, since it involves full contact with the field and the situations faced by police personnel every day, whether as individuals, members of groups or as an organisation (Miles and Huberman, 1994). Instead, however, I chose to use mixed research methods, triangulating qualitative and quantitative data. This is likely to result in more reliable findings, due to the different methods used in the research (Smith, 1975).

There are four types of triangulation (Denzin, 2006). The first is 'of data', or examining different sets of data, perhaps from employees at different levels, to gain different perspectives. The second uses multiple researchers to undertake the study and so gain different views. The third uses multiple frameworks, for example, by applying alternative strategic human resource frameworks to establish whether one has greater validity than another in enhancing performance management. Finally, the fourth approach is guided by the methodology. It involves, for example, collecting quantitative data using a questionnaire and following this up by interviews and focus groups using different strata of the research population. This last is

becoming increasingly common in the social sciences because it allows the detailed interpretation of reliable statistical data in a qualitative context. The result is often policy-orientated research, which has greater validity in an authentic setting (Bryman and Bell, 2011).

Sampling and the semi-structured interview questions

Having determined the research method, it was then necessary to consider the practicalities of gathering the necessary data (Creswell, 2009). With the choice of a case study as the form of the research, focusing on semi-structured interviews, the next step was to decide how to select interviewees. I chose to select 10 participants from among senior ADP officers and consultants, all of whom were performance experts in their field, in security roles or service facilities, to get the benefit of their experience of performance management. They were chosen from the automated Human Resources system for the ADP by rank, qualifications, years of experience and job roles. The idea was to involve all segments of police officers working in the ADP and to avoid any researcher bias in choosing research participants. Eight of the interviewees were high-ranking police officers, ranging from Lieutenant to General in rank, and two were consultants at the ADP. All the participants were EFQM certified and educated.

After being identified, these individuals were directly asked to take part in this research study using a personalised letter. The letter explained what this research would achieve and why their involvement would be helpful. The letter also explained that their involvement was voluntary, and so obtained informed consent (Gill and Johnson, 2010). Appendix 1 contains a copy of the letter sent to the research participants and a full list of the ranks of the participants is in Appendix 2. The interviews were conducted on police premises at a mutually convenient time. When no objection was made, the interviews were audio-recorded, and then transcribed for subsequent analysis. Informed consent was obtained before recording began and manual notes were taken in interviews if the participants declined to be recorded (Bryman and Bell, 2011). It was considered likely that high-calibre police officers were busy people with limited time and availability for extended interviews. It was therefore decided to conduct 10 interviews of approximately 1–2 hours each. Efforts were made to keep the ecological validity within normal levels (Gill and Johnson, 2010).

Occasionally further clarification had to be sought at a later stage and it seemed likely that a proportion of the interviews would have to be rescheduled because of operational constraints.

Time was allowed for both (Bryman and Bell, 2011), to avoid the results being skewed through failure to collect all the relevant data.

The interviews were mainly held in meeting rooms or in the interviewees' offices, depending upon availability or on the interviewees' convenience. The police officer interviews were conducted in Arabic. This ensured that the interviewees could express their thoughts and views in their mother tongue as clearly and eloquently as possible. The two consultants were from the United Kingdom and their interviews were carried out in English. The researcher asked each interviewee approximately 15 questions (Appendix 3). The interviewees' identities remain confidential, as they requested, but they gave their rank, job description, experience and age. All the police officers interviewed were Emirati citizens, because this is one of the pre-conditions for becoming an officer. Appendix 6 includes brief details about each interviewee.

It is absolutely fundamental for the questions in the research instrument, in this case the semi-structured interviews, to be closely linked to the output of the literature review (Collins and Hussey, 2009). The questions should encourage constructive and informed debate between the researcher and the interviewee, to elucidate fresh insights and perspectives which might be valuable in the data analysis and interpretation (Myers, 2009). One of the benefits of semi-structured interviews is that they can be adapted flexibly to cover the specifics of the conversation and the role and experience of the research participants. There is no need for a defined sequence of questions to be asked in a rigidly specific order. This is not, however, a license to divert widely from the overall research perspective (Silverman, 2004). During the questioning process, due care and attention were therefore given to the focus of the research study.

Appendix 3 contains the outline questions from the semi-structured interviews. The questions focused upon the dimensions and aspects of strategic performance enablers within the context of police forces. The literature review uncovered a wide body of knowledge and data in this area, which provided a rich opportunity to develop fresh questions in the interviews focusing on the specific experience of each interviewee. This led the researcher to gather data that was suitably deep and broad for subsequent interpretation and analysis (Creswell, 2009).

Although many additional and sometimes irrelevant ideas were discussed during the interviews, the researcher focused on capturing the most relevant ideas. These were primarily those subjects directly related to the researcher's questions, the core research topic and the themes of the conceptual framework set out in Chapter 2. The main themes focus on the strategic performance management enablers from the conceptual framework and were:

- Quality control;
- Use of a recognized excellence framework (EFQM / RADAR);
- Clear policing strategy; vision and KPIs;
- Crime prevention and risk management;
- Investment in IT equipment;
- Statistical analysis;
- Leadership;
- Investment in training and education;
- Incentives and punishment; and
- Religious values.

Data analysis

Fisher (2010) asserted that there are three main interpretive grids: realist, nominalist and critical realist. This research used a realist lens. Fisher (2010:253) stated that “Comparative case studies [...] involve some particular (and real) features of the case studies and then use these to define the similarities and differences between the case studies [...] this comparison often allows dimensions to be defined which form a conceptual framework in which case studies can be plotted”. The literature review discussed different strategic performance management enablers. They formed the main elements of the conceptual framework, which led to the interview questions. Later, the key findings and themes derived from the interviews were compared with the conceptual framework, because “[t]his, in turn, [could] then form the basis for drawing some conclusions or generalisations” (Fisher, 2010:253).

This was resource-intensive and time-consuming and also led to a huge volume of data to be carefully cleaned, codified and interpreted. The analysis of qualitative data has become easier thanks to the development of specialist software programs such as Nvivo and ATLAS (Tansley, cited in Fisher, 2010), but the data must still be input, a time-consuming process

subject to the risk of inadvertent human error. Despite the development of these programs, analyses using multiple formats are recommended to ensure the efficacy of the output (Tansley, cited in Fisher, 2010). The data were analysed by coding certain themes from the literature review and comparing them with the findings from the interviews. Chapter 5 explains and illustrates the main findings under these themes.

It was considered necessary to triangulate the output of the theme analysis and findings against the questionnaire results, to provide contextual understanding and validity for the data. This level of interpretation is vital for generating the necessary insights and depth of knowledge expected from a study at this level (Myers, 2009). The detailed and resource-intensive process was necessary to consider the information and data in sufficient depth and from multiple perspectives. The approach was also in accordance with the research philosophy, ontology and epistemology discussed at the beginning of this chapter.

Summary of the qualitative research

In summary, the data were collected using semi-structured interviews and subsequently analysed using theme coding. Throughout the course of the primary data collection exercise, best practice in research ethics was observed and the 10 research participants contributed a range of perspectives which were then interpreted. This document acknowledges the inherent challenges and potential weaknesses of the selected research methodology, but I believe that sufficient safeguards have been incorporated to avoid inadvertent researcher bias and any disproportionality in the study.

The quantitative research

There are several methods of collecting quantitative data. The most popular method is by means of questionnaire surveys (Bryman and Bell, 2011). Such surveys typically use single answer or multiple choice questions, which often use Likert scales for ease of subsequent data analysis. Likert scales ask respondents to assess on a five- or seven-point scale how strongly they feel about such things as the current modes of performance assessment, and enable researchers to turn qualitative data into quantitative. However, Likert scales do not provide any detailed information (Bryman and Bell, 2011). Over a suitably large research population, the data collected from questionnaires can provide interesting insights into the relationships between variables (Amoo and Friedman, 2000).

Questionnaires, surveys and focus groups are often used in business and management research (Saunders *et al.*, 2012). Surveys and questionnaires can be administered via telephone, face-to-face, or online, as well as on paper (Creswell, 2009). They are typically designed with either closed questions, which are often restricted to ‘yes’ or ‘no’ answers and which always provide limited information (Saunders *et al.*, 2012), or open questions, which allow participants to provide more qualitative information (Saunders *et al.*, 2012). Both types of question have advantages: closed questions can provide numerical data whereas open questions provide in-depth detail. An advantage of surveys and questionnaires is that they give everyone concerned a chance to express their views rather than restricting it to only a few, such as senior management (Bryman and Bell, 2011). One disadvantage, however, is that employees may be reluctant to provide truthful information in case managers see the data. To avoid this, anonymity and confidentiality must be assured (Saunders *et al.*, 2012).

Appendix 4 contains the survey used here. Analysing the answers helped to clarify the important enablers of strategic performance at the ADP. The questions concentrated on the strategic performance enablers outlined in the conceptual framework under the intellectual capital of organisational, human and social capital, with a question about each area identified as significant in Chapter 2.

The benefits of questionnaires and quantitative data collection include the fact that they can be quick and easy to distribute, especially online, and can be easily tracked and collated (Bryman and Bell, 2011). There are risks associated with them, however, such as incomplete or inaccurate completion when the exercise is conducted remotely and lack of control over their completion (Roster *et al.*, 2004). Considerable care was therefore given to designing the questionnaire, since it had to be suitable for all 33,000 employees in the research population.

The questionnaire was sent to all the staff of the ADP in electronic form, using the internal portal of the ADP, with a letter explaining about the study, and inviting them to participate (see Appendix 5). Using the internal portal made it easy to send and collect the survey electronically. The distribution of a survey is important for its validity, so the sample was directed to all police officers across the following segments:

- 1- Senior, medium- and low-ranking police officers, with ranks from Lieutenant to Major General, and from warrant officer to corporal, in different areas of the capital and with different job descriptions.
- 2- Staff in a range of directorates: the sample was divided into three main directorates. The first was 'core business', which included all the departments related to core operations, including forensics, investigations, homicides, border defence, civil defence and anti-narcotics. The second directorate was 'service and support', which included all the departments providing services to the public or supporting employees, such as Information Technology, car registration, human resources, a call centre and finance and medical departments. The third directorate was 'Command and Administration', which includes all the departments related to the Minister, Deputy Minister, Chief and Deputy Chief.
- 3- Police officers of both genders.

The questionnaires were not signed and the police officers were asked to give only their gender, rank, educational level, job role, geographical area and the directorate in which they were working. This would enable checking that the responses were representative, but also ensure more honest and reliable answers. SPSS (version 21) was used to analyse the survey results.

Descriptive statistics

Inferential statistics can be either parametric or non-parametric and may be used to compare different groups or the same participants in different conditions. Examples of inferential statistics include t-tests and univariate analyses of variance (ANOVA) (Creswell, 2009).

Contingency or cross-tabulation tables were used to review the influence of the respondent's directorate and grade on their views on strategic performance management enablers. Contingency tables add an explanatory dimension to the frequency table (Rea and Parker, 2005), and so are useful in identifying the influence of one variable on another. To determine whether the respondent's directorate or grade has any statistically significant effects on other factors, a chi-square test was used. This is the most frequently used test of statistical validity of perceived differences in survey research (Rea and Parker, 2005). The chi-square test is preferred to ANOVA, since the ANOVA F-test indicates only whether or not there is a difference between at least two of the groups (Salvendy, 2012). To determine which groups are different, a post hoc test, or paired comparison must be performed (Salvendy, 2012). If the

calculated chi-square is greater than the critical chi-square, it indicates that there is a statistically significant relationship between the variables.

Summary of the quantitative research

A questionnaire, a quantitative study method, was distributed to the 33,000 employees of the ADP through the internal e-portal of ADP. SPSS (version 21) was used to analyse the survey results. Population and ecological validity were considered important for the distribution of the survey, so the sample was directed to senior, medium- and low-ranking police officers, in different directorates, and of both genders.

Chi-square tests were used to analyse the questionnaire results and determine any statistically-significant effects of the directorate, rank and educational level on views on the various strategic performance enablers. The final stage, set out in the next two chapters, will be to interpret the results and assess whether the findings support or refute the hypotheses and what implications can be drawn. This can also include assessing the limitations of the research and suggesting areas for future research (Gill and Johnson, 2010). The next chapter shows the thematic analysis of the interviews and the statistical analysis of the survey results.

CHAPTER 5: FINDINGS AND ANALYSIS

The next sections will be structured around the findings and analysis of the three forms of intellectual capital (IC), organisational, human and social capital. Segmenting the strategic performance management enablers using these three helps to identify and distinguish the systems, policies and processes and other structural aspects (organisational capital) from people's skills, knowledge and experience (human capital), and social relations and networks (social capital). This allows us to view the strategic performance management enablers through different lenses. The findings and analysis under each form of intellectual capital are explored thematically.

