

THE DELEGATION OF AUTHORITY AND ITS IMPACT ON DECISION
MAKING PROCESS WITH MEDIATING ROLE OF EMPLOYEE
PERFORMANCE IN DUBAI POLICE

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DEDICATION

I would like and love to dedicate this work to my parents and all my family. May
Allah S.W.T bless them all.



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There are many people deserving to thank. In the first place, I thank Allah Almighty due His gracious blessings bestowed upon me throughout this long and challenging academic journey. I am deeply grateful to my supervisor for her encouragement, supervision and support throughout the duration of this PhD program.



PTTHM
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ABSTRACT

Dubai has witnessed the growth of numbers in population and global visitors, which makes it necessary for the city to have an excellent police department to secure all citizens, residents and visitors. This is necessary for improving Dubai's security and financial condition and cementing the city's importance in the world. The main objective of this study is to examine the relationship between the delegation of authority, organizational functionality and decision-making process under the mediating effect of employee performance among the employees in Dubai police department UAE. A total of 380 employees were selected as the study sample using a multistage sampling method. Questionnaires were used in data collection and responses were analysed using partial least squares structural equation modeling (PLS-SEM) for data analysis. The results showed that the delegation of authority affects decision-making and employee's performance among the target population. Moreover, delegation of authority helps the organisation in achieving the objectives with accordance to the imperative's factors of organizational functionality of the organisation. The managers may focus on the employee performance, which is affecting the decision-making and affects the efficiency of the department as well. The results of this research contributed substantially to the current body of knowledge in the domain of delegation of authority in Arab context. The novelty of this study stem from the reality that the issues and problems of power delegation in Dubai police department was assessed in terms of decision-making process. From these results some recommendations are also suggested which are quite helpful especially, with regards to the latest global models of contemporary leadership and the latest approaches and methods of modern decision-making.

ABSTRAK

Dubai mempunyai populasi penduduk yang semakin berkembang dan ramai pelancong menyebabkan ketegangan di Jabatan Polis. Dubai kini sedang berusaha ke arah menjadi sebuah jaringan kewangan global dan destinasi pelancongan. Kajian ini meneroka hubungan antara delegasi pihak berkuasa dan keberkesanan membuat keputusan di balai polis dari sudut pandangan Polis Dubai. Oleh itu, objektif utama kajian ini adalah untuk menentukan hubungan antara delegasi pihak berkuasa ; fungsi organisasi dan proses membuat keputusan di bawah kesan pengantaraan prestasi pekerja di kalangan kakitangan di Jabatan Polis Dubai serta membangunkan model teori yang menghubungkan delegasi pihak berkuasa, proses membuat keputusan, fungsi organisasi dan prestasi kakitangan di Jabatan Polis Dubai. Seramai 380 responden terdiri daripada kakitangan polis telah dipilih melalui teknik persampelan pelbagai peringkat. Instrumen soal selidik digunakan bagi mengumpul data kajian manakala analisis menggunakan kaedah partial least squares structural equation modeling (PLS-SEM). Dapatan kajian menunjukkan bahawa delegasi kuasa mempengaruhi keputusan dan prestasi pekerja (kecekapan, keberkesanan dan pemerkasaan). Selain itu, ia membantu organisasi bagi mencapai delegasi kuasa yang cekap. Hasil dapatan kajian mencadangkan ; 1. Melaksanakan projek penyelidikan dasar untuk kakitangan keselamatan sebagai fungsi penting dalam Jabatan Polis melalui pembangunan pelan strategik yang komprehensif ; 2. Menghubungkan projek penyelidikan polis dengan isu masyarakat; 3. Keperluan untuk memperkaya jabatan-jabatan polis dengan alat-alat terkini yang diperlukan, terutamanya berkaitan model global keselamatan kontemporari terkini.

