

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF TOURIST POLICE

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ABSTRACT

The security of tourists is one of the main requirements in countries familiar with tourism and pleasures. Many countries like UAE with large number of tourists have developed tourist police service to ensure the safety of tourists. Thus, the performance of law enforcement organizations such as tourist police department is essential to provide a safe destination for tourists and international guests. Accordingly, it is important that the leaders of tourist police departments to be effective and capable to deal with security challenge. Based on this argument, there is a need for a robust research to examine the impact of transformational leadership on police performance. This study is a theoretical attempt to examine the relationship between transformational leadership and organizational performance in tourism police department of Dubai. The information gathered through this study, would enable the researchers in policing to present recommendations for law enforcement organizations in UAE and other countries as well so that helping police officers to fight crimes and control threats on tourism industry.

Keyword: Transformational Leadership, Organizational Performance, Tourism Police

INTRODUCTION

Travel and tourism industry are one of the largest and exponentially growing industries worldwide. Development of satisfying tourism industry is based upon three basic principles which are peace of mind, safety of tourists and security (Neumayer, 2014). Dubai enjoys high level of security in both regional and worldwide levels as per the international standards. For this reason, Dubai has become safe tourist destination for tourism and tourist throughout the world. According to the ministry of tourism industry in UAE, any incidents that may impact the safety and security of tourist's e.g. natural disasters, terrorists attack, ratio of crime related activities should be controlled by special authorities like tourism police department because such incidents affect tourism industry in the country (Swati, 2014).

The performance of police departments related to tourist crimes is important and require special tools and effective leadership to ensure high degree of control on crimes against tourists. This issue is especially profound in developing countries where high rates of poverty make it difficult for government agencies to control the potential risk factors that could impact their tourism sector. According to (Tarlow, 2014) safety and security are of vital importance to tourism services consumers and any sort of threat could negatively impact the image tourism industry. In this regard, many countries especially those with high volume of tourism have developed tourist police service to ensure the safety of tourists (Olarinoye et al., 2016). Leadership in police organizations is a critical part of the managerial process and considered one of the most difficult tasks law enforcement executives face. In an effort to find a balance in meeting the needs of their officers, political leaders, and the communities in which they serve, police chiefs must develop a leadership style that suits the interest of all these stakeholders in order to be successful at the job. As the policing profession moves forward, it is vitally important for police leaders to build upon their organizations and seek to develop the supervisors and police officers under their command to be strong leaders themselves. The study of Decker (2018) relative to the transformational leadership revealed that one of the dimensions

of transformational leadership which is idealized influence has significant influence on police officers' perception. Based on these arguments, this study assesses the impact of transformational leadership on the performance of tourist police.

THE AIM OF STUDY

Tourism in UAE is one the major source of revenue for the government of UAE. In this regard, UAE is giving special consideration towards development of a tourism industry which not only appeals to the tourists from all over the world but also ensures their safety. In this regard, government of UAE has developed a tourist police which is tasked with ensuring the safety and security of tourists in UAE. The main objectives of this research are to examine the relationship between transformational leadership and organizational performance in tourism police department. To achieve this aim, the study will evaluate the need of tourist police departments for transformational leaders to improve the safety and security of tourists.

Problem Statement

Law enforcement are a challenging and extremely challenging task. This task requires a strong working team and leaders who are capable to deal with criminals (Beshears, 2015). Leadership is one of the basic predictors of whether a law enforcement organization is able to perform effectively in dynamic environments especially with crimes in the city and as such the need for effective police leadership is greater than ever (Meaklim & Sims, 2011; Rafeea, Alshami & Alkaabi, 2021). The importance of transformational leadership styles in law enforcement organizations is crucial. Dozens of years ago saw the interest of researchers to review the role of law enforcement (Azmi & Khairun, 2019). Several international reports reveal the absence of connections between tourist police departments among countries in the world (United Nations Office on Drugs and Crime, 2014). Therefore, the attacks on tourists are more probable to happen without alert. Accordingly, it is important that the leadership of tourist police department in UAE to understand the importance of international communication with the International Criminal Police Organization (Interpol) to fight terrorist attacks on tourists (Interpol-UN Environment, 2016). Thus, in this study, the major problem that the researcher would aim to address is the effectiveness of such initiatives towards improving the safety and security of tourists in UAE. But what do we know about police leadership? What are the best leadership style in tourism police department? In answering these questions, this study will examine the role of transformational leadership on the performance of tourist police departments in UAE and identify the main components of transformational leadership.