Descriptive statistics

In a population of 33,000 employees, there were 6,831 police officers who used their computers every day ('active users') and therefore had access to complete the survey electronically. A sample response of 784 is significant at a 95% confidence level and 5% confidence interval (Bryman and Bell, 2011). The 784 responses represent 11.477 % of the active users in the ADP. The mean age of the respondents was 33.6 years. The range is the most elementary statistical measure of dispersion (Rea and Parker, 2005). The range of the 'Age' variable was wide, since the maximum and minimum values were 61 and 18 years respectively. The standard deviation was 7 years

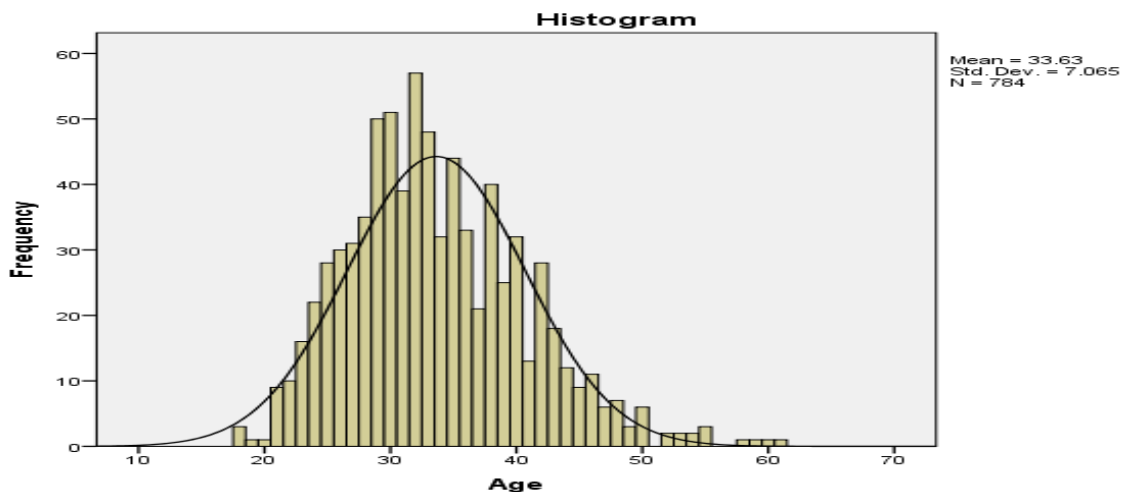


Figure 11: Frequency distribution of age of respondents.

The statistical results show that the skewness of age was 0.620. The positive skew implies that the mean value is higher than the median and the mode, usually because there are some very

large values at the top of the range (Rea and Parker, 2005). This is also reflected in the frequency distribution of the age of respondents (Figure 11). The 0.620 value of skew implies that the sample is probably not from a normal, symmetrical population (Doane and Seward, 2011).

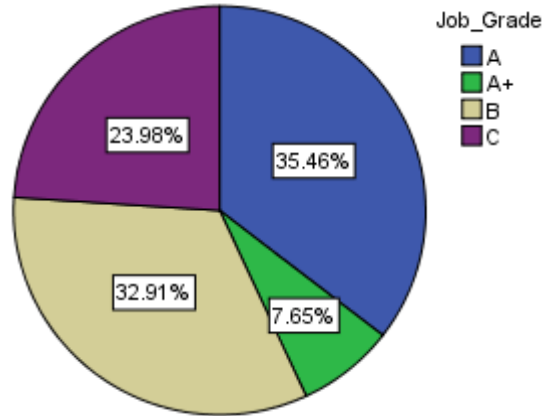


Figure 12: Job grades

Figure 12 is a pie chart of the job grades of the respondents. The highest percentage (35.5%) of respondents was in grade A jobs, closely followed by 32.9% in grade B jobs. The combined percentage of B and C job grades is 57%. Job grades B and C are lower-ranking than grades A and A+, which may explain the lower age of the respondents. Grades A+ and A are the highest ranks, ranging from major to major general. B grades apply to ranks from lieutenant to captain. C grades cover all other employees, from corporals to warrant officers.

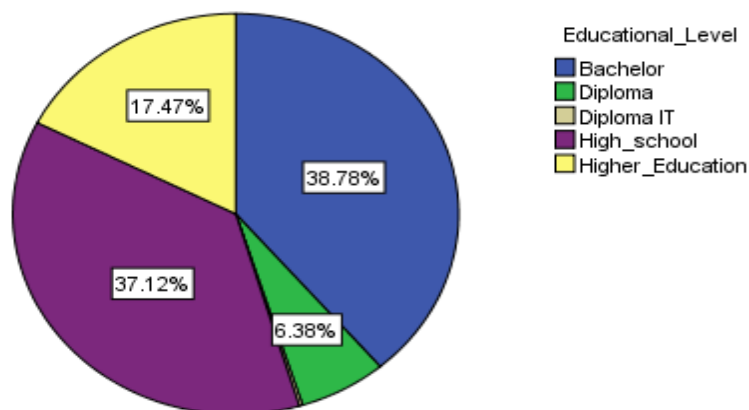


Figure 13: Educational levels of respondents

Figure 13 shows a pie chart of the education level of the respondents. The highest percentage (38.8%) was those with a bachelor's degree, closely followed by 37.1% who had a high school education.

Table 1: Gender of respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	164	20.9	20.9	20.9
	Male	620	79.1	79.1	100.0
	Total	784	100.0	100.0	

Only one fifth of the respondents were female (Table 1). Given the large sample size, it is likely that one-fifth of all employees were also female.

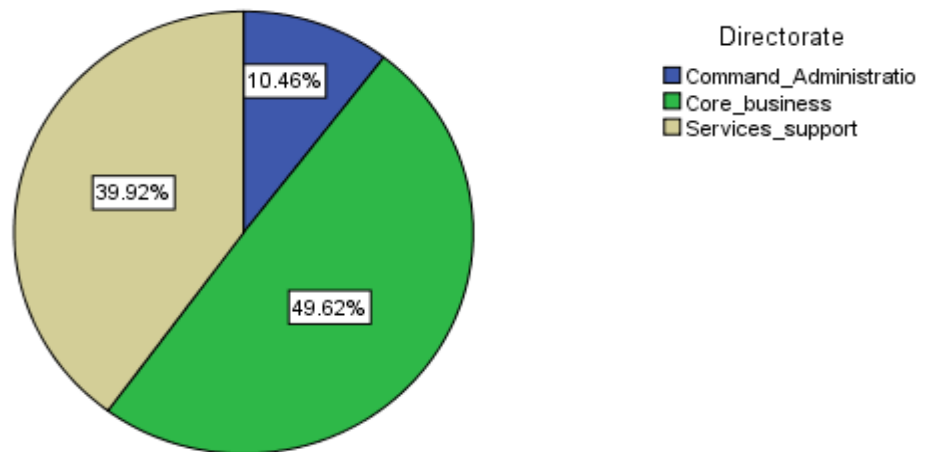


Figure 14: Directorate distribution of the respondents

Figure 14 shows the directorate of the respondents. Almost half of the employees worked in the core operations departments and two-fifths in support services. The directorate distribution suggests that the views of the core business and service support employees would dominate. Figure 8 shows that the study sample includes a broad cross-section of police officers working in different roles and directorates, to make sure that the population validity is within an acceptable range.

Thematic analysis

Table 2: Details of participants in the qualitative research

Research participants	Rank	Education Level	Job segment
Interviewee 1	First lieutenant	BSc	Services
Interviewee 2	Captain	MSc	Administration
Interviewee 3	Consultant	BSc	Services
Interviewee 4	Consultant	MSc	Core business
Interviewee 5	Major	PhD	Services
Interviewee 6	General	MSc	Core business
Interviewee 7	Major	MSc	Services
Interviewee 8	Colonel	PhD	Services
Interviewee 9	Captain	MSc	Services
Interviewee 10	Lieutenant	PhD	Core business

Table 2 shows the research participants' details, including their military rank, educational level, and job segmentation. The analysis of the interviews will explore in depth each interviewee's perception of the strategic performance enablers identified from the literature (Chapter 2).

Table 3: Interviewee perceptions of the most influential performance enablers

Most Important Performance Enablers	Average importance	Least Important Performance Enablers
Strategy	Religion	Excellence models of performance
Incentives	Quality	Punishment
Technology	Analysis	-
Leadership	Risk Management	-
Education	KPI's	

Table 3 shows interviewees' views on the most influential performance enablers.

Table 4: Level of influence of each strategic performance enabler on each interviewee

Performance enabler	Interview 1	Interview 2	Interview 3	Interview 4	Interview 5	Interview 6	Interview 7	Interview 8	Interview 9	Interview 10
Risk Management	HIGH	HIGH	MED	HIGH	MED	HIGH	MED	MED	MED	HIGH
Statistical analysis	LOW	MED	HIGH	HIGH	MED	HIGH	MED	HIGH	MED	HIGH
Quality	HIGH	MED	HIGH	HIGH	MED	HIGH	HIGH	HIGH	HIGH	MED
Excellence models	LOW	LOW	LOW	MED	LOW	LOW	LOW	MED	LOW	LOW
Leadership	HIGH	HIGH	MED	MED	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH
Technology	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	MED	HIGH	MED	HIGH
Punishment	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW
Incentives	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH
Religion	MED	MED	LOW	LOW	HIGH	HIGH	HIGH	MED	MED	HIGH
Strategy	HIGH	HIGH	HIGH	HIGH	MED	HIGH	HIGH	HIGH	HIGH	HIGH
Education	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH
KPI's	HIGH	HIGH	HIGH	HIGH	HIGH	MED	MED	MED	MED	HIGH

Table 4 shows the influence of each performance enabler identified by each interviewee. Three levels of effect on performance were identified, high, medium and low. The following thematic discussion will explore in detail the interviews and questionnaire outcome and analysis.

Theme 1: Organisational capital: information technology and automation

Most of the interviewees pointed out that this is an era of technology and automation. They felt that having the best technology would undoubtedly save lives and help maintain a high standard of safety in the country. As some commented, the whole country is monitored using security cameras and other sophisticated systems. This will support the analysis of patterns to anticipate future crimes. There are practically no fugitives from justice in Abu Dhabi, thanks to its rigorous security system. When a crime is committed, it is usually only a matter of hours or days before the culprits are captured. One example of the help provided by technology is a specific application called IT Reviews which secures better performance in the core business of security. One interviewee said:

“... IT Reviews is a fantastic software tool. It has been designed and integrated to get as much data in an automated way as possible. So when we talk about crime statistics, the number of

people arrested goes to the central intelligence department (CID) system. If we talk about the number of traffic collisions, it will go to the traffic system and pull out the information automatically. Now it can do that on a daily basis which means that if I am at a police station, for example, you can see that they can look at the evidence in full.” (Interview 3)

Some of the interviewees assumed that money was not an issue when it comes to policing, security and saving lives in Abu Dhabi. It is the country’s priority and Abu Dhabi is ready to spend billions of Dirhams on technology to maintain high levels of security. This implies that technology, as a system, has an important influence upon core business operations and performance regardless of any other circumstances. One interviewee said:

“Performance models usually advocate being cost effective; however, the performance of the police is different in ADP. For us, we will spend millions on technology to save one soul. Security defines our performance attributes.” (Interview 2)

The eighth research participant was clearly enthusiastic about technology and believed that its effect upon police officers’ performance is extremely important. He said:

“I adore technology, we are lucky to live in an era of technology, it enhances our performance to the maximum ... we must exploit this opportunity.” (Interview 8)

All the interviewees agreed that using technology and automated software is important for organisational performance. Their individual level of dependency on technology varied, particularly between those who worked in core operations and those in other departments. From the interviews, the organisational capital of the use of information technology and automated software affects many ADP departments positively. The most important disadvantages are the cost and the need for substantial training.

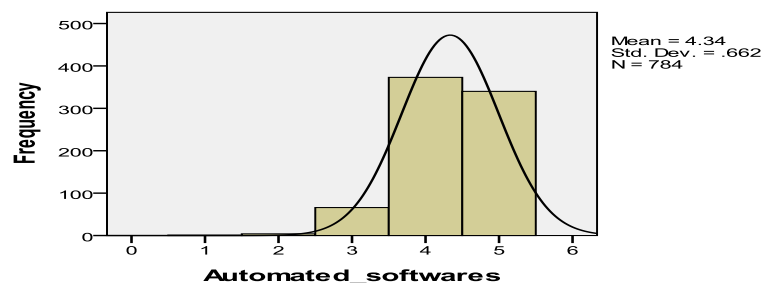


Figure 15: Frequency distribution of automated software

Figure 15 shows that 89% of the questionnaire respondents believed that information technology and automated software was important or very important in the performance of their work. This is supported by the high mean value (4.34). Information technology and automated software is useful in factual decision-making as a way of processing data quickly and from different perspectives.

Table 5: Cross-tabulation between directorate and information technology/automated software

Automated_softwares * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Automated_softwares	1			0.3%	0.1%
	2		0.8%	0.3%	0.5%
	3	7.3%	8.5%	8.6%	8.4%
	4	41.5%	47.8%	48.9%	47.6%
	5	51.2%	42.9%	41.9%	43.4%
Total		100.0%	100.0%	100.0%	100.0%

Table 5 shows the cross-tabulation of the effect of the respondent's directorate on value placed on information technology and automated software. The chi-square value was 4.91, suggesting that the value placed upon information technology and automated software was not affected by the respondent's directorate.

