Exploring the Managerial Effectiveness of Strategic Performance Management in a

United Arab Emirates organisational context

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by

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Abstract

This thesis investigated the possible application of different performance management techniques to the context of a modern police force using the Abu Dhabi Police Service as a case-study organisation. The study reviewed the available literature on performance management and interviewing a cross-section of managers and employees within the Abu Dhabi Police Service to examine the current performance management situation in the Service and attempt to determine how it might be improved. This qualitative study was performed by conducting interviews for purposes of collecting primary data. These interview results were then examined in detail. At the end of this process, findings were presented as to how performance management in the Abu Dhabi Service might be improved. The results of analysis of the data using Nvivo yielded themes that were structured along the four major themes with reference to the improvement in managerial effectiveness of performance management in ADP; (1) Experience of performance management, (2) Change management, (3) Implications of performance management for practice, and (4) Opportunities for improving performance management practice. The ultimate goal was to present police management and policymakers with some of the ways in which the institution may take advantage of the ideas gained from this study, thus enabling it to reach its full potential competitiveness among global police forces.

Abbreviations

UAE – United Arab Emirates

AD – Abu Dhabi

ADP – Abu Dhabi Police

PM – Performance Management

BPM – Business Performance Management

EFQA – European Foundation Quality Award

HRM – Human Resource Management

RQ – Research Questions

SWOT – Strength, Weaknesses, Opportunity and Threat

TQM- Total Quality Management

CHAPTER 1: INTRODUCTION

1.1   Overview

This chapter introduces the study by presenting and discussing five important issues. These are the research problem, the rationale (significance) of the study, the background to the study, the justification for carrying out the study, and the context and background of the study as a whole. The chapter also contains a brief outline of the study's objectives as well as the research questions the study set out to answer. Most importantly, the chapter contains an in-depth discussion of the case study organisation (Abu Dhabi Police) in terms of its missions and aspirations relative to the problems and realities presently being faced.

1.2   Background to the Study

Del Giudice & Maggioni (2014) asserted that one of the best approaches to performance management is to use globally accepted benchmarks that incorporate several best practices and approaches into a holistic model aimed at meeting the change management expectations of all affected stakeholders. Such global benchmarking models ensure that there is an innovative way to upgrade decision-making and organisational performance. These approaches can be utilized to improve the current benchmarking model used by the Abu Dhabi Police, which is based on the integration strategy. The integration strategy incorporates such methods as knowledge sharing, knowledge mapping, best practice transfer, and competence management into one holistic model (Del Giudice & Maggioni, 2014). Even though the Abu Dhabi Police currently uses an integration strategy, there is still room to incorporate more development programmes, such as strategic decision-making, and global benchmarking might have an influential role to play here. Strategic decision-making development programmes can help employees gain knowledge and skills that will allow the Benchmarking Centre to become one of the best in the region. Incorporating strategic management approaches into the Abu Dhabi Police will help

them adapt to whatever awareness and proficiencies they need for the future (Barton, Ramahi & Tansley, 2016). It will also help them to adapt new approaches which will lead to superior performance if it is implemented to fit the organisation's environment and culture. The reason for this recommendation is that global benchmarking must not be a copy-paste activity but instead a potential source of ideas. The methods of benchmarking must be appropriate in adopting scientific approaches for a particular organisation such as the AD police (Martins, Rindova & Greenbaum, 2015). Choosing the correct practice, methods and strategies to be adopted by the AD police will help and support the top management in decision making. Knowledge management HRM strategies and global benchmarking models can improve the Abu Dhabi Police's benchmarking portal and decision-making capabilities.

There are many reasons why the Abu Dhabi Police feel the need to create performance management and change management strategies, including the need to adapt to changes in the organisational processes, systems and new technologies and changes in the industry. This requires police managers to implement change management approaches, to overcome resistance to change and help persuade all employees to accept the changes going on in the organisation. Developing appropriate performance management programmes involves managers providing strong leadership in order to set realistic goals that include continuous monitoring, measuring and comparing to past, present and future performance to upgrade employee performance over time.

This requires strategic performance management strategies linked to change management approaches which incorporate effective police managerial leadership and suitable motivational incentives for employees to want to accept change. The Abu Dhabi Police can create performance management programmes by learning how to develop influential leadership and motivate employees to effectively manage change and improve performance (Blanchard, 2010, 1-7).

Qamar and Asif (2016) admonished the importance of evaluating performance management and change management strategies, indicating that it helps leadership to understand the suitability of such changes for employees and how well employees are complying with expected changes. However, even the best planned performance management programmes often take years to succeed. Blanchard (2010) states that over 70% of all corporate change management strategies fail due to not identifying all possible pitfalls and developing proper solutions. Recklies (2001) suggests most of the performance management programme challenges relate to poor performance appraisal systems that do not incorporate 360-degree feedback from police managers, co-workers and employees. Issues include how many employees do not want to accept change or work harder to show higher performance.

Barton, Ramahi & Tansley (2016) submit that performance management practices do not empower employees; the police leadership imposes change management strategies on employees without any effective engagements with employees to input their views and opinions. Such practices retard the success of the performance management process because they create a gap between management expectation and employee expectation of performance management. This gap has been identified as one of the research questions to be explored in this study. Under these circumstances, if some of the workforce is unwilling to change, the organisation will struggle to enhance performance throughout the entire organisation. The researcher anticipates that if such impositions of changes occur in the Abu Dhabi Police, leadership will receive reduced loyalty from employees. Some employees may feel that their work is not appreciated and that they are not allowed to participate in how performance is measured. Managers may have no clear vision, be inflexible or not accept employee improvement feedback. As such, organisational culture may not be unified (Recklies, 2001, 1-4; Blanchard, 2010, 1-7).

The Abu Dhabi Police need to develop an international performance management strategy, taking inspiration from global benchmark leaders, using best practices for HRM implementation to upgrade their overall performance. Deresky (2017) defined such international performance management strategy as including innovative methods of motivation and compensation systems for all employees. Jones, Woods & Guillaume (2016) recommended the use of supportive mentoring and coaching techniques from managerial leaders to improve employee performance. The change management strategies that the Abu Dhabi Police must adopt include continuous learning programmes to ensure sustained improvement in all departments over time (Sessa & London, 2015).

Because the Abu Dhabi Police is a service-oriented organisation, understanding how to benchmark and measure employee performance and service quality is important. The management has previously applied the ASK Model (Alqahtani et al., 2015). The acronym ASK stands for Attitude, Skills and Knowledge. This model is used to measure employee performance based on predetermined standards of practice. However, there are no real employee motivational incentives linked to organisational outcomes and strategies, so they do not have continuous performance improvement in all areas (Alqahtani et al., 2015). The HRM performance management strategies need to compensate employees in ways which will encourage them to constantly improve their work. The Abu Dhabi Police need to apply the ServQual strategy to identify the gap between customer service expectations and the organisation's perceptions of how well they are delivering their customer services to consumers.

The Abu Dhabi Police have also tried to improve their policing services quality in the past by identifying performance gaps and developing suitable strategies based upon global benchmarking theories. While this has helped them to improve in some areas, they do not have a standardised measurement system for their performance appraisals. They need to base their

performance appraisal review system upon global best practice models like the 360-degree appraisal review allowing for all employees to be evaluated by customers and colleagues at different tiers of the organisation, providing a comprehensive overview of all areas which may require improvement (Karkoulian, Assaker & Hallak, 2016). Mohapatra (2015) criticized the 360-degree feedback, saying accuracy depends on the length of time that the person conducting the rating has known the employee. It is therefore important that if 360-degree review is used by the Abu Dhabi police, it categorises employees based on how long they have served.

Higginbottom (2015) identified a number of challenges facing global firms and organisations in upgrading their performance management programmes. These challenges are worth addressing by the Abu Dhabi police if the organisation is to have an effective performance management programme. They include:

- o New IT systems or computer technologies; no training programmes

- o Unstructured Human Resource Management (HRM) with no performance management strategies and an inadequate budget; not overseeing other managers

- o No annual employee performance appraisal system; no reward system

- o Unsupportive managers; do not motivate employees toward higher performance

- o Employee resistance to necessary changes and a lack of motivational incentives for employees to want to change or improve performance

- o Inexperienced, unqualified staff; no accountability (Higginbottom, 2015, 1-6).

In order to improve performance management, the Abu Dhabi police has launched the Abu Dhabi Police Strategic Direction 2017-2020. The Abu Dhabi Police strategic direction for 2017-2020 aims to promote the enforcement of the UAE government's initiatives and strategic plans. The strategic direction is also based on the Abu Dhabi police mission, vision and values, which are outlined in figure 1.1 below. In figure 1.5, what Abu Dhabi Police will benchmark

their performance against to ensure they show continuous performance improvement in the future are given. But ahead of the benchmarks, the strategic direction for 2017-2020 is rooted in a strategic plan (figure 1.2), strategic priorities (figure 1.3), and a strategy map (1.4).

Figure 1.1: Abu Dhabi Police's Vision, M 1.1 :Abu Dhabi Police's Vision, Mission & Values—2017-2018

Abu Dhabi Police – Vision, Mission and Values

Vision
To help ensure that Abu Dhabi remains one of the safest societies in the world by providing high quality policing services to those who live, work and visit the Emirate.

Mission
Our purpose is to bring about a safer society, to maintain stability, to reduce crime and contribute to the delivery of justice in a way which secures and maintains public confidence.

Values
- We will maintain our integrity at the highest levels at all times, including our concern for human rights.
- We will deliver a fair and courteous service to our community.
- We recognise and value individual and corporate achievements, through promoting team work, and encouraging innovation.
- We recognise that effective communication with our staff and stakeholders is of paramount importance to achieve our objectives.
- We will pursue Excellence in all we do and ensure our activities are measurably effective, efficient.

Source: Abu Dhabi Police, 2016.