Tourist Police

Tourist Police or Tourism Policing (TOPPs) is used to describe tourism or tourist-oriented protection and policing services. The concept of tourist police was initially crossed in the early nineties by tourism security experts (Tarlow, 2014). Generally, tourism policing is different from other forms of policing as it takes into consideration the relationship between local economy and tourists into the account. So, it is essential that tourist police adopt proper training and education so that they are able to perform their duties efficiently for the betterment of the society (Tarlow, 2014). The first tourist police unit was formed in 1994 by collaboration of Federal Aviation Administration, Police department and airlines operating from Miami International airport (Payam, 2016). Tourist police is special force developed with the goal to protect the properties and lives of tourists from local hazards and threats. The tourism policing is working closely with business leaders, airport authorities, businesses that cater to the traveling public, and private citizens can help prevent or tremendously reduce the tourism problems related to crime, fear of crime, and the decay of the neighborhoods that tourist frequently travel" (Payam, 2016). The main objectives of tourist police:

- Ensure the success of government initiatives regarding the development of tourism industry
- To provide assistance and security to local as well as international tourists.
- To prevent and investigate crimes against tourists.
- To prevent tourists from committing crimes in tourist spots

Transformational Leadership

Researchers have shown that transformative leadership is a valid leadership theory through research in business organizations (Blomme et al., 2015). Transformation leadership research is generally based on transformation in leadership models developed by three main schools of thought (Bass, Couses & Pozner, Bennis & Nanus, n.d). In 1978, the scientist in management James Burns has developed a new concept of leadership called transformational leadership. According to Burns (1978) “transforming leadership is a process in which leaders and subordinates support each other to advance to a higher level of moral and motivation in the workplace”. This leadership style develops a significant change among workforce. It roots a shift in the values and worker’s perceptions, and lead to a change in future results and expectations for employees and the whole organizations.

Bass (2008) grouped the views and behavior of a transformation leader into three groups: 1) charisma, 2) intellectual stimulation and 3) individual considerations. The transformative leadership model founded by Bass has been improved several times. Later, Bass & Avolio (1997) designed the transformational leadership model with four elements (factors): exemplary effect (charisma), inspirational motivation, intellectual stimulation, and individual vision. These four characteristics are shown in Figure-1.



FIGURE 1
THE CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP

Bass argued in 1985 the predominant assumption was that transformational leadership is not the same as charismatic leadership, but it is impossible to be a transformation leader without a charisma. Bass & Bass (2008) notes that transformational leaders help their followers change their mindset, encourage them to think and act alone, and, if necessary, overcome the difficulties that arise more issues in the workplace. In addition to that, transformational leaders devote great individual attention to the development of each subordinate and create conditions that encourage them to learn more on regular bases, and deepen their knowledge continuously and acquire new skills. Jandaghi, et al., (2009) found that the ideal influence of a leader demonstrated the ability to build confidence and understand leadership from supporters. It is a fundamental factor in accepting changes to the organization. The ideal effect means that the leader is a model of follower behavior. The leader's ideal effect is to transform followers by adjusting their goals, values, needs, beliefs, and aspirations (Rowold & Heinitz 2007; Yukl, 2002). While

Inspirational motivation is a characteristic of transformational leadership that presents a leader as a personality that encourages followers to demonstrate appropriate inspiring behavior. If transformative changes are made within the organization, the leader must encourage followers to accept new beliefs and ideas constantly (Bass, 1985). In the same context, transformational leader use intellectual stimulation encourages their followers to be creative and innovative. These leaders encourage change in thinking styles to solve problems and use metaphors and examples. Therefore, they can use new and creative ideas to solve problems. Intellectual stimulation is a process by which the transformation leader stimulates supporters intellectually (Jandaghi et al., 2009). Finally, individualized consideration of the individual is another feature of transformation management. One of the most important aspects of transformational leadership is caring for others. Managers support people and managers who are concerned about their feelings and personal needs (Jandaghi et al., 2009). Several authors have sought to identify the key characteristics of transformational leadership and differentiate it from other forms of leadership. Table-1 presents the detailed overview of transformational leadership constructs proposed by different leadership scholars.

