

RESEARCH PAPER

Algorithms for Decision Making in Dubai Police

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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 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 modelling (PLS-SEM) for data analysis. The results showed that the delegation of authority affects decision-making 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 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.

KEYWORDS: *Delegation of authority; Decision making process; Organisational functionality; Dubai police.*

1. Introduction

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 [7]. 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 [7]. 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. The basic aim of delegation of authority is to ensure that organization solely cannot perform all the duties and tasks. 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. By giving authority to subordinate clearly depicts that manager also transfer power for decision making to carry out a certain task efficiently [44]. In recent research of these variables, it is noted that delegation of authority has a great impact on decision making process

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in the hierarchy [44]. In developed countries there is a trend of decentralization in the organization while, centralization approach is still common in developing nations [13].

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

1.1. Research background

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. While delegation of authority has several definitions, 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. 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. Consequently, subordinates were directed to perform tasks according to the situation in hand even when they do not have the decision-making authority. 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 [5] 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 realized 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.dubai.police.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 endeavors 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 mechanized. 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 Programmed, "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 [6].

1.2. Problem statement

Last decade has seen the transformation of UAE into a business and economics as well as tourist hub of the Arab region [32]. 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 [33].

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 \(www.dubai.ae/en.portal\)](http://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. The research work of [6] 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. Therefore, the present study is directly aimed at answering the call for research by [6], by studying the role of delegation of authority and organizational functionality on employee on decision making. [43] 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 [41] pointed out that, "there remains a significant gap in the literature that limits our understanding of delegation". Furthermore, [42] 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.

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.dubai.police.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.dubai.police.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. [14] 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 [15]; [27]; [45]; [7] on delegation of authority but their research was based on different set of variables. [7] explored the effect of

performance on delegation of authority, [45] studied determinants of delegation and consultation, [27] focused on effect of delegation on staff commitment, while [15] 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. [26] 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 [41], adding to the existing body of work by exploring delegation of authority in a unique cultural context.

1.3. The objective of this study

Three research objectives were formed for this study:

1. To study the relationship of delegation of authority with decision-making process in the Dubai Police Department.
2. To study the relationship of organizational functionality with decision-making process in the Dubai Police Department.

2. Literature Review and Framework Development

2.1. Concept and definition of delegation of authority

The concept of delegation of power is part of the concept that falls under the concept of decentralization of power. However, this concept has differences with the concept of decentralization of power. The main difference is that decentralization of power is the handover of decision -making power that involves all

parties under the hierarchy, while delegation of power is only the handover of power from the top individual in the hierarchy to other individuals who are also in the same hierarchy. According to Tracy (2013), delegation of authority is a process of assigning tasks and responsibilities to make decisions to an individual who refers a superior individual to a person under his or her control without the need to refer to and obtain approval from a superior. He said:

It is the act whereby a political authority invested with certain powers turns over the exercise of those powers, in full or in part, to another authority. Accordingly, the powers of the delegate are precisely those that belonged to the delegant, and the actions performed in virtue of the delegation have the same juridical nature as if they had been performed by the delegant himself. Delegation should not, therefore, be regarded as permission or authorization; rather, it is a transfer of power. The fundamental problem then is to find out whether, and to what extent, that transfer is legitimate in the realm of public law (Tracy 2013: 31).

[28] defines delegation of power as follows:

Delegation is the assignment of responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership. However, the person who delegated the work remains accountable for the outcome of the delegated work. Delegation empowers a subordinate to make decisions, i.e., it is a shift of decision-making authority from one organizational level to a lower one. Delegation, if properly done, is not abdication. The opposite of effective delegation is micromanagement, where a manager provides too much input, direction, and review of delegated work.

The passage above shows that delegation of authority is the delegation of responsibilities and authority by the top manager to his subordinates in making decisions on the duties and powers that have been given to reduce the workload of the manager. In addition, the delegation of authority is also the most important aspect in ensuring the effective implementation of the tasks of an organization. Organizations that practice delegation of authority give responsibilities to subordinate employees to increase work productivity as well as launch the management system practiced in the organization. From the aspect of decision making, delegation of power is seen

as an effort to streamline the management system as well as ensure that the services offered by the organization can run more efficiently and effectively.

