



Model of Transformational Leadership, Risk Management Factors Influencing on Law Performance

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Abstract: The ability of law enforcement organisations to effectively combat crime depends on their use of innovation and workplace transformation. When the need for change in law enforcement organisations' daily operations becomes more and more apparent, transformational leadership has been shown to be extremely beneficial in risk management and enhancing police performance. The right strategy for effective policing development and improving police officer performance is established by this leadership style. The Dubai Police Department's performance in enforcing the law suffers in the absence of effective risk management and transformational leadership, potentially jeopardising the relationship between officers and all departments. As a result, this study created a model outlining the causal links between risk management and transformational leadership and the effectiveness of law enforcement. This study was quantitatively conducted, collecting 381 completed responses that were statistically analysed using SPSS and AMOS. The responses gathered during the data collection process were verified by the reliability analysis. Using fit index parameters to define the relationship between risk management and transformational leadership and law enforcement performance, AMOS analysis revealed that the developed model is satisfactory. The police department will be able to effectively manage risk with the help of this finding in order to reduce crime and create a security plan for the officers.

Keywords: AMOS, SEM, risk management, transformational leadership, law enforcing performance

1. Introduction

Everything we do involves some level of risk. A risk is an uncertain event or condition that, if it occurs, has a positive or negative impact on the goals of a project (Altaf et al. 2020). Every day, we all manage risks without realising it. The pace of change in the world in which we live is accelerating, creating uncertainty, which brings new opportunities and risks. Each organisation faces a variety of risks, including internal, external, and strategic risks. As a result, the importance of organisational Risk Management (hereinafter referred to as RM) has grown in recent decades. Both public and for-profit organisations can attest to this. But when it comes to application, there are certain features that set risk analysis and risk management as practised in the public sector apart. and implementation. Understanding the nature of the risk can also aid in determining the best course of action.. While focusing on external risks, the emphasis is on major external events / risks, followed by an examination of how to make the organisation more resilient to such events, partly due to difficulties in assessing the possibility. The tried-and-true method for managing

external risks is to examine the impact of these events on infrastructure, financing, people, operations, and reputation. Examples include economic downturns, deflation, terrorist attacks, severe weather, and cyber-attacks. The efforts to implement risk management policies were determined by economic life characteristics: the direction of increased risk, which is explained by rapid technological progress, both within the police organisation and in the criminal environment, the volume of activities and mutual interdependence, social transformations, and, on the other hand, the growing need for security in organisations (Adrian, 2014)

Risk management in organisations and risk control in many operations have grown in importance in recent years. Not only in the business sector, but also in government agencies such as police departments. One of the primary reasons for risk management in policing is that personnel working in police departments engage in a wide range of activities on a daily basis that expose them to a variety of risk situations. As a result, police departments must manage risks in two ways: physically and financially. The ultimate impact of security risks may affect not only the people but also the law enforcement organisation. Furthermore, the burden extends beyond the risks associated with the police organisation and may have an impact on the country's legal system (Archbold, 2005). Furthermore, levels of law enforcement organisations and police personnel may be potential victims (U.S. Department of Labor, 2010).

The mission of law enforcement is becoming more complicated as crime methods advance. The UAE is vulnerable to potential national security risks such as anti-money laundering, cybercrime, and counter-terrorist financing, as well as foreign predicate offences such as fraud, tax evasion, and organised crime. There are new types of risks that police officers face and necessitate the practise of effective risk management when there is increase in lawsuits, liability claims, and grievances of the resident. According to the literature, there is a lack of a framework for comprehensively managing risks and evaluating the effectiveness of police operations. Experts in this field raised this issue at the Gartner security and risk management summit in Dubai in 2019. Several security companies and analysts confirmed the need for advanced RM tools in police departments at this summit. Security leaders suggested that techniques for resolving internal conflicts in law enforcement organisations be developed. Furthermore, different styles are required by law enforcement organisations for various situations and circumstances. The most crucial thing is to recognise the appropriate leadership style and to use it. As a result, the Dubai Police Department focused on new leadership styles over the last decade in order to keep up with the general trends of the UAE government. Many police departments in Dubai began to use transformational leaders, which has reflected on the country's safety feeling rate as well as the success rate of protection plans and special security missions.

Transformational leaders have begun to replace transactional leaders in many Dubai police departments. This strategy has significantly improved the city's level of security and protection, while crime rates have decreased. The headquarter office of the Dubai Police Department suggests that the emirate's legislation and adoption of RM concepts in all strategies, policies, and legislation should be improved. The goal of risk management in law enforcement is to identify and reduce risks for both officers and the general public. Ineffective policing operations have resulted in failure demand, which has led to significant changes in the police's use of "hard" and "soft" tactics and risk management strategies. As a result, this research is being conducted to better understand the relationship between transformational leadership, risk management, and law enforcement performance.

2. Literature Review

2.1 Risk Management

Risk management (abbreviated RM) is a systematic approach (Abd Karim et al. 2012) to deal with various types of risks. In general, a risk management system should include processes for identifying, categorising, and assigning risks. For the project to be successful, a strong risk management system is required, which typically includes identification, analysis, and response so that risks can be mitigated when they arise. In order to plan risk management activities and recall them as necessary throughout the life of the product or project to mitigate negative effects, the aim of risk management is to identify potential problems before they arise (Omwenga & Nasieku, 2016). The International Organization for Standardization (ISO) defines risk as "the impact of ambiguity on things," and risk management (RM) as "harmonised activities to systematically control risks." In other words, risk management (RM) is primarily used to assess and identify risks, monitor and prioritise risks, and then apply necessary resources in a coordinated and cost-effective manner. RM methods assist several organisations in reducing, controlling, and monitoring potential threats and unexpected events, as well as dealing with their consequences.

At the end of the twentieth century, RM emerged as a significant tool in policing literature, and it has now arrived in both public and private sector management rational to become an establishing concept (Power, 2004).

Aside from the fact that RM is a complex process, law enforcement agencies rely on it because of their relationship with people's security. Many law enforcement organisations' risk management efforts are focused on identifying and mitigating officer risk (Copple, et al., 2018). But why should law enforcement be concerned about RM? One of the main reasons is that police officers put their lives in danger every day is the responsibility of protecting the public from the risk. RM has been used to regulate law enforcement organisations based on factors such as the criminal environment, the number of crimes, and social issues. On the other hand, the increasing need for security in society puts additional strain on RM practises in law enforcement organisations. Every day, police officers engage in a variety of

activities that expose them to a variety of potentially dangerous situations. Some dangers are both financial and physical. The ultimate impact of these risks may not only affect police officers, but the entire police department. While the impact of security risks is not limited to those associated with policing, it also extends to citizens and those seeking justice. Thus, RM practises are critical in law enforcement organisations to protect citizens and officers (Adrian, 2014).