Table 1 THE CONSTRUCTS OF TRANSFORMATIONAL LEADERSHIP	
Construct	Description
Idealized influence	That the leader is a model of follower behavior. The leader's ideal effect is to transform followers by adjusting their goals, values, needs, beliefs, and aspirations. Literature reviewed Bass (1985, 1995); Bass & Avolio (1991, 1997); Covin, et al., (1997); Rowold & Heinitz (2007); Yukl (2002); Sitkin & Pablo (2005); Gholamreza, et al., (2009); Puffer & McCarthy (2008); Imran & Masood (2018); Qistina & Khashini (2017); Sladjana (2017).
Inspirational motivation	Leaders must act in a special way and motivate their followers. Such behavior implies tendency and optimism and promotes teamwork. Inspirational motivation is another component of transformational leadership. Literature reviewed Bass (1985, 1995); Bass & Avolio (1991, 1997); Gholamreza, et al., (2009); Hoffman, et al., (2011); Imran & Masood (2018); Qistina & Khashini (2017); Hellriegel & Slocum (2009); Sladjana (2017)
Intellectual stimulation	A leader can do this by engaging in activities that encourage followers to be creative and creative and asking about their beliefs and values, including those of the leader and the organization. Literature reviewed Bass (1985, 1995); Bass & Avolio (1991, 1997); Gholamreza, et al., (2009); Moghali (2002); Qistina & Khashini (2017); Sladjana (2017); Rafferty & Griffin (2004)
Individualized consideration	Leadership is caring for others. Managers support people and managers who are concerned about their feelings and personal needs. Literature reviewed Bass (1985, 1995); Bass & Avolio (1991, 1997); Gholamreza, et al., (2009); Moghali (2002); Eyal & Kark (2004); Yang (2008); Imran & Masood (2018); Qistina & Khashini (2017); Yukl (2010); Sladjana (2017)

In summary, a literature review shows that transformation management can be measured with four components (dimensions): Idealized influence, inspirational motivation, intellectual stimulation, individual consideration. These components are used to measure transformational leadership as shown in Figure-2.

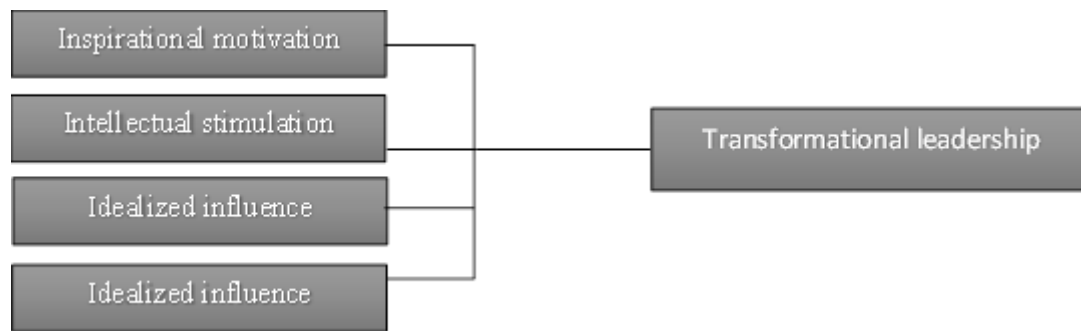


FIGURE 2
THE CONSTRUCTS OF TRANSFORMATIONAL LEADERSHIP

Police Performance

Organizational performance is one of the key dependent variables of interest to researchers in all areas of management, as organizations can only achieve and grow at the expense of productivity (Bhola, 2015). Managers have begun to realize that organizations are achieving their goals (effectiveness) with minimal resources (effectiveness). The following organizational theories have therefore supported the idea of organizing the achievement of performance objectives according to the constraints imposed by limited resources. In this sense, profitability has become one of the many indicators of organizational performance (Qistina & Devi, 2017).

