THE MODERATING ROLE OF TRAINING ON THE RELATIONSHIP BETWEEN STRATEGY MANAGEMENT, INFORMATION TECHNOLOGY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF SHARJAH POLICE

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Abstract

This study's primary objective is to examine the role of training on the relationship between strategy management, information technology (IT) management, and organizational performance. The study proposed the study model based on theoretical basis and a review of literature with the underpinning model being the Resource-Based View of the Firm (RBV), Knowledge–Based View (KBV) and innovation theories. The analysis of data was conducted on the effects of IT management and strategy management on the organizational performance of three hundred and forty-one (341) Sharjah Police in Emirate of Sharjah, UAE, to which the questionnaire survey copies were distributed to. A total of two hundred and forty-five (245)

questionnaires were retrieved and tested with the help of SPSS. The analysis results indicated the positive and significant effects of both IT management and strategy management on the performance of Sharjah Police departments. The study enumerated recommendations for the effective IT management and strategy management implementation in the Sharjah Police and confirmed the underpinning theories applicability to the context.

Keywords

Role of Training, Strategy, Information Technology, Enhancement, Organizational Performance, UAE, Sharjah

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1. Introduction

1.1 Overview of the Sharjah Police

The establishment of the Sharjah Police can be traced back to 1967, when the General Security Police force was ordered to set it up. More specifically, H.H. Sheikh Khalid Bin Mohammed Al Qasimi issued the establishment decree after which the force was established as a simple local department, affiliated to the Sharjah rule and controlled by the police station under the supervision of the general security. The force was trained and supervised by Sharjah qualified citizens, Colonel Abdullah Juma Al-Saree and Mr. Burner from the Oman British Coast, in collaboration with Mr. Abdullah Juma Al-Saree. Later in 1971, the Ministry of Interior of the UAE was established as the new federal system, with the relevant decree passed by H.H. Sheikh Dr. Sultan bin Mohammed Al-Qasimi (a Federal Supreme Council member), the then Sharjah ruler to integrate the general security and police departments to the Ministry of Interior. Presently, the General Directorate of Sharjah Police consists of several departments constituting security and police fields and units in the east region police doctorates (Korkfakhan, Kalba and Diba Al Hisn) in the east coast of the Emirates.

The submission of the Sharjah Police dictated the approval of decision No. (3) of the Cabinet in 1995 in an attempt to improve Sharjah Police and to transform it to a general directory, including nine departments. The Sharjah Police was rearranged by 1996 and was called Sharjah Police Headquarters on the basis of Ministerial decision No. (298), which led to the qualitative transformation of the police organization, their duties and work style to meet current standards and changes and to take the responsibility of sustaining security and safety of the emirate. The Sharjah Police are autonomous in leveraging the current methods of countering

modern proliferating crimes in the emirate. In order for Sharjah Police to provide safety and security, its performance should be enhanced through developing and implementing different strategies and practices. Strategy Management and IT Management are among the most important practices that can help organizations to improve their performance.

2. Related Literature Review

2.1 Organizational Performance

Organizational effectiveness became more prevalent in the 1980s as it transformed from a construct to a concept (Henry, 2011). It is related to the issues of the organizational abilities to access and obtain resources for the purpose of meeting objectives (Federman, 2006). In a similar study, Gigliotti (1987) stated that a unit that is at odds with the rest of the organization will likely end in failure. Also, Cameron (1978) revealed that organizational effectiveness refers to its proficiency to access the required resources and Mc Cann (2004) described it as a condition for successful organizational objectives using core strategies.

Moreover, research centered organizations, laboratories and universities are the ones that suffer the most in determining effective management and responsible behavior in the face of minimal resources to enhance effectiveness. Despite the inclination towards enhancing effectiveness, management first consider themselves as scientists rather than managers. But in order to address the organizational and system effectiveness they have to manage. Managers are also obliged to adopt innovation in terms of research, conduct, sponsorship, design and management.