In addition, while on duty, police officers face other types of risks associated with occupational health and safety risks. These risks are increasing over time as a result of increased officer workloads, long shift work and high work stress, increased pressure, and offenders' willingness to attack officers. Defenselessness can be reduced by identifying these risks and implementing effective risk management practises. Risk is unavoidable, and some degree of risk-taking is required for an organisation to achieve its goals (Adrian, 2014). It is critical to remember that RM is a complex and difficult process, regardless of how a police department is managed. The concept of RM, in particular, is implemented in all sectors in which a specific public organisation is active. Second, the police department clearly identifies those who are involved in and accountable for RM. Third, a variety of RM methods is generally complementary, and RM models tested and tested in the commercial sector are adapted for this purpose; Fourth, RM also applies to the public, with special attention paid to the role of stakeholders and political risk categories, but without taking behavioural aspects (risk perception) into account. Fifth, RM is a continuous process that is regarded as such. Sixth, effective RM can significantly improve a police department's efficiency. Seventh, the entire RM process is monitored on a daily basis, as new and previously unknown risk factors may emerge as a result of public risk dynamics. In summary, there are three fundamental RM practises in law enforcement organisations:

- **Recognition:** The first step is to understand the risks of a specific job.
- **Prioritization:** The next step is to prioritise the potential risks based on frequency of occurrence, seriousness, and available time to consider specific actions.
- **Mobilization:** The final step is to take the appropriate actions to control, manage, or transfer the risk based on its priority and severity.

Furthermore, police departments must rely on early warning systems to control risks and track any potential future risks. Early warning systems are critical for predicting the likelihood of severe RM. For example, it is predictable that 10% of police officers are responsible for 90% of the issues that lead to probable risk in policing (Hughes, 2007). Using surveillance reports to inform about risks at an early stage is one of the most effective risk identification methods. One of the most effective tools for creating such risk reports is early warning systems (Hall, 2002).

2.2 Transformational Leadership

According to the leadership theory known as transformational leadership (TL), a leader works with teams to identify needed change, creates a vision to inspire that change, and then implements that change with the help of devoted group members (Odumeru & Ogbonna, 2013). The concept of transformational leadership emerged as part of leadership theory at the end of the last century. Transformational leaders use motivation and inspiration to give meaning to their work and to challenge their followers' ability to transform it (Bass & Riggio, 2006).

The term transformational (Burns, 1978; Bass, 1990) has become a foundation for leadership research. The goal of transformational leadership theory is to distinguish between leaders who build relationships with their followers and those who do not. Transformational leaders inspire their subordinates to think differently in order to achieve total transformation in the workplace. These leaders place a high value on the benefit-sharing process.

One of the primary goals of transformational leadership is to foster a healthy environment in which to practise successful leadership practises, as well as to achieve a high level of job satisfaction and motivation within the organisation. In this regard, transformational leadership is required to achieve its goals, which necessitates the aforementioned elements. According to the research, transformational leaders share certain characteristics (Bass & Riggio, 2006; Seloane, 2010; Metwally & El-bishbishy, 2014).

1. **Empowerment:** One of the core elements of transformational leadership, and the underlying assumption, is that decision-making authority in the organisation, administrators, and supervisors, working in the elementary grades of the organisation, respond directly to what the organisation requires, make decisions, and solve difficult problems.
2. **Creating a common culture:** Creating a common organisational culture, which includes behavioural rules and values that all members share, works to support development initiatives and is the means by which the organization's leader defines, promotes, and clarifies values and beliefs.
3. **Mental stimulation:** Focus on goals, individual support, stimulating thinking, modelling good professional practise, reviewing and evaluating work, and serious thought about how to do it better and develop a positive competitive spirit, as well as the use of new methods and strategies in learning new skills at work and supporting creative methods of doing the job.
4. **Determine the organization's goals:** Transformational leaders believe in their ability to achieve strategic goals that are appropriate to their needs and the local community, and they develop appropriate means to

define the goals of workers and cooperatively between the leader and workers, based on what is best for the community's needs and interests.

5. ***Provide a behavioural model for police officers to follow***: It is the leader's behaviour as an example for police officers to follow, so that it reflects the values adopted by the leader and its behaviour that makes it a symbol for police officers in the police department.

6. ***Competition administration***: It is represented by managing operations related to the organization's activities by using information to gain a competitive advantage.

The preceding arguments demonstrate that transformational leadership serves to improve employee motivation, add value to their work, and improve their performance through a variety of mechanisms; these include binding the follower's sense of individuality to their organisation; the leader becoming a role model for employees through inspiration and increasing their interest in the work; challenging employees to love their work, and helping employees understand their own strengths and weaknesses. All of these characteristics enable a transformational leader to assign tasks that improve employees' performance. It is also critical to understand the capabilities that a Transformational leader can bring to his or her organisation. Transformational leaders are so influential and adaptable in different situations, so strong in problem solving, and so inspiring that their power can be easily measured by the performance of followers (Balwant, 2019).

A transformational leader encourages followers to go beyond self-interest for the benefit of the team or organisation, and they inspire followers to achieve the organization's mission and vision. Gomes (2016) stated that transformation leaders primarily believe in individual follower performance and place a premium on group performance. Another requirement is the ironic desire for coherence. Transformational leadership should assist followers in understanding how to resolve workplace conflict. Conflict may serve as a positive catalyst for motivation and change. Understanding, empathy, and consideration are at the heart of the change process. Power is never used by transformational leaders to resolve conflicts.

According to Avolio and Bass (2002), the best leaders are capable of using transformational methods in leading people, which is superior to transactional leadership, but both styles can be used effectively. Yukl & Becker (2006) claimed in the same area that while research weaknesses in Transformational leadership theory still exist, there are a large number of evidences that support the great benefits of Transformational leadership to business because of charismatic transformational leaders (Yoo & Brooks, 2005). While Yukl & Becker (2006) provided several guidelines for effectively using transformational leadership. The first step is to articulate a clear and appealing idea. Tucker and Russell (2004) proposed that a transformational leader can have a significant impact on organisational culture and change. They also claimed that transformational leadership is well-suited to modern business morals and values. Transformational leadership is primarily focused on empowering individuals, which is a key success factor for businesses in the current era.

According to the preceding arguments and discussions, transformational leadership focuses on inspiring individuals who have the ability and desire to change and deal with difficult situations, as well as influence their followers through challenging ways and visionary thinking. According to the majority of management scholars, transformational leadership is an efficient form of leadership because transformational leaders are strongly consistent with their vision and pay close attention to inspiring and motivating followers. In other words, transformational leadership improves the social relationships between managers and their subordinates, resulting in higher levels of motivation among employees. As a result, adopting a transformational leadership style and practise improves team performance.

2.3 Theoretical Gap and Conceptual Framework

There is a scarcity of literature on RM and the performance of police officers both globally and locally. Organizations, particularly those involved in law enforcement, face numerous threats. There is a wealth of literature on private sector risk theory and RM, particularly for the financial and banking sectors. However, there is a lack of empirical evidence in law enforcement confirming the link between RM and transformational leadership in policing. Furthermore, there is no established theoretical basis for RM in the UAE police department.

In the same context, the Deputy Chief of Dubai Police discusses the adoption of a federal model in 2018 for managing national security risks and safety in all Emirates police departments, which was prepared and approved at an RM course under the supervision of the Ministry of Interior. The federal model aims to achieve the UAE Vision 2021 goal of creating a secure community, a just judiciary, and a one-of-a-kind model for managing security risks and safety. It also calls for ensuring command and control by scrutinising the security of various events and assessing the associated risks using a unified and practical approach founded on scientific and practical foundations. The model will work through two stages, the protection stage and the RM.