The Abu Dhabi Police vision focuses on maintaining the UAE's status as one of the world's safest cities by providing the highest quality of policing services. Their mission is to maintain stability, reduce crime, deliver justice and maintain the public's confidence in the police. Their core values include integrity, human rights, courteous community service, teamwork, innovation, achievements, communication and excellence (Ali, 2016, 1-9).

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The vision, mission and values of the Abu Dhabi police serve as a guide for their strategic plan, which aims to coordinate the UAE government agencies to be aligned with the Abu Dhabi Vision 2030 and the UAE Vision 2021 governmental initiatives (Ali, 2016). The UAE Vision 2021 encourages a common vision, cohesive society and preserved cultural identity, competitive knowledge, world-class healthcare, first-rate education system, sustainable environment infrastructure, and safe public and fair judiciary. The Abu Dhabi Economic Vision 2030, whose major priorities focus on economic development, social and human resources development, infrastructure development and environment sustainability, and government operations optimization. As seen in figure 1.2, the Abu Dhabi Police strategic objectives focus on prevention, detection, intelligence and forensic work. The Abu Dhabi Police strategic priorities include:

- o Controlling crime
- o Making roads safer
- o Community confidence
- o Safety and security of the UAE
- o Efficient policing organisation
- o Making the most of the people (Ali, 2016, 1-9).

Figure 1.2: Abu Dhabi Police's Strategic Plan—2017-2018

Abu Dhabi Police – Strategic plan overview

Abu Dhabi Plan

Abu Dhabi Police	Strategic Planning aims to coordinate all Public Entities' efforts and roles in Abu Dhabi to become aligned with the Executive Council vision to build a highly effective government in order to make Abu Dhabi one of the best global locations in terms of providing services, living requirements, work and tourism.	All other entities

Strategic Outcome - G06/O1 A safe society with high levels of community confidence in public order, safety and Service Delivery

Strategic Priorities

Service Delivery | **Process & Technology** | **People Development**

| ADP 1 Controlling crime | ADP 2 Making the roads safer | ADP 3 Community confidence | ADP 4 Safety and security of the Emirate | ADP 5 Well managed effective and efficient policing organisation | ADP 6 Making the most of our people |

Strategic Objectives

- e.g. Prevention
- e.g. Detection
- e.g. Intelligence
- e.g. Forensics

The delivery of each strategic priority is guaranteed by the carful execution of one or more strategic objectives, approved through consultation with senior staff and priority owners.

For example: within the ADP strategic priority "controlling crime" there are four objectives

Initiative Description

Acton Plan

Initiative

KPI

The success of each strategic objective is determined through the successful achievement of corresponding KPIs. The percentage of completion is reviewed each quarter and presented to the senior staff before sending to ADGSEC

The owner of the strategic initiative is required to compile an action plan and identify key milestones

Initiative descriptions are designed to provide a more in depth explanation of what each initiative aims to achieve.

Strategic Initiatives are projects that contribute to addressing the strategic issues and challenges faced by the organization. They contribute to the achievement of the strategic objectives, helping ADP to build and develop new capabilities

Source: Abu Dhabi Police, 2016.

The strategic plan identifies six main strategic priorities which must be achieved as part of the service delivery, process, technological, and personnel development of the Abu Dhabi police. These strategic priorities are outlined in figure 1.3 below.

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Figure 1.3: Abu Dhabi Police's Strategic Priorities—2017-2018
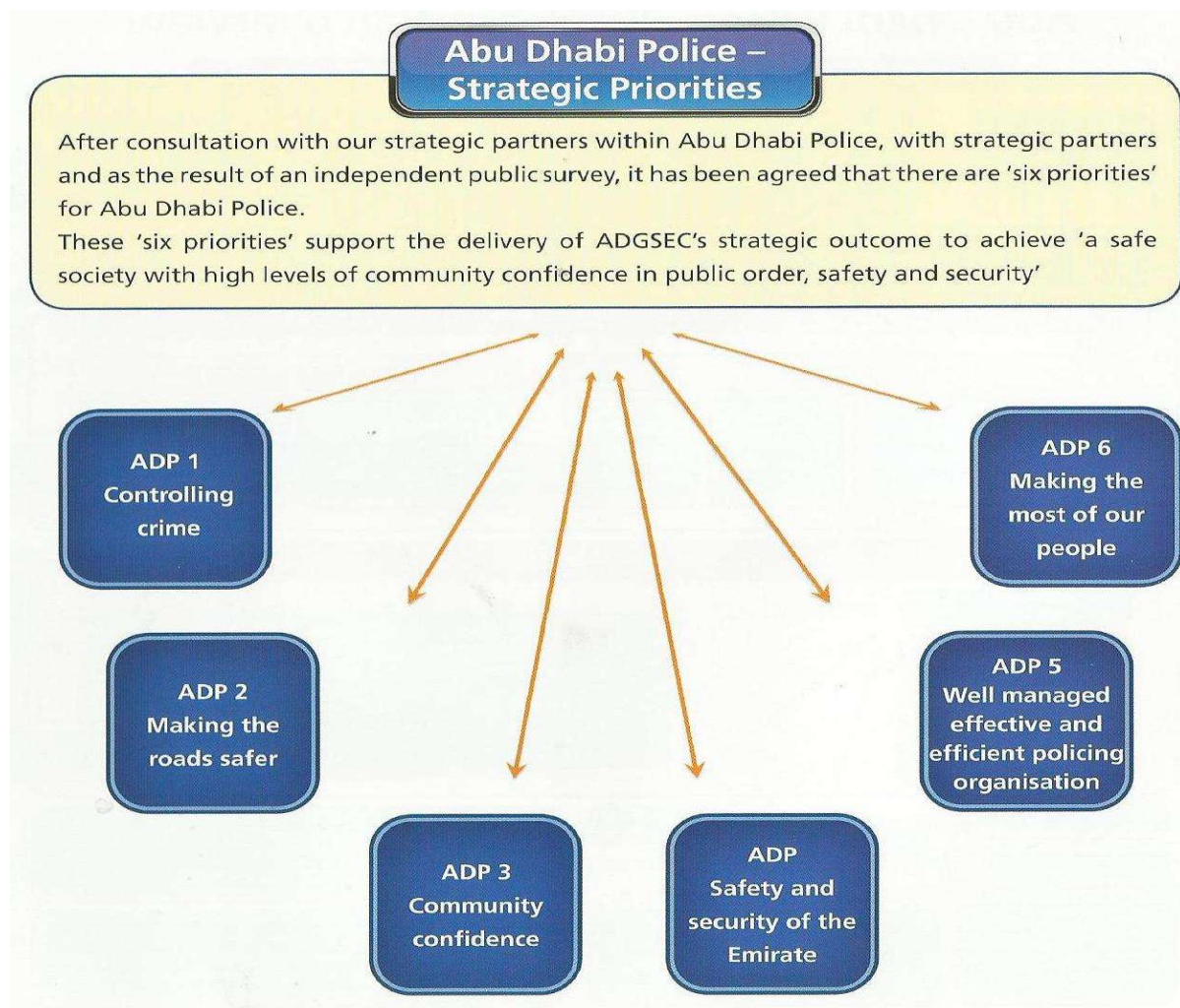
Source: Abu Dhabi Police, 2016.

The Abu Dhabi Police coordinated their strategic priorities with the Abu Dhabi General Secretariat (ADGSEC) Office of the UAE President to focus on achieving a safe society that has extremely high levels of community confidence in the public order, safety and security. The Abu Dhabi Police's main KPIs are linked to their aforementioned strategic priorities:

- o **KPI 1--**Security—Sustainable law and order
- o **KPI 2--**Policing services—Customer satisfaction

- o **KPI 3--**Road fatalities—Prevention strategies for reduction of vehicle accidents, injuries and deaths

- o **KPI 4--**Police Emergency Calls—Fast Response Times (FRT) for emergencies

- o **KPI 5--**Smart Eservices—Online & mobile customer services (Ali, 2016, 1-9).

As seen in figure 1.4, the Abu Dhabi Police has a strategy map that promotes community confidence in public order, safety and security. This will be enforced through strategies for learning and growth, change management strategies for adapting to innovative new technologies, processes and systems, and performance management strategies for improving police performance to ensure all citizens receive the highest levels of customer service, community policing and crime prevention (Ali, 2016, 1-9).