Studies dedicated to companies' competitiveness have been gaining increasing attention owing to the multiple studies that have been conducted on the topic over the prior decades. The interest in this topic is focused on competitiveness factors, which initially appeared under the factors of price and quality (Schumpeter ???, cited by Jirasek, 2000) and by the 1980s, Michael Porter (1980, 1985) provided the structure of the microenvironment of organizations.

According to Dess and Robinson (1984), organizational performance is currently a top empirical study factor relating to business policies and Yucthman and Seashore (1967) recommended its assessment through internal and external factors upon which the organization depends on for its survival. However, performance is a concept that has multiple dimensions and complexity (Dess & Ronbinson, 1984) and significant numbers of researches have been conducted to identify the HR practices-organizational performance relationship (Rogers &

Wright, 1998). In relation to this, the HR practices influence over the performance of the organization is affected by COQ of the organization, in which case, the greater the failure costs of quality, the lower the organizational performance will be. This is because failure costs stem from lack or absence of commitment (Steers, 1977; Williams, 2003), cynical outlook (Andersson & Bateman, 1997), absenteeism (Harridon & Martocchio, 1998), intention to leave the organization (Firth, Mellor, Moore & Loquet, 2004), training programs redesign (Storey, 2004) and loss of potential employees (Somaya, Williamson & Lorinkova, 2008), which lowers organizational performance. Therefore, the more optimum the HR practices implementation is, the higher will be the levels of performance.

In management research, organizational performance has become a common topic in such a way that both its structure and definition have become elusive. Generally speaking, performance refers to the how well the goals are realized and based on the organizational goals, the financial performance and operational performance as well as the effectiveness of the organization is recognized (Hult et al., 2008).

Added to the above, organizational performance concept forms the core of public and private organizations' management in the organizational research field. Throughout the past decades, the significance of certain factors in the organizations of the western countries has increased and such factors include efficiency, productivity, excellence and total quality (Lewin & Minton, 1986). Concerns for the above-mentioned factors often originate from the threat's perception to the organizational versatility and sustainability. They appear to justify the higher international competitiveness in the global market for both resources and market shares (Maltz et al., 2003).

According to Morin (1989), organizational performance analysis is primarily based on indicators like return on investments, sales and profit per share. However, owing to the multiple facets of the organization, which include its workforce, the processes within it and the organizational environment, it is expected that the assessment of its performance would take other dimensions into consideration.

3. Training

Training has a key role in achieving the goals of the organization, while keeping the workforce of the organization and their interests into consideration (Stone, Human Resource Management, 2002). In this regard, employee performance is enhanced through training and

development, where specifically, Ahmad and Siraj-ud-din (2009) claimed that training is a crucial activity in increasing healthcare firm performance. In another similar study, employee performance was found crucial in developing performance of the organization as a whole (Abbas & Yaqoob, ???).

In addition, Amisano (2010) stated that employee performance hinges on several factors such as, job satisfaction, knowledge and management, with performance having a significant relationship with training. Therefore, the organization is required to think over the training design in a careful manner (Armstrong, 2000). In fact, the training design has to be based on the employees' needs (Ginsberg, 1997). Organizations that develop effective training design based on the employees' needs always report good outcome (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). Therefore, training design has a critical role in the performance of employees and the organization as a whole. Contrastingly, in ineffectively designed training is related to time and financial resource loss (Tsaur & Lin, 2004). Moreover, training is considered to be a significant factors and it is composed into general and specific training. General training is provided to temporary employees, while specific training is provided to permanent ones (Almeida-Santos & Mumford, 2004).