Furthermore, it is unclear how transformational leadership and RM improve policing performance. There have been numerous studies on the role of transformational leadership in the past, but few have been conducted in law enforcement. As shown in Table 1, the following studies demonstrate the need for empirical studies and evidences on the significant role of transformational leadership.

Table 1 - The gaps on transformational leadership in police departments

Author/s	Transformational leadership in police
Northouse, 2013	Very little research has focused on studying transformational leadership roles.
Cockcroft, 2014	There is scaracity of evidenced justifying that the leadership has transformed the police system.
Beshears, 2015	The mission of police requires a tough working team as well as a suitable leadership using innovation in the work like transformational leaders
Indrayanto et al., 2014	Leaders in police departments should improve their leading style and motivate followers through transformational ways
Miller et al., 2009	The standing of leadership styles in police department is vital. Empirical investigation should confirm this the significant role of transformation leaders
Dodd & Stratton, 2011	Bureaucrats change processes, leaders change culture. while transformational leader can changes organizational culture of law enforcement institutions
Azmi & Khairun, 2019	The motivational and inspirational features as well as individualized considerations of transformational leader are essential factors in producing effective & productive teamwork commitments in police department

Previous research has shown the importance of transformational leadership in supporting work, and this result also applies to law enforcement organisations, where adopting transformational leadership increases the chances of combating crime and achieving justice. However, empirical evidence on the role of transformational leaders in police departments is lacking. As a result, this study was motivated to investigate this theoretical gap and hypothesised that the absence of effective transformational leadership and RM processes within law enforcement organisations could weaken performance, potentially flagging police productivity and increasing crime rates, but this should be mediated by risk management. Furthermore, few studies have examined this relationship, but these studies do not clearly show the role of RM mediation effect on police task performance, particularly for the UAE police force. These gaps highlight the importance of investigating the role of risk identification, risk evaluation, risk mitigation, and risk monitoring in Dubai police department management.

This study created a research framework to evaluate the factors that influence RM practises in the Dubai police department in the UAE. To accomplish this goal, the author will attempt to answer specific research questions while also examining the model fit of a new theory linking TL, RM, and law enforcement performance. The research framework depicts the relationship between the variables of the study. Law enforcement performance, as measured by crime rates and police productivity, is the dependent variable. While transformational leadership is the independent variable, four factors are used to assess it: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Finally, four factors are used to assess the mediator variable RM: risk identification, risk analysis, risk evaluation, and risk response. Figure 1 depicts the final research model for this study.

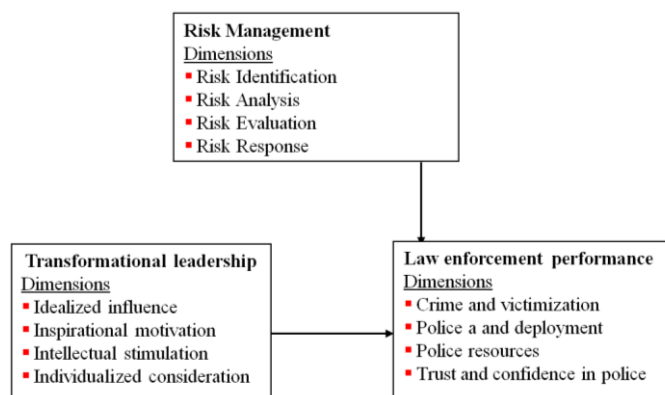


Fig. 1 - The research framework for police departments

2.3.1 Relationship 1: Transformational Leadership and Law Enforcement Performance

Transformational leadership styles have been linked to better outcomes than other leadership styles, according to research. It is proposed that transformational leadership supplements transactional leadership in terms of influencing follower satisfaction and performance (Bass et al., 2016). There is a strong link between leadership style and OP and

teamwork in law enforcement around the world (Yang et al., 2012; Dobby et al. 2004; Engel, 2003; Bass et al., 2003; Bono & Judge, 2003; Engel, 2001).

Building relationships is a key component of transformational leadership, which produces resources that are beneficial to businesses. In addition, leadership styles can affect employee behaviour, job satisfaction, and work performance (Patiar & Wang, 2016; Bass, 1985). Idealized influence is a critical Transformational leadership quality that influences project success. It must be used in conjunction with interpersonal behaviours. Transformational leadership experience aids in the development of an understanding of how and when to employ various styles to achieve greater project success. The carrot-and-stick approach to project management leadership must be replaced by a more humane style of project management leadership.

Most transformation leaders have a positive image among their followers and have extensive experience in inspiring others; this image may be reflected in non-financial aspects of OP such as employee innovation and productivity. It has been discovered that employees who work under the supervision of transformational leaders are better able to respond to the challenges of hard work. Through a number of mechanisms, transformational leadership helps to increase the motivation, morale, and productivity of followers (Odumeru & Ogbonna, 2013). When a leader inspires and influences followers to perform above and beyond their perceived capabilities, this is known as transformational leadership. Others are inspired to achieve unexpected or remarkable results by transformational leadership. The "four I's," which stand for inspirational motivation, idealised influence, intellectual stimulation, and individual consideration, are the typical behaviours of transformational leaders (Balwant, 2019). Because transformational leaders have positive attitudes toward their followers and believe in their ability to perform and innovate, they inspire and stimulate them to exceed normal workplace performance levels. In other words, transformational leaders fit very well in leading individuals and improving the overall performance of the organisation, whereas followers are also challenged and feel ready for the challenges; this fosters them into becoming high performers.

Transformational leadership improves both non-financial and financial performance, according to executives. Transformational leaders improve overall performance by lowering costs, raising share prices, doubling sales, encouraging an innovative environment, improving product and service quality, and focusing on customer satisfaction. They also place a premium on learning opportunities for followers. All of these characteristics qualify Transformational leadership as a performance booster, regardless of whether the performance is financial or non-financial. When analysing the effectiveness of teamwork, Mohd and Arshad (2019) looked into two traits of the transformational leadership style as an independent variable. The results show that teamwork performance is positively and significantly related to inspirational motivation and individual factors.

Both Patiar and Wang (2016) and Thamrin (2012) discovered a favourable and significant relationship between transformational leadership philosophies and job performance. They emphasised the importance of transformational leadership in achieving a criminal justice mission and producing excellent results on work performance in both organisations and among law enforcement agencies. To achieve effective work results, leaders who emphasise the transformational leadership style can inspire high levels of commitment from law enforcement personnel.

Furthermore, transformational leaders convert human capital into social capital, which improves overall performance through effective organisational communication. Those leaders are more effective than other leaders at providing valuable resources to all organisation members. Furthermore, because transformational leaders respond to intellectual stimulation in order to promote knowledge distribution among followers, innovation performance is improved. Furthermore, sharing intellectual practises, which is one of the main characteristics of transformational leaders, can improve the overall performance of the police department. Based on these findings, the empirical portion of this study will test the following hypothesis.

2.3.2 Relationship 2: Risk Management and Police Performance

When compared to other occupations, police work is one of the most dangerous. Every day, police officers face hazards and risks. It is well known that police officers and police staff face serious consequences and significant dangers on a regular basis; therefore, the demands of policing necessitate individuals who are capable of facing risk while also being able to deal with it. RM in law enforcement organisations is a hot topic because, like any other organisation, RM in policing involves risk identification, risk evaluation, risk transfer, and risk control. Many scholars have previously investigated the relationship between RM and law enforcement performance.