Table 6: Cross-tabulation between job grade and automated software

Automated_softwares * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Automated_softwares	1				0.5%	0.1%
	2		3.3%	0.4%	0.5%	0.5%
	3	6.8%	3.3%	11.6%	8.0%	8.4%
	4	58.3%	60.0%	40.3%	37.8%	47.6%
	5	34.9%	33.3%	47.7%	53.2%	43.4%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

The chi-square value of the cross-tabulation between job grade and automated software was 46.49 (Table 6), which is statistically significant at the 5% level. Employees in jobs of grades B and C believed more strongly that automated software helped them to perform their job better. This was expected on the basis of the different job profiles in each grade.

Table 7: ADP job grades and ranks

Job Grade	Rank
A+	1- Major General 2- Brigadier General 3- Colonel
A	1- Lieutenant Colonel 2- Major
B	1- Captain 2- First Lieutenant 3- Lieutenant
C	1- First Warrant 2- Warrant 3- First Sergeant 4- Sergeant 5- Corporal 6- Civilian staff

Table 7 shows the job grades scheme for police officers in the ADP and its equivalent military rank. For example, A+ police officers are Major Generals, Brigadier Generals and Colonels.

Theme 2: Organisational capital: quality management

The organisational capital of quality management in the ADP is embedded at operational and strategic levels by gaining ISO certification and adhering to quality assurance policies and procedures. Many words such as procedure, process, documentation and follow-up were scattered through the interviews, for example:

“ADP achieved 90% in public satisfaction and confidence on safety and feeling safe criteria. This is a very high number. We could not achieve this number without having procedures and processes...” (Interview 2)

Its importance was very obvious at both the micro (operational) and macro (strategic) levels:

“Our performance in the information security department is based on ISO standard 27001, so we assess security control on the basis of that standard. There is a process related to risk assessment, you build the controls internally, audit and monitor it, so that’s what we use internally, but also we adhere to Abu Dhabi government regulations.” (Interview 4)

From an operational perspective, the interviewees confirmed the benefits of using quality assurance systems, even in security roles. For example, one said about the benefits of ISO 27000:

“ Security ISO standards make a big input because if we have a process of decision risk assessment, control selection and then decision-making become much quicker. For example, if you know that there’s a risk here, then we need to protect it before the system goes live. You know what control is needed, so you put it in. Because we’ve already studied those controls that decision is made much more quickly than if we didn’t have these processes in place.”
(Interview 10)

This has a powerful role in control and monitoring. However, total dependence on it does not produce the best possible results if it is not customized to operational needs. Customization is vital in security tasks:

“Internally in the security units we have our own security performance model.” (Interview 7)

Departments choose what is feasible and adaptable from the best practice quality assurance tools and methods, and incorporate it into their customized measurements, tools and needs.

In simple terms, the interviewees asserted that quality assurance methods are important for the ADP, with documentation, follow-up procedures and processes eventually benefiting customers. It is also helpful to customize standard procedures and processes to fit the core business needs and requirements. From the interviews, the organisational capital of quality management affects police officers’ performance in the ADP through consistent processes, procedures and documentation. The interviewees felt that the main disadvantage of using quality assurance procedures was that it consumes time and requires constant follow up from employees.

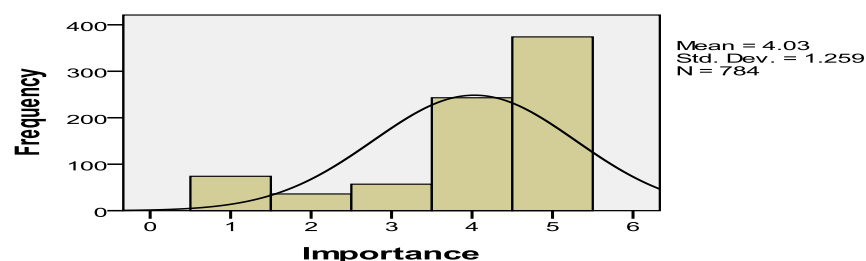


Figure 16: Frequency distribution of quality management

Nearly four-fifths of the respondents believed that using quality procedures is important or very important for the performance of their work (Figure 16), which is reflected in the mean score of 4.03.

Table 8: Cross-tabulation between directorate and quality management

Quality_assurance * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Quality_assurance	1	4.9%	16.7%	1.6%	9.4%
	2	3.7%	4.6%	4.8%	4.6%
	3	8.5%	6.2%	8.3%	7.3%
	4	32.9%	26.7%	35.8%	31.0%
	5	50.0%	45.8%	49.5%	47.7%
Total		100.0%	100.0%	100.0%	100.0%

Table 8 shows the cross-tabulation of the effect of directorate on views on quality assurance. The chi-square value was 50.8, which implies that views on the role of quality assurance were influenced by the respondents' directorate. The respondents from the core business functions placed, on average, lower value on the role of quality management.

Table 9: Cross-tabulation between job grade and quality management

Quality_assurance * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Quality_assurance	1	12.9%	28.3%	5.8%	3.2%	9.4%
	2	5.8%	15.0%	1.6%	3.7%	4.6%
	3	5.8%	1.7%	10.5%	6.9%	7.3%
	4	31.3%	18.3%	30.2%	35.6%	31.0%
	5	44.2%	36.7%	51.9%	50.5%	47.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

The chi-square value of the cross-tabulation between job grade and quality management was 73.3 (Table 9), which is statistically significant at the 5% level. Employees in grade A+ jobs placed, on average, less importance on the effect of quality assurance procedures on performance at work.

Theme 3: Organisational capital: excellence models of performance (including EFQM)

The effect of using the EFQM Excellence Model in the ADP varies from one person to another. Some use it for assessing awards, some for continuous improvement feedback, while some say

it is very hard to adopt in the workplace. The conclusion is that there is no clear vision of how to use the EFQM Excellence Model, exactly what it is for and to what extent it should be used. It was, however, familiar to interviewees, with one saying:

“EFQM is the first thing that comes to my mind, because that’s the model most of us are aware of.” (Interview 3)

Some of the interviewees clearly agreed that the use of the EFQM should revolve around assessing the current performance status of the agency. Acknowledging the ‘*status quo*’ in performance would help in reviewing their journey of continuous improvement. When one of the participants was asked about the benefits of excellence models of this kind for security and core business in general, he answered with an example:

“If you have a unit in the narcotics department that captured a drug gang without a warrant from the district attorney, then all their work would be in vain, even if they caught them with the drugs. Proper planning and following procedures which have been regulated, reviewed and refined are so important. These elements are the platform of models for performance.” (Interview 2)

One important view expressed by one of the interviewees is:

“Performance is about people doing their jobs properly in many ways and making them perform efficiently. So, one of the risks of this organisation is people, how they behave and what they do., Excellence models assess all of that.” (Interview 3)

The participant continued:

“Awards results and feedback..., secondly, widely accepted strategy, continuous improvement and focus on customer satisfaction, both external and internal. Strategy should aim to improve performance. We must review our processes each year; things are reviewed regularly and then revised.” (Interview 3)

These vital stages are the basic elements of the RADAR (Results, Approaches, Deploy, Assess and Refine) framework which was developed by the EFQM (British Quality Foundation, 2012).

Benchmarking was mentioned in more than one instance, as were its benefits to ADP. For example:

“Excellence of attitude and maybe management can make up the right performance, but it is beneficial to adopt other people’s models, if you can, because it gives you benchmarking comparisons.” (Interview 3)

There was a view that benchmarking with internal and external stakeholders is essential for better performance:

“A lot of benchmarking is going on and it is normally associated with some form of performance attitude, culture. I see all that going on, whether it’s the DNA centre, catching criminals or road traffic accidents so there might be some performance modelling behind that.” (Interview 3)

Some of the research participants had a cynical attitude to using the EFQM models of performance at the ADP, with one saying:

“The EFQM performance model that we are intensively adapting is good, I can’t say otherwise, but nothing is perfect... we need something tailored to our needs and business... we need to develop and customize our own performance model.” (Interview 6)

The seventh research participant believed that the use of the EFQM should be studied first on a smaller scale. He also explained that:

“The culture of the police environment may not accept such a performance model ...It has a corporate flavour, which is not favoured in a police environment.” (Interview 7)

In general, views on the effect of the EFQM performance model varied widely. The consensus was that it had benefits, but not all of its criteria are helpful and it should not be used every time. The interviews suggest that this element of organisational capital affects police officers’ performance through its assessment criteria and procedures. The positive effect of the model lies in its continuous improvement tools. The negative effect is that it is time-consuming and complex, requiring a lot of training.

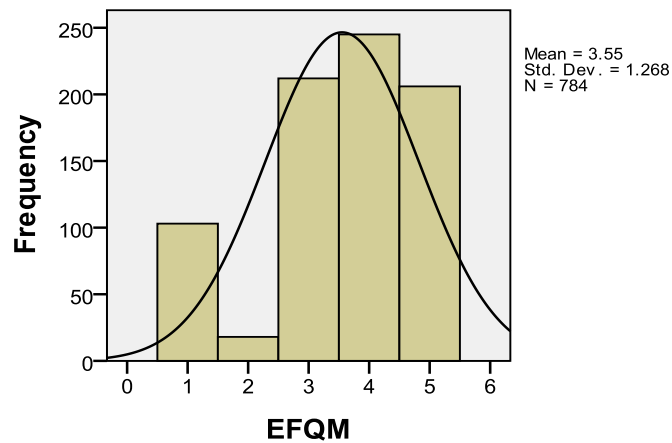


Figure 17: Frequency distribution of EFQM

Figure 17 shows that 57% of the questionnaire respondents believed that applying excellence models was important or very important at work. This was substantially less than for the factors mentioned previously.

Table 10: Cross-tabulation between directorate and EFQM

EFQM * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
EFQM	1	4.9%	22.4%	3.8%	13.1%
	2	1.2%	1.3%	3.8%	2.3%
	3	39.0%	24.4%	27.2%	27.0%
	4	26.8%	27.2%	37.4%	31.3%
	5	28.0%	24.7%	27.8%	26.3%
Total		100.0%	100.0%	100.0%	100.0%

Table 10 shows the cross-tabulation of the effect of directorate on views on EFQM. The percentage distribution in core business areas appears to be different from the two other functions. The chi-square value was 67.82, which is significant, suggesting that directorate influences views on whether applying excellence models of performance was important at work.

Table 11: Cross-tabulation between job grade and EFQM

EFQM * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
EFQM	1	17.3%	38.3%	10.1%	3.2%	13.1%
	2	2.2%	5.0%	0.8%	3.7%	2.3%
	3	21.2%	13.3%	32.2%	33.0%	27.0%
	4	34.2%	23.3%	30.6%	30.3%	31.3%
	5	25.2%	20.0%	26.4%	29.8%	26.3%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Table 11 shows the cross-tabulation between job grade and excellence models of performance. The chi-square value of 71.36 (df = 12) was statistically significant at the 5% level. Employees in grade A+ jobs felt excellence models were less important to their job performance than did lower level employees.

Themes 4 and 5: Organisational capital: clear strategy, vision and key performance indicators (KPIs)

The interviewees asserted that having a responsive strategy is the cornerstone of any successful organisation. It should be drawn up and imposed by leaders of the organisation. The ADP has an explicit strategic vision which serves that of the government. This strategic vision could not be achieved without having proper KPIs, which, for example, provide:

“Vision, methodologies and results.” (Interview 8)

KPIs are, therefore, the organisation’s way of strategic planning. The interviewees all mentioned that they adhere to the KPIs which are imposed on them by their superiors, at either operational or personal levels. They set out plans and targets to achieve their KPIs. All ADP employees have at least one KPI to support. Quality assurance methods and the EFQM assessment feedback serve as methods for checking that the organisation and individuals are on the right track.

ADP has adopted a corporate strategy, which is linked to performance models to set an overall coherent direction. The organisation has published a series of statements and sub-statements of initiatives and needs a number of performance measures:

“...so I think they have adopted, starting years ago and it’s been quite slow to adopt, this attitude of corporate strategy and making everyone, everything aligned with it is a sign of maturity. When it started, it was really difficult, and now it’s taken years. The same goes for quality management and performance management – it would take years; you can’t do it in a couple of months. Consultants may say that you can, but you can’t.” (Interview 3)

Strategic vision, KPIs and results are very important to the core business and risk management.

“We measure it through the lens of the public: how safe they feel and how good and efficient our services. Many performance measurement indicators change with time, but these two will stay forever in our police force.” (Interview 2)

Some of the interviewees said that they depend on KPIs to evaluate performance:

“How would I know about employees’ performance without KPIs? It is very important.” (Interview 8)

The KPIs are well-known within the ADP; all of the interviewees were aware of them, with one saying:

“It is part of the ADP strategy.” (Interview 3)

From the interviews, KPIs are used to measure current staff performance status at all levels of the organisation. They include the crime rate and customer satisfaction with online services. The organisational capital of strategic planning and using KPIs are important strategic assets and affect police officers’ performance in the ADP. Some of the research participants totally rely on key performance indicators, due to the focus and benefits they provide.