Figure 1.4: Abu Dhabi Police Strategy Map
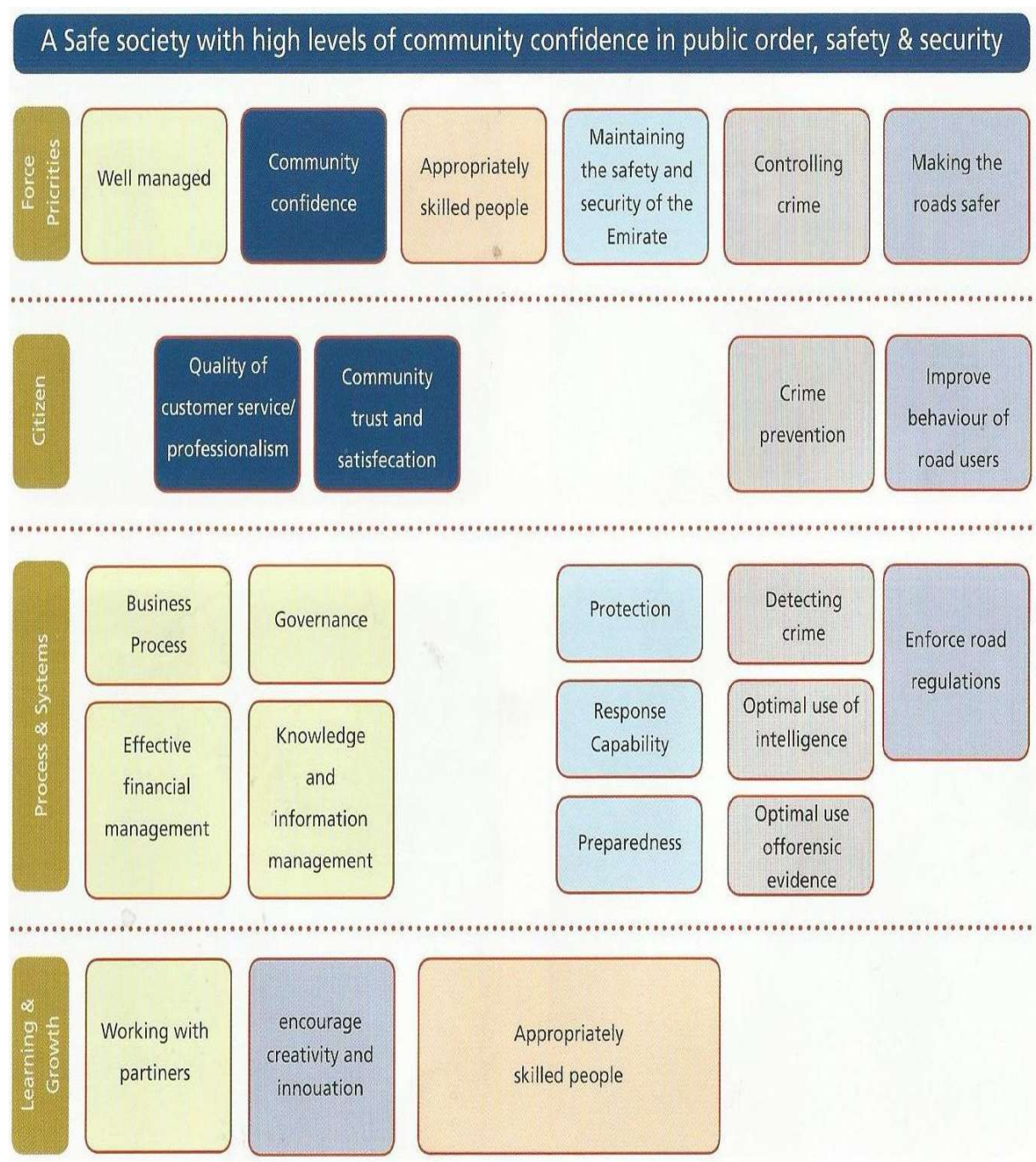
Source: Abu Dhabi Police, 2016.

As depicted in figure 1.5, the Abu Dhabi Police Benchmarking Department is focused on aligning all of these strategic plans and objectives to ensure the organisation has the most effective performance management strategies. In order to support continuous improvement in all areas of individual employee performance and organisational performance, the Abu Dhabi Police will integrate a strategic benchmarking measurement plan.

Figure 1.5: Abu Dhabi Police Benchmarking Measurement Process
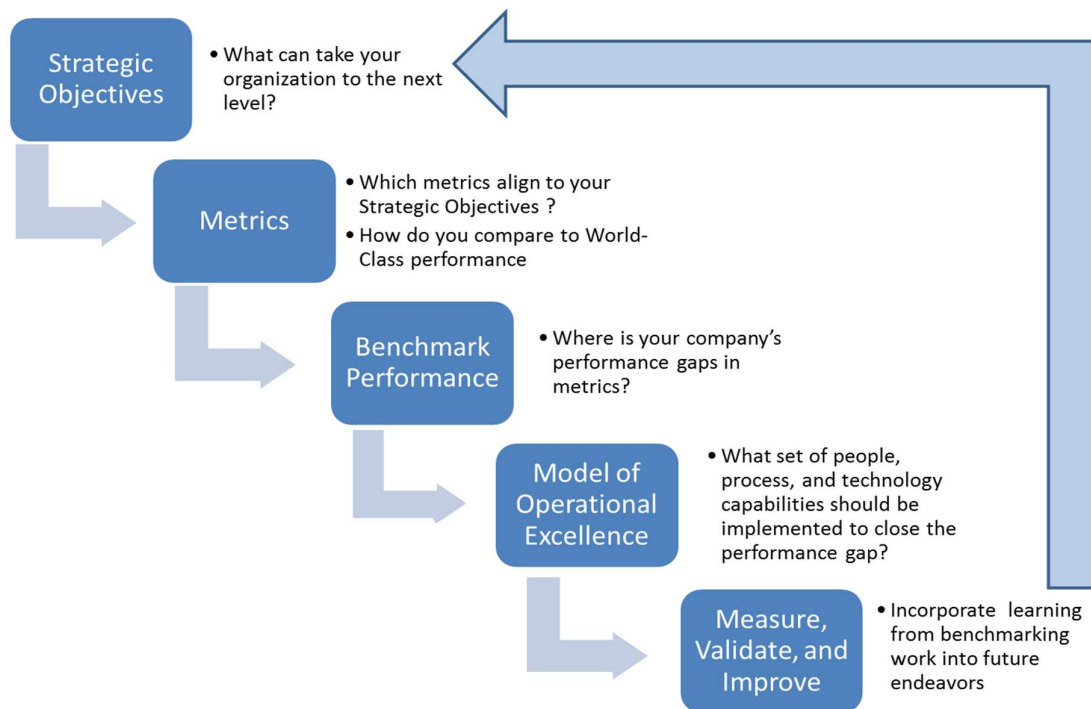
Source: Bange, 2009.

The Abu Dhabi Police Benchmarking Measurement Process will implement these main stages to ensure continuous performance management improvement:

o   Strategic objectives—what will take ADP to the next level?

o   Metrics—which metrics or measurements align to ADP's strategic objectives and how do they compare to world-class performance?

o   Benchmark performance—where are ADP's performance gaps in metrics?

- o Model of operational excellence—what capabilities of people, process and technologies should be implemented to close the performance gap?

- o Measure, validate and improve—incorporate learning from benchmarking work into future endeavours (Bange, 2009, 1-14).

As part of efforts to achieve the Abu Dhabi Police Strategic Plan 2017-2020, an amount of restructuring took place within the police service. This restructuring was largely influenced by The US Community Policing Theory, which outlines how the police as a service organisation must work together with neighbourhoods to get information on crimes committed, possible criminals and evidence which could be used to solve crimes (Michael & vom Brocke, 2015). The Abu Dhabi Police employ community policing as a government initiative to encourage community problem-solving. Community policing establishes strategic alliances with citizens to reduce and prevent crime in their area. Community policing also refers to decreasing people's fear of possible crime, developing more effective responses to problems within communities and improving police-community relations. The Abu Dhabi Police applies community policing principles to establish stronger ties between police and locals, and it has helped to lower crime rates and show continued improvement in community relations. Michael & vom Brocke (2015) justified the results from the Abu Dhabi community policing system, explaining that "Community policing demands that police officers function as community organizers and problem solvers to help reduce citizens' fear of crime and improve the overall quality of neighbourhood life" (1-8). That is, through community policing, the police are closer to the people and potential sources of crime.

Lawrence (2000) states that the Contingency Theory can be applied to community policing because different communities require different approaches. Police must communicate differently with more hostile crime-filled communities than they do with safer neighbourhoods that are willing to cooperate with the police to solve crimes. The majority of Abu Dhabi

neighbourhoods are in the higher socioeconomic bracket with only highly educated and well-paid Emiratis and westerners living there. They have modern, high-security buildings with security guards and cameras and high rents, so they do not need much more than police patrols to keep crime rates low.

However, there are a few lower socioeconomic status neighbourhoods with much older, cheaper buildings where the Indian, Pakistani, Bangladesh labourers and other levels of Asian workers live. These areas contain the majority of the UAE's crime problems, primarily stolen cars, burglaries, assaults and drugs (Salinger, 2004). Salinger further explained that most drug-related crimes occur among the Asian communities because of the UAE's proximity to Southwest Asia, which contains several drug producing nations. This situation makes drug trafficking one of the UAE's major criminal issues.

According to Bucqueroux (1990), community policing has complex objectives since it is a "philosophy and an organisational strategy that promotes a new partnership between people and their police…the police and community must work together as equal partners to identify, prioritize, and solve contemporary problems with the goal of improving the overall quality of life in the area" (Michael, 2015, 1-8; Kucukuysal, 2011, 259-268).

Because the Abu Dhabi Police does not have the high levels of violent major crimes that other nations like the USA or England do, their priorities are white collar crimes like embezzlement, fraud and narcotics (Australia Government Smart Traveller, 2018). Indeed, the US Department of State (2018) emphasizes that "crime generally is not a problem for travellers in the UAE." While the global homicide rate for 2012 was 6.3 per 100,000 population, that of the UAE was 2.6 per 100,000 population (United Nations Office on Drugs and Crime, 2013). The police aim to develop community policing strategies that promote the highest global standards of overall safety and security throughout the city. Benchmarking strategies help measure all crimes using global benchmark police leader strategies from the USA and the UK

to compare crime statistics according to past, present and future occurrences. These two countries have been selected because of the rich experience and record they have in benchmarking police integrity programmes as acknowledged by such international organisations as Transparency International (Transparency International, 2013). This type of benchmarking will help the police by increasing awareness of what improvements are needed especially be the benchmarking strategies will be based on such practices as victim surveys to determine levels of satisfaction among the people that suffer crimes (Van Dijk, Schaefer & Weidekamp, 2014).

The Abu Dhabi Police's goal is to protect and serve the local community to the highest standards. This can be attained if their managerial leaders adopt globally benchmarked best practices, policies, standards, theoretical frameworks and models that support this philosophy. The only political influences the Abu Dhabi Police have are from the government and royal family who make all the rules and policies that regulate them, so they can support protecting one of the safest cities in the world. The UAE media is strictly censored and does not allow criticism of the government, royal family, police or military. The communities, while also restricted in any criticism of the police, can suggest possible areas for improvement online on the police portal.