The law enforcement profession should be able to manage risks and respond to external pressures arising from interactions between officers and the general public. As a result, every service call is fraught with danger for cops. Accident risks and subsequent actions cannot be ignored, but they can be managed using RM theory. Risk management and police performance are positively associated with each other. In other words, as risk identification improved, so did policing performance.

Another study, conducted by Worden et al. (2014), examined RM of police misconduct and suggested improvements. Design/methodology/approach. The authors found that the tools used to assess the risk of misconduct make poor predictions about officer performance because they rely on scanty data of questionable value, but that the

predictive models upon which the tools are based could be strengthened by more closely imitating procedures for determining offenders' risk of recidivism.

The police mission is fraught with difficulties. Internal and external barriers to the successful implementation of risk justification initiatives are both present. Successful implementation of RM methods will undoubtedly improve law enforcement performance in a variety of dimensions, including crime rates and police productivity.

3. Research Methodology

Research is a highly specialised activity that involves more than just gathering information or writing a description. It consists of a targeted collection of information that is then analysed to answer research questions and evaluate the results. Every research project, regardless of discipline, begins with data collection. Gathering accurate information with the least amount of distortion is known as data collection, and it is done in order for analysis to produce reliable and logical results (Sapsford & Jupp, 2006). The process of gathering and analysing information on particular variables in a tested system or survey enables the author to respond to pertinent queries and assess results. The author discusses the various types of data before going over the procedures for collecting data. In order to prepare studies and research, researchers and students rely heavily on the tools and methods of data collection. As a result, the tool or tools used in the research are determined by the type of sample to which the research will be applied, the nature of the research, and the researcher's financial ability. And his knowledge of the tool to use it correctly and prevent mistakes. The definition of scientific research, the importance of data collection techniques, and data collection techniques in scientific research—represented by observation, interview, questionnaire, tests, and documents—are all covered in the current article. The choice of study tools and methods in scientific research is dependent on the method of scientific research (Saris and Gallhofer 2007).

The questionnaire is one of the most effective and well-known data collection tools (Hussain et al. 2022). The researcher is the one who designs and formulates questions to suit the topic of scientific research, as well as its coordination. The researcher must clarify the purpose of conducting this questionnaire with the people who will fill it out. So the questionnaire is a collection of inquiries and questions that the researcher develops in accordance with the topics of scientific research. It requires clear and precise responses, which the researcher assigns to a group of respondents from the target population to provide. In scientific research, there are numerous types of questionnaires. This type of questionnaire was used in this study. Self-Administered Questionnaires are one of the most common types of specific questionnaires. For data analysis, the statistical analyses technique were used with the help of the Statistical Package for the Social Sciences (SPSS) version 21.0 and AMOS version 20.0.

In this study, quantitative analysis was used to investigate research questions. Quantitative research is a method used to quantify and represent the large sample (Bachayo et al. 2022). The analysis tests involved reliability test, confirmatory factor analysis and structural equation modelling. The internal consistency of the questionnaire is a technique for validating its reliability, and it states that each question's paragraph should be consistent with the construct's description. The Croanbach alpha coefficient is frequently used in quantitative studies. The Croanbach coefficient value reflects how well-designed the questionnaire was. In social science research, Cronbach's alpha is regarded as a good indicator of reliability when it is 0.70 or higher (Almarashda et al. 2022).

In order to determine whether participant responses to particular subsets of survey items are more closely related to one another than to other subsets, a statistical technique known as factor analysis is used to analyse the relationships between the survey items (Bandalos, 2018). This method was created with the express purpose of revealing the dimensionality underpinning sets of achievement test items (Mulaik, 1987). Factor analysis can be used to determine whether a particular set of items collectively measures a predefined construct in terms of constructs. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are the two types of factor analysis (Knekta et al., 2019). Before using the measurement instrument for analysis, a researcher should validate the EFA findings with a CFA if they decide that is the best method for analysing data. The same sample as the EFA should never be used for this confirmation. Due to the fact that it will essentially repeat a number of the relationships established through the EFA, the CFA won't offer details that can be generalised. Furthermore, this sample's response to events may be accurate in a way that a different sample is not. For these and other reasons, it is best practise to perform an EFA and CFA on separate samples (Knekta et al., 2019). This can be achieved by randomly dividing the initial sample into two different classes if the researcher has a sizable enough sample size. It's also not unusual for a researcher to decide whether a CFA is necessary using an existing survey only to find that the data does not support the theoretical model. In this case, a second round of analyses is entirely justified and advised, starting with an EFA on half of the initial sample and moving on to a CFA on the other half (Bandalos and Finney, 2010; Knekta et al., 2019).

SEM is a method that makes it possible to establish distinct relationships for each group of dependent variables (Hair et al., 2010). The proposed relationships between the constructs included in the conceptual framework were examined using SEM. SEM offers the most appropriate and effective estimation method for a number of distinct multiple regression equations estimated concurrently in its most basic form (Hair et al., 2017). For fitting structural equation models, a number of software programmes are available, including AMOS and SmartPLS. Despite the fact that each SEM technique is distinct, many of them share the following traits. AMOS was used in this study to analyse the data.

4. Results and Discussion

4.1 Response Rate

The target audience received 537 questionnaires in total. As a result, 417 questionnaires were returned. 400 police officers from the Dubai police department were chosen as a sample for the survey phase, and each received a questionnaire. 381 valid questionnaires were selected from the 400 given to the study sample for analysis. The table 2 below shows that the response rate is greater than 50%. As a result, it can be considered appropriate for generalising the current study's findings.

Table 2 - Survey response rate

Questionnaire response	Frequency	Rate
Number of questionnaires distributed	400	100.00%
Valid questionnaires	381	95.25%
Incomplete/Blank questionnaires	19	4.75%

4.2 Demographic Analysis

Administrative data is used in the demographic analysis to generate an independent population estimate (Siegal, 2002). Demographic analysis provides detailed information about the respondents' academic and professional expertise. Table 3 shows the demographics of the respondents who took part in this study.

Table 3 - The demographic profile of the respondents

Demographics	Level	Frequency	Percentage (%)
Gender	Male	318	83.46
	Female	63	16.54
Age	20-29 years	109	28.61
	30-39 years	131	34.38
	40-49 years	77	20.21
	50-59 years	53	13.91
	≥60 years	11	2.89
Academic Qualification	Bachelor	278	72.97
	Master	90	23.62
	PhD	13	3.41
Work Experience	1-5 years	61	16.01
	5-10 years	131	34.38
	10-15 years	120	31.50
	>15 years	69	18.11

Table 3 shows how respondents are classified based on demographic factors such as gender, age, academic qualification, and work experience. According to demographic analysis, the number of males in the Dubai police department is higher than the number of females, with those aged 30-39 years having the most employees and those older than 60 years having the fewest (2.89 percent). According to academic qualification data, employees with a bachelor's degree are the most numerous, while those with only a PHD are the smallest group in Dubai police departments. This implies that the level of education in the Dubai police department is adequate. According to the findings, those with middle occupational experience (5–10 years) make up the majority of the organisation, while those with less experience (1–5 years) make up the minority (16.10).