Delegation is a key notion in studying and practicing political affairs. Authorities, regardless of their size, use delegation to expand the scope of essential services that researchers can deliver. According to Christopher G. Banford and M. Ronald Buckley (2014) Delegation provides lower-level employees the opportunity to gain new experience and possibly become knowledgeable leaders which leads to the improvement in the organization furthermore they explain delegation as an action where a person or a group, termed as principal, depend on another person or group, termed as agent, to perform on behalf of the principal. An agent should only assume authority to perform what it can perform [40] This section's objective is to explain the concept of Delegation of authority.

According to the research of [40] delegation is a conditional grant of authority from a principal to an agent that empowers the latter to act on behalf of the former. And the agreement between the two, reflects the beliefs of each agent about the other; for the principle, it is dependent on the agent in the achievement of the goal. [40].

This award of power is constrained in time or scope and must be revocable by the head. Principals and operator are commonly constitutive. That is, similar to "ace" and "slave," an on-screen character can't be a head without a specialist, and the other way around. The entertainers are characterized distinctly by their relationship to one another. The inclinations of principals and operators are significant determinants of results in Principal-Agent (PA) models [21]. In any case, the PA approach does not infer a specific suspicion about the inclinations of entertainers. Or maybe, the inclinations of the two principals and operators are "filled in" as fundamental by the suspicions of specific speculations.

The PA structure is utilized to show the key collaboration between these on-screen characters and to assist make with detecting of the results scientists watch. Further, the PA approach does not necessitate that the entertainers be completely educated or inspired by material interests [2]. In this manner, the methodology is similarly predictable with speculations that place that on-screen characters are discerning, proud, riches augmenting on-screen characters and those that accept that

entertainers are wholeheartedly objective and philanthropic. What joins explicit hypotheses under the umbrella of "head specialist hypothesis" is an emphasis on the considerable demonstrations of principals in allowing contingent position and structuring organizations to control conceivable advantage by operators [24]. The relations between a head and a specialist are constantly represented by an agreement, regardless of whether this understanding is understood (never officially recognized) or casual (in view of an unwritten understanding). To be a head, an on-screen character must have the option to both award authority and cancel it. The minor capacity to end an agreement does not make an on-screen character a head [25].

The concept of delegation of authority is also based on PA framework which simply means as the process of transferring power including authority, accountability, and responsibility from a leader (Principal) to his subordinate (Agent) (Lukas, 2014); [7]. That grouping of intensity in the possession of one man in the endeavor forestalls duplication of purposes and guarantees their complementarity safeguards the solidarity of direction and commonly fortifying endeavors. From one viewpoint, it is hard for the executive/supervisor of the association to hold the authority with itself and regulate all little and enormous endeavors straightforwardly and regardless of whether that is for all intents and purposes conceivable time may not permit this to be practical.

2.2. Organizational functionality

Organizational functionality, which is the consistency, condition, or relationship of being able to execute a series of acts, can be defined in a number of ways, including the capacity to organize, adapt, innovate, and be versatile, among others [38]. Organizations make assumptions on their future directions on a regular basis. Sensible leaders make decisions based on a systematic assessment of present and historical circumstances, as well as a thorough examination of potential possibilities. Various organizational theorists have proposed models and methods to help organizations and their leaders research their organizations in depth by focusing on a few key variables. One of these methods is organizational diagnosis, which is a way of looking at the existing state of an organization to see what it has to improve in order to work better [4], [29] Model, on the other hand, provides four variables as critical elements: people, structure, task, and

technology and suggests that change in any of these variables affects how the entire organization functions. Similarly, the MIT 1990s model [36] argues that organizational success is determined by both internal and external influences. Organizational strategy, structure, processes, individuals, and technology are examples of internal factors, while the socioeconomic climate and science and technology growth are examples of external factors.

2.3. Organizational functionality and decision-making process

Research implicates that decision-making is a phenomenon that tries to explain how and why individuals engage in actions that may conclude in deleterious outcomes. This decade has brought changes in technological advancement within different firms and organizations globally. In such a complicated and rapid growing business atmosphere, managers are facing a multitude of decision on daily basis to achieve the organizational effectiveness [8]. Decision making and managerial functions have a direct effect on each other because none of the managerial activities can be done without decision making. Decision making and organizational functions are correlated to each other in the shape of selection, staffing, organizing, directing and controlling [8]. To remain efficient in the highly competitive milieu of today, every manager requires getting a substantial extent of knowledge, information and skills for carrying out managerial decision. It is evident from the findings of the [8] that there is link between organizational functions of managers and decision-making process.