The Abu Dhabi Police use global benchmarking to measure organisational success by comparing annual crime rates and monitoring global indices related to policing services and city safety. So far this community policing model has demonstrated some effectiveness, but the police are still learning how best to apply it. Once the relevant programmes have been fully implemented, benchmarking will be used to provide evidence of improved police efficiency.

Improving police employee performance is an important strategic priority, since a greater volume of skilled and knowledgeable officers could result in reduced crime and safer neighbourhoods. Unlawful arrests do not pose a great problem in the UAE, partly due to the

absence of arrest quotas (Lawrence, 2017). The police are starting to develop their annual employee performance appraisal review systems to measure on-going progress. However, it is still inadequate and not enforced throughout the entire organisation, particularly not at senior management levels. One of the main reasons why these pressures have emerged is the need to address the regional terrorist threats in the Middle East and especially the GCC region.

Due to terrorism, the Abu Dhabi Police are restructuring their organisation to improve all counterterrorism defence security protocols in coordination with the UAE military and US and UK armed forces, emphasizing global benchmarking standards for increasing safety and security throughout the country. Due to the highly confidential nature of these issues and the current regional terrorist problems, this issue will not be addressed further in this research.

These benchmarking strategies were created because the Abu Dhabi Police is currently undergoing a major restructuring process involving new strategies for enhancing individual, departmental and organisational performance. The police wish to benchmark themselves against the highest standards in the world, those of USA and UK police organisations (Transparency International, 2013). This research is necessary to help provide the suitable theoretical frameworks to help the police develop a best practices strategy aligned with performance management and change management approaches for improving employee and organisational performance.

1.3   Context of the Research

The United Arab Emirates (UAE) is an Arab Muslim country located on the Arabian Peninsula of the Persian Gulf in the Middle East. It was founded as a federation on December 2, 1971 and is composed of seven Emirates, including the capital Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Quwain, Fujairah and Ras Al Khaimah. The Abu Dhabi Police force was founded in 1957 as the Department of Police and Public Security by the ruler of the UAE

government, President Sheikh Shakhbut bin Al-Nahyan. To begin, there were only 80 police officers. Their duties included guarding royal homes, government offices, markets and banks, monitoring all boats in the nearby sea, inshore patrols and traffic management. People who were engaged in disputes or wanted to express concerns were brought before the UAE ruler by the police. By 1959 there were 150 police officers and the Abu Dhabi Police Department was relocated to the centre of Abu Dhabi.

At its inception, the central priority of the Abu Dhabi Police was the safety and security of the city. Before the creation of the Abu Dhabi Police department, the ruler's bodyguards were responsible for protecting the city and royal family in Abu Dhabi and whenever they travelled to other cities. Langton (2015) claims during this period the paramilitary force of the Trucial Oman Scouts was commanded by British officers and had Arab soldiers responsible for all the UAE territory and Oman. The creation of a modern, well-trained police force was emblematic of the ongoing social change that Abu Dhabi underwent during this period. The police provided permission slips to people who wanted to leave Abu Dhabi Island so they could get through the checkpoints. This ensured that anyone who had problems travelling or who became lost in the desert would have help close by (Langton, 2015, 1-3).

The Abu Dhabi Police use a paramilitary structure whose organisational structure, culture, training, function and tactics are similar to the military armed forces, and they provide support when needed to the UAE Army. The Abu Dhabi Police chose a paramilitary structure organized around military ranks and using military techniques, tactics and weapons because it was still developing its official armed forces and needed protection from other nations. It currently employs over 36,000 police personnel in a country with 6.5 million people. The Abu Dhabi Police is under the patronage and leadership of Lt. General Commander Sheikh Saif Bin Zayed Al-Nahyan (Ali, 2016, 1-8).

ADP has a cultural context that is different from other police services in different parts of the world, hence an important uniqueness of this investigative study. For instance, Alteneiji (2015) explains that the cultural dimension of the UAE is characterised by a high-power distance that prevent employee from a free interaction or communication with their superiors. In that case, the employees may not even question the managers and top executives as they their culture requires that they respect the leadership hierarchy that is clearly defined and where followers are required to respect superiors without questioning or being critical of their authority. As such, this study allows for an interdependent exploration of performance management in ADP in the context of change management and regional and international security aspects.

Performance management in ADP is shaped by the cultural context of the UAE, as the evaluation and promotion of personnel are largely influenced by a wider cultural preference for relying on personal relationships, kinship, nepotism and family relations (Alteneiji, 2015). This is a threat to the objectivity of performance management as human intervention on the prevailing bureaucratic policies, beliefs, values, roles and norms interfere with the objective process of the performance management in ADP. Studies demonstrate that Arab cultural values stress conformity to societal values and norms, which can discourage effective communication between the management and the employees, as well as discouraging employee transfer of knowledge gathered from experience and the classroom in the workplace for purposes of improvement in the performance of the police force (Hassan, 2017). According to Alteneiji (2015), the cultural dimension of the UAE demotes a high-power distance which can inhibit employees from questioning or freely communicating with managers and top executives due to a leadership hierarchy that is clearly defined and where followers are required to respect superiors without questioning or being critical of their authority. As Wilkins (2001) explains,

the employees working in ADP operate under intense and unique economic and cultural conditions.

Despite these limitations, the French Police suggest that the Abu Dhabi Police is considered one of the most effective law enforcement agencies in the entire Middle Eastern region due to its efficiency in applying global benchmarked best practices and standards (Chron, 2014). They have integrated specialty HRM training programmes, focusing on providing optimal policing systems and policies. These include maximizing and aligning employee performance in order to meet Abu Dhabi Police strategic objectives and priorities. Some of the specialty HRM training programmes include criminal investigation and crime scene processing training and DNA analysis (Higginbottom, 2015, 1-4).

Abu Dhabi Community Police started in 2003 to provide various alternatives to global traditional policing to increase security throughout the city. This programme involves the police engaging citizens to help with crime prevention and reduction using social awareness to upgrade all social conduct in the city. According to the United Nations Development Programme (UNDP), Abu Dhabi Community Police have many distinguished accomplishments which other nations might aspire to. The Abu Dhabi Police force is famous for its sophisticated integration of strategic operations which aid in assisting all personnel in performing their duties that meet managerial expectations (Chron, 2014, 1-3) (Hassan, 2017).

The Abu Dhabi Police Benchmarking Department oversees the entire process of integrating global benchmarking into all the organisation's business activities and is situated just under the senior leadership of the Strategy Department. Benchmarking was first introduced to the Abu Dhabi Police in 2009 as a managerial tool to improve performance. Full implementation, including benchmarking workshops and employee education, is still in progress (Ali, 2016, 1-4).

The role of the Benchmarking Centre which was established in 2012 to provide research reports on global police benchmarking best practices on all elements of policing processes and strategies from preeminent police forces like those of the USA, the UK and Singapore. The Benchmarking Centre Director created the main benchmarking objectives to be aligned with the Abu Dhabi Police's strategic objectives in order to prevent and reduce crime and increase safety and security in the city. The Centre wants to use innovative global best practice benchmark initiatives based on advanced technologies and inter-force communication to upgrade overall organisational performance. However, since this is still a new initiative, there is not yet an internal audit to properly measure all aspects of benchmarking (Ali, 2016, 1-4).

1.4   Research Questions and Objectives

1. How do managers and employees within Abu Dhabi Police understand and experience current performance management strategies and practices?

   - Objective: to examine how managers in ADP use performance management to align employees' objectives with the strategic objectives of ADP;

   - Objective: to examine how employees understand the purpose of performance management as they experience it as a management tool.

2. Why are there gaps between how managers and employees understand and experience performance management within the Abu Dhabi Police?

   - Objective: to identify the gaps in how employees and managers understand the aim of performance management and the application of its techniques in ADP;

- Objective: to determine the barriers to effective performance management in ADP from the viewpoints of both employees and managers;

- Objective: to explore how and why gaps and barriers blocking effective performance management have arisen.

3. How can performance management and theory be integrated to enable ADP to maintain and enhance strategic performance management?

   - Objective: to develop a theoretical model of performance management informed by current performance management practices in ADP;

4. How can current performance management practices within the Abu Dhabi Police be improved for managers and employees?

   - Objective: to develop implications for practice that integrate the views of employees and managers;

   - Objective: To investigate if a standardised approach to benchmarking can be achieved through the integration of the employees' and managers' perspectives.

With reference to the research questions above, the following research framework has been prepared to lead to the review of available literature in the next chapter of the study.

Figure 1.6: Initial research framework
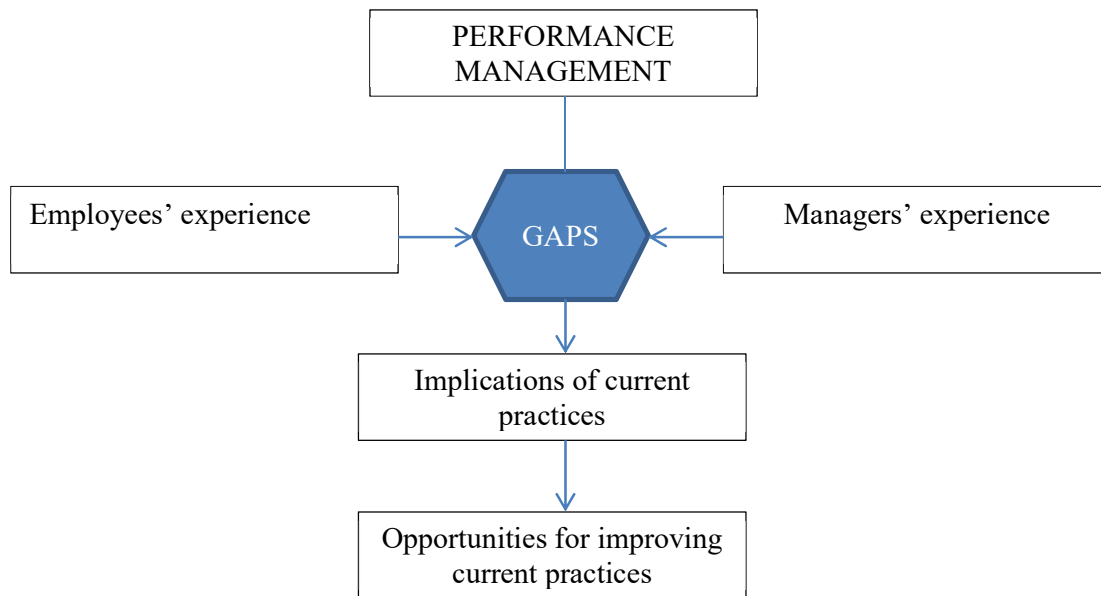
Source researcher, 2019

It is expected that after the literature review, core responses that relate to the concepts in the framework will evolve. Consequently, after the literature review, a new framework will be drawn to expand on this one.