Employees training can be met by management by understanding the training benefits that the employees and organization can reap, identifying the training needs of the employee, and effectively designing training to be geared towards the core objectives of the organization. In this regard, the training program's need and objectives should be determined prior to providing training to employees (Obisi, 2001). An ineffectively designed training could only lead to time and resource loss (Tsaur & Lin, 2004) and as such, it is crucial for organizations to careful design training for employees (Armstrong, 2000). Effectively designed training are based on the employees' needs and this type of training, almost always lead to good outcome (Partlow, 1996). It is important for management to do everything possible to enhance its workforce capabilities (Brinkerhoff, 2006). Therefore, effectively designed training programs assist the advancement of employees with the help of technology and gain full command of skills and competencies required to conduct their tasks and to steer clear of on-the-job mistakes and errors (Walden, 2011).

4. Strategy Management

Boyne and Walker's (2010) published work indicated that researchers have touched upon different organizational strategic management issues. Organizations attempt at coordinating their internal possibilities and external challenges by making strategic decisions. In relation to this, the development of an organizational strategy is attributed to strategic planning, while strategic planning is attributed to a strategic management element that encapsulates management of resources, goals implementation, and control and evaluation of the performance of the organization (Poister, Pitts & Edwards, 2010). A conceptual model of strategic planning and strategic performance management can be seen in Figure 1, demonstrating the logic and relationships between the two. Nevertheless, it was argued that public organizations use the least means of strategic planning when compared with their business organization counterparts owing to the former's purpose (Hatry, 2002).

Moreover, there is reciprocity in the relationship between the issues of strategic management and performance management. Performance management adds richness to strategic planning (Moynihan, 2008), allowing the evaluation of the strategic decision makers' expectations and their tangibility, as well as the realization of such decision's limitations during their implementation (Poister, 2010, p. s253). Hence, the strategic management of an organization can be referred to as an iterative process as strategy implementation leads to the requirement of its review (Poister, Pitts, Edwards, 2010; Raisiene et al., 2015).

Furthermore, one of the significant organizational management fields that is linked to new course performance implementation and changes in the usual order of things is strategic changes of planning and organizing. Strategic changes have been noted to boost the personnel of organizations in their action templates and belief scales (Farson, 2004). Although Kaplan and Norton (1996) introduced the BSC strategic planning scale with the vision and vision-paralleled strategy, Jacobson (2011) countered it with a non-conventional method known as the Real Balanced Scorecard.

Strategy has different definitions based on various frameworks (Kaplan & Norton, 2004) because of the diversity of the current business world. Porter (1980) narrowed the term to competitive strategy and referred to it as the selection of suitable activities to employ in order to realize a particular value. Similarly, Lynch (2007) defined strategy management as one that addresses the significant initiatives employed by general managers for owners and this entails the use of resources to improve firm performance. Still another definition was brought forth by

Johnston, Whittington and Scholes (2011), who defined the concept as long-term organizational direction. Meanwhile, Grant and Jordan (2013) referred to it as the technique used to achieve objectives and Mc Keown (2012) described it as a method that shapes the future. Lastly, Kaplan and Norton (2004) defined strategy management as a set of activities that the organization adopts to establish a market niche.

Strategic actions are actualized by strategic leaders, as a consequence of which, each strategic leadership actions has a positive contribution to effective strategy implementation. In a study conducted by Glantz (2002), the author placed emphasis on the managers need to seek suitable leadership styles, particularly when implementing important and challenging managerial techniques like strategy for change. Changes cannot be brought about easily in educational institutions as such institutions are characterized by their mission ambiguity and their inclination towards anarchical methods (Vroom, 1984).

5. Information Technology

Developments in new technology have led to increasing demands on companies and to new avenues for the development and enhancement of market activities and products. This may be exemplified by the technological development in the form of IT employment among industrial companies (Deeter-Schmelz, 2002; Pires & Aisbett, 2003). The capability of IT reflects the organizational capability for mobilization and deployment of IT-based resources along with related resources and capabilities (Bharadwaj, 2000). Hence, IT capability can be examined for its moderating role between the relationship of strategic leadership, organizational innovativeness, and effective strategy implementation.