4.3 Data Reliability

The reliability coefficient is a measure internal consistency of the measured items which ranges from 0.00 to 1.00 (Cronbach, 1951), with a higher value indicating greater test result reliability. Table 4 summarises the reliability test results from the large-scale study.

Table 4 - Reliability cronbach's alpha coefficients

Variable name	# items	Cronbach's Alpha Coefficient	Reliability degree
Transformational leadership	20	0.835	Very Good
Risk management	20	0.814	Very Good
Police performance	20	0.852	Very Good
Overall all items	60	0.915	Excellent

The survey data is sufficiently consistent to be analysed, according to the magnitudes of the reliability coefficients shown in Table 4. Additionally, according to the findings, the reliability of primary data is "Excellent" overall (Cronbach's alpha coefficient: 0.915). In data analysis, a reliability of 0.70 or higher is regarded as acceptable (Cronbach, 1951; Sekaran & Bougie, 2016).

4.4 Confirmatory Factor Analysis (CFA)

Researchers can describe the different kinds of correlations between a set of indicators and dimensions using the CFA framework. Because CFA uses fewer dimensions than EFA, it is less expensive. For SEM models that specify structural correlations (for instance, regressions) between the components, CFA is a typical place to start. The construct measurement quality that will be used in the structural equation model is validated using CFA. A variable that cannot be evaluated directly is known as a latent construct. It is also referred to as a scale or a factor. A set of indicators (observable variables) that are weighted according to their variance/covariance structure are used to evaluate it. The researcher also looks into the strength of correlations between the dimensions of each variable in this section (i.e. transformational leadership, risk management, and police performance).

SEM procedures make sure that the measurement model for each variable fits the survey data. For each variable in CFA, a measurement model is made starting with the dimensions mentioned in EFA. In order to make sure that they all fall within the acceptable cut-off values, the fit indices will then be assessed. These procedures also include validating the residuals (error terms), their effect on the measurement model's overall fitness for each variable, and the factor loading of indicators 0.3. Following is a list of the main SEM Fit-Indices that will be used in CFA analysis (Kline, 2005; Hair et al., 2010):

- i. Absolute Fit (PCLOSE \geq 0.05; RMSEA \leq 0.08; GFI \geq 0.90)
- ii. Incremental Fit (TLI \geq 0.90; CFI \geq 0.90; AGFI \geq 0.90)
- iii. Parsimonious Fit (CMIN/DF \leq 3.00)

Based on the aforementioned guiding principles, the researcher attempts to minimise the disparity between measurement models for each construct. A mathematical function that describes how a measurement model approaches or obeys observed data is referred to as a discrepancy meaning in CFA (i.e. collected from the survey). As a result, the difference can be used to evaluate the goodness of fit. There are significant discrepancy values, indicating that the measurement model does not adequately fit the data (Shi, & Maydeu-Olivares, 2020). The study looks for error terms in observed data that may contain a parameter with a modification index greater than a certain threshold. To achieve a good model fit and a low discrepancy, it is not recommended to use large modification indices (Garnier-Villarreal & Jorgensen, 2020; Dash, G., & Paul, 2021). As a result, the analysis in this section carefully examined each measurement model's modification indices to ensure that no excessive values were used to improve data fit (Li & Jacobucci, 2021).

Table 5 - Fit indices of measurement models

CFA model	Absolute Fit			Incremental Fit			Parsimonious Fit
	PCLOSE \geq 0.05	RMSEA \leq 0.08	GFI \geq 0.90	TLI \geq 0.90	CFI \geq 0.90	AGFI \geq 0.90	CMIN/DF \leq 3.00
Transformational leadership	0.997	0.032	0.955	0.986	0.989	0.940	1.386
Risk management	0.930	0.041	0.947	0.968	0.973	0.928	1.626
Police performance	0.868	0.043	0.944	0.975	0.980	0.923	1.697

The magnitude of CMN/DF varies between 1.386 and 1.697, as shown in Table 5. The Normed-ratio (CMIN/D) should be less than 3.00 in order to guarantee a good fit with the observed data. McDonald and Ho (2002), Chen et al. (2008), Kline (2005), Timothy (2006), and Chen (2005). The magnitude of the CFI ranges from 0.973 to 0.989. (0.90 cutter). The range of TLI magnitudes is 0.968 to 0.986. (0.90 cutter). The data fit the measurement model reasonably well, despite the RMSEA for all variables being 0.08 and the PCLOSE for all measures being non-significant (Non-Sig. 0.05) (Hair et al., 2012). Last but not least, all fit indices match the SEM cutoff points.

The CFA model permits the dimensions related to each variable to be freely uncorrelated, leading to non-directional correlations, as demonstrated by prior research, and all CFA measurement models are weighted in accordance with SEM standards. The variables also significantly correlate with their perspective dimensions, as shown in Table 6, and the standardised relationship (Beta) between each variable is moderately strong (i.e. transformational leadership, risk management, and police performance).

Table 6 - Significance and strength of relationships between constructs and dimensions

Dimension	Direction	Construct	Beta	Sig
Idealized Influence	<<	Transformation leadership	0.515	0.000

Inspirational Motivation	<<	Transformation leadership	0.325	0.000
Intellectual Stimulation	<<	Transformation leadership	0.572	0.000
Individualized consideration	<<	Transformation leadership	0.753	0.000
Identification	<<	Risk Management	0.605	0.000
Analysis	<<	Risk Management	0.869	0.000
Evaluation	<<	Risk Management	0.394	0.000
Response	<<	Risk Management	0.497	0.000
Victimization	<<	Police Performance	0.740	0.000
Deployment	<<	Police Performance	0.446	0.000
Resources	<<	Police Performance	0.769	0.000
Trust	<<	Police Performance	0.483	0.000

All fit indices fall within SEM cut-off points in the final measurement models for transformational leadership, risk management, and police performance, and all correlation estimates are satisfactory. The variables in the study are all second order constructs, without a doubt (consisting of a multiple sub-constructs or dimensions). The number of items in a questionnaire used to assess each sub-construct (dimension) is the observed variable (Zainudin, 2012). Four latent dimensions are linked to transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individualised consideration). Five latent dimensions are associated with risk management (risk identification, risk analysis, risk evaluation, risk response). Finally, four latent dimensions are related to the effectiveness of police officers (victimization, deployment, resources, trust). The measurement models between the constructs and related dimensions are depicted in Figures 2, 3, and 4.