In most state institutions, several studies on decision-making and organisational functionality in developing countries, and especially in Arab states, identify problems such as overcentralization of power and control, inadequate decision-making, low efficiency, unpredictability of bureaucratic decisions, and a lack of durable and substantive modes of empowerment and representation.

Employee decision-making participation, also known as participative decision-making (PDM), is concerned with joint decision-making in the workplace [34], [31] define it as 'joint decision making' between managers and subordinates. According to [39], it is a form of delegation in which the subordinate gains more power and freedom of choice in terms of bridging the contact gap between management and employees. It refers to the extent of

employee engagement in a company's strategic planning efforts. Employee participation may be high or low in a business. Both types of employees are active in the planning process, which is referred to as a high degree of involvement (deep employee involvement in decision-making). Low workforce interest in decision making, on the other hand, suggests an exclusive preparation phase involving only top management. A high level of employee participation in decision-making helps frontline workers to have a say in the planning process. Organizational functionality is influenced by its leadership, personnel, the way tasks are done in the organisation (culture), and the structural and governance makeup of organisations, according to [5]. Consequently, it is important to say that organisational functionality has an impact on the decision-making process in any business.

According to [12], the assignment of dynamic specialists can be seen as the final link in a causal chain that starts with changes in situation and ends with business strategy. Changes in task unpredictability, which can be calculated by presenting an improvement or redistributing technique, were relied on to bring about a shift toward a more concentrated or dispersed allocation of dynamic specialists, and this, in turn, has an indirect impact on organisational functionality [12]. Evaluations using each of the three methodologies indicate that re-appropriating has a hugely positive impact on a decentralised option rights mission, despite the fact that the broadening approach has little influence on organisational functionality [12]. As a consequence of the lower delegation likelihood due to lower complication, organisations are believed to have autonomous decision-making authorities.

[35] describe the relationship between decision makers and organisational success by stating that while associations use sound judgement based on consistent and predictable inclinations as much as possible, such consistency in outcomes because of hierarchical execution was not always the case. Supervisors' sporadic main choices, which they characterise as a chief's contradictory decisions that can shape the firm's bearing, require a mental point of view of judgement [35]. This shows that directors with more significant metacognitive experience make fewer reckless main decisions. Regardless of their preferences, managers in unique cases decide on less contradictory key choices. The implications of these findings for strategic decision-making research on organisational efficiency are important [35].

2.4. Delegation of authority and decision-making process

Revels in his research that individuals who feel relatively powerless are less willing to delegate decision making authority compared to those who feel powerful.

Delegation does not seem to be monumental; instead, their findings show that it fluctuates across company strategies and differs with the individual traits of the CEO.

The research of investigates the degree to which executives delegate financial decisions and the circumstances that drive variation in delegation. They found that CEOs delegate monetary choices for which they need the most information, when they were over-burden, and when they were occupied by late acquisitions. Chiefs delegate less when they were educated (since quite a while ago tenured or with a fund foundation). Capital was designated dependent on "gut feel" and the individual notoriety of the supervisor running a given division. At long last, corporate legislative issues and corporate communism influence capital allotment in European and Asian firms.

[16], investigates exchange offs related with assigning authority over numerous interrelated choices in a mind-boggling task structure. The observational setting was a business procedure of a worldwide Fortune 50 firm. The firm decentralized its association and re-imagined choice authority across hierarchical chains of command somewhere in the range of 2008 and 2011. The discoveries show how the specialization of choice significant information, the coordinating of required information and directors' skill, and data preparing force influence (a) the event of appointment and, (b) if assignment happens, how far down the hierarchical progression authority was designated [16]. Their study discusses how these findings complement existing theories on delegation by providing insights into when and how interrelated decisions are delegated across multiple levels of an organisational hierarchy [16].

The study by [17] provides experimental proof of the impact chance affinity has on a pioneer's readiness to appoint basic dynamic position. This investigation inspected the degree that hazard affinity of pioneer's influence designating basic dynamic position to subordinate supervisors and workers. Overview results uncovered a huge negative connection between's a pioneer's hazard inclination and the readiness to appoint basic dynamic position [17]. These discoveries proposed that pioneers

who hold essential obligation regarding basic dynamic have high hazard affinity while the individuals who delegate choices have less hazard inclination. These discoveries may prepare scholars of hazard inclination and dynamic on the connection between assignment practices, chance penchant, and authoritative execution [17].