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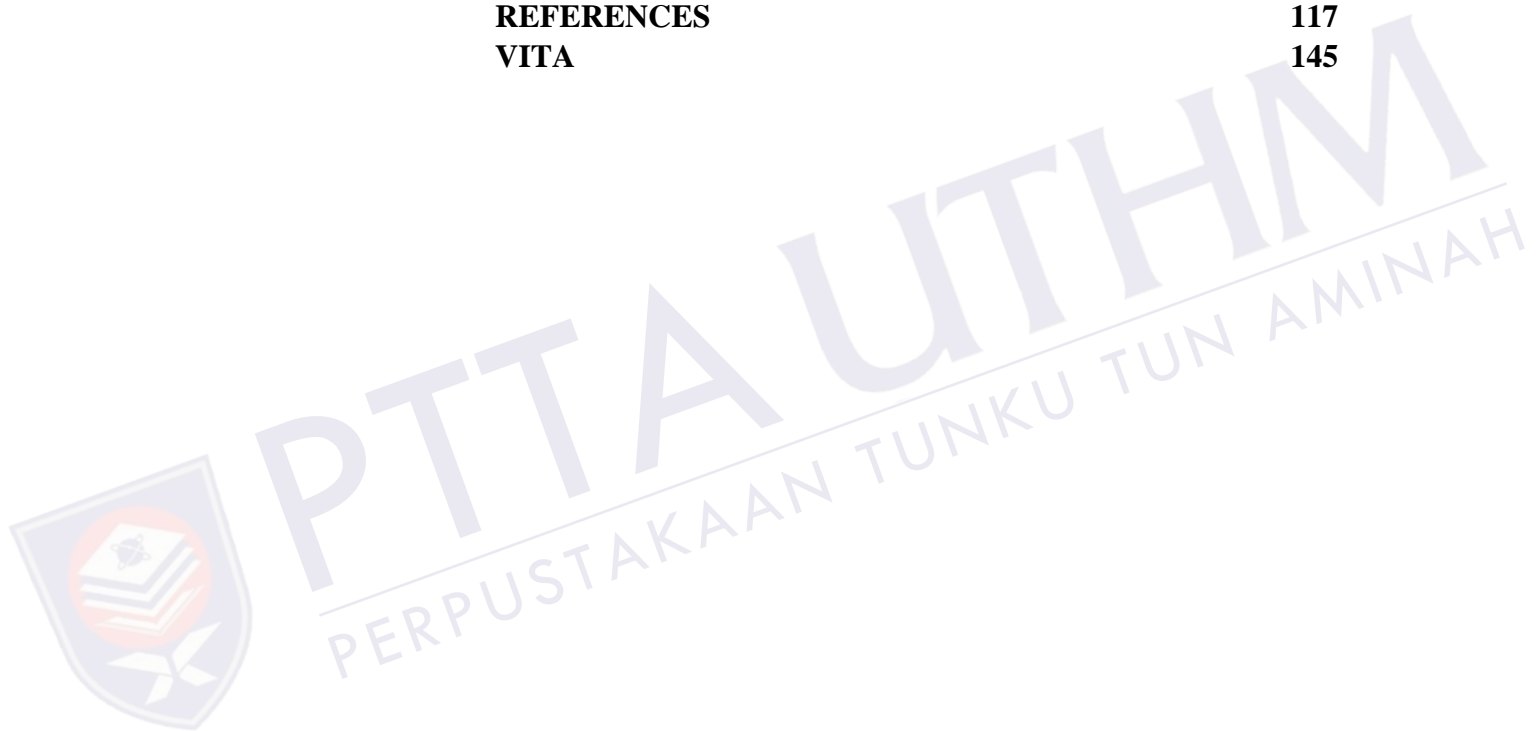
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LIST OF SYMBOLS AND ABBREVIATIONS

AED	-	United Arab Emirates Dirham
ANN	-	Artificial Neural Network
AVE	-	Average Variance Extracted
CR	-	Composite Reliability
DOA	-	Delegation of Authority
DMP	-	Decision Making Process
HTMT	-	Heterotrait-Monotrait Ratio
KMO	-	Kaiser-Meyer-Olkin
OF	-	Organizational Functionality
EFA	-	Exploratory Factor Analysis
EP	-	Employee Performance
PA	-	Principal-Agent
PCA	-	Principal Component Analysis
PLS-	-	Partial Least Square- Structural Equation Modelling
SEM		
SPSS	-	Statistical Package for Social Science
TI	-	Tolerance Index
VIF	-	Variance Inflation Factor