It's widely understood that police departments have a tremendous responsibility to protect and serve their communities, whether at the local, state, or even federal level. Those same departments also have an obligation to be fiscally responsible they spend while protecting and serving. Thus, the importance of performance measures, both for individual officers and entire agencies, is easy to see (Anton, 2015). Historically, these measurements have come in the form of easy-to-track metrics, such as the number of arrests an officer made, calls the officer responded to, and reports taken. Enforcement activities-arrests, warnings, and the like often receive particularly close attention. For departments, crime rates tend to be the go-to metric to determine effectiveness, despite the fact that issues well outside of a police agency's control can have a tremendous impact on crime in a given community. Since the establishment of a modern police station in the mid-19th century, attempts have been made to measure police performance (Maguire & Uchida, 2000). The purpose of the performance measurement was to check how well the department performed the assigned tasks. In general, measures have been taken at local or municipal level, focusing on the work, activities and results of the police (Maguire, 2003). Provisional measurements of police performance were limited to direct measures: crime; Number of arrests and fines; Conversion fees; and response time. The United States did not recognize the importance of public opinion for police performance until the late 1930s, during the so-called "Police Professionalism". The survey became popular and was part of performance measurement models in the 1960s and 1970s.

The police do all kinds of work. In addition to traditional tasks such as prosecution, arrest and prosecution of criminals, crime prevention and resolution of traffic-related offenses and accidents, police are expected to resolve these various community conflicts, reduce or prevent social disturbances, and more and maintain relationships with the community. Recognizing the wide range of tasks entrusted to the police, it is important to understand that measuring police performance is a complex, multidimensional task (Coleman, 2012; Leckie, 2012; Kiedrowski et al., 2013). There is no single measure that is far from everything the police do. Measuring the success of the police is nothing but simple.

Direct and indirect measures must be taken into account when measuring police performance. Each possible measure has its strengths and weaknesses, which need to be understood before starting a broader discussion of which measures are being taken. Direct police

measurements, sometimes referred to as traditional measures in this report, are very effective measures that can be an objective way of measuring police performance when properly applied (Anton, 2015). With respect to tourism police department, it is essential to determine what are the components that affect the performance of tourism police department. Adding to that, there is therefore a difference between small and medium organizations and large organizations working in Tourist Police context. Although both work in unstable financial market, the objectives, activities and characteristics of organizations are not the same for large organizations. Based on the theory of unforeseen circumstances, there is no universally appropriate performance indicator that can be applied to all types of organizations in all situations. However, the system must be adapted to specific organizational and contextual aspects. For this reason, organizations should define a specific criterion for evaluating their effectiveness, in accordance with their strategy, size and objectives (Mishra & Misra, 2017). The basics components that influence the performance of law enforcement organization are explained below:

Financial Performance

In police stations, financial performance is measured through efficient use of financial resources. This dimension is indirectly linked to the work of the police, as the public expects the police to do their job efficiently without relationship to financial aspects. As with any public or private organization, the waste of resources within the police force is generally rejected by the public. Therefore, measuring the financial performance of police departments is essential (Anton, 2015).

Operational Performance

Operational performance is the consistency of all functional units in an organization to ensure collaboration to achieve the core business objectives. According to (Saleh et al., 2018), operational performance is defined as productivity, which is associated with an organization's internal operations, such as productivity, product quality, and customer satisfaction. Therefore, operational performance can be measure from productivity perspective. Law enforcement agencies, such as the police, are involved in dealing with violence and power. The police are always facing violence. Police violence has been controversial for decades during operations. The police try to train their officers and follow instructions that reduce the use of force to protect public safety (Anton, 2015).

Crime Rates

The number of crimes is the most traditional measure of police success. The rationale for using the crime rate as a measure of success reflects the common belief that crime reduction is a core task of the police. Reducing crime can actually be an indicator of the police's excellent work. Using at least three crime rates or crime rates as a primary measure of police effectiveness creates at least three problems. This is considered to be the main and most important dimension of police work. The police aim to protect civilians and their well-being and reduce the real and perceived risk of victimization and crime in the community. Moreover, even if police efficiency can be measured precisely by the crime rate, a reduction in this percentage should not turn into public confidence in police efficiency, because trust is formed by factors other than crime reduction (Anton, 2015).