[22] examines the ideal distribution of vital dynamic position and relating ideal motivating force contracts against the foundation of a company's enlightening circumstance and good risk issues. This examination investigations the advantages of appointing technique detailing to center chiefs and the change of motivating force contracts, contingent upon the accessibility of various inside and outer signals about the nature of the system [22]. An instinctive outcome is that appointment can be valuable for a firm if the center administrator's execution costs are altogether higher with centralisation than with decentralization, while, simultaneously, it is not unreasonably exorbitant for the firm to furnish the chief with extra motivating forces to play out the assignment of methodology plan notwithstanding usage and operational errands. Firms will in general be additionally ready to designate vital choices to bring down progressive levels if more data on the nature of the technique is accessible [22].

The investigation in this examination has a few ramifications with respect to the ideal hierarchical structure that ought to be applied for choices identified with a company's technique, that is, choices which have the accompanying properties: (i) A drawn out center, (ii) an effect on the resulting operational exercises, and (iii) no immediate exhibition estimates accessible, yet the quality shows itself in operational results. Different researchers have recognized the relationship of designating of specialists and dynamic procedure.

Employee decision-making participation, also known as participative decision-making (PDM), is concerned with joint decision-making in the workplace [34]. It is described as "joint decision making" between managers and subordinates by [31]. According to [39], it is a form of delegation in which the subordinate gains more power and freedom of choice in terms of bridging the contact gap between management and employees. It refers to the extent of employee engagement in a company's strategic planning efforts. Employee participation may be high or low in a business. Both types of workers are active in the planning

process, which is referred to as a high degree of involvement (deep employee involvement in decision making). In contrast, a low level of engagement (shallow employee participation in decision making) suggests an exclusive preparation phase involving only top management. A high level of employee participation in decision-making helps frontline workers to have a say in the planning process. These are the people who are nearest to the consumer and can help new products and services stand out, which is an important part of the entrepreneurial process. This means that employee participation in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organization.

The belief that organizational outcomes are derived from the upper echelon, and that productive cultures are derived from the upper echelon, often overlooks the power and efforts of those at lower levels. Hence, ignoring the importance of employee involvement in decision making.

3. Methodology

3.1. Research design

Research design is referred as the master plan for conducting the research. According to [1] it is a struggle to organize the research that is different constructs are examined and the process for measuring the association between constructs are seen briefly.

The plan of the investigation is created to utilize observational and hypothetical outcomes and proof that would help in responding to explore questions. By and large, the structure of an investigation characterizes the methodology that is embraced to arrive at resolutions and discoveries from the examination of observational and hypothetical outcomes. It shows how exploration questions can be replied and how the technique and strategies utilized for testing and looking at the theories, connection among factors, and the model attack of theoretical structure.

The structure of this examination depends on the quantitative methodology, which plans to produce theories by analyzing informational collections and researching connections between factors utilizing factual investigations [19]. The method followed by the scientist is for the most part intended for critical thinking through quantitative methodology. This structure is the most reasonable strategy to explore various achievable connections between two or more variables. So, a survey

method was used due to the nature of the research problem. A cross-sectional design was used to collect data at once point in time. The usage of survey technique is justifiable for the study. A quantitative report configuration empowers flexibility in the treatment of data, as far as relative investigations, and measurable examinations. The key idea of this exploration is to respond to investigate questions, from examination of essential information, yet in addition utilizing the optional information from the discoveries of past examinations and literary works. Descriptive research is largely subtle to find out the answer's issues associated to questions like where, when what and how and helpful in identifying associations and happenings of actual differences [23].

3.2. Population and sample

Population in research is a set of units with similar characteristics. On the other hand, [9] defines sample is the figure and identification of respondents in the population who supposed to be or will be in the survey. The employees of Dubai police department in different regions of UAE i.e., Al-Towara, Br-Dubai, Al-Rashedia, Gabal-Ali, and Gamera have been selected as the target population of the current research. UAE has various departments of police centres in which a large number of employees, managers and executives are serving. The study population consists of 25000 employees (Managers and non-managers) at the Dubai Police Department in five different areas (Al-Towara, Br-Dubai, Al-Rashedia, Gabal-Ali, and Gamera). The police department is one of the highly confidential sectors of any country, so it is not easy to find out the exact number of employees in each branch. For the author being an employee of the police department was able to get the exact number of employees by using his personal contacts. According to [14] insider researchers are aware with inside setting and they have good understandings from their personal experience and contacts.