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CHAPTER 1

INTRODUCTION

1.1 Overview

In recent era delegation of authority is one of the leading trends exercised by managers in their respective organization. It is used for integrating and maximizing employee's motivation level and accomplishing optimistic return for both managers and employees (Al-Jammal, Al-Khasawneh & Hamadat, 2015). Delegation of authority attains competitive edge, enhancing productivity and knowledge inventory on the level of organization. While on the other hand, it lessens manager's burdens, get employee satisfaction and construct cooperation and confidence between employees and manager to promote full time realization of work (Al-Jammal, Al-Khasawneh & Hamadat, 2015). It also decreases stress and efforts applied by managers and other members. It can be assumed that delegation of authority technique is becoming imperative issue for almost all organization. Hence, it does not astonish that majority of the organizations seeking ways how to make their employees committed the one source they find is delegation of authority from managers towards their employees (Thomas, Idowu & Olarewaju, 2017). The basic aim of delegation of authority is to ensure that organization solely cannot perform all the duties and tasks (Koontz, O' Donnell & Weihrich, 1983). Delegation of authority is an organizational method that allows the handover of authority from manager to their subordinate and vests subordinate to do commitments, employ resources and involve in decision making process for the betterment of the organization (Owolabi & Makinde, 2012). By giving authority to subordinate clearly depicts that manager also transfer power for decision making to carry out a certain task efficiently (Sev, 2017). In recent research of these variables, it is noted that delegation of authority has a great impact on decision making process in the hierarchy (Sev, 2017). In developed countries there is a trend of

decentralization in the organization while, centralization approach is still common in developing nations (Bloom, Sadun & Van Reenen, 2012).

The importance of this study is that it discusses the impact of the delegation of authority on decision-making process and also elaborated the mediating effect of employee performance on the relationship among decision making process and delegation of authority.

This is one of the pillars of an organization administration. This chapter discusses in brief the role of delegation of authority and organizational functionality on decision making process with the mediation of employee performance.

1.2 Background of Study

Delegation of authority in the workplace has gained momentum over the last several decades as a practical management approach for engaging employees to achieve better results collectively for the organization and for themselves (Randolph & Kemery, 2011). While delegation of authority has several definitions, Kerzner (2017) defined delegation of authority as the base of superior to subordinate relationship which include assignment of duties and granting of authority. Despite its positive aspect for improving workplace performance, Delegation of authority failed to enter the mainstream of management practices due in part to existing management structures and organizational cultures that emphasized top-down control and maintained a bureaucratic framework (Ghosh, 2013). This inability to change internal management structures and organizational cultures led to poor credibility of management, employee mistrust of management, employee unwillingness to take responsibility for their actions, and failure of delegation of authority to be institutionalized in organizations. The major contributing factor cited for these issues was the inability of senior management to delegate authority effectively to employees to improve decision making process. In the police department top management is not in direct contact with general public they are unable to make all decisions at the basic level yet were reluctant to delegate decision-making authority to the subordinates (Evans, 2015; Kerzner, 2017; Tuuli, Rowlinson, Fellows, & Liu, 2012). Consequently, subordinates were directed to perform tasks according to the situation in hand even when they do not have the decision-making authority (Randolph, 2000). This results in delay of decision

which in turn hinders the day to day functioning of the police force, while nature of police work requires quick and, on the spot, decision making in most of the situations. On the other hand, a recent study by Alemu *et al.*, (2019) proposed a model about organizational functionality, the study suggests that organizational functionality should be studied using variables internal to the organization, because any two organizations of similar purpose and capacity, located in similar environment, could function differently due to factors internal to the organizations. Therefore, present study realised the fact that the internal environment of police force is different, it impacts the organizational functionality and ultimately the decision-making process. According to Dubai police (www.dubaipolice.gov.ae) the vision of Dubai police force is to provide the security and protection to enhance development. The protection of the society is the top priority along with offering professional services. The mission for the Dubai police is to strengthen the security systems of the city to facilitate the protection of the citizens' rights. The strategic goals include reducing the crime level in the city, apprehending and charging criminals, disaster management and preparedness, and managing traffic and dealing with traffic offenders.

Furthermore, The Dubai Police department endeavours to be 'most dynamic' of all the police forces in the Arab countries. The department aims to inculcate a higher education benchmark amongst the police officers. Among the police forces in the Arab world, the Dubai police force was the first to be acquainted with technology. Their services were mechanised. The records were stored electronically for easy access, For example, storing of fingerprints changed from manual storage to electronic storage. In the same way, forensic investigations dealing with the sampling of DNAs was also done electronically.

After a few years, all the vehicles were monitored using the GPS to control vehicle theft. The Dubai Police force was the first to utilize numerous new law authorization strategies, including electronic checking and store of fingerprints and testing DNA electronically. The police force was likewise the first to utilize GPS frameworks to find stolen cars. Furthermore, the Dubai police force was the first to make and preserve a Human Rights Department, and also the first police force to utilize a Community Policing program. Regardless of the impressive developments in Dubai police over the years it was suggested in Dubai Government Excellence Programme, "Dubai We Learn" (2015-2019) that Dubai police needs to improve its services more by quickly responding to the problems in order to satisfy the citizens.