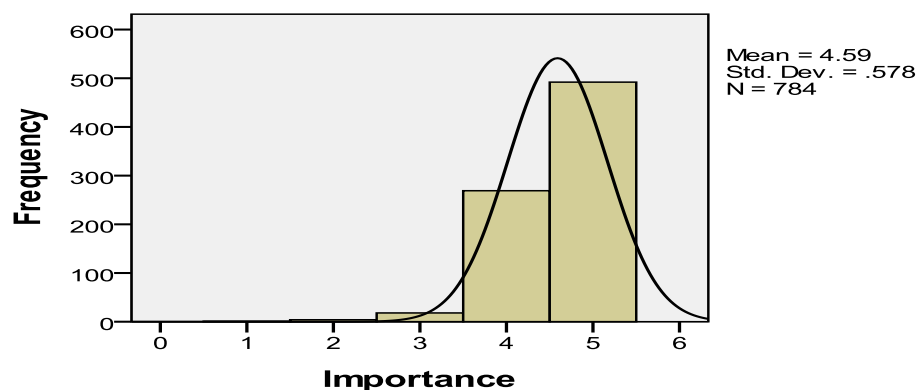


Figure 18: Frequency distribution of Strategy

The vast majority of the questionnaire respondents (97%) believed that a clear vision and strategy from top management is important or very important for their performance (Figure 18). The high mean value (4.59) of the response supports research by Yukl (2010), who found that open communication of strategy and vision affects performance at work and plays an important role in developing best-in-class organisations.

Table 12: Cross-tabulation between directorate and strategy

Strategy * Directorate Crosstabulation

% within Directorate

	Directorate			Total
	Command_A dministration	Core_busine ss	Services_sup port	
Strategy 1		0.3%		0.1%
2	1.2%	0.5%	0.3%	0.5%
3	7.3%	1.5%	1.9%	2.3%
4	19.5%	38.0%	33.5%	34.3%
5	72.0%	59.6%	64.2%	62.8%
Total	100.0%	100.0%	100.0%	100.0%

Table 12 shows the cross-tabulation to analyse the effect of directorate on views on the importance of strategy. The chi-square value was 20.8, suggesting that the respondent's directorate affected how they viewed the importance of strategy and vision. The respondents from the core business functions placed, on average, relatively lower importance on the role of clear vision and strategy in the performance of their work.

Table 13: Cross-tabulation between job grade and strategy

Strategy * Job_Grade Crosstabulation

% within Job_Grade

	Job_Grade				Total
	A	A+	B	C	
Strategy 1	0.4%				0.1%
2	0.4%			1.6%	0.5%
3	0.7%		3.1%	4.3%	2.3%
4	42.8%	56.7%	27.5%	23.9%	34.3%
5	55.8%	43.3%	69.4%	70.2%	62.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 13 shows the cross-tabulation of the effect of job grade on strategy. The chi-square value was 49.4, which is statistically significant at the 5% level. Employees in grade A+ jobs placed, on average, less importance on the effect of strategy on performance in work.

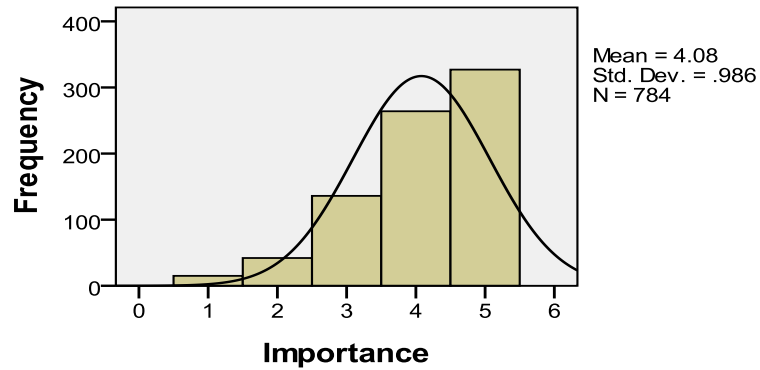


Figure 19: Frequency distribution of KPIs

Three-quarters of the respondents believed that adhering to the KPIs imposed on them by their superiors was important for job performance (Figure 19). The average score of 4.08 implies that, on average, the rating was close to important.

Table 14: Cross-tabulation between directorate and KPIs

KPI * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
KPI	1	4.9%	0.8%	2.6%	1.9%
	2	2.4%	1.5%	10.9%	5.4%
	3	24.4%	14.1%	19.5%	17.3%
	4	30.5%	32.4%	36.1%	33.7%
	5	37.8%	51.2%	31.0%	41.7%
Total		100.0%	100.0%	100.0%	100.0%

Table 14 shows the cross-tabulation of the effect of directorate on KPIs. The chi-square value was 60.4, showing that the respondent’s directorate influenced their views on the effect of KPIs on their performance. Respondents from the service support function placed, on average, lower value on the role of KPIs. This may be because the targets set for police forces are more often

in areas of core business because of the public debate on effectiveness and value for money in policing.

Table 15: Cross-tabulation between job grade and KPIs

KPI * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
KPI	1	1.4%	1.7%	1.6%	3.2%	1.9%
	2	8.3%	8.3%	3.1%	3.2%	5.4%
	3	16.2%	5.0%	20.9%	18.1%	17.3%
	4	31.3%	21.7%	36.0%	37.8%	33.7%
	5	42.8%	63.3%	38.4%	37.8%	41.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Table 15 shows the cross-tabulation of the effect of job grade on KPIs. The chi-square value was 31.7, which is statistically significant at the 5% level. Employees in grade A+ jobs placed, on average, more value on the effect of KPIs on performance at work. A+ is the highest grade, and it is likely that KPIs are better defined and measurable at higher grades than at lower ones. The greater emphasis on accountability at higher levels can be achieved only if performance indicators are agreed in advance. This is reflected in the higher importance given to KPIs by officers in the A+ grade.

Theme 6: Organisation capital: risk management and crime prevention

Security and safety are the ADP's main priorities. As noted before, the crime rate is relatively low, rendering Abu Dhabi/UAE one of the safest cities/countries in the world. Maintaining this status is the police's main concern in achieving high levels of performance. From its point of view, implementing risk management tools is essential; risk management should be connected to performance and supported by its numerous success elements:

"We measure it through the lens of the public. How safe they feel and how good and efficient are our services." (Interview 2)

The interviewees asserted that to sustain their security status, they needed better risk management tools and results should be linked to performance. The first interviewee said:

“Originally risk analysis and management were among the concepts of performance management ... In policing, risk is a synonym for security.” (Interview 1)

Most of the interviewees claimed that crime prevention was their main purpose, for example:

“We mustn’t forget that our core business is security and crime prevention.” (Interview 6)

It was commonly believed that risk management has an effect as a performance enabler:

“If you can mitigate risks and forecast the likelihood of failures, you would certainly affect performance.” (Interview 10)

It is very important to explore the general ideology shared by the interviewees on this point. They asserted that the organisational capital of risk management is an important enabler of performance and affects police officers’ performance in the ADP, especially when it is related to security operations. They use risk management procedures and assessments to decrease the likelihood of crimes occurring.

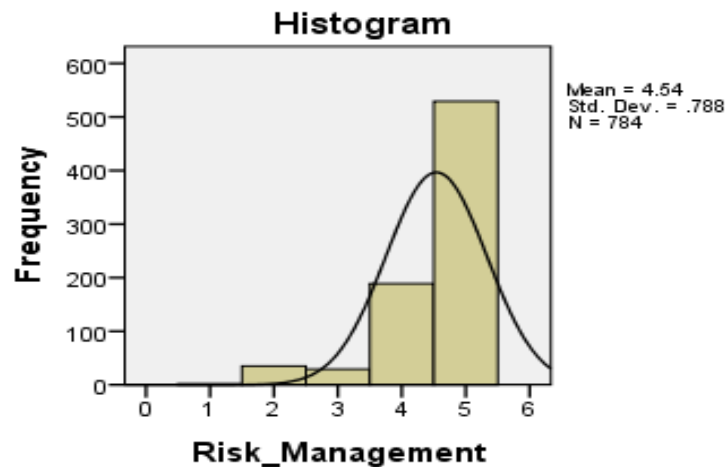


Figure 20: Risk management

Figure 20 shows the questionnaire respondents’ views on whether regular risk assessment is important within the workplace. The shape of the curve confirms high and negative skewness. Two-thirds of the respondents stated that risk management is very important. When combined with the ‘important’ responses, more than nine-tenths of them agreed that it had value.

Table 16: Influence of directorate on risk management

		Directorate					
		Command_Administr ation		Core_business		Services_supp ort	
		Count	Column N %	Count	Column N %	Count	Column N %
Risk_Management	Important	17	20.7%	81	20.8%	91	29.1%
	Limited Importance	2	2.4%	6	1.5%	27	8.6%
	Neutral	5	6.1%	10	2.6%	14	4.5%
	Not Important	0	0.0%	1	0.3%	1	0.3%
	Very Important	58	70.7%	291	74.8%	180	57.5%

Table 16 is the contingency table of the effect of the respondent's directorate on their views on risk management. The percentage distribution in services support appears to be different from the two other functions. The chi-square value was 36.88. The critical chi-square values at eight degrees of freedom were 15.507 and 20.09 respectively for 95% and 99% confidence intervals (Rea and Parker, 2005). The chi-square statistics were therefore significant. Core business employees placed a significantly higher level of importance on regular risk assessment than did employees in the other two departments.

Table 17: Cross-tabulation between job grade and risk management

		Job_Grade							
		A		A+		B		C	
		Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %
Risk_Management	Important	75	27.0%	4	6.7%	60	23.3%	50	26.6%
	Limited Importance	22	7.9%	4	6.7%	4	1.6%	5	2.7%
	Neutral	8	2.9%	2	3.3%	11	4.3%	8	4.3%
	Not Important	1	0.4%	0	0.0%	0	0.0%	1	0.5%
	Very Important	172	61.9%	50	83.3%	183	70.9%	124	66.0%

The means for the five response categories were similar. Table 17 shows the link between job grade and risk management. The chi-square value of 29.88 (df = 12) was statistically significant at the 5% level. Grade A+ employees placed a significantly higher level of importance on risk management than did other grades.

Theme 7: Human capital: leadership

The leadership aspects of human capital are embedded in the ADP due to its military structure. Police officers in the ADP tend to look up to their superior officers, which is reflected in the

daily routine tasks. The interviewees thought that the issue of conferring power, incentives, motivation, strategy, vision and regulation has an effect on performance. It would, they considered, be most effective if done at a high level or even by the Minister himself:

“From a security point of view, when we were thinking about our information security policy, the policy has to be signed and we had a debate on who’s the best person to sign it. We said that security has to come from the top, so in the end we decided that the best person to sign the information policy was the Minister.” (Interview 4)

Police officers tend to follow orders more carefully if they are issued by more senior officers, due to the military nature of the force. Interviewees suggested that there is respect for leaders in the ADP, which affects the organisation in a positive way. This argument is divisive, because in military organisations, individuals obey the orders of their superiors, who then obey their superiors.

The fourth interviewee conveyed the impression of being somewhat individualistic:

...As far as people are concerned, that is the way I conduct business in this organisation.” (Interview 4)

Some interviewees raised the issue of a ‘blame culture’ in the organisation. Some officers tend to follow their leaders as much as possible because they do not want to be blamed if something goes wrong. Maverick leaders are seldom found in the ADP:

“It is interesting, one thing I have noticed about this organisation, everyone is very conscious of blame, ‘I will do this otherwise I’ll get blamed’ or ‘I won’t do that’ or ‘I must do this because I don’t want to be blamed later’. There is a lot of blame culture but never consequences. Leaders should interfere...” (Interview 3)

The fourth interviewee endorsed this view:

“We have what we call a blame culture. What I mean by blame culture is that when something goes wrong, and no organisation is perfect, things do go wrong, it’s sort of looking at it as a problem to which we haven’t found a solution, they try and blame. They pin the blame on somebody, rather than finding a solution.” (Interview 4)

In general, it was clear from the interviews that the role, skills, style and empowerment of leadership are important to performance. Most of the participants believe that leadership has in effect on performance, either positively or negatively, depending on their priorities and the direction of their thinking. The interviewees believed that leaders are the key causal driver of knowledge generation, because they are the decision-makers.

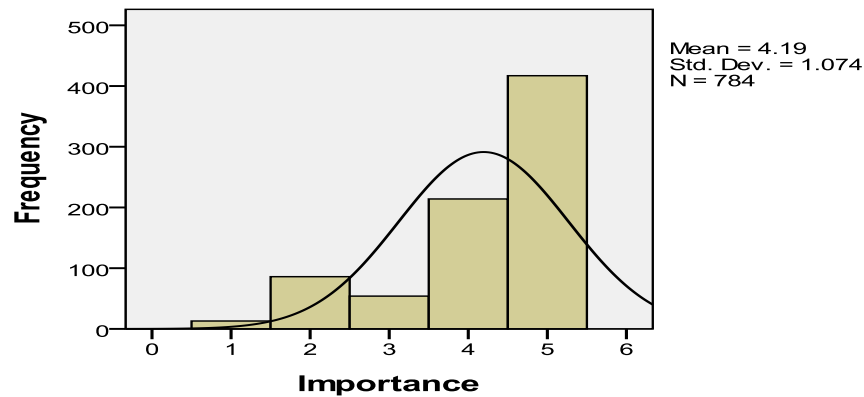


Figure 21: Frequency distribution of views on leadership

Nearly four-fifths of the questionnaire respondents believed that the working style of their superior was important or very important in their work performance (Figure 21), also shown by the high mean value (4.19) of responses. This highlights the importance of the nature of the leadership in improving the performance of an organisation.