The reason behind collecting data from employees (Managers and non-managers) in Dubai Police department is that Dubai police strives to be 'most progressive' of all Arabic police forces and aims for high education standards amongst its employees. Furthermore, the idea of delegation of authority is also based on to delegate authority to the subordinate, so this study is focusing on to collect data from police department employees rather than collecting data from managerial staff and non-managerial staff separately. Because both

managerial and non-managerial staff is important in current study scenario. Each one of them has different situation but same responsibilities, departments, and processes. The target population of Dubai police department can be seen in Table 3.1. The data regarding the number of employees has been taken through using personal contacts as the researcher is an employee in Dubai Police.

Tab. 1. List of target population (UAE)

S.NO	Province	Number of employees
1	Al-Towara	10000
2	Br-Dubai	5000
3	Al-Rashedia	5000
4	Gabal-Ali	2500
5	Gamera	2500
6	Total	25000

3.3. Research instrument

Device or tools that are used to collect input to achieve the objective of the study, answer the hypothesis and research question. This research used questionnaire as research tool to gather qualitative data as research instrument. A questionnaire is a data collection instrument which consist of a series of questions for the purpose of gathering information from respondents. According to Polit and Hungler (1997), questionnaire is seen as one of effective tool to get important information and data which can test their attitude, feelings, knowledge and beliefs.

3.4. Pilot study

To confirm the reliability and validity of the survey tool, pilot study was carried out. Pilot survey is the most vigorous method to reduce, if not removed issues and problems in the items [37]. Pilot study makes the questionnaire more refine for data collection and enhance response rate [18]. The basic aim of pilot-testing is to verify all the relevant problems related to items, beside this it identified the misleading statements, ambiguity and correct sequence respectively. A sum of 40 questionnaires was dispersed randomly among the research population. These questionnaires were cover up with a brief letter directing the respondents to facilitate, direct and elaborate this pilot-testing process. The survey was organized in a way to ensure that it is not difficult in reading, having lower response mistakes and maximizes the number of answers were based on the findings of pilot-testing. 30 numbers of questionnaires were returned back showing 75% response rate which were found valid for onward analysis. To

assess the data further SPSS-23 was applied. All the scales including in this research were passed through the test of reliability to measure the internal consistency. All the scales were

observed valid and reliable and give satisfactory results. The descriptive statistics of the scales regarding cronbach's alpha can be seen in Table 3.2.

Tab. 2. Reliability estimates and descriptive statistics of pilot-testing.

	Mean	Std. Deviation	Alpha (α)
OF1	1.6395	.48079	.747
OF2	3.0237	.76670	.705
OF3	2.8658	.67787	.719
OF4	2.8395	.73224	.735
OF5	3.0237	.76670	.708
OF6	2.8658	.67787	.735
DMP1	3.0158	.73349	.706
DMP2	2.9974	.73903	.753
DMP3	2.8868	.70829	.735
DMP4	2.8053	.71099	.705
DMP5	3.0026	.73186	.703
DMP6	2.8789	.70884	.731
DOA1	3.0243	.76672	.729
DOA2	2.8079	.73182	.727
DOA3	3.0000	.78576	.726
DOA4	2.8605	.80828	.718
DOA5	2.8079	.70613	.726
DOA6	3.0316	.74014	.731
DOA7	3.0158	.73349	.731
N	30		

4. Data Analysis and Results

4.1. Demographic analysis

Demographic information was also part of the questionnaire to achieve the relevant information about these five demographic profiles. The information about gender was, a total of 310 male and 70 females were taken part in this study observing a proportion of (82% male and 18% female). Followed by age which were recorded as 21-30 (26%), 31-40 (39.5), 41-50 (24%), 51-60 (10.5%). The functional role was divided into two parts namely managers and non-managers which were recorded as 26% for managers and 74% for non-managers, respectively. Academic information was having proportion of 58% for bachelor and 42% for master. In the last, salary

information was found 53% for below 10,000 AED, 26% for equal to 20,000 and 21% for those having salaries above 20,000 AED.