This quick response demands quick decision making by the police employees. Moreover, the government of Dubai statistics (discussed in the problem statement) also highlighted that in some areas the performance of Dubai police declined in 2019 as compared to 2018. Present study identified that decision making process needs to be improved in Dubai police department, as the past literature also shows that when authority is delegated to the employees then it effects their performance and decision-making process (Paul, 2016; AlHashmi *et al.*, 2019).

1.3 Problem Statement

Last decade has seen the transformation of UAE into a business and economics as well as tourist hub of the Arab region (Ministry of Cabinet Affairs, 2017). Dubai, which is one of the seven Emirates of UAE, has made its name as a leading trade and tourist hub. Additionally it has made striking improvements in maintaining safety and security developments over the past decade. According to the World Economic forum's Travel and Tourism (T&T) Competitiveness Report (2017), UAE is the second safest country in the world and also ranks number two globally for tourism safety. This achievement was not possible without the efforts of Dubai Police, which is one of the biggest police forces of UAE. It has three main policing roles to perform: law enforcement, maintaining order and providing services (Ministry of Interior, 2016).

The Dubai Police Force (DPF) is groundbreaking and dynamic. It utilizes more than seventeen thousand officials. Dubai police tries to be inventive and is focused on the utilization of new strategies and advances to improve its exhibition. It was the principal police power in the area to apply DNA testing in criminal examinations, the first to utilize electronic finger printing, and the main Arab division to apply electronic administrations. It was additionally the first to utilize GPS frameworks to find Police Patrols by means of satellite. It gives in excess of 300 administrations through different channels, including Internet, intranet, booths, IVR, and portable informing (in light of the official site of Dubai Government (www.dubai.ae/en.portal)).

Maintaining the standard of safety and security demands constant increase in the performance of Dubai police. In this backdrop Dubai police participated in Dubai

Government Excellence Programme. This programme launched “Dubai We Learn” initiative in 2015 which was completed in 2019. One of the aims of this initiative was to find out that how government sector can excel and enhance its services. It was learned from “Dubai We Learn initiative” that swift response to public needs and problems demands quick decision making on part of police employees. Nature of police work demands prompt decision making to solve the problems and satisfy the public. Moreover, Literature highlights the fact that delegation of authority empowers the employees to take decision on their own (Paul, 2016). The research work of AlHashmi *et al.*, (2019) recommended that future research to be conducted on empowerment of employees in UAE police force due to unique Arab and police culture. There is a consensus in the literature that delegation of authority sits at the heart of empowerment (Lyons, P.R. 2016). Therefore, the present study is directly aimed at answering the call for research by Alhashmi *et al.* (2019), by studying the role of delegation of authority and organizational functionality on employee performance and consequently on decision making. Seba *et al.*, (2012) has conducted a case study on Dubai police and the interviews of the police officers highlighted the fact that when high ranks officers allow representatives to communicate their conclusions and urges them to make recommendations this may assist workers with influencing dynamic and workers may hence feel empowered and perform well. Moreover, the research work undertaken by Rees et. Al (2015) pointed out that, “there remains a significant gap in the literature that limits our understanding of delegation”. Furthermore, Rumman *et al.*, (2019) in his research work asserted that due to the control of intensity by ranking directors and the absence of assignment of power, the association's issues aggregate, and the pace of work gets stale because of the inability to address the issues in an ideal way. Truth be told, the issue of the centralization of intensity in the possession of few ranking directors and authorities is one of the fundamental issues in the Arab World. Their examination suggested that more investigations ought to be directed to explore the effect of designation of expert on different factors, for example, work execution. Therefore, the current study was aimed at bridging this gap by exploring the effect of delegation of authority on employee decision making with employee performance as a mediator.

United Arab Emirate’s government is vigilant in keeping an eye on the performance of Dubai police. In this regard the government has conducted a survey and evaluation of Dubai police performance in last five years to measure the customer

satisfaction about Dubai police performance. This comprehensive survey report measured all areas of Dubai police performance and some areas showed a decline in the customer satisfaction on Dubai police performance. This is evident that the performance of Dubai police is on decline. In the segment of “Detainee visit request” the customer satisfaction went down from 89.3% to 83.6%, this accounts for 5.7% decline in customer satisfaction during 2018 to 2019. Also, the segment about Dubai Police commitment to publish information related to society went down in customer satisfaction from 95.8% to 90.9%, showing a decline of almost 5% during 2018 to 2019. The area of reissue of traffic accident report showed a decline from 94.8% to 93.1%, the decline is 1.7% during 2018-2019. The report also shows that customer satisfaction about Dubai Police performance went down from 92.5% to 87.5 % during 2018 to 2019, which is 5%.