Prior studies on the subject like Ringim, Osman and Hasnan (2013), Shao, Feng, Choudnie and Liu (2010), Said, Taylor and Othman (2009) and Youngmei, Hongjian and Junhua (2008) examined the moderating role of IT capabilities in various contexts. In the case of HEIs environment, Babalola (2007) contended that the major reform and development that is happening owes itself to the IT influence on teaching and research.

The presupposition of technological revolution of global computerized networks and the free goods, information and people's movement, across national boundaries, have assisted in the Internet and global computer networks generation of technological infrastructure for the global market. In Douglas's (2002) study, he revealed that computerized networks, satellite communication systems, software and hardware are connected to facilitate the global economy.

On the basis of the Resource-Based View, a resource is referred to as strategic if it is scarce (Rumelt, 1983; Wernerfelt, 1984; Peteraf, 1993; Barney, 1991). ICTs are accessible to all firms but not all firms have the assets and capabilities needed to make changes in the design and elements of the organization.

IT capability was advocated by Ross, Beath and Goodhue (1996), who defined it as the ability of the organization to combine, integrate and deploy IT-based resources. This explanation was extended by Bharadwaj (2000) by touching upon the accepted organizational IT capabilities views and IT function. He further explained that the organization's ability to mobilize and deploy IT-based resources, along with other resources and capabilities is known as its IT capability.

Meanwhile, IT-based resources comprise of technical and managerial IT skills and intangible IT-enabled resources (e.g., knowledge, assets, customer orientation and synergy – resource and capabilities sharing) across departments. As a consequence, capabilities can be logically referred to as the organization's ability to combine resources in order to promote optimum performance and realize competitive advantage (Amit & Schoemaker, 1993).

6. Framework Development

A review of literature was carried out of prior literature in order to develop the study framework and hypotheses. The study hypotheses addressed the relationship of training and its role in moderating the relationships between strategy management, information technology management and organizational performance of Sharjah Police in the UAE. The three variables are expected to enhance the performance of Sharjah Police departments. To clarify, training, IT management and strategy management positively affects the overall performance of Sharjah Police. The framework and hypotheses of the study are presented as follows;
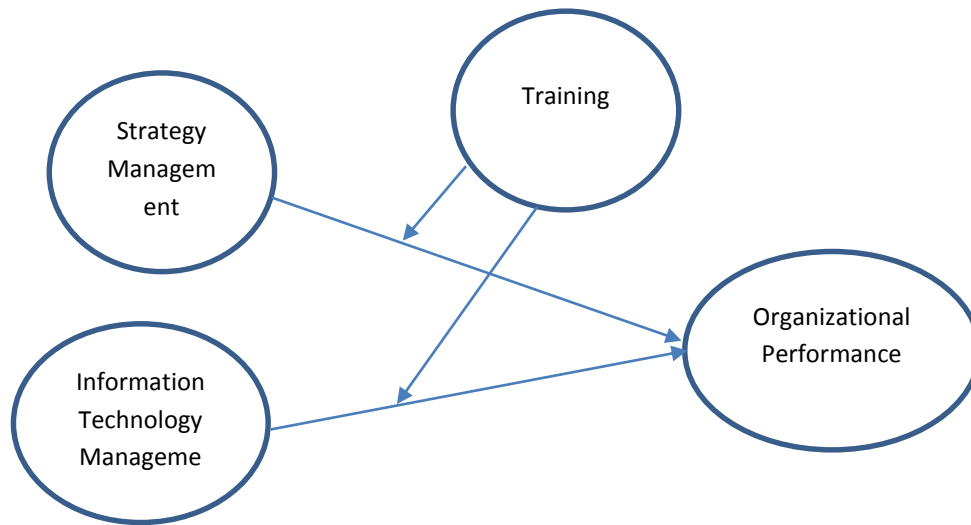
Figure 1: *Postulated Research Framework*

H1: There is a positive and significant relationship between strategy management and organizational performance of Sharjah Police.