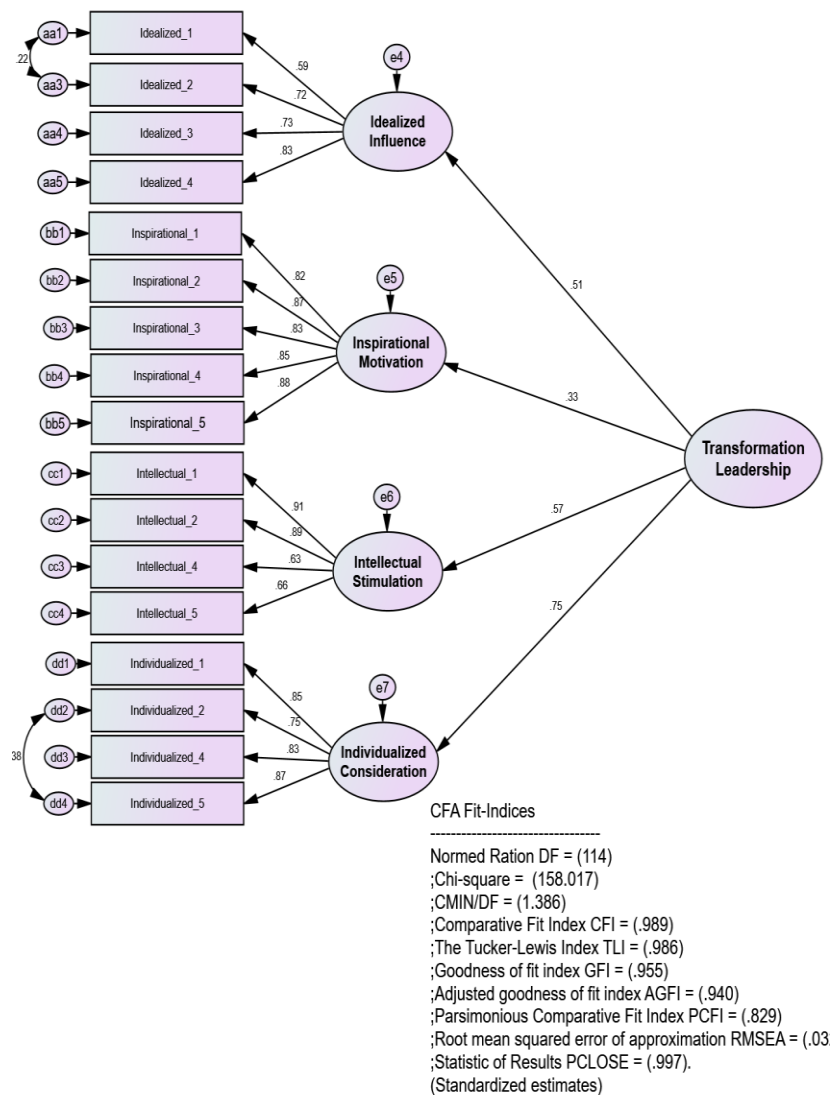
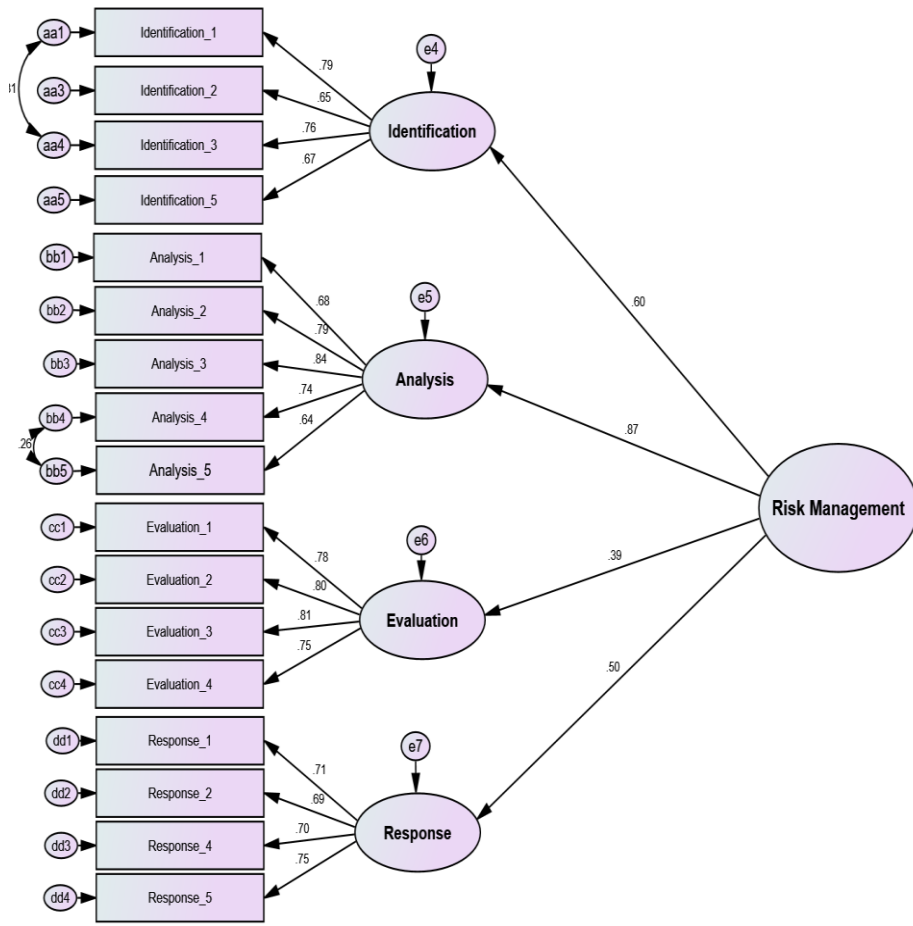


Fig. 2 - The measurement model of transformational leadership



CFA Fit-Indices

Normed Ration DF = (114)
 ;Chi-square = (185.409)
 ;CMIN/DF = (1.626)
 ;Comparative Fit Index CFI = (.973)
 ;The Tucker-Lewis Index TLI = (.968)
 ;Goodness of fit index GFI = (.947)
 ;Adjusted goodness of fit index AGFI = (.928)
 ;Parsimonious Comparative Fit Index PCFI = (.816)
 ;Root mean squared error of approximation RMSEA = (.041)
 ;Statistic of Results PCLOSE = (.930).