The review of literature reveals various performance indicators for policing. Based on the findings and results of previous studies, this study uses the following components to measure the performance of tourism police department as shown in Figure-3.

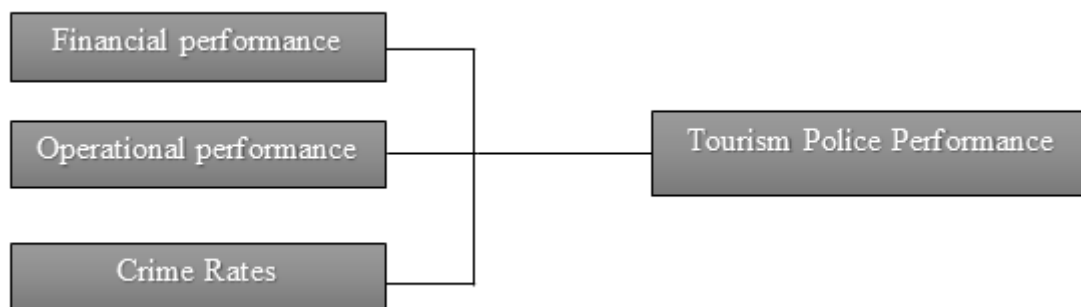


FIGURE 3
THE CONSTRUCTS OF TOURISM POLICE PERFORMANCE

The Relationship between Transformational Leadership and Organizational Performance

The review of literature shows empirical evidences on the association between transformational leadership and organizational performance. Leaders can potentially help in diagnosing problems that impeding performance, communicating and implementing solution plans, and defining critical activities and responses for specific solutions are additional functions of a leader (Zaccaro et al., 2001). Many researches have explored the relationship between transformational leadership and organizational performance (Howell & Avolio, 1993; Pillai & Williams, 2004). Research since the 1990s suggests that transformational leadership is related to many positive outcomes within organizations. Transformational leadership positively impacts follower performance in the military (Dvir et al., 2002). While Atif (2015) attempted to identifying the impact of the transformational leadership on organizational performance at Jordan Ahli Bank. To achieve the objectives of the study, his study has shown that transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration and empowerment) are affecting organizational performance at the structural, technological and people level at Jordan Ahli Bank from the branches manager's perspective at Jordan Ahli Bank.

In the same context, Al-Raqad, et al., (2012) have examined the nature of relationship between the powers of leadership on achieving organizational change in industrial organizations in Nineveh province of Iraq. The result of this study showed a strong impact of leading people through transformational leadership style on the culture of organizations in this area of Iraq. In addition to the findings of above studies, the following studies showed a presence of direct association between transformational leadership and organizational performance. The effect of leadership over firm performance is significant. The reliability analyses of the Tourism police departments used in the study have significant results (Cemal et al., 2011). Individual and organizational performance is influenced by organizational culture and leadership style (Biswas, 2009).

Raluca (2015) investigated the impact of various leadership styles on the organizational performance. The researcher argued that an organization is considered to be effective if it finds the balance between the demands of various stakeholders (owners, employees, customers, community) and the needs of the employees. He provided empirical evidences that transformational leadership could enhance the overall performance of the organization.

Ehsan, et al., (2009) examined the effect of leadership styles on performance of employees and in general the overall performance of the organization. The result of his study revealed that transformational leadership has a strong impact on organizational performance and more effectiveness rather than transactional leadership. Based on the findings and results of previous studies, this study assumes that transformational leadership through idealized

influence, inspirational motivation, intellectual stimulation and individualized consideration affects organizational performance of tourist police.

CONCLUSIONS

Law enforcement organizations need to understand how transformational leaders could foster the performance of tourist police departments. Transformation leadership is ideal influential style to transform the performance of followers by adjusting their goals, values, needs, beliefs, and aspirations. Transformation leadership is measured through four components namely, idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The literature review reveals a significant relationship between transformational leadership and the organizational performance including law enforcement organizations. This study found that law enforcement organizations are measured through three components namely, financial performance, operational performance, and crime rates. Measuring these three components will help tourist police to set the appropriate plan and strategy for fighting crimes against tourists in UAE.

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