H2: There is a positive and significant relationship between information technology management and organizational performance of Sharjah Police.

H3: There is a moderating effect of training on the relationship between strategy management and organizational performance of Sharjah Police.

H4: There is a moderating effect of training on the relationship between information technology management and organizational performance of Sharjah Police.

7. Methodology

This study's primary objective is to investigate the effect of specific variables on the performance of the Sharjah Police. The study framework was developed accordingly to gauge the influence of IT and training on the performance of the mentioned organization, where five departments exist and they are; Deputy Commander in Chief, General Administration Resources and Support Services, General Commander, General Directorate of Central Operations, and General Directorate of Police Operations. These departments are further sub-divided into 21 departments, and 255 chapters with 86 head sections. Each section is under the supervision of a head section officer, who is responsible for directing employees' achievement of tasks.

In descriptive and causal studies, there are four main research methods utilized and they are, observation, secondary data, survey and experiment (Zikmund, 2003). This study used the survey method and interviews to collect data from the participants via internet, mail,

personal/self-administered questionnaires and telephone. The current study aims to provide an accurate framework to present the relationship between organizational performance and IT management, strategy management and training in the Sharjah Police departments context, in UAE.

Specifically, in the qualitative data collection method, words are used about people and situations and circumstances, whereas in the quantitative one, numerical description is used for data gathering (Cooper & Schindler, 2006). The latter method measures variables through their operational definitions (Cooper & Schindler, 2006).

The present study is one that is correlational, aiming to provide a framework for the relationship between training, strategy, information technology and organizational performance of Sharjah Police, UAE.

8. Data Analysis

8.1 Descriptive Statistics

Data collected from the Sharjah Police departments were tested using SPSS to obtain data analysis results. The main findings are tabulated in the following tables. In Table 1, the study's descriptive analysis results are contained. The descriptive statistics within the table describe management, training and performance of organizations based on the respondents' perceptions.

In Table 1, it is evident that 1 was the least value of the constructs and 5 was the maximum value, which represents the 5-point Likert scale utilized. The study results indicated that training is one of the top priorities considered by head sections in the entire departments of Sharjah Police to enhance its performance. The results also indicated that the IT management mean and standard deviation were 3.420 and 1.002 respectively (with the highest standard deviation). The data analysis results place emphasis on the significance of management. Meanwhile, with regards to organizational performance mean and standard deviation were 3.493 and 0.885 respectively.

Table 1: *Descriptive Statistics of the Constructs*

Construct	N	Minimum	Maximum	Mean	Std. Deviation
Training	245	1	5	3.927	0.687
Strategy Management	245	1	5	3.602	0.823

IT Management	245	1	5	3.420	1.002
Organizational Performance	245	1	5	3.493	0.885

8.2 Correlation Analysis

The correlation analysis provides the statistical analysis of data in terms of definition, direction and strength of linear relationships between two variables. It is a measurement of the importance of the relationship between variables and their strength. This study employed the bivariate association to provide the correlation level and the Pearson coefficient to provide the correlation coefficient. The method involves values ranging from -1 to +1 to indicate the two variables relationship strength. The correlation analysis provides the significance or lack thereof of the correlation between two variables, with the strong correlation having the value of 0.01.

In this study, the correlation values between strategy management and training is 0.793 as presented in Table 2. The table shows the presence of 79% relationship between the two.

Table 2: *Correlation of Variables*

Construct		Training	Strategy Management	IT Management	Organizational Performance
Training	Pearson Correlation	1			
Strategy Management	Pearson Correlation	.793**	1		
IT Management	Pearson Correlation	.697**	.806**	1	
Organizational Performance	Pearson Correlation	.656**	.830**	.727**	1
**. Correlation is significant at the 0.01 level (2-tailed).					