<https://www.dubaipolice.gov.ae/wps/portal/home/opendata/surveystatistics>.

Moreover, Dubai Government statistics about major crimes showed an upward trend in different segments pointing towards the underperformance of Dubai Police, during 2018 to 2019 statistics about robbery increased from 1.6 to 1.9 per thousand people, rape increased from 0.0 to 0.3 per thousand people, willful murder increased from 0.1 to 0.2 per thousand people, drugs increased from 12.1 to 14.3 per thousand people.

<https://www.dubaipolice.gov.ae/wps/portal/home/opendata/majorcrimestatistics>.

All these statistics of government of Dubai points towards the laps in the performance of Dubai police. These statistics are an area of concern for Dubai police and warrants serious response from Dubai police to take measures to address these problems in their performance.

Dubai Police Force was chosen for this study because the researcher is a current employee of police force and, as an “insider researcher” he was able to point out the existing problems in Dubai police. Like quick decision making is needed on part of employees to solve the problems of general public, as the nature of work is such that the police officer cannot wait for too long to get any decision from the higher authorities. Moreover, as an insider specialist he can practice judgment in choosing interviewees and had wide-extending access to any individual who worked in that association. Brannick and Coghlan (2007) recommend that insider scientists are local to the setting thus have bits of knowledge from their lived understanding.

Some studies in the past have conducted research in Jordan, Kenya, Italy and USA (Colombo & Delmastro, 2004; Kiiza & Picho, 2015; Yukl & Fu, 1999; Al-Jammal *et al.*, 2015) on delegation of authority but their research was based on different set of variables. Jammal *et al.*, (2015) explored the effect of performance on delegation of authority, Yukl and Fu (1999) studied determinants of delegation and consultation, Kiiza & Picho (2015) focused on effect of delegation on staff commitment, while Colombo & Delmastro (2004) probed the effect of complexity and size of organization, advanced communication technologies and ownership status of firm on decision making authority. On the other hand, the focus of present study is completely different as UAE is a one-of-a-kind nation with the differentiation of both conventional and current structures. The authoritative framework was created along the Weberian statutes. In any case, as a general rule, it had numerous inadequacies that prevented the effective activities of the framework. Khalid & Sarkar (2019) pointed out that, bureaucratic inertia still remains a barrier in the UAE public management. Therefore, one contribution of present research is that in the backdrop of police culture and specifically Arab culture the concept of Delegation of authority and its effect on employee performance and decision making has been explored which remained an underexplored area so far. Another contribution of this study is the mediation role of employee performance in the relationship between delegation of authority and decision making in public sector organization and a unique cultural setting which is totally different from the western culture. From a theoretical standpoint, this study addresses an identified gap in the literature as highlighted by Rees *et al.* (2015), adding to the existing body of work by exploring delegation of authority in a unique cultural context.

1.4 Purpose of The Study

The aim of this study is to examine the mediating role of employee performance on the relationship of delegation of authority and decision-making process and develop a theoretical model for the Dubai Police Department.

1.5 Research Questions

Research questions of this study are:

- i. Does there exists a relationship between delegation of authority and decision-making process in the Dubai Police Department?
- ii. Does there exists a relationship between organizational functionality and decision-making process in the Dubai Police Department?
- iii. Does employee performance mediate the relationship between the delegation of authority and decision-making process in the Dubai Police Department?
- iv. Does employee performance mediate the relationship between the organization functionality and decision-making process in the Dubai Police Department?

1.6 Objectives of the study

Research objectives of this study are:

- i. To study the relationship of delegation of authority with decision-making process in the Dubai Police Department.
- ii. To study the relationship of organizational functionality with decision-making process in the Dubai Police Department.
- iii. To study the mediating role of employee performance on delegation of authority and decision-making process in the Dubai Police Department.
- iv. To study the mediating role of employee performance on organizational functionality and decision-making process in the Dubai Police Department.

1.7 Significance of the study

The significance of this examination originates from profound conversation with respect with the impact of appointment expert on the procedure of dynamic in vast associations. Concentrating such significant variable aides in finding the degree of control and decentralism applied in current administration (Graham *et al.*, 2015). This methodology suggests another administration style to deal with the troublesome difficulties in the present managerial undertakings. Its efficacy lies on the significance

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