4.2. Hypothesis analysis

Hypothesis 1: There is a positive and significant effect of the delegation of authority on decision making process.

This hypothesis examined the effect of delegation of authority on decision making process in this hypothesis. Moreover, the effect of delegation of authority on decision making process was significant (18.555) with path coefficient of (0.769). So, this hypothesis was accepted and subsequently supported by the statistical data. The findings of this study are indicated in Table 4.1 and Figure 4.2.

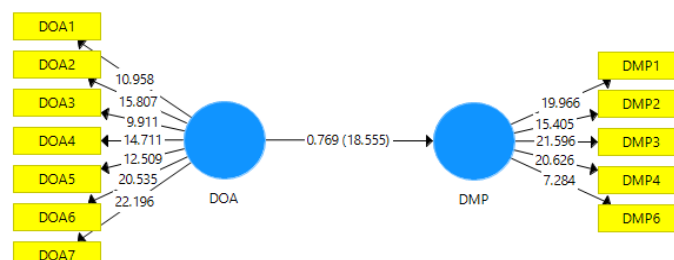


Fig.1. Direct effect of DOA on DMP

Hypothesis 2: There is a positive and significant effect of organizational functionality on decision making process.

This research investigated the effect of

organizational functionality on decision making process among the target population. It is evident from the testing of this hypothesis that organizational functionality has a positive and

significant effect on decision making process with t value (14.134) and path coefficient is

(0.743). This hypothesis was also accepted.

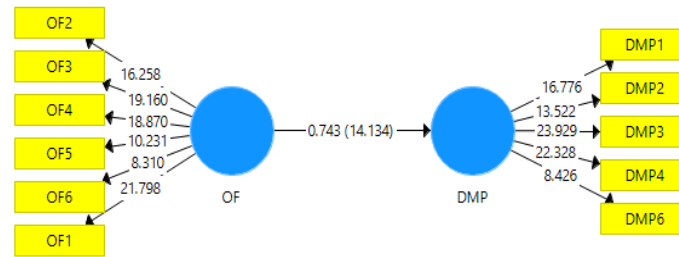


Fig. 2. Direct effect of (OF on DMP)

5. Discussion, Recommendation and Conclusion

5.1. Discussion

First objective of the present study was to study the influence of delegation of authority on decision making process in Dubai police department. This relationship was aimed to answer the following research question.

Research Question 1: Does delegation of authority influence decision-making process in the Dubai Police Department?

To answer this research question, present study proposed following hypotheses.

H1: There is a relationship between delegation of authority and decision-making process.

A considerable amount of research has been done in delegation of authority (DOA), and decision-making process (DMP) by the researchers. Scholars have established positive links between delegation of authority (DOA) and decision-making process (DMP). This evidence shows that organizations with delegation of authority always have some positive impact and expectations regarding decision making process in employees. Employee's empowerment is captured in the theory of delegation and the theory of democratic leadership. Theory of delegation confirms delegation of authority from superior to subordinates within the organization that encompasses delegation from a manager to subordinate. It represents the degree to which employees anticipate in their organizations [24].

Scholars have found positive link between delegation of authority (DOA) and decision-making process (DMP). Almost all the studies based on delegation of authority (DOA) model have used theory of delegation. This seems quite logical as well, because delegation of authority gives power to employees to take decision specially it is very important in Dubai police department. Because there is a constant

increase in challenges to maintain the standard of safety and security demand in Dubai police.

Results of this study confirmed that there exists a significant relationship between delegation of authority (DOA) and decision-making process (DMP).

These findings are in-line with the findings by [24]. Also the findings of present study conforms to the findings of [10], which also voices the same findings that much of the research on bureaucracy and organizational performance in developing countries in general, and in the Arab states in particular, identifies problems of over centralization of power and control, in- effectiveness of decision making, low productivity, unpredictability of bureaucratic decisions, and lack of sustainable and meaningful modes of empowerment and representation in most state institutions.

Findings of this research also address the aim of "Dubai We Learn" initiative 2015 which was completed in 2019 and shows that how government sector can excel and enhance its services and quick decision making. Present research answered this question in the way of practicing delegation of authority can solve the problem of quick decision making in Dubai police department. This research also addresses the [6] recommendation that future research to be conducted on empowerment of employees in UAE police force due to unique Arab and police culture, so this research was conducted in unique Arab and police culture as well as conducted in the concept of delegation of authority which is the main source of employee's empowerment.