Fig. 3 - The measurement model of risk management

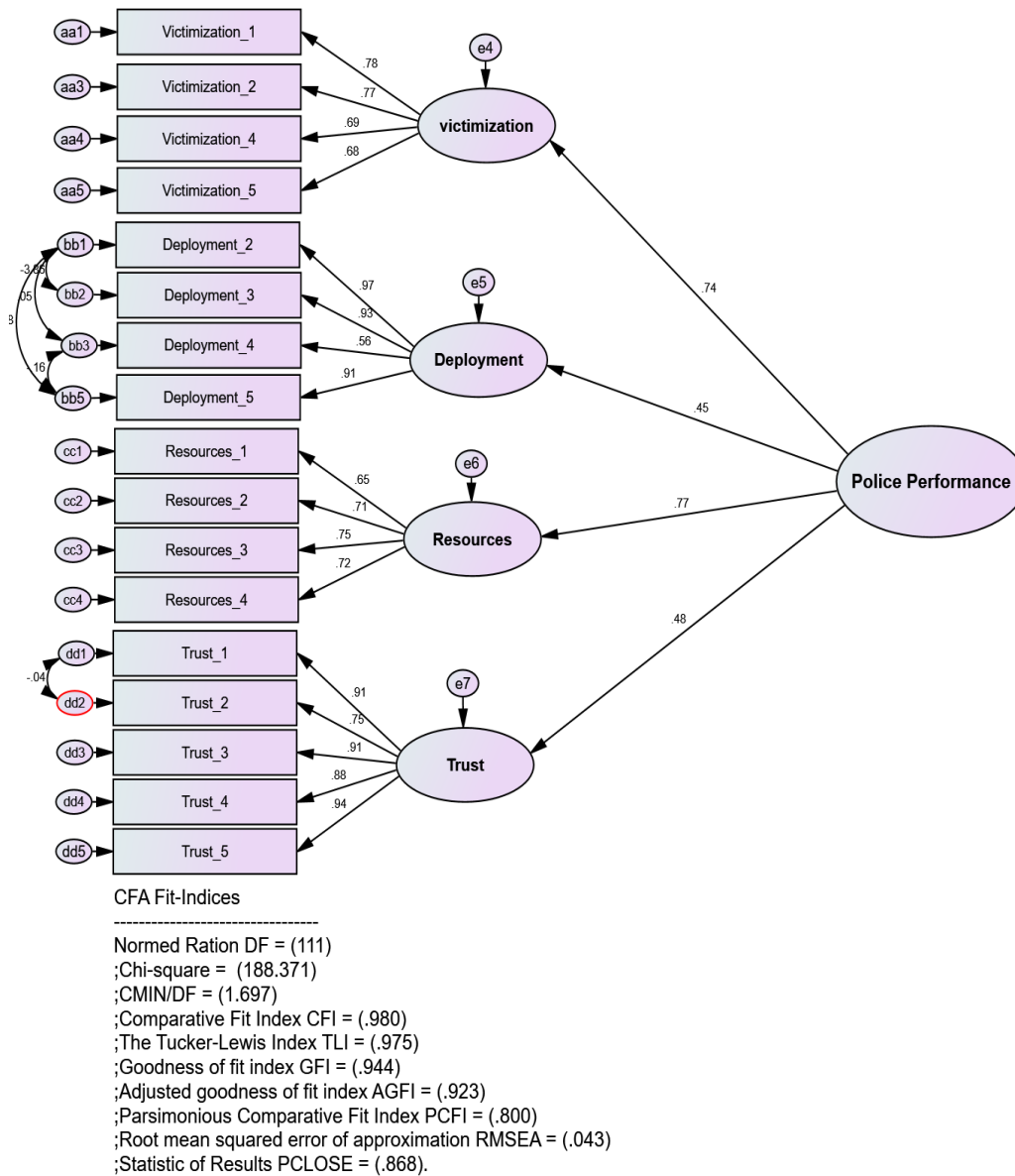


Fig. 4 - The measurement model of police performance

4.4.1 Convergent Validity

Convergent validity examines the degree of correlation between various indicators of the same dimension. Convergent validity must be evaluated by examining the indicator's factor loading, composite reliability, and extracted average variance (AVE). To ensure the dimension's convergent validity, the AVE value should be greater than zero (0.50). Fornell & Cha (1994), Bagozzi & Yi (1988), Henseler (2009), Fornell and Larcker (1981) Convergent validity refers to how closely indicators related to a single dimension match the dimension's determination.

Table 7 shows that, assuming a composite reliability of 0.7, the magnitude of AVE for all dimensions is within the conventional threshold (AVE 0.50). (Larcker and Fornell) This result implies that the variables (indicators) associated with the constructs defined in this study's dimensions, such as transformational leadership, risk management, and police performance, are well correlated within their parent dimension; otherwise, the indicators of the parent dimension are unable to adequately explain the dimension. According to this study, indicators can converge into a single dimension because each dimension conveys enough variance. Based on this discovery, those indicators are a reliable gauge of each dimension and will be used to build the measurement model for each variable.

Table 7 - The amount of AVE and composite reliability of dimensions

Variable	Dimensions	Number of	AVE ≥ 0.5	Square root of AVE	Composite Reliability
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		indicators			≥ 0.7
Transformational leadership	Idealized influence	4	0.522	0.723	0.812
	Inspirational motivation	5	0.723	0.850	0.929
	Intellectual stimulation	4	0.613	0.783	0.861
	Individualized consideration	4	0.683	0.826	0.896
Risk management	Risk Identification	4	0.518	0.720	0.810
	Risk Analysis	5	0.550	0.742	0.858
	Risk Evaluation	4	0.617	0.785	0.865
	Risk Response	4	0.508	0.713	0.805
Police performance	Victimization	4	0.535	0.731	0.821
	Deployment	4	0.737	0.858	0.915
	Resources	4	0.502	0.708	0.801
	Trust	5	0.775	0.881	0.945

4.4.2 Discriminant Validity

The discriminant validity indicates how dissimilar the dimensions associated with a given variable are. In other words, discriminant validity is the magnitude of differences or divergence between the dimensions of a single variable as well as the degree of non-correlation.

In their highly regarded paper on tests to evaluate structural equation models, Fornell and Larcker (1981) proposed that discriminant validity is demonstrated if a dimension explains more variance in its associated indicators than it shares with other constructs in the same model. As a result, discriminant validity, which is related to a single 2-dimensional variable in this study, is linked to variation between dimensions (i.e. transformational leadership, risk management, and police performance). The square root of AVE for each dimension must be greater than the sum of all correlations between dimensions of a single variable, according to the criterion (Hair et al., 2010).

Table 8 - Correlations between constructs

Variable	Dimension 1		Dimension 2	Correlations ≤ 0.7
Transformational leadership	Idealized Influence	<-->	Individualized consideration	0.382
	Idealized Influence	<-->	Inspirational Motivation	0.261
	Idealized Influence	<-->	Intellectual Stimulation	0.263
	Inspirational Motivation	<-->	Individualized consideration	0.218
	Intellectual Stimulation	<-->	Individualized consideration	0.448
	Inspirational Motivation	<-->	Intellectual Stimulation	0.168
Risk management	Identification	<-->	Response	0.271
	Identification	<-->	Analysis	0.540
	Identification	<-->	Evaluation	0.192
	Analysis	<-->	Response	0.420
	Evaluation	<-->	Response	0.322
	Analysis	<-->	Evaluation	0.330
Police performance	victimization	<-->	Trust	0.308
	victimization	<-->	Deployment	0.413
	victimization	<-->	Resources	0.553
	Deployment	<-->	Trust	0.169
	Resources	<-->	Trust	0.446
	Deployment	<-->	Resources	0.314

According to the Table 8, the correlations are less than 0.70 which means that all constructs under investigation exhibit discriminant validity falling within statistical bounds (Henseler et al., 2015).

4.5 Structural Model Analysis

Structural model evaluation c investigates how the constructs relate to one another. The structural mode is approved if the RMSEA, CFI, PCLOSE, and other model-fit indicators meet the SEM requirements and cut-off point. Risk management and transformational leadership are the independent variable while police performance is the dependent variable (Jackson, 2003).

The majority of fit indices were good enough to be regarded as a good model-fit with the observed data from the survey after SEM analysis, according to a preliminary review of the AMOS software output. However, the researcher

changed the indices, evaluated the error indicators, and excluded indicators that reduced the structural model's fit to increase the model fit of the initial structural model (Kline, 2005). Final structural model run with AMOS is presented in Figure 5.