8.3 Regression Analysis

Multiple regression analysis is basically utilized to determine the correlations among several independent variables one dependent variable and this study employed the methods in multiple regression analysis, including step wise regression, hierarchical regression, sequential regression and standard regression (Pallant, 2001). The use of such regression analyses enhances the outcomes and tests the developed and proposed hypotheses.

Table 4 contains the hypotheses results and it is evident from the table that H1 and H2 are supported, indicating that strategy management and IT management positively and significantly relate to organizational performance at the level of significance of 0.05. As for the moderating role of training, H3 is rejected, indicating that it doesn't have a moderating effect on the relationship between strategy management and organizational performance. In contrast, H4 is supported, meaning that training was found to have a moderating effect on the relationship between IT management and organizational performance.

Table 3: *Analysis of Direct Hypotheses*

Hypothesis	Relationship	Path	SE	T-value	P-value	Decision
H1	Strategy Management ---------> OP	***0.77	0.077	10.063	0.000	Supported
H2	IT Management ---------> OP	*0.152	0.053	2.844	0.005	Supported
H3	SM*Training ---------> OP	-0.013	0.020	-0.646	0.519	Not Supported
H4	IT*Training ---------> OP	***0.531	0.145	3.650	0.000	Supported

*:p<0.05; **:p<0.01; ***:p<0.001

9. Discussion and Conclusion

This study investigated the moderating effect of training on the relationship between strategy management and organizational performance, as well as IT management and organizational performance, in addition to the examination of the direct effects.

The conclusion obtained indicated significant relationship between strategy management and organizational performance that is in the positive direction (β= 0.770; t= 10.063; p<0.01). This result is consistent with prior studies including Nilsson and Olve (2001), Thomas (2007), Bourne et al. (2000) and Kaplan and Norton (2007).

With regards to the IT management-organizational performance relationship, the results supported a significant relationship (β= 0.152; t= 2.844; p>0.5) in consistent with other prior studies in literature like Cantoni, Cellario and Ports (2004) and Kumar and Suneja (2011).

Moving on to the examined moderating role of training between strategy management and organizational performance, the results were insignificant. This may be attributed to the lack of awareness of the respondents of the training importance during the launching or introduction

of management strategy. On the other hand, training moderating effects on the relationship between IT management and organizational performance was significant and thus, training is important when using new technology.

In the UAE development, the Police Departments of Sharjah is viewed as one of the top priorities and its effective contribution to the objectives and goals of the UAE have to be facilitated. Prior studies, of the same caliber, supported the finding the contribution of IT management, strategy management and training to enhanced organizational performance and competitive advantage.

The obtained results in this study generally supported all the proposed hypotheses, with the exception of one moderating hypothesis. The findings were reached by analyzing the data gathered from the Sharjah Police departments, contributed by the head sections. The head personnel were considered suitable as they hold the experience and knowledge concerning the impact of the study variables on firm performance. Future studies are recommended to examine the factors from a different perspective (e.g., employees and customers).

10. Conclusion

In sum, training facilitates the acquisition of knowledge, skills, behaviors and attitudes but such acquisition is for naught if the features are do not match the job and if they are not maintained regularly (Yamnill & Mc Lean, 2001). Based on this approach, a related study conducted on the cross-training in the Radio Operators and Maritime Traffic Regulations in the Canadian Coast Guard indicated the production of over $20 million extra benefits through training on competencies by a year, using $100,000 annual salary of 200 employees.

In the Sharjah Police context, it remains the top priority of UAE development and progress and its departments are striving to achieve the country's goals and objectives. Prior studies on the study variables (training, strategy management and IT management) supported a positive relationship with organizational performance and the realization of competitive advantage.

Although the strategies investigated in this study were adopted from the countries in the West, they are still applicable to developing nations, when it comes to organizational performance, specifically to the context of Sharjah Police departments of UAE. The findings clarified the ways in which training, strategy management and IT management contribute to enhancing the performance of organizations.

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