Table 18: Cross-tabulation between directorate and views on leadership

Leadership * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Leadership	1		1.0%	2.9%	1.7%
	2	3.7%	18.3%	3.8%	11.0%
	3	7.3%	6.2%	7.7%	6.9%
	4	35.4%	26.2%	26.5%	27.3%
	5	53.7%	48.3%	59.1%	53.2%
Total		100.0%	100.0%	100.0%	100.0%

Table 18 shows the cross-tabulation of the effect of the respondent's directorate on views on leadership. The chi-square value is 48.9, which implies that respondents' views on the influence of their superior's working style were statistically influenced by their directorate.

The respondents from the command administration and service support functions placed greater importance on their immediate superior's working style.

Table 19: Cross-tabulation between job grade and views on leadership

Leadership * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Leadership	1	1.4%		1.9%	2.1%	1.7%
	2	14.4%	30.0%	7.0%	5.3%	11.0%
	3	6.1%	10.0%	7.4%	6.4%	6.9%
	4	25.9%	30.0%	26.4%	29.8%	27.3%
	5	52.2%	30.0%	57.4%	56.4%	53.2%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

The chi-square value of the cross-tabulation between job grade and leadership was 42.8 (Table 19), which is statistically significant at the 5% level. Employees in grade A+ jobs gave less importance to the working style of their immediate superior on their own performance at work. This was probably to be expected, given the differences in job profiles of employees and the influence of their immediate superior on their day-to-day work.

Theme 8: Human capital: statistical analysis

Using statistical analysis is important at both operational and strategic levels in the ADP. It assists police officers to make better decisions and to develop their knowledge and skills.

References to 'numbers' occurred in many instances during the interviews. Interviewees agreed that having the right numbers and statistics is vital for good performance. This helps to evaluate the assessments, reviews, appraisals and most importantly, intelligence levels. Achieving optimum results requires sophisticated analysis and interpretation. Technology and human resources make major contributions to success through interpretation, which eventually helps to predict crimes and levels of risk and to provide better services for the public:

"You need to have a strong management direction from the beginning...numerical measures that are monitored automatically... we should measure performance and have objectives."
(Interview 3)

Some of the interviewees noted that analysing and interpreting data are vital phases and should precede decision-making:

“Before making decisions related to a project, process or performance, interpretations should be the starting point.” (Interview 7)

The tenth research participant said that he depended on statistical analysis and interpretation in most of the decisions he helps to make.

“I am a numbers person.” (Interview 10)

He emphasized that using interpretations and statistical analysis is linked to most of the performance enablers, which influence the performance outcomes and ease the delivery of desired results:

“Analysis and interpretation in policing performance are extremely important...they affect risk management, decision-making, quality management and many other performance aspects and the organisation in general.” (Interview 10)

It was clear from the interviews that analysis, interpretation and numerical statistics have an important influence or effect on the organisation’s performance:

“... to perform numerical analysis is vital.” (Interview 5)

The interviewees clearly felt that using statistical analysis affects police officers’ performance in the ADP, through their experience and skills. It is used at both operational and strategic levels in the ADP, and helps to make better decisions and to develop knowledge and skills.

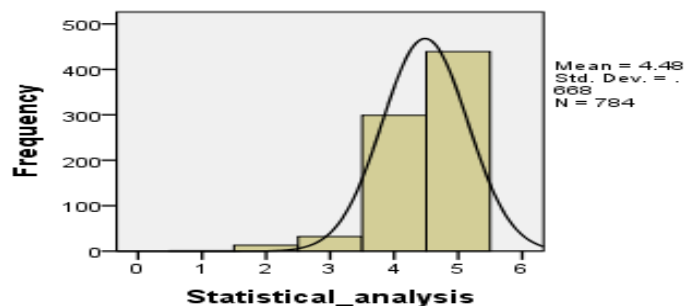


Figure 22: Frequency distribution of statistical analysis

94% of the questionnaire respondents stated that statistical analysis was either important or very important in making better decisions within the workplace (Figure 22). This implies that statistical analysis was an important performance management enabler at work. The shape of the curve confirms negative skew.

Table 20: Cross-tabulation between directorate and views on statistical analysis

Statistical_analysis * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Statistical_analysis	1			0.3%	0.1%
	2		0.8%	3.2%	1.7%
	3	4.9%	3.3%	4.8%	4.1%
	4	32.9%	32.9%	46.0%	38.1%
	5	62.2%	63.0%	45.7%	56.0%
Total		100.0%	100.0%	100.0%	100.0%

Table 20 shows the cross-tabulation of the effect of directorate on the value placed on using statistical analysis. The percentage distribution in service support appeared to be different from other two functions. The critical chi-square values at eight degrees of freedom were 15.507 and 20.09 respectively at the 95% and 99% confidence intervals (Rea and Parker, 2005). The chi-square value is 28.56, which is significant. Services support employees placed a significantly lower level of importance on statistical analysis than employees in the two other departments.

Table 21: Cross-tabulation between job grade and statistical analysis

Statistical_analysis * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Statistical_analysis	1				0.5%	0.1%
	2	2.5%	1.7%	1.2%	1.1%	1.7%
	3	3.2%	1.7%	4.7%	5.3%	4.1%
	4	39.9%	28.3%	38.0%	38.8%	38.1%
	5	54.3%	68.3%	56.2%	54.3%	56.0%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Table 21 shows the cross-tabulation between job grade and statistical analysis. The chi-square value of 11.09 (df = 12) is not statistically significant at the 5% level, meaning that all job grades placed equal importance on the role of statistical analysis.

Theme 9: Human capital: education and training

Education and training has been a priority to top management at the ADP. The view has been that it is vital to equip police officers with the latest updates and knowledge in many sectors of policing, to improve performance. The best technology in the world is no use without training operators to use it for interpretation, risk management and providing services to the public. It was clear from the interviews that investing in employees' training and education is a very important element:

"If your organisation operates in the proper institutional perspective of the founders and not the work of an individual, meaning that they are working on staff development and rehabilitation, training and assessment and motivation, then it will lead to the development of employees who eventually excel in their performance." (Interview 1)

At ADP, each police officer and employee has at least 10 days' training each year. Every local police officer has the opportunity to study for a higher education degree locally or abroad:

"Investing in policemen is the solution for any performance dilemma." (Interview 6)

The sixth interviewee believed that the ADP should concentrate more on modern training and education. Police officers enrol in Police College for four years and the training they receive is related to military performance:

"We develop military police officers, but now the community is totally different from before... We need officers to acquire modern skills and education to blend with such a diverse society. The community expects us to perform exceptionally, especially when the government's vision is to become one of the best governments in the world in 2030." (Interview 6)

The second common element was that all the interviewees were highly educated and more than half were enrolled on a PhD or DBA program. Interestingly, a large percentage of police personnel responsible for security roles refused to go on record, the only way in which the interviews could be conducted. Those who refused were less well-educated than the eventual interviewees. Instead, they were mostly graduates of Police College, focused on the core business of security operations, and less interested in this kind of research.

Interviewees felt that training employees for specific courses and providing them with education in universities would improve performance, which was essential to achieving

security and providing good services. An important point made by one interviewee was that the awareness levels gained through training and education have an effect on performance:

“We are achieving targets now, not only because we are following and adhering to the scientific criteria mentioned in the models of performance, but because if you ask the lowest ranked employee to write down an internal or external official letter, he/she would start the letter by saying: Based on methodologies 1, 2 and 3 to achieve our specific vision we are asking you so and so. Simply put, this is a performance culture.” (Interview 2)

The third interviewee asserted:

“It’s extremely difficult to always perform perfectly because you have to change the organisation, you have to change the culture if necessary, change the people, but you have to change their hearts and minds. You have to focus, starting with the leadership, and it starts with education and training.” (Interview 3)

The interviewees pointed out that education and training has an important influence and affects police officers’ performance in the ADP. Most of the staff believe that good education and training will result in high levels of performance. From the interviews, it is clear that those involved believe that education and training helps police officers make better decisions and to develop their knowledge and skills.

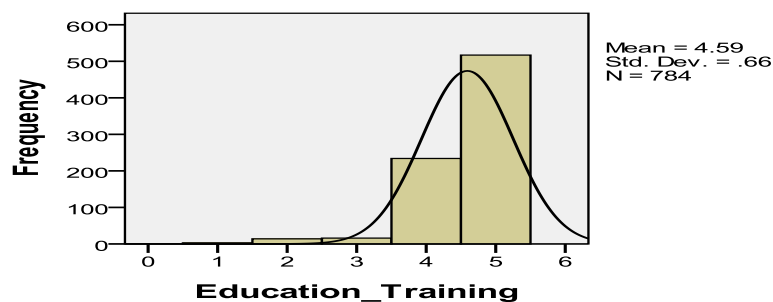


Figure 23: Frequency distribution of views on education and training

96% of the respondents believed that good training and education was important or very important for better performance in the workplace (Figure 17). Its importance was reflected in the high mean score (4.59).

Table 22: Cross-tabulation between directorate and views on education and training

Education_Training * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Education_Training	1		0.5%	0.3%	0.4%
	2	2.4%	1.5%	1.9%	1.8%
	3		1.8%	2.9%	2.0%
	4	23.2%	37.3%	22.4%	29.8%
	5	74.4%	58.9%	72.5%	65.9%
Total		100.0%	100.0%	100.0%	100.0%

Table 22 shows the cross-tabulation of the effect of directorate on views on education and training. The percentage distribution in core business appeared to be different from the two other functions. The chi-square value was 23.91, which is significant.

Table 23: Cross-tabulation between job grade and views on education and training

Education_Training * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Education_Training	1	0.4%		0.4%	0.5%	0.4%
	2	2.2%	5.0%	0.4%	2.1%	1.8%
	3	0.7%	8.3%	3.5%		2.0%
	4	34.5%	43.3%	29.5%	19.1%	29.8%
	5	62.2%	43.3%	66.3%	78.2%	65.9%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Table 23 shows the cross-tabulation between job grade and education and training. The chi-square value of 49.9 (df = 12) was statistically significant at the 5% level. Employees in grade C jobs had a greater belief that good training and education would help them to do their job better. This is expected because the level of work dictates the level of education and training required to do it.

Themes 10 and 11: Human capital: incentives, and social capital: relational aspects of control mechanism (punishment)

We have already said that employees of ADP have great respect for their leaders, in particular at higher levels. An interesting point was made by one of the interviewees, that what makes him perform so well is that he knows at the beginning of any project that if he achieves the

desired results and exceeds expectations, he will gain appreciation. Many police officers would rather be given a medal of excellence than promotion. From the interviews, it seems that appreciation is more important for police officers than financial incentives. This may be because police officers in the ADP already receive very high salaries, compared with their peers around the world.

“...It would be good to be incentivized. It’s a horrible word, but giving people incentives to follow you...” (Interview 9)

Other interviewees believed that a ‘carrot and stick’ approach is important. Punishment regulations are in force, but are not effective. Police officers get promotion whether or not they perform well, unless they breach the law in some way:

“I have seen people performing badly and they still get promoted. Generally in the organisations where I worked, if you don’t perform it’s simply up or out. You aim for a promotion or you’re out of the organisation and that’s my background. I’ve worked for companies like BT and....Carrot and stick – you perform, you get promoted, you get rewarded, but if you don’t perform then that must reflect negatively in your appraisal.” (Interview 4)

The eighth interviewee pointed out:

“Incentives and punishment channels are important factors in performance, because they will make top management transparent.” (Interview 8)

There was a consensus among the interviewees that solidarity levels are high in the ADP. However, if there is a problem, police officers will probably start blaming each another instead of solving the problem. Most of the interviewees agreed that incentives are an important element in motivating employees, but punishment channels had no clear function for performance. Some of the interviewees preferred not to comment about punishment at all.

The interviews suggest that the relational aspects of control mechanisms (punishment) affect police officers’ performance in the ADP. The interviewees acknowledge that they try to avoid punishment, because of its effect upon reputation.

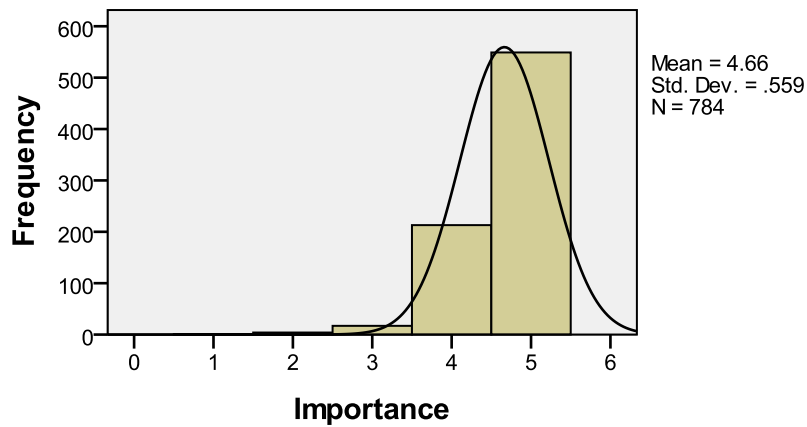


Figure 24: Frequency distribution of incentives motivation

97% of the questionnaire respondents believed that providing appropriate incentives motivates them to perform positively at work (Figure 24). The average score of 4.66 supported this and points to the importance of using incentives to improve performance.