1.5 Rationale for the Study

Since 2016, the Abu Dhabi Police has developed a benchmarking portal that is currently being integrated with global performance management strategies for increasing organisational performance excellence (Abu Dhabi Police, 2016). Because of this, it is important to look for existing standards and best practices around the globe that can be incorporated into the performance management benchmarking model being developed in Abu Dhabi. The police are currently assessing their strengths and weaknesses, starting with computer hardware, IT software applications and programmes, office equipment and supplies and gradually working their way through HRM recruitment and employee performance needs. The purpose of the

police benchmarking portal is to provide an effective tool to help establish the foundation for international police comparisons.

The police benchmarking portal integration requires comparisons between several global benchmarking best practice excellence models to determine which practices, policies and technologies are required for optimum success in the future. Currently, all other Abu Dhabi Police departments are working on recognizing their strengths and weaknesses so they can identify their gap analysis and develop appropriate improvement plans using the police benchmarking portal best practices (Abu Dhabi Police, 2016). By focusing on the gap between where the organisation is today and where it needs to be in the future, proper priorities and strategies can be implemented for making improvements.

One of the main components of the knowledge management benchmarking tool is performance management (Inkinen, 2016). There is a need for performance management strategies linking change management and knowledge management due to the slow implementation of the Abu Dhabi Police benchmarking portal in the past (Abu Dhabi Police, 2016). Performance management strategies aligned with knowledge management have not been coordinated between police divisions to be useful for integrating global best practices and benchmarking method into all departments. Implemented performance management strategies with knowledge management projects have been launched without considering an integrated management strategy, as deployed phases were lacking interaction within and in between Police departments. This resulted in poor results, implementation delays and reduced interaction between leadership, management and executive layers (Abu Dhabi Police, 2016). Because of the lack of research surrounding knowledge management and its link with performance management, the research will not cover this area. Rather, its emphasis will be on performance management, where adequate research already exists with limited gaps.

A major issue which the police departments have with performance management strategies is the lack of an online comprehensive security policy and plan. More IT and computer technology-based systems must be implemented, as must proper IT training courses for all employees. New IT software applications and programmes must be implemented, compatible with new hardware systems and networks so as to create an overall IT infrastructure that will support a benchmarking portal. This portal needs to establish a network of database information that will link all the different divisions and departments within the UAE Police agencies (Jackson, 2010, 45-47).

Both Lee (2009) and Todorović et al. (2015) agree that research is vital for HR managers, IT managers and HR managers, as it presents issues that need to be investigated before implementing performance management strategies, in addition to developing a systematic roadmap. This study will provide qualified consulting firms and performance management teams with the opportunity to prepare and submit their proposals for different phases of their projects, which primarily constitute performance management strategy and the development of a master plan.

1.6   Contributions of the study

According to Miller (2013), there are many reasons why performance management is essential, including the benefit which it provides to employees by setting specific guidelines. It is anticipated that successfully incorporating global benchmarking models into the Abu Dhabi Police's performance management will ensure that employees are informed as to their strengths and weaknesses and how to improve their performance. Both formal training and informal training surrounding performance management are important in organisations because they help create a specific environment of training methods, clarifying exactly what is expected of employees. The Abu Dhabi Police has at least two weeks of formal training for

each employee upon their recruitment; here, they are educated as to all the corporate rules, regulations, company policies and expectations. On-the-job training is given while the employee is in office; this can be described as more informal training. Almost all companies have some informal training where employees assist new colleagues in learning an institution's standards and practices. However, in the case of the Abu Dhabi Police, it is important that these standards and practices be equal to the best police work globally.

1.7 Gaps in Research

While the topic of performance management in general has been extensively studied, there are still some knowledge gaps that need to be addressed.

The first knowledge gap in this study concerns the paucity of knowledge on issues of standardisation in what constitutes a good performance management system. Pulakos et al. (2015) contend that "PM is viewed as more broken than ever, with managers and employees seeing it as a burdensome activity that is of little value" (p. 51). The reason   Pulakos et al. (2015) see performance management as broken is because it lacks standardisation in practice, as there are no single universally accepted modalities for measuring or managing the performance of employees. Franco-Santos and Otley (2018) also share this view; they indicate that managers and employees fail to see the value performance management offers because of its failure to offer lack of standardised metrics or benchmarks. Stiles et al. (2014) found that there are two main aspects of performance management: cognitive and motivational. The cognitive aspect refers to performance outcomes that employees exhibit based on strict rules and procedures laid down for how tasks should be completed. The motivational aspect refers to those performance outcomes inspired by employees' initiation and personal reasoning. Using the case of multinational companies, Stiles et al. (2014) confirmed the gap of broken performance management or lack of standardisation when their study revealed that in very

large organisations, choosing the aspect of performance management to prioritise poses a major source of disagreement among management members. This lack of standardisation relates deeply to current events within the Abu Dhabi Police. This thesis seeks to address this gap by exploring the differences in the understanding of performance management between the managers and employees of ADP in order to derive insights that offer recommendations for the achievement of standardization in aspects that constitute performance management.

The second knowledge gap concerns the lack of sufficient qualitative studies on managers and employee's experiences of performance management especially those focusing on performance management in the police service. There is especially limited information on literature on global standards for performance management, especially in the public sector in Abu Dhabi is clumsy and lacks focus. While some qualitative studies have identified gaps in the performance management literature (Pulakos et al., 2015; Stiles et al., 2014), the problem remains that no new studies of the qualitative research design have been conducted to address the gap by finding global standards for performance management. This thesis seeks to make a contribution to academic knowledge in the study of the differences in the perception of the managers and employees with regards to their experiences of performance management with a specific focus on Abu Dhabi Police.

The third knowledge gap is related to the lack of sufficient literature on standard application of performance management among the management through the specification of tasks that the managers should perform. As Stiles et al. (2014) point out, in large organisations, deciding which tasks to manage poses a problem for managers. What causes this problem is that, in the execution of assigned tasks, subroutines emerge, making the whole idea of performance management confusing because of the dilemma of either sticking with original tasks or including the subroutines. Failing to address this situation could potentially impact negatively workplace performance, since managers will not have clear guidelines as to whether

they should manage their assigned tasks or emerging subtasks. From the body of literature, Li et al. (2016) confirmed that without addressing the problem of working tasks to manage, performance management will continue to be ineffective. Li et al. (2016) used the example of project selection to illustrate the potential challenges of developing performance management criteria for new projects. As that study explained, this process entails confronting several uncertainties about subroutines and tasks, and if these complexities are not sufficiently resolved, the entire project can potentially be negatively impacted. This thesis seeks to address this knowledge gap by exploring the strategies recommended by both the managers and the employees for improvement of performance management in order to derive recommendations that balance between the task and responsibility expectations of both the managers and the employees.

The fourth important knowledge gap concerns the impact of culture in influencing performance management systems in UAE. The hierarchy of power in the UAE context is unlike other police settings, especially in Western cultures where the power distance between the management and the subordinates is relatively low,(Alteneiji, 2015). . UAE culture is a notable impediment to the achievement of managerial effectiveness of performance management as subordinates are not required and discouraged from questioning or criticizing managerial authority (Alteneiji, 2015). Moreover, the high-power distance in UAE also means that managers have limited opportunities for sharing knowledge and experiences with the subordinates, hence widening the gap in the knowledge and experiences of the managers and employees about performance management. This study seeks to examine how culture influences the achievement of managerial effectiveness of performance management and ways in alleviating this limitation. This study seeks to identity ways in which culture influences performance management practices in ADP and how it has shaped the gaps in understanding about performance management between ADP managers and employees. These insights will

be used in making recommendations about the strategies for improvement of performance management in ADP.

1.8   Structure of the Study

Chapter 2 of this study provides a review of literature on performance management that generated the themes identified in this research, including the experiences of managers and employees concerning performance management, change management, implications to practice, and opportunities for improvement in managerial effectiveness of performance management.

Chapter 3 provides a guideline of the research approach adopted, including the rationale for selecting that particular research design.

Chapter 4 and 5 present the study's findings which are organised according to the identified themes, two themes in each section.

Chapter 6 discusses the themes of the previous two chapters in the light of the reviewed literature to determine the similarities and differences between the current study and the previous studies.

Chapter 7 provides a summary of the study, including its empirical and theoretical contribution to knowledge. The chapter also presents the limitations of the current study including recommendations for future research.

1.9   Summary

This chapter has addressed several important background and introductory issues related to the study. These include a discussion of the research problem, the rationale (significance) of the study, the background to the study, the justification for carrying out the study, and the context and background of the study as a whole. An outline of the study's research questions is provided. Lastly, the chapter discusses the Abu Dhabi Police's missions and aspirations relative to the problems and realities which they currently face, with a view to determining where the organisation is relative to where it intends to be. The next chapter (Literature Review) is an in-depth and critical analysis of the literature on the subject matter, including the different models relevant to or associated with the subject matter under investigation (organisational performance, performance management and change management).