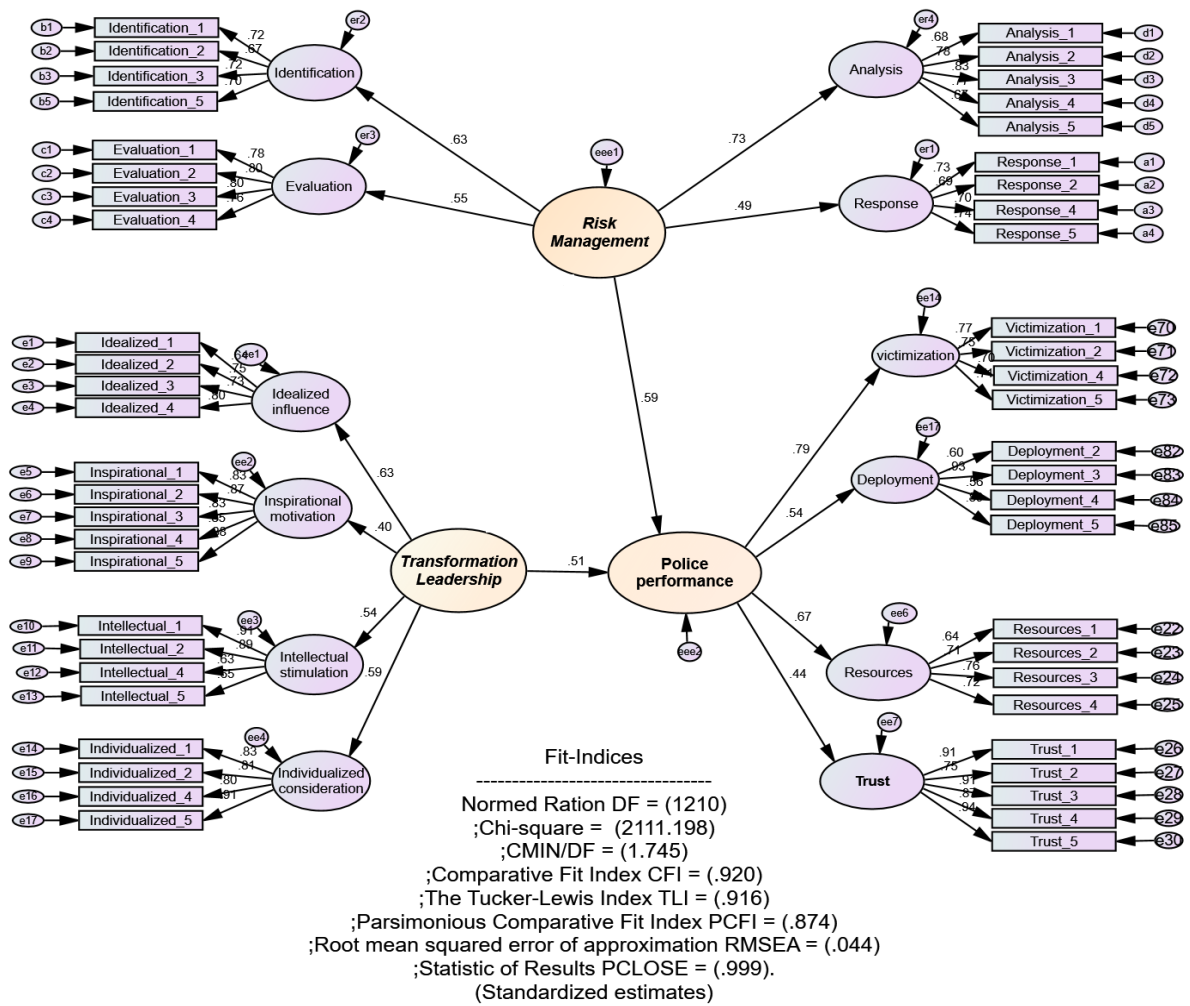


Fig. Error! No text of specified style in document.5 - The construct of structural model

4.5.1 Model-Fit Indices

The researcher hopes to reduce the structural model's discrepancy by using the justifications provided above (framework). The discrepancy in SEM analysis reveals how closely a structural model matches the observed data (i.e. collected from the survey). Assessing the discrepancy will improve the goodness of fit significantly. Others demonstrate a poor fit of the measurement model to the data, despite the fact that some large values of the discrepancy demonstrate a good fit of the measurement model to the data (Shi, & Maydeu-Olivares, 2020). Every observed data error term has a parameter with a modification index greater than a predefined threshold. Large modification indices result in low structural model discrepancy and do not support good model fit (Dash, G., & Paul, 2021). This analysis evaluated all of the parameter modification indices to ensure that no high values exist in order to improve data fit (Garnier-Villarreal & Jorgensen, 2020; Li & Jacobucci, 2021).

The fit-index values are within the SEM standards' cutoff points, as shown in 5. With PCLOSE = 0.999 as the starting point, RMSEA = 0.044 (0.08) denotes a strong model fit (perfect non-significant). A very good model fit is also indicated by CMIN/DF = 1.745 (3.00), CFI = 0.920 (0.80), and TLI = 0.916 (0.80). Typically, the range of TLI and CFI is zero to one (Bentler & Bonett, 1980; McDonald and Marsh, 1990). The magnitudes of these fit-indices are assessed, and the results show a sufficient level of model-fit in the conceptual framework with empirical data, when compared to the cut-off points of each index based on SEM standards.

All factor loadings are greater than 0.30 (Beta = 0.510, 0.700, 0.590), indicating that the relationships between transformational leadership, risk management, and police performance are moderately strong. Any regression

(estimate) greater than 0.30 is considered adequate for fitting the empirical data to the theoretical model (Bollen & Pearl, 2013).

4.5.2 Path Analysis Estimates

To evaluate the significance of the direct correlations between transformational leadership, risk management, and police performance, path analysis uses unstandardized regression weights (coefficients). However, it is impossible to calculate the strength or magnitude of the direct interactions between these variables using unstandardized regression coefficients (Akoglu, 2018). Unstandardized coefficients are frequently ineffective for comprehending and interpreting a relationship between two variables, whereas standardised coefficients are helpful for directly comparing relationship scales.

Table 9 - Standardized regression weights

Endogenous variable	Effect direction	Exogenous Variable	Beta coefficient
Police_performance	<<	Transformation_leadership	0.510
Police_performance	<<	Risk_Management	0.590

Table 9 reveals that correlations between transformational leadership and police performance beta = 0.510, and correlation between police performance and risk management beta = 0.590. The statistical degree of connection between these these conceptions are acceptable in order to consider these relationships valid.

5. Conclusion

The Dubai Police Department's performance in enforcing the law suffers in the absence of effective risk management and transformational leadership, potentially jeopardising the relationship between officers and all departments. This study has created a model outlining the structural relationship that links factors of risk management, transformational leadership and also effectiveness law enforcement. This study was conducted quantitatively using questionnaire survey. A total of 381 completed responses that were statistically analysed using SPSS and AMOS. Initially, the responses gathered during the data collection process were analysed descriptively. Then the data was used to develop the relationship between risk management and transformational leadership and law enforcement performance. These relationships were established in AMOS software. The relationships were analysed to ensure it achieved the goodness-of-fit criteria. It was found that the model of the relationships has achieved is satisfactory level. This findings will help the police department to effectively manage risk in order to reduce crime and create a security plan for the officers.

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