Table 24: Cross-tabulation between directorate and incentives

Incentives_motivation * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Incentives_motivation	1		0.3%		0.1%
	2		0.3%	1.0%	0.5%
	3	2.4%	1.5%	2.9%	2.2%
	4	20.7%	30.8%	24.3%	27.2%
	5	76.8%	67.1%	71.9%	70.0%
Total		100.0%	100.0%	100.0%	100.0%

Table 24 shows the cross-tabulation of the effect of directorate on views on incentives. The chi-square value was 9.31, which was not statistically significant. Employees across departments therefore had similar views on the important function of incentives in enhancing performance in work. This was not unexpected and further supports their use.

Table 25: Cross-tabulation between job grade and views on incentives

Incentives_motivation * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Incentives_motivation	1	0.4%				0.1%
	2	0.4%	1.7%	0.4%	0.5%	0.5%
	3	1.1%	1.7%	3.5%	2.1%	2.2%
	4	34.5%	50.0%	19.4%	19.7%	27.2%
	5	63.7%	46.7%	76.7%	77.7%	70.0%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

Table 25 shows the cross-tabulation of the effect of job grade on views on incentives. The chi-square value was 43.5, which is statistically significant at the 5% level. Employees in grade A+ jobs thought incentives were less important for their performance.

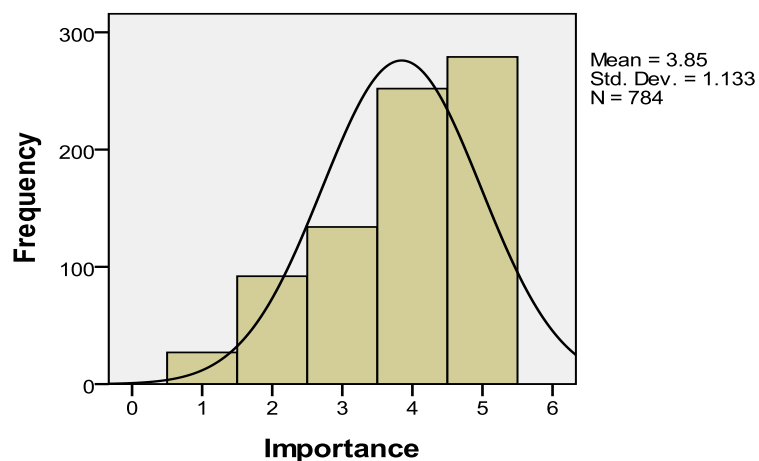


Figure 25: Frequency distribution of views on punishment

68% of the questionnaire respondents believed that punishment is important or very important when colleagues misbehave at work (Figure 25). The average score of 3.85 indicated that views were more diverse than on earlier questions.

Table 26: Cross-tabulation between directorate and views on punishment

Punishment * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Punishment	1	3.7%	3.3%	3.5%	3.4%
	2	8.5%	17.0%	6.1%	11.7%
	3	25.6%	14.7%	17.9%	17.1%
	4	26.8%	28.3%	38.3%	32.1%
	5	35.4%	36.8%	34.2%	35.6%
Total		100.0%	100.0%	100.0%	100.0%

Table 26 shows the cross-tabulation of the effect of directorate on views on punishment. The chi-square value was 29.91. This suggests that views on the effect of punishment on performance were affected by the respondent's directorate, with employees in support services believing it was more important than did their colleagues elsewhere.

Table 27: Cross-tabulation between job grade and views on punishment

Punishment * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Punishment	1	5.0%	3.3%	2.7%	2.1%	3.4%
	2	15.5%	28.3%	7.8%	6.4%	11.7%
	3	16.2%	16.7%	18.6%	16.5%	17.1%
	4	36.0%	31.7%	26.0%	35.1%	32.1%
	5	27.3%	20.0%	45.0%	39.9%	35.6%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

The chi-square value of the cross-tabulation between job grade and punishment (Table 27) was 50.99, which is statistically significant. Employees in grade A+ jobs placed, on average, lower importance on punishment as an influence on their performance at work, perhaps because they are closer to retirement so that their cumulative loss as a consequence of punishment is likely to be less.

Theme 12: Social capital: relational aspects of religious faith and values

Police officers in ADP tend to have a religious background and do not necessarily keep this separate from their work. It does not necessarily follow that they practise religion rigorously, but it was clear from the interviews that the beliefs are part of their daily lives. For example, the word “Allah” was used by all the interviewees except the UK consultants (see Table 26). Surprisingly, the fourth interviewee (one of the consultants), who is a British citizen and a Muslim, did not speak of Allah, which implies that national values and education are key constituents of religious values. Some interviewees mentioned, for instance, that they would arrive at work on time, because it is the right thing to do. Religious values increase the efficient and effective performance of the ADP. They may not necessarily be indicative of a generalized phenomenon, but they help.

Table 28: Number of uses of religious terms in the interviews

Research participant	No. of uses of religious terms
1	5
2	13
3	0
4	0
5	4
6	3
7	12
8	18
9	13
10	5

Table 28 shows that there was an obvious repetition of religious terms in the interviews. None of the direct questions addressed the effect of religion on performance. Instead, conclusions on this subject were extracted from the replies to other questions, for example, use of religious terms and behaviours. The interviewees believed that religious values and the Emirati culture affect performance in the ADP. The second interviewee pointed out that the ADP must not neglect the demands of its Emirati culture:

“The Operations department of the ADP provides a service called the 'Aman' service. The main objective of this service is to receive calls and mobile messages to report any kind of criminal activity such as extortion and immodest actions without exposing the reported person or the people involved, so as to keep their reputation clean.” (Interview 2)

The interviewees felt that obeying orders from superior officers, if combined with religious obedience, would result in more disciplined police officers, which they thought was important.

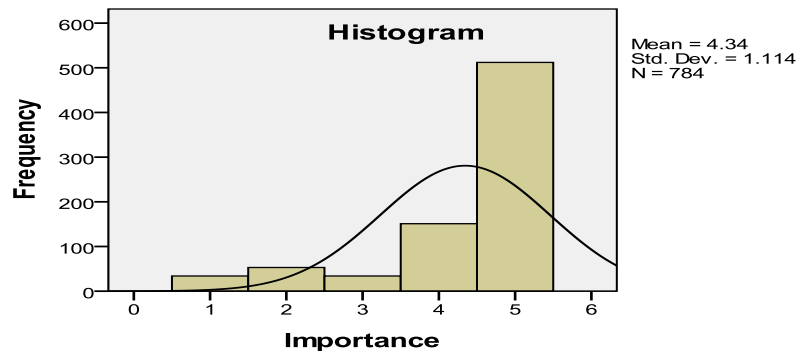


Figure 26: Frequency distribution of religious values

85% of the questionnaire respondents believed that religious values are an important or very important influence on performance at work (Figure 26), but the standard deviation is high at 1.1.

Table 29: Cross-tabulation between directorate and religious values

Religious_values * Directorate Crosstabulation

% within Directorate

		Directorate			Total
		Command_A dministration	Core_busine ss	Services_sup port	
Religious_values	1		8.0%	1.0%	4.3%
	2		12.3%	1.6%	6.8%
	3	4.9%	4.1%	4.5%	4.3%
	4	23.2%	16.5%	21.7%	19.3%
	5	72.0%	59.1%	71.2%	65.3%
Total		100.0%	100.0%	100.0%	100.0%

Table 29 shows the cross-tabulation of the effect of the respondent's directorate on the importance given to religious values. The chi-square value was 67.3, which is statistically significant. Employees in core business areas thought religious values were less important.

Table 30: Cross-tabulation between job grade and religious values

Religious_values * Job_Grade Crosstabulation

% within Job_Grade

		Job_Grade				Total
		A	A+	B	C	
Religious_values	1	7.2%	11.7%	1.6%	1.6%	4.3%
	2	7.6%	23.3%	5.4%	2.1%	6.8%
	3	4.3%		5.0%	4.8%	4.3%
	4	23.0%	18.3%	16.7%	17.6%	19.3%
	5	57.9%	46.7%	71.3%	73.9%	65.3%
Total		100.0%	100.0%	100.0%	100.0%	100.0%

The chi-square value of the cross-tabulation between job grade and religious values (Table 30) was 67.2, which is statistically significant. Employees in grade A and A+ jobs felt that religion was less important to their performance at work.

Summary

The interviewees often tended to separate core business operations from the more service-oriented departments, such as the car registration department. From their perspective, such segmentation is vital and starts early in their time at police college. It clearly applies across the organisation, since views of the effects of strategic performance enablers differed in the two segments. The interviewees also agreed that all the performance enablers mentioned in this research are important and affect performance. The importance placed on each depends on variables such as the participant's job role, rank and work environment.

I analysed quantitatively views about the effects of each performance enabler upon the personal job performance of police officers from different ranks, working in different departments and with different job roles in the ADP. This helped me to develop a framework and a clearer understanding of the effect of the organisational, human and social capital in the ADP. The survey results suggest that all three areas affect respondents across all twelve areas of strategic performance management enablers. Respondents believed that all the performance enablers mentioned in this research were important and affect performance. However, they placed different values on each, depending on variables such as their job role, rank and work environment.

Table 31: Descriptive analysis

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Risk_Management	784	4.54	.788	-1.953	.087	3.571	.174
Statistical_analysis	784	4.48	.668	-1.363	.087	2.424	.174
Education_Training	784	4.59	.660	-2.049	.087	5.633	.174
EFQM	784	3.55	1.268	-.733	.087	-.322	.174
Automated_softwares	784	4.34	.662	-.705	.087	.506	.174
Leadership	784	4.19	1.074	-1.248	.087	.506	.174
Quality_assurance	784	4.03	1.259	-1.335	.087	.701	.174
Strategy	784	4.59	.578	-1.392	.087	2.848	.174
KPI	784	4.08	.986	-.977	.087	.465	.174
Punishment	784	3.85	1.133	-.753	.087	-.354	.174
Religious_values	784	4.34	1.114	-1.761	.087	2.062	.174
Incentives_motivation	784	4.66	.559	-1.795	.087	4.376	.174
Valid N (listwise)	784						

The responses were translated into a ranking from 1 (not important) to 5 (very important) (Table 31). The highest and lowest mean values were 4.66 and 3.55 for incentive motivation and EFQM respectively. This suggests that incentives were considered to have most effect on performance at work and the EFQM the least.

Table 32: Quantitative analysis

Factor	Mean score	Statistically significant at 5% level (Yes/No)	
		Directorate	Job grade
Risk management	4.54	Y	Y
Statistical analysis	4.48	Y	N
Education and training	4.59	Y	Y
EFQM	3.55	Y	Y
Quality assurance	4.03	Y	Y
Strategy	4.59	Y	Y
KPIs	4.08	Y	Y
Incentive s	4.66	N	Y
Punishment	3.85	Y	Y
Religious values	4.34	Y	Y

Table 32 summarises differences across grades and directorates in views on the importance of each factor. The main difference in grade was that top-ranking officers (in grade A and A+ jobs) placed different values on certain factors, which is probably to do with their perspective on the business. Incentives as a means of motivation had the highest mean score, 4.66, which implies that it is the most important aspect in driving performance. Table 30 shows that the mean score of all of the performance enablers was more than 3, which means that, on average, the respondents believed that all the enablers had an effect on their performance at work. This validates the importance of these areas when designing a system to assess performance at work in a police force.

Table 33: Intellectual capital statistical rank

Strategic performance enablers	Mean score	Form of Intellectual capital		
		Organisational Capital	Human Capital	Social Capital
Risk management	4.54	✓ (3)		
Statistical analysis	4.48		✓ (4)	
Education and training	4.59		✓ (2)	
EFQM	3.55	✓ (10)		
Automated software	4.34	✓ (5)		
Leadership	4.19		✓ (6)	
Quality assurance	4.03	✓ (8)		
Strategy	4.59	✓ (2)		
KPI	4.08	✓ (7)		
Incentives	4.66		✓ (1)	
Punishment	3.85			✓ (9)
Religious values	4.34			✓ (5)

Table 33 shows the rank of each strategic performance management enabler. The numbers in red show the rank of each element. Although organisational capital includes six strategic performance management enablers, more than the other two areas, human capital had the most important and effective performance enablers. Incentives, education, statistical analysis and

leadership were ranked first, second, fourth and sixth respectively. Having a clear strategy and vision was ranked second and adoption of the EFQM Excellence model of performance was last. The next chapter will discuss the findings and link them back to the literature, demonstrating the contributions to knowledge and practice.

CHAPTER 6: DISCUSSION

In this thesis, the inter-relationship between the knowledge assets of intellectual capital (in the form of organisational, human and social capital) and strategic enablers of performance management was examined. The aim was to gain insights into how police forces might develop dynamic capabilities to help them to overcome challenges in a changing organisational context. Police officers in the ADP were found to be affected by organisational, human and social capital across the twelve themes of strategic performance management enablers. Officers believe that all the performance enablers mentioned are important and affect performance. Each enabler, however, is given a different effect and importance, depending on variables such as the participant's job role, rank and work environment. There were, in particular, clear differences between the core business operations and the more service-oriented departments, such as the car registration department. Differences were also seen by job grade.