CHAPTER 2: LITERATURE REVIEW

2.1 Overview

This chapter provides an in-depth analysis of the literature on the subject matter under investigation. This includes the different models relevant to or associated with that topic; namely, organisational performance, performance management, change management, and knowledge management. The chapter also critiques a wide variety of theoretical frameworks, global academic benchmarking models and innovative approaches to improving performance management. The core of the literature review is based on the four research questions and the conceptual framework which were established in the first chapter of the study. The research questions are directed toward the research aim and based on two main themes: performance management strategies and organisational performance. Meanwhile, the theme of performance management strategies is linked to global benchmarking models, as these models are perceived as the best approaches to adopting performance management strategies. In this chapter, the literature will be reviewed to determine what basis exists for this perception. The review of existing literature helps locate the current study in the body of knowledge by identifying gaps and determining how the current study can help fill them.

2.2 Definition of Performance Management

Throughout the body of literature, there are several definitions of performance management without one common globally accepted definition. Mone & London (2018) notes that this may be due to the different approaches and means by which organisations undertake performance management. Some of the most popular definitions of performance management will be given and explained in this opening section of the literature review. Aguinis (2009) gave one of the commonly accepted definitions of performance management, stating that "it is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organisation" (p. 3). This definition

reveals a number of characteristics that must be present within a particular practice for it to constitute performance management. Firstly, it must be a continuous process. Agreeing to this, Mone & London (2018) noted that performance outcomes are a constant part of every organisation, thereby highlighting the need for performance management to be part of an organisation's day-to-day human resource management practices.

Aguinis (2009) also notes that performance management must be implemented for the purpose of measuring and developing employee performance. Elaborating on this, Ahmed et al. (2016) stressed that performance management must be seen as a practice that helps to determine the extent of inputs that both individual employees and teams of employees make towards organisational goals. While measuring performance, Aguinis (2009) further stresses the need to develop employees using measurement outcomes. Ahmed et al. (2016) asserted that performance management is not a punitive exercise but one that is meant to reform and consolidate the gains of human resource development. As a result, human resource managers are expected to use performance measurement outcomes to determine the scope of training and development needed to help employees contribute to organisational goals.

Another definition of performance management is offered by Kearney (2018), who considers it to be the process of providing feedback and accountability for performance outcomes while documenting those outcomes. The concepts of feedback and accountability are analogous to the ideas of Aguinis (2009) concerning using performance management to develop individuals. It is through the feedback and accountability that employees become aware of their flaws and strengths, signalling best actions to take in future and where to make improvements (Arnaboldi, Lapsley & Steccolini, 2015). However, a new concept introduced by Kearney (2018) touches on the need to document performance management, implying that the practice must be a reference point for decision making based on human resource development in general. Kenny & Bourne (2015) found a practice wherein most human

resource managers prioritise the act of documenting performance management to use as a basis for rewarding employees. In some institutions with performance pay systems, performance management is used as the best reference point for determining employee pay levels (Arnaboldi, Lapsley & Steccolini, 2015).

Kenny & Bourne (2015) defined performance management as the process of supervising employees and giving oversight on departments and the organisation as a whole to help it achieve its objectives in an efficient and effective manner. The most critical aspect of this definition is the idea that performance management focus not only on employees but also on departments within the organisation. Since departments align their own objectives with the collective goals of the organisation, and because performance management is objective-based, it is possible to undertake it at the department level (Kallio et al., 2016).

Mabey, Salaman & Storey (1998) developed one of the earliest models, showing the main practices and tasks that constitute performance management. As showed below, Mabey, Salaman & Storey (1998) saw performance management through five main steps, involving setting objectives, measuring performance, giving feedback on performance results, implementing a reward system, and amending objectives accordingly.

Figure 2.1: Performance management system
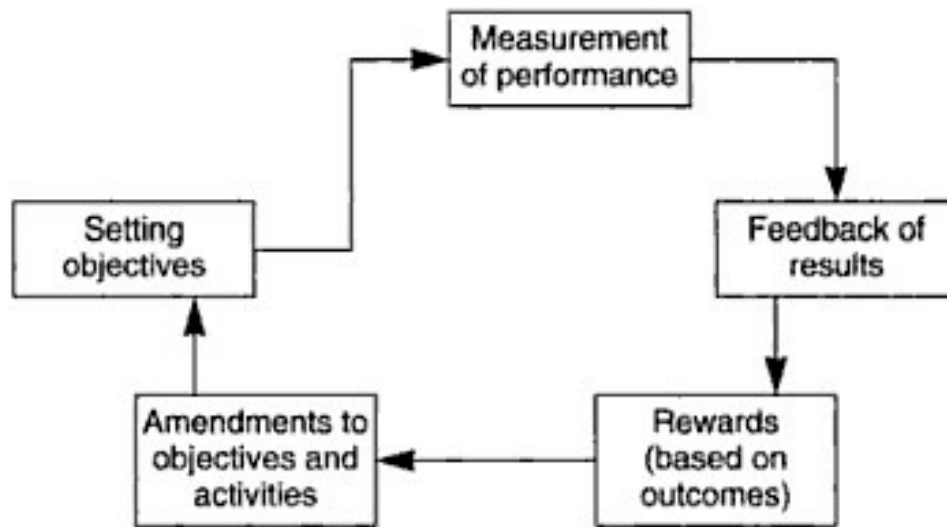
Source: Mabey, Salaman & Storey (1998, p. 36).

A careful assessment of the performance management system by Mabey, Salaman and Storey (1998) shows that performance management is best executed as a cyclical process that does not end but continues to repeat itself. This is because the last task in the process is to amend objectives and activities, leading to another set of objectives that begins the process of managing performance. In the section that follows, theoretical models that justify the need for performance management within the services sector will be reviewed to help understand how performance management can be used in the specific context of the Abu Dhabi Police.

2.3   Theoretical Model

The main theoretical model guiding this study is service quality management theory. This theoretical model has been selected because the Abu Dhabi Police is in the service sector in the sense that it offers services to citizens. Also, the performance of police managers and employees is expected to be of a high quality, which is the focus of the service quality

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management theory. According to Jabnoun (2015), organisations wanting to upgrade their service quality can add value to their products and services by increasing managerial leaders' knowledge of customer service requirements and demands. Katou (2015) further asserted that organisations can upgrade their overall competence levels by working in teams to practically apply service quality theoretical models to real-world scenarios. Government organisations can advance their service quality strategies by focusing on understanding the fundamental concepts of quality within the global service industry.

Organisations can also improve their service quality skills and competences by learning how to identify Critical Success Factors (CSFs) related to service quality (Carlos et al., 2014). Managers must be able to identify the gap between customers' perception of high service quality and the reality of the organisation's work in the form of a gap analysis. Organisations can then measure the overall quality of the services they offer to consumers by applying various analytical tools like the ServQual measurement technique. The International Customer Service Index can then be used as a baseline of comparison for government organisations to gain competitive advantages in the industry and eventually achieve perfect service quality customer service for consumers (Jabnoun, 2015, 1-10). These reviews about service illustrate that as far as service-oriented organisations such as the police are concerned, one of the main impacts of performance management on overall effectiveness is for them to improve service quality. In the sections that follow, various theories and models about service quality will be reviewed to determine which ones best fit the context of the Abu Dhabi Police in terms of the organisational effectiveness it should be seeking while implementing performance management.

The Service Quality Management Theories have four propositions which help to explain various problems organisations have with customer services, especially those using innovative new technologies. The first proposition is Unified Services Theory, which posits that customers provide important inputs based on their personal experiences with the company

and its products and services (Boxall, Guthrie & Paauwe, 2016). This first proposition further holds that the most beneficial input from customers is gained from their usage of its services since they can assess the pros and cons and suggest improvements. There is a second proposition that focuses on suppliers, known as unreliable supplier dilemma. According to this proposition, service quality is informed by the extent to which suppliers can cause a fair balance between supply and demand such that customers will not be in short supply when they make demand (Katou, 2015). However, Carlos et al. (2014) emphasised that as far as the service sectors are concerned, customer demand should not only be viewed from the perspective of tangibles such as products. Rather, using the case of the police as an example, when customers demand peace, the police service should be in a position to supply this through all avenues available including logistics and employee performance (Tomaževič, Seljak & Aristovnik, 2016).

The third proposition under service quality management theories is capricious labour. According to this proposition, many customers may reject technologies and process improvements even though they could increase efficiency, productivity and service quality (Boxall, Guthrie & Paauwe, 2016). The proposition also indicates that customer buy-in process changes have to be considered to help them adapt to changes in the industry, company and customer service provisions. Carlos et al. (2014) attributes this rejection on the part of customer to the complexity or perceived complexity of the technology in question. The implications of this concerning performance management's impact on organisational effectiveness is that any changes in performance management must not only focus on employee ability but also on the ability of customers to accept, use and adapt to new changes (Boxall, Guthrie & Paauwe, 2016). The final proposition is what has been referred to as "everyone presumes to be an expert." According to this proposition, customers are excellent at helping organisations improve their services since they offer suggestions on which product specifications need to be made and

which process designs are required to increase customer satisfaction levels (Jabnoun, 2015, 1-10). With reference to this proposition, it is important for organisations to embrace customer feedback in performance management changes if the resulting benefits can transcend to the organisation as a whole (Su, Baird & Schoch, 2015).

A number of theorists have researched on, and proposed models for understanding how service quality can be achieved as an HRM output. One such theorist is Deming. Deming focused his work on Total Quality Management (TQM), which is a comprehensive strategy that focuses on increasing quality awareness in all elements of the organisational process (Carlos et al. (2014). Deming identifies TQM as a system that involves improving all aspects of the product life cycle, supply chain, manufacturing and customer services in organisations. Upgrading quality means improving productivity, efficiency, customer-oriented services, production quotas and overall profitability for the company by streamlining overhead costs, reducing waste and increasing information, communication, IT and automation methods along the assembly lines and supply chains (Guimarães et al., 2016). In a study by Shafiq, Lasrado and Hafeez (2017), the effectiveness of TQM in guaranteeing organisational performance in general and service quality in specific was confirmed. This is because the study found that when TQM is incorporated into performance management in a manner that has already been reviewed, it upgrades the quality of all aspects of organisational operations and so it is always possible to expect performance and growth to transcend across the entire organisation.