Second objective of the present study was to study the influence of organizational functionality on decision making process in Dubai police department. This relationship was aimed to answer the following research question.

Research Question 2: Does organizational functionality influence decision-making process

in the Dubai Police Department?

To answer this research question, present study proposed following hypotheses.

H2: There is a relationship between organizational functionality and decision-making process.

Results of data analysis has confirmed that there is a significant relationship between organizational functionality and decision-making process. Organizational functionality is a connection between outcomes of goods and services of employees and input of resources used in the production method [11]. This research findings proves that if an organization's departments function smoothly than this will must improves the decision-making ability of the employees. Concept of organizational functionality is based on the P-O fit theory. According to this theory there is a strong fit between employees and organizations. If employees meet organizational demands and in return the organization reciprocate with empowering them and providing them benefits and good environment, then performance of the employees will be enhanced. The stronger this Person-organization fit will be, the stronger will be the organizational functionality.

The results of present study are in-line with the findings of [5] which strongly proposed that organizational functionality should be studied using variables internal to the organization, responding to the call for study by [5] the present study studied Organizational Functionality in the context of all those variables which are internal to the organization and found that Organizational functionality effects the decision making process. Once again findings of this research also address the aim of "Dubai We Learn" initiative 2015 which was completed in 2019, that how government sector can excel and enhance its services and quick decision making. Present research answered this question by proving that improving organizational functionality can solve the problem of quick decision making in Dubai police department.

5.2. Conclusion and recommendation

Delegation of authority is elastic and beneficial in job-based access control condition. It is enlivened by temporary assignment conditions [46]. By methods for an organization model, academicians show how assignment, by making extra private realities, advances dynamic consolations under restricted promise. It maintains a strategic distance from escalate

impacts and facilitates the introduction of decided private data more than two enhancements [46]. Even though appointment includes a harm of control, it is best when unlikelihood about working productivity is impressive. Additionally, designation is progressively usable underway complementarity. Agents additionally conscious various strategies for responsibility to deliver experiences into ideal hierarchical constraints. The impact of the assignment of expert on representative execution at extraordinary Irbid region has been distinguished in the investigation of [7] and discovered noteworthy outcomes about these two variables.

The aftereffects of this investigation have demonstrated that there was a measurably critical impact of appointment of expert on representative execution and decision-making procedure in Dubai police division UAE. The investigation of [7] suggested the requirement for actualizing authoritative appointment authority of workers in open division office. Additionally, the investigation likewise proposed upgrading the degree of assignment so as to be reporter with the value of duties so as to empower useful execution. In addition, developing authoritative assignment of power eventually affects employee satisfaction and rise employee empowerment in executing responsibilities individually without referring to senior management. This technique saves time and energies. It also benefits in offering facilities to consumers quickly and openly [7].

The findings illustrate that managerial and usable choices are not totally given from higher to bring down levels in the chain of command, empowering that association in low trust states have an incorporated choice position, the hub of the choice being high up in the progressive system. Duties and undertakings are assigned yet not along with choice power and moreover, it is lively that choices that incorporate cash, are secret, basic and can have an impact in the association are not passed on. These results are in the line of the study conducted by [20] in low trust countries. Top managers are not transferred power about financial facets to subordinates in turn they only transferred other powers and decision-making authority which are not relevant to the mentioned aspects. A reality exists in Dubai police department UAE that higher officials are not delegated authority to their subordinate's particularity relevant to recruitment and selection, promotions, salary enhancement and formulating training and

development programs. This is not only disturbing the organizational functionality of the department but also stems low performance among the subordinates.

This study also highlights various barriers and hurdles related to the non-existence of delegation of authority in organizations and have affected the overall organizational performance of the organization concerned. These barriers are categorized managers related factors i.e., fear of losing importance, fear of loss of control, strong belief that managers can make good decisions, milieu of mutual mistrust and likening to be authoritarian etc. these factors have continuously decreasing the performance output of the Dubai police department. It is seen often that various managers are too quick and agile to delegate their power to subordinates and hold them responsible for the assigned task, but ultimately the power of decision kept with them.

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