Organisational capital

Organisational capital in this research included six strategic performance management enablers, more than the other two areas. The enablers' areas were risk management, the EFQM, technology (automated software), quality assurance, strategy and KPIs. Having a clear strategy and vision was ranked second in its effect upon police officers' performance and the adoption of the EFQM Excellence model of performance was ranked last. The other performance enablers in this area had a medium effect. The overall effect of organisational capital on police officers' performance was high, second after human capital.

Quality management

It has long been recognised in the academic and practitioner literature that quality is a goal worth attaining. Numerous studies have been conducted to demonstrate the quantifiable and qualitative benefits of quality management and process control (Babicz, 2000; Deming, 1986; Marin and Ruiz-Olalla, 2011; Reilly, 1994). Improving a police officer's performance requires a multi-faceted approach to ensure that service quality is consistent and that the drive for better performance becomes embedded within the organisation (Aguayo, 1991; Dale, 2003; Evans and Lindsay, 2002). Attaining an internationally-recognised quality management standard is not necessarily a guarantee or certification of better performance, although it is usually a good enabler (Millen *et al.*, 1999). My research is consistent with these previous studies, and found

that quality management systems are beneficial when used in a policing context. However, interviewees suggested that using quality assurance procedures requires time and constant follow-up from employees, which is a disadvantage.

The EFQM Excellence model of performance

Many police forces around the world use the EFQM Excellence model of performance, including the Metropolitan Police force in the UK (Metropolitan Police, 2011), where its use was designed to improve service provision and levels of organisational efficiency. Doubts have been expressed, however, about the suitability of the EFQM model for public sector organisations, such as law enforcement agencies. Results appear to be less effective than in the private sector (Gomez *et al.* 2011). This may be because the model is generalised, and such models usually work less well than specific ones (Amir and Hassein, 2011; Conti, 2008; Eskildsen *et al.*, 2001). According to Zairi and Alsughayir (2011), excellence models have very important structural and cultural dimensions so that an organisation needs time to adapt its culture to the model's demands. The complex structural nature of the EFQM model also makes it difficult for organisations to analyse (Eskildsen, *et al.*, 2001).

In general, views on the effect of the EFQM performance model varied from one person to another. If managed well, it does seem to offer a way of encouraging performance change in organisational capital, but it also seems to have numerous critics. The consensus is that it has benefits, but not all of its criteria are helpful and it should not be used every time or everywhere. The model affects police officers' performance in the ADP through its assessment criteria and procedures. The positive effect of the model lies in its continuous improvement tools, but it is time-consuming and complex to use, and requires a lot of training. Statistically, the EFQM Excellence model of performance was considered to be the least important performance enabler of the twelve discussed. The literature shows that this view of the model as more burden than benefit is shared globally.

Clear strategy, vision and KPIs

According to both Greiner (1998) and Hitt *et al.* (2011), strategic planning and regular review are both vital as organisations grow. It is also important for employees to understand their roles and responsibilities (Ng, 2011). Individuals with a clear vision and who interact well with their colleagues at lower levels in the organisation tend to influence performance, in particular in

areas which require creativity, adaptability and proactivity (Griffin *et al.* 2010). Vision and communication are often linked together in the literature, because both are seen as vital (Gill, 2011).

The use of KPIs is widespread internationally, including in the UK, where the Association of Chief Police Officers (ACPO) has acknowledged the need to introduce best practice measures of performance (Excellence in Policing, 2012). KPIs provide managers with regular data that can be compared over time, allowing them to track progress on priorities (Speaker, 2009). KPIs can also be used to help manage internal employee performance, and here the use of objective measures can be especially helpful (Marr, 2012). One disadvantage of KPIs, however, is that they may lead to inflexibility of viewpoint (Packard, 2010). KPIs such as the crime rate and customer satisfaction with online services are used to measure current performance of staff at all levels in the ADP. In my research, strategic planning and using KPIs were found to be important and to affect police officers' performance in the ADP. Statistically, this was the second most important strategic performance enabler in the area of organisational capital. Some ADP officers rely heavily on key performance indicators, because of the focus and benefits they provide.

Risk management

Nowadays there is a consensus between specialists and professionals that adopting risk assessments and tools is an important element for police agencies (Archbold, 2005; Cukier *et al.*, 2009). It is generally agreed that police operations, and police work in general, are different from any other profession. Risk management in a police context therefore serves more than one dimension (Meyer, 2000 cited in Colaprete, 2007). Many policing studies show that risk management tools have often helped police forces to prevent crime, forecast crime patterns and, perhaps most importantly, change employees' behaviour (e.g. Birchall and Fewkes, 2002; Collier, 2009; Ericson and Haggerty, 1997). ADP's police officers asserted that risk management is an important enabler of performance and affects police officers' performance, especially when it is related to security operations. They use risk management procedures and assessments to decrease the likelihood that crimes will occur.

Information technology and automated software

In general, using information technology and automated software affects ADP performance positively. The ADP has invested massively in technological software and sophisticated systems which have improved its crime prevention strategies and results (Abu Dhabi Police, 2014). A good example of this, mentioned earlier, is the customised eye scan Integrated Risk Information System (IRIS), used at UAE border points (Abu Dhabi Police, 2014). Similar effects have been seen elsewhere; for example, North Wales Police (NWP) has used sophisticated technology and software to ensure maximum efficiency in the use of resources to deliver the best possible service to the community (National Computing Centre, 2012). South Yorkshire Police (SYPOL) and the Metropolitan Police have also both invested in technology, which has been shown to benefit security and safety. Automated analysis interpretation is used to assist risk management and decision-making (Birchall and Fewkes, 2002). It has been acknowledged in the literature that using technology at the work place is considered an advantage with regard to employees' performance (Arguinis and Kraiger, 2009; Birchall and Fewkes, 2002). Additionally, the use of technology would make collecting data an easy task, which would enhance judgement and decision-making (Birchall and Fewkes, 2002). Both the literature and this research suggest that using technology and automated software in a policing context is helpful and affects police officers' performance.

Human capital

The area of human capital contained the most important and effective performance enablers, with incentives, education, statistical analysis and leadership ranked first, second, fourth and sixth respectively.

Statistical analysis

Statistical analysis measures activity and informs conclusions about performance, return on investment and the allocation of resources to various parts of the organisation (Baird, 2007). In the policing sector, middle managers such as sergeants have usually been expected to provide the increased data for monitoring systems, which has often changed their role (Butterfield *et al.* 2005).

Analytical software has been used by several forces, including SYPOL and the Metropolitan Police, and found to be thorough and helpful in fighting crime. It was also found to be

considerably more accurate than human intuition when used to assist risk management and decision-making (Birchall and Fewkes, 2002). It is believed that too much emphasis on statistics may produce the illusion of better performance, disguising key issues (Hood, 2006; Patrick, 2009). However, The ADP police officers' in all job grades use statistical analysis and believe it is an important enabler for performance. Interpretation of numerical statistics has an important influence on the ADP's performance. It affects police officers' performance through their experience and skills.

Leadership

Managing performance requires strong and visionary leadership, communicated effectively down through an organisation (Guillaume and Telle, 2011). Exceptional leaders empower and motivate other employees to follow their example (Senge, 2006). Since the pursuit of better performance is a continuously moving target, leaders need to be flexible and adaptable (Graetz and Smith, 2010; Scroggins, 2006).

One of the leadership styles only occasionally found in the ADP is 'maverick'. There is acknowledgement in the literature that 'maverick' leaders can and do produce exceptional results (Collins, 2005; Fleming and Spicer, 2003). They can also pursue high-risk strategies (Carroll and Levy, 2008), which is unlikely to be favoured in a military-style organisation, where obedience and conformity are usually highly valued. The research showed that leadership is an important strategic area of performance. Most of the participants believe that leadership affects police officers' performance in the ADP, either positively or negatively. The police officers believe that leaders are the key causal driver of knowledge generation, because they are the decision-makers.

Incentives

Incentives raise individual performance by a high percentage and deliver targets and success (Smith, 2002). It has long been realised that better rewards and incentives do not necessarily correlate with higher job satisfaction and that not even high job satisfaction necessarily correlates with better performance (Fisher, 1980). The incentives offered to employees to improve performance need not be financial and there is ample research which shows the benefit of other, non-tangible incentives such as training and development (Langer and Mehra, 2010). Police officers' in the ADP don't consider training as an incentive, because it is acknowledged

in the ADP that it is each employees' right to receive proper education and training for their development. Incentives are highly appreciated by ADP officers, especially non-financial ones in the form of medals and letters of gratitude. Non-financial incentives are favoured in the ADP, because police officers' receive high salaries. This research found that incentives are the most important strategic performance enabler for police officers in the ADP. They motivate police officers to make better decisions and to develop their knowledge and skills.

Education and training

Reinforcement through education, training and development opportunities is key to positively affecting employee performance (De Grip and Sauerman, 2013; Gibb, 2008; Grossman and Salas, 2011; Nijman and Gellissen, 2011; Saks and Haccoun, 2010). Failure to develop employees can lead to outdated skill sets and an inability to take advantage of new opportunities (Arguinis and Kraiger, 2009). Research shows that police forces benefit greatly when the organisation becomes involved with the training of apprentices or students, because it allows fresh ideas to enter the organisation and contributes to the provision of a qualified pool of potential employees. It can also improve the quality of service (North Wales Police, 2012).

Training and education has been a key priority for the ADP. This research showed that it is generally believed to have an important influence on police officers' performance. Most staff believe that good quality education and training will improve performance.

Social capital

Social capital includes control mechanism (punishment) and religious values. Punishment was ranked ninth, showing that it has a largely negative effect. Religious values had a medium effect and was ranked fifth.

Relational aspects of control mechanism (punishment)

Psychological studies have shown that having a positive self-concept predicts better job performance; it follows that any regime which undermines staff self-confidence, such as over-intrusive monitoring, risks causing negative effects on staff performance (Grant, 2010). This was found to be a factor in the ADP, where managers were concerned about staff performance following punishment (Butterfield *et al.*, 1996).

Generally, organisations use a ‘carrot and stick’ approach in motivating staff to behave in the desired ways (Winn, 2014). Imposing punishment for misconduct is necessary, but praising excellent results is also important (Winn, 2014). This was very much a feature in the ADP, where officers looked forward to being appreciated when they achieve the desired results. However, this research also found that police officers try to avoid punishment, due to its bad effect on their performance and reputation, which has led to the creation of a ‘blame culture’ in the organisation. This enabler therefore affects police officers’ performance in the ADP. Police officers acknowledge that they try to avoid being punished. The punishment enabler was ranked very low, which implies that police officers’ behaviour becomes worse from the punishment enabler, which leads to a negative effect on police officers’ performance.

Religious faith and values

Islam is the dominant religious faith in the United Arab Emirates (UAE) and all ADP’s police officers are Muslims (National Bureau of Statistics, 2013). It was therefore expected that there would be links between Islamic rituals at work and performance management. Religious faith (monotheistic faiths) can be a motivating factor for employees and can affect their performance positively (Sharkie, 2009). Organisations which are built on a single strong ideology such as a religious faith often rely very heavily on additional ‘discretionary’ effort from their paid staff and can exploit shared values to enhance the community beliefs of their workforce (Sharkie, 2009). Religion plays a critical role in many aspects of motivation, emotion and judgment (Fernando and Jackson, 2006). Religious behaviours at work place should be considered as an important aspect when applying performance management enablers (Alnamlah, 2011; Victor, 2008).

Religious faith is embedded in the ADP’s environment, which is very different from the case in, say, the UK, where the police force is largely secular. Findings suggest that the environment is crucial to the impact of religious beliefs, with religious values being demonstrated more strongly among Emiratis than consultants from the UK, even those who shared the same religious beliefs. Religious values therefore seem to be linked to culture in their effect on police performance in the ADP.

Conclusion

The focus of this study is the effect on the performance of ADP officers of strategic enablers of performance management, separated into the three forms of intellectual capital, organisational, human and social capital. By segregating the three forms, I was able to separate the systems, policies and processes and other structural aspects (organisational capital) from people's skills, knowledge and experience (human capital), and social relations and networks (social capital). Using mixed research methods (qualitative and quantitative), I examined the perceptions of performance management of the current members of the ADP. The main research question was:

From the perceptions of police officers, to what extent and how do particular strategic performance management enablers under each form of intellectual capital affect police officers' performance in the Abu Dhabi Police?

The research contribution is therefore through acknowledging the effect of strategic performance enablers under organisational, human and social capital in the ADP based on the perceptions of police officers.

The conceptual framework first mentioned in chapter two (see Figure 1) shows how the 12 strategic performance enablers fit into each area of intellectual capital. The key enablers mentioned in this research were chosen because they were emphasised in the literature, and have been used by other police forces, while fitting with the conceptual framework of this study.

The next section sets out the main research contributions to knowledge and practice in the fields of performance management and intellectual capital.

The research contribution

The main contributions in this research are in the domains of performance management and intellectual capital.

Contribution on performance management

- (1) ADP officers said that they perceived incentives as having the most positive effect on their performance. Incentives are highly appreciated by ADP officers, especially non-financial

ones in the form of medals and letters of gratitude. Such perceptions are counter to the dominant findings in the literature that better rewards and incentives are not necessarily correlated with higher job satisfaction and that high job satisfaction is not necessarily correlated with better performance (Fisher, 1980). ADP officers believe otherwise, which may perhaps be linked to the non-financial nature of the incentives they seek.