A study by Dubey & Gunasekaran (2015) also found that TQM translates into organisational performance because focuses on various managerial essentials like planning, organizing, controlling, leading, staffing, provisioning and upgrading quality standards to satisfy International Organisation for Standardization (ISO). The outcome of TQM in affecting the organisation as a whole is guaranteed by the fact that it enforces continuous improvement

based on 14 rules identified by Deming and subsequently developed by other researchers. These 14 rules are as follows:

- Constancy of Purpose Product/Service Improvement--improving product designs using innovation, research and education
- Adopt a New Philosophy--global markets have strong competition so high-quality products and motivated employees are required to stay ahead of rivals
- Cease Dependence on Mass Inspection—focus on system improvement
- Do not award business on price alone—build long-term trustworthy strategic alliances with vendors
- Improve the System of Production and Service—show improved productivity and quality throughout business
- Institute Training—add training to achieve quality
- Institute Leadership—managers must be leaders and improve the process system to add satisfaction to the workplace
- Drive out Fear—fear restricts employee performance
- Break Down Barriers Between Departments—employees must have a universal perspective of business to work together as one
- Eliminate Targets for the Work Force—get rid of production targets
- Eliminate Numerical Quotas—get rid of quotas
- Remove barriers—quality comes from work pride
- Institute Education and Retraining programs—train and educate all workers
- Accomplish the Transformation—managers need to support employees since the both the workers and the system must improve over time (Summers, 2010, 52-58; Hakes, 2011, 87-96; Jabnoun, 2015, 1-10).

Reviewing Deming's TQM theories on quality management, Tomaževič, Seljak & Aristovnik (2016) agreed that they enhance the workplace because they provide managers with the structure that they need to organize their daily routines. This helps to provide the desired improvement outcomes that the organisation's stakeholders seek, which include high-performing, high-quality products and services, and huge profit margin returns. Through the quality management concepts which Deming perfected, two facets must be developed in order for organisations to be leaders in the market. These are quality control and quality assurance. Quality Control (QC) is the daily organisation, monitoring, evaluation and management of all quality procedures, processes and production within a company (Su, Baird & Schoch, 2015). Quality Assurance (QA) involves the activities that provide the proof or evidence required for establishing the standards of quality in work (Guimarães et al., 2016). QA also ensures that the highest performance and quality are being attained, and explains the actions needed to satisfy the necessary criteria for set standards. QA ensures that the products or services rendered are of the highest quality possible according to the criteria and standards that have been previously established (Evans, 2006, 42-47).

Deming feels that the use of QA and QC in applying TQM in an organisation is essential to upgrading performance and quality to show a result in increased efficiencies and productivity which would lead to higher profits (Su, Baird & Schoch, 2015). This claim was confirmed in a study by Dubey & Gunasekaran (2015) who found that by integrating QC and QA systems into daily business processes that apply TQM, the final results of both performance and quality are usually ensured to be of the highest standards. When such standards are achieved, they result in service quality for customers and other beneficiary stakeholders. Guimarães et al. (2016) also confirmed that QC and QA helps improve the overall performance of both products and services from production and people by measuring and monitoring their on-going progress to identify and eliminate weaknesses and problems along each phase. By improving all the

links on the supply chain of information, communication, production and services, QC and QA ensure excellence in all divisions (Summers, 2010, 81-88) (Fisk, 2007, 28-34).

There have been some criticisms of TQM, as well as further works on it. For example, Cosby (2008) also confirmed that TQM expectations are based on increased quality services and products that will lead to their enhanced satisfaction. However, unlike Deming, who focused mainly on customers, Migdadi et al. (2018) asserted that the TQM programme involved providing satisfaction for three sets of major stakeholder: shareholders, for their quality of return on investment; customers, for offering their quality of products and services; and employees, who rely upon them for their quality of life. TQM depends upon leadership and team-work skills, and an institution's ability to be a cross-functional organisation. TQM is a comprehensive change which programme organisations can implement to enhance their organisational performance on all levels in all departments (Su, Baird & Schoch, 2015).

Bishop (2009) states that one part of performance management which helps improve worker performance is TQM, since that programme works throughout the entire organisation to combine all functions of the design, planning, production, distribution and field service that help upgrade customer satisfaction with continual improvement. Clarke et al. (2015) found that TQM requires organisations to have a fundamental standard of quality in all their processes, including planning, control and assurance to ensure quality products for consumers and quality of profit return for stakeholders. The purpose of TQM is to motivate employees to continuously improve so that products and processes will have higher quality (Guimarães et al., 2016).

According to Migdadi et al. (2018), TQM's main objective is to help workers increase their effectiveness and eliminate standards such as factory production quotas that do not really motivate employee progress. Some of the TQM traits used in appraisals include having appraisal scales that objectively measure results and avoid criteria like integrity and teamwork. Other TQM changes that can be incorporated into the company include motivating employees,

providing better training, and improving supervision. Managers need to observe employee behaviour and progress and rate it according to company objectives. Some of the other characteristics of TQM include supervising work behaviour that bases performance appraisal standards on an analysis of internal and external customers' expectations and demands (Clarke et al., 2015).

Another service quality theorist is Juran, writer of a 1964 book on improving management quality called "Managerial Breakthrough." He developed Juan's Trilogy, which is a creative method of evaluating cross-functional management involving three main processes: quality improvement, quality planning, and quality control (José Tarí, 2005). Juran studied the work of Vilfredo Pareto and expanded his Pareto Principle to apply it to organisations to resolve various quality issues. Juran's work on the Pareto Principle concentrated on resolving the main 20% of most production problems that usually result in the remaining 80% of the problems (referred to as "the vital few and the trivial many"). Like Deming, Juran was asked to go to Japan in 1954 to help Japanese manufacturers and engineers improve the quality of their production (Godfrey, 2007, 52-58). Juran focused on improving quality management for middle and top managers. Juran helped launch the Japanese concept related to QC Circles on quality control. Royse (2006) agrees with Juran's theories, stating that TQM's main goal is to increase standardization by reducing variation in all organisational processes so more consistency in effort can be obtained. "TQM is a management approach for an organisation, centred on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organisation and to society" (Evans, 2006, 142-149) (Dubrin, 2007, 163-170).

Apart from the use of TQM, lean production has also come to be associated with service quality. Ohno developed the Lean Production System for Toyota that showed when Just in Time (JIT) inventories were getting low and more needed to be produced quickly (Ohno, 2010,

70-76). This also upgraded customer service for organisations since they were better able to meet new demands, customize orders, and ensure higher quality products. JIT is driven by a Japanese signal system called Kanban, which helps increase flexibility in ordering and reduce inventories by ensuring that supply adequately meet consumer demand. Researchers like Womack & Jones (2003) state that Kanban and JIT help to reduce inventory costs by up to 30%, as well as increase recycling capabilities.

According to Thyer (2006), TQM theories from Ohno comprise several theoretical concepts from other Japanese frameworks, such as:

- Kaizen—continuous process and production improvement by making them repeatable, visible and measurable

- Atarimae Hinshitsu—products must perform as efficiently as possible

- Kansei—evaluation of how users use the products will result in methods of finding and implementing performance improvement

- Miryokuteki Hinshitsu—products must have high quality for consumers to need them and want to purchase them (Ohno, 2010, 70-76).

2.3.1 Understanding Service Quality Gaps and Strategies

In order to have a better understanding of the improved service quality that organisations derive from performance management, it is important to first identify a means of determining service quality gaps within their fold (Clarke et al., 2015). Latrelle (2008) states that service quality refers to many different aspects of customer service provision in a company, including how well the consumer is treated by employees and if their problems were resolved in a fast and efficient manner. However, researchers have now made the term "service quality" more about the overall customer experience and outcome of their transactions with the company. According to Johnson (2012), high-quality service is provided when customers

complete their customer experience with a very positive attitude and impression about the company.

Migdadi et al. (2018) asserted that the service quality gap is measured by the gap between customer expectations and their perception of the quality of service delivery received. The distance of service quality gap is what can make organisations lose customer loyalty and commitment to their firm, products and services (Migdadi et al., 2017). Consistency and reliability in service quality are the most important qualities for most customers. Migdadi et al. (2018) found that in order to minimise the service quality gap, customer service quality must provide excellent value to customers so that they feel special. As such, it must be customized and differentiated. Customer service quality must increase efficiency, productivity and profitability for the company so that it aids in helping it gain a competitive advantage in the industry. Loyalty begins to fade as the level of service declines below expectations" (Johnson, 2012, 108-111, 125-133).

Johnson (2012) states customer service quality theoretical frameworks can be very helpful for management in identifying, analysing and resolving service quality gaps and developing appropriate strategies in the workplace. This claim justifies the need to have reviewed various service quality theories and models as above. Migdad et al. (2017) further cautioned that in the selection and use of service quality models, every company must understand the specific needs it has in closing its service quality gaps. Without this, the models will cause a mismatch or even widen the gaps. Several studies including those by Cauchick (2015) and Miller et al. (2014) further confirm the effectiveness of the TQM strategies in evaluating the on-going monitoring of the changes that need to be implemented, as well as the measuring of the results afterward. This makes the TQM strategies or models desirable ones to pursue by collecting further primary data in this study. By so doing, we hope to examine these strategies' efficacy in helping the Abu Dhabi Police identify service quality gaps and possible

ways to improve. For the company to show overall improvement in all departments and areas, it is necessary that the management planning tools and TQM techniques be integrated on a continuous basis to adjust to any other changes that need to be made in the future (Migdadi et al., 2017).