- (2) The strategic performance management enablers under organisational capital are risk management, the EFQM, technology (automated software), quality assurance, strategy and KPIs. The clarity of procedures, rules and processes in ADP's strategy and KPIs are believed by police officers to positively affect their performance. Organisational capital was ranked second, after human capital, in its effect on performance. Having a clear strategy and vision was ranked second overall amongst the twelve strategic performance enablers. This fits with other studies in this area that have found that organisations with a clear strategy, vision and KPIs have better performance (Gill, 2011; Greiner, 1998; Hitt *et al.*, 2011; Ng, 2011; Speaker, 2009).
- (3) The finding that the EFQM Excellence model of performance has a negative effect on police officers' performance in the ADP might be viewed as a surprising result. However, one reason for this was that using the model at multiple levels (i.e. strategic, operational and tactical levels) is a burden for police officers. This is because the model's structure is complex and operationalising it requires constant follow-up and is time-consuming. Perhaps most importantly, the model does not take into account either the culture of the ADP or the operational requirements of the core business of security. Many studies share this same result about the effect of this model on performance management (Amir and Hassein, 2011; Conti, 2008; Eskildsen *et al.*, 2001; Gomez *et al.* 2011; Williams *et al.*, 2006; Zairi and Alsughayir, 2011).

Contribution on intellectual capital

- (1) There is a correlation between police officers' job role, rank and directorate and their views on each area of organisational, human and social capital. Police officers agreed that these segments were all important but their relative contribution was perceived as different, depending on the location of the respondent in the organisation. Police officers working in

different areas are affected by different issues, with particular differences seen between core business functions and support functions.

- (2) Human capital has the largest effect on police officers' performance in the ADP. The strategic performance management enablers in this area were incentives, education, statistical analysis and leadership. ADP officers consider the human capital elements crucial to successful performance, because these enablers will directly affect their performance. The notion of human capital originally proposed by Becker argues that value can be found in the work experience, training, education, expertise, skills and qualifications of individuals (Becker, 1975), either directly or indirectly. The direct link occurs because training, education and work experience equip individuals to better solve workplace problems. The largest effects are through incentives, education, statistical analysis and leadership. These elements together have the highest rank, in terms of their perceived effect on police officers' performance.
- (3) Police officers report that they perceive their religious faith and values to affect their performance in the ADP. By adopting religious aspects of trust, sanctions, respect and discipline, they tend to perform better and positively. This finding is not seen in studies in more secular cultures, such as those operating in Europe (Victor, 2008). Many studies, however, assert that an employee's religious faith can be a motivating factor and can affect performance positively (Alnamlah, 2011; Fernando and Jackson, 2006; Sharkie, 2009).
- (4) Punishment is reported by ADP officers to affect their performance negatively. It was found that if a police officer was punished, their performance will be affected, because this will have a negative impact on their reputation, which is something they find hard to accept. This also had a negative effect on morale and productivity. Punishment risks causing negative effects on staff performance (Ericson and Haggerty, 1997; Grant, 2010; Winn, 2014).

Contribution to policing practice:

- (1) Police forces may wish to consider concentrating on specific strategic performance enablers and acknowledge that each department on their organisations may have different requirements. There is a correlation between police officers' job role, rank and directorate and their views on strategic performance enablers. Police officers agreed that the twelve strategic performance enablers mentioned in this research were all important but their relative contribution was perceived as different, depending on the location of the respondent in the organisation. Police officers working in different areas are affected by different issues, with particular differences seen between core business functions and support functions.
- (2) Police officers tend to be motivated by incentives. Incentives are highly appreciated by ADP officers, especially non-financial ones such as medals and letters of gratitude.
- (3) Police officers perceived education, risk assessments, technology and leadership as important positive enablers of performance. Police forces and agencies could consider these strategic performance enablers as vital elements for strong employee performance.
- (4) Police officers' relationship with each other within a network is considered an important element in their positive performance in the workplace, especially when they are from the same religious faith and graduated from the same military institute. The social element of control mechanism through punishment had a negative effect upon police officers' performance. Police forces may wish to consider these relational aspects of social capital between employees in any performance management initiatives.

Limitations and future research

Acknowledging the limitations of a study is an important mechanism for ensuring robustness of research. This study had three main limitations:

- (1) The strategic performance enablers explored in this research are all major elements in the world of performance management. Each of them could reasonably be studied separately. Combining them all together in one study may have meant that the detailed impact of each was not explored in sufficient depth to gain really good understanding of their contribution.

- (2) The social capital enabler of 'religious values' appears to have a major influence upon police officers' performance and on the organisation as a whole. This enabler is linked to a wider set of cultural and political considerations. As space and time was limited, however, only a cursory investigation could be conducted of its contribution. More nuanced studies in this area would be helpful to understand how it can increase police officers' performance.
- (3) Punishment has a major negative effect on ADP officers. Comments from interviewees suggest that it is a sensitive subject. More studies in this area would be helpful to understand the nuances of the situation.

In conclusion, this research has shown that managing performance is a highly complex task which can involve many different combinations of organisational, human and social capital and a wide variety of strategic performance enablers. It is likely that no one strategic enabler will serve all purposes or suit all managers and employees in a particular police force. Elements from several of the strategic performance enablers studied in this research could be integrated into systems and processes which are tailor-made for each organisation, and set into the particular local, national and international context. Many of the conflicts seen in police organisations may be attributable to a mismatch between different world-views, in which managers and workers perceive performance management tools in highly divergent or even opposing ways. Finally, if organisations can make their analysis of strategic performance enablers more transparent and explain the purposes of each intervention, system or process in terms of the contribution it makes to various wider objectives, then performance is much more likely to improve.

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Appendix 1: Letter to interviewees

[Date]

Participation in a Research Study

Dear [name]

I am writing to invite you to participate in a detailed research study exploring the effect of the strategic performance enablers in the Abu Dhabi Police. You have been personally approached as you are recognised as a leader in this field of performance management. I would be most grateful if you could spare the time to help me with my study into this subject area. I would like to invite you to participate in a detailed interview which can take place at a time of your choosing over the next month. The interview will take approximately two hours or less to complete and will be transcribed afterwards. The interview will be entirely confidential and should you not wish to participate there is no obligation to do so, but I would be extremely grateful for your help.

If you would be willing to help me with my research please either respond in writing or by e-mail at aalramahi@adpolice.gov.ae or telephone me directly on 00971509995995

I look forward to hearing from you in due course.

Yours sincerely

Captain Ahmed M.I.Al Ramahi

Appendix 2: Ranks of interviewees and order of interviews

1- First Lieutenant

2- Captain

3- Consultant 1

4- Consultant 2

5- Major number 1

6- Major General

7- Major number 2

8- Colonel number 1

9- Major number 3

10- Colonel number 2

Appendix 3: The interview questions

1. Please describe your role and job function
2. What strategic performance enabler within the police force are you aware of?
3. What specific tools and techniques of performance management are you aware of?
4. Please describe how far the Abu Dhabi Police adopts strategic performance enablers?
5. Please can you provide examples/details?
6. What, in your opinion, is evidence of performance? (Please give examples).
7. To what extent do you believe that strategic performance enablers improve HRM and why?
8. Do you believe that the strategic performance enablers are of benefit? If so, why?
9. What challenges are there in introducing strategic performance enablers?
10. Do you believe that the external context (e.g. local community/culture) affects performance at the ADP?
11. In your opinion, how should performance be measured?
12. Do you think the performance enablers should change over time and why?
13. Do you think performance management techniques need to evolve?
14. From your perspective, what other key performance enablers are there?

Appendix 4: The questionnaire

1- How old are you?

.....

2- What is your job grade?

.....

3- What is your education level?

.....

4- Gender?

.....

5- Which directorate you are working in?

.....

.....

6- Do you believe that regular risk assessment is important at your workplace?

☐ Extremely important

☐ Important

☐ Neutral

☐ Unimportant

☐ Extremely unimportant

Comment

.....

.....

7- Do you believe that depending on statistically analysed findings is important in making better decisions at your workplace?

☐ Extremely important

☐ Important

☐ Neutral

☐ Unimportant

☐ Extremely unimportant

Comment

.....

.....

8- Do you believe that acquiring good training and education is important for you to perform better at your workplace?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

9- How far do you believe that applying Excellence models of performance tools (e.g., EFQM) is important at your work?(If you don't know what EFQM is, ignore this question)

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

10- Do you believe that depending on automated software is important in the performance of your work?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

11- How far do you believe that your boss's working style is important in the performance of your work?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

12- Do you believe that using quality producers (e.g., ISO) is important in the performance of your work?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

13- Is setting out a clear vision and strategy from top management important in the performance of your work?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

14- How far do you believe that adhering to the Key Performance Indicators (KPIs) imposed on you by your superiors is important in the performance of your work?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

15- How far do you believe that providing appropriate incentives motivates you to perform positively at work?

- ☐ Gives strong motivation
- ☐ Gives some motivation
- ☐ Neutral
- ☐ Gives little motivation
- ☐ Gives no motivation at all

Comment

.....
.....

16- Which incentive do you like best?

- ☐ Honour gift
- ☐ Money
- ☐ Certificate of gratitude from top management
- ☐ Promotion
- ☐ Other (please state)

Comment

.....
.....

17- How far do you believe that punishment is important when your colleagues misbehave at work?

- ☐ Very important
- ☐ important
- ☐ Neutral
- ☐ Not important
- ☐ Extremely unimportant

Comment

.....
.....

18- How far do you believe that religious values are important in the performance of your work?

- ☐ Extremely important
- ☐ Important
- ☐ Neutral
- ☐ Unimportant
- ☐ Extremely unimportant

Comment

.....
.....

19- Is there anything else you wish to add about better performance?

.....
.....
.....
.....

Thank you for your contribution to this study.

Appendix 5: Letter to questionnaire respondents

Letter to Questionnaire Respondents

Date

Dear Participant

My name is Ahmed Al Ramahi and I am a doctorate student at Nottingham Business School in the UK. For my doctoral research, I am examining the effect of strategic performance management indicators upon the Abu Dhabi Police Force. Because you are a member of the Abu Dhabi Police force, I am inviting you to participate in this research study by completing the attached survey. The following questionnaire will require 5 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the project will be provided to the Nottingham Business School administration and my supervisors. If you choose to participate in the project, please answer all the questions as honestly as possible and return the completed questionnaire promptly through the linked share-point (E-CLUB) of the Abu Dhabi Police. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavours. The data collected will provide useful information regarding the most effective performance management indicators at your work. If you would like a summary copy of this study please send me an email at the address below. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Captain Ahmed M Al Ramahi

Mobile: 00971509995995

Email: aalramahi@adpolice.gov.ae

Supervisor: Dr Donald Harradine

Email: Donald.harradine@ntu.ac.uk

Appendix 6: Details of interviewees

The first participant is a First Lieutenant. He has vast experience in public relations and strategic studies. He has a Bachelor's degree in Business Information Systems. He has experience in performance management and he is certified by the European foundation of Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

The second participant is a Captain. He has experience in administration jobs and tasks. He has been working with the police force for more than 10 years. He holds a Master's degree in Information Security and a Bachelor's degree in Political Science. He has experience in performance management and he is certified by the European foundation of Quality Management (EFQM) as an expert in the field of Performance. He has a good relationship with the media and with the community. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen

The third participant is a consultant in an Information Technology and Management consultancy firm. He has a Bachelor's (Honours) degree in Computer Sciences. He is a Chartered Engineer, registered with the Engineering Council in the UK. The participant has been working with ADP for more than 14 years. He has experience in performance management and he is certified by the European Foundation for Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a British citizen.

The fourth participant is a consultant in Information Security Consultant. He has a Master's degree in Business and has worked at many companies before ADP in the UK and Abu Dhabi. He is skilled in analytical findings, research and performance. The meeting was held in a meeting room at the GHQ. The participant is a British citizen.

The fifth interviewee is a Major. He has more than 12 years of experience at ADP. He has a Master's degree in e-Commerce and is currently enrolled in a PhD course. He has experience in performance management and he is certified by the European Foundation for Quality

Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

The sixth interviewee is a General. He has more than 35 years of experience at the ADP. He has a Master's degree in law. He has a vast experience in performance management and he is certified by the European Foundation for Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

The seventh interviewee is a Major. He has more than 15 years of experience at the ADP. He has a Master's degree in project management and is currently enrolled in a PhD course. He has experience in performance management and he is certified by the European Foundation for Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

The eighth interviewee is a Colonel. He has more than 23 years of experience at the ADP. He has a Master's degree in computer engineering and is currently enrolled in a PhD course. He has experience in performance management and he is certified by the European Foundation for Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

The ninth interviewee a Captain. He has more than 14 years of experience at the ADP. He has a Master's degree in e-Commerce. He has experience in performance management and he is certified by the European foundation of Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

The tenth interviewee is a Lieutenant. He has more than 10 years of experience at ADP. He has a Master's degree in Law. He has experience in performance management and he is certified by the European Foundation for Quality Management (EFQM) as an expert in the field of Performance. The meeting was held in a meeting room at the GHQ. The participant is a UAE citizen.