Gupta & Wales (2017) recommended that organisations can adopt the customer satisfaction strategies for future improvements by rating and reviewing their customer experience according to competitor satisfaction ratings to gain a competitive advantage in the industry. They can clarify issues with customers, formulate suitable strategies, develop action plans, eliminate dissatisfies and increase customer satisfaction. Customer surveys, questionnaires and feedback forms at the checkout counters help companies to evaluate their current customer service quality levels so they can develop better ones in the future (Johnson, 2012, 108-111, 125-133).

2.4   Managers' experiences of performance management

Managers experience performance management through the practical identification, measurement and development of employee performance (Kallio et al., 2016). In order to successfully do this, they implement a number of performance management strategies and measurements. This section of the literature review is therefore dedicated to examining this aspect of managers' roles in aligning accepted global standards of practice.

2.4.1   Performance Management Strategies

The performance management system explains how performance standards must be identified for clear goals to be set (Ahmed et al., 2016). Day, Crown & Ivany (2017) admonished that performance measurement must also be in place to determine employee progress and improvement to be tracked and compared to past performance. Performance reporting and quality improvement methods must be used to ensure all data is documented and

used for future decision-making (Brache, 2008, 80-84). The need to report performance management outcomes and ensure they lead to quality improvement is one reason that benchmarking performance management strategies is very important (Ahmed et al., 2016). Brache (2008) asserted that when performance management strategies are benchmarked against best practices, it ensures that the decision-making capability desirable for quality improvement are achieved.

There are a number of ways in which the models, particularly the EFQM Excellence Model, can be benchmarked for performance management strategies as line with the second research question. Bishop (2013) opined that the original EFQM Excellence Model is still one of the most effective frameworks worldwide for assessing organisational performance excellence. The reason Bishop made this argument is that the EFQM Model is considered a formal means of determining what employee performance excellence improvement strategies and HRM training programs will be needed to improve performance excellence in the company. Agreeing to this, Harris (2016) added that in order to improve the organisational performance standard, management must undergo a total restructure of the entire company. This will involve addressing the many issues related to improving individual employee performance excellence.

In a study by Mesgari, Kamali Miab & Sadeghi (2017) which examined the applicability of the EFQM Excellence Model as a performance management benchmark, it was found that the model's suitability is in the fact that it accurately reflects how the world is continuously changing, and organisations require dynamic flexible strategies to adapt to the diverse problems they are encountering. The model takes into consideration the fast-paced nature in which organisations are changing and accurately incorporates performance management strategies that meet the changing dynamics of society. Having a performance management strategy that takes into consideration the continuously changing world is essential.

Buckingham & Goodall (2015) posited that globalization and multicultural societies have presented new challenges for many organisations as far as developing their corporate cultures, increasing unity among employees under a common mission and vision, and creating appropriate HRM strategic approaches to addressing performance management issues to upgrade excellence throughout all departments.

Based on the above review, it can be asserted that the EFQM Excellence Model can be applied to the Abu Dhabi Police to show how they might best design and implement a strategic organisational performance excellence system aligned with their benchmarking portal. The justification for this assertion is the strong evidence in the body of literature that many global organisations rely on excellence models like the EFQM model to develop effective HRM strategies (Ezzabadi, Saryazdi & Mostafaeipour, 2015). The police as an organisation must develop a detailed performance excellence strategy, so it requires restructuring to resolve its organisational performance excellence problems. By developing a comprehensive performance excellence system, the police will be better able to improve their overall organisational performance standard (Rautiainen, Urquía-Grande & Muñoz-Colomina, 2017).

Anderson (2013) recommended that in using the EFQM Excellence Model, it is important to consider the RADAR logic aspects that have been altered to increase the possibilities of future success. The reason for this is that both the EFQM Excellence Model and RADAR logic have three main components of fundamental concepts and criteria (Parsons, 2013). These three components include:

o Fundamental Concepts Of Excellence Model—defines all of the underlying elements and principles related to achieving long-term sustainable organisational excellence

o RADAR Logic Model—useful technique for driving continuous structured improvement within all aspects of firms

o Criteria Model - the factors within the framework that aid firms in converting the elements of the RADAR Logic Model and Fundamental Concepts Of Excellence Model into actual business practice on a daily basis (Anderson, 2013, 1-15).

Regarding the broader concept of performance management, Ahmed et al. (2016) posited that the main factors involved in improving individual and organisational performance can be explained via such performance management strategies as performance standards, performance measurement, progress reporting, and total quality management (TQM) improvement. The component of performance standards represents individual and organisational performance standards that are set to achieve specific goals and objectives that will indicate how daily performance can be improved (Buckingham & Goodall, 2015). It can thus be inferred that the performance standards are limited to internal organisational processes based on which daily goals are set for employees. The performance measurement component on the other hand includes performance indicators (KPIs) utilized to monitor and measure individual and organisational performance to track progress over time (Rautiainen, Urquía-Grande & Muñoz-Colomina, 2017). Explaining the relevance of performance measurement, Ezzabadi, Saryazdi & Mostafaeipour (2015) elucidated that organisational performance objectives are only necessary if there can be a means of measuring how well they have been achieved over a specific period of time.

The third aspect of performance management is progress-reporting, which involves ongoing reporting and documenting of the overall individual and organisational progress to determine if it compares well with the set standards or goals of the company expectations; the learned data is then shared through interactive communication and feedback (Mullins, 2007). After performances has been measured, it is important to report or document them for decision-making purposes. Such documentation of performance management is also one of the main modalities under the EFQM Excellence Model. Finally, there is the component of Total Quality

Management (TQM) Improvement, which represents the development of a TQM continuous learning and improvement programme within the HRM strategies to help manage change and upgrade the overall quality of all company processes, policies and procedures according to the on-going performance reports, pre-set standards and measurements compared over time (Mullins, 2007, 204-217). In effect, performance management strategies must aim at establishing a continuous learning environment rather than a one-off assessment programme for employees. In a study by Gagnon et al. (2015), results showed that organisations that had continuous learning and improvement programs benefited more from performance management through increased productivity.

2.4.2 Approaches to implementing performance management strategies

There are a number of approaches in the body of literature regarding the practical ways of implementing performance management strategies. The approaches represent the steps taken by organisations to adopt a particular performance management model as a strategy. In one of the first approaches, Cardy & Leonard (2014) viewed the concept of benchmarking performance management from the larger perspective of human resource management (HRM). In order to use global benchmarking models as performance management strategies, the company's HRM must focus on competitiveness. Organisations that target HRM as a whole conduct benchmarking —by requiring the integration of competitive information, practices and performance into decision-making and communication functions at all levels of the business (Kenny & Bourne, 2015). Cardy & Leonard (2014) found that such organisations can ensure competitive benchmarking if management use operational measures like market share, customer satisfaction and quality statistics as part of their measurement plan. A study by Pulakos et al. (2015) confirmed that targeting HRM in benchmarking performance management strategies helped increase traditional financial-based performance measures, such

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as Return On Investment (ROI). The same study found that competitive benchmarking created an environment of high standards, meaning managers were expected to improve over time to these high levels or be replaced.

What is more, management with competitive benchmarking linked growth and profit measures to the unit's business economy with operational measures linked to world-class benchmarking performance.

Another approach that has evolved from benchmarking performance management is corporate performance management (CPM). Latrelle (2009) says that Corporate Performance Management (CPM), also known as Enterprise or Business Performance Management (BPM), relates to a set of analytical and managerial policies, procedures and organisational processes that help enable organisations to improve their overall individual employee and organisational performance. A careful consideration of the explanation by Latrelle (2009) shows that CPM takes a bureaucratic approach wherein managerial policies and procedures dictate what to expect from performance management. Richards et al. (2017) justified the use of CPM by explaining that this approach to performance management allows organisations to achieve pre-determined goals and objectives by aligning on-going progress with business goals and performance targets. CPM also ensures that performance management core processes involve operational planning, financial planning, business modelling, key performance indicator monitoring, consolidation, analysis and reporting aligned to overall business strategies (Richards et al., 2017).

Because of its focus on management, CPM clarifies how a performance management officer must be positioned to oversee all performance management planning strategies (Sharman, 2016). Richards et al. (2017) cautioned managers using CPM that there must be strong open communication strategies to improve feedback and input between managers, employees and departments. In a study by Gibbons & Kaplan (2015), it was found that in order

to ensure such cooperation and open communication, many organisations use Balanced Scorecard approaches, organisational alignment and personal rewards to ensure that employees were motivated toward long-term continuous improvement. Another study by Caitlin (2011) found that many organisations employing CPM process improvements using Six Sigma and Japanese Lean efficiency improvement strategies that increase productivity. They also utilise global best practices for the integration of Knowledge Management (KM) to ensure all employees can become knowledge workers geared toward making the company a continuous learning environment (Caitlin, 2011, 61-83).

In another approach to benchmarking performance management, Di Fulvio *et al*. (2017) recommended focusing on the operations of employees. This approach is commonly referred to as benchmarking operations. In benchmarking operations, managers ensure that the performance of employees while executing specific operations yield certain outcomes. These include minimizing capital costs and streamlining overhead costs, maximizing productivity and profitability, and ensuring performance excellence, efficiency and innovation. In a study by Bevan, Evans & Nuti (2018) that analysed benchmarking operations, results showed that management linked growth and profit measures to the unit's business economy with operational measures linked to world-class benchmarking performance. The managers also used benchmarking performance evaluations, which are detectors and assessors used in communicating networks to see if employees and management are performing up to standards. There were also effectors (feedback), which are also used to offer advice to employees to alter their behaviour when needed.

Di Fulvio *et al.* (2017) confirmed that benchmarking operations can also be used to measure employee performance, which will give the company higher standards to compete within the industry. This is regardless of the fact that benchmarking operations focus on operations as units, as in the APQC PCF model as reviewed earlier. Spence, Mueller & Chang

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(2016) also found that because the benchmarking operations method is specific to operations, it is suitable for divisional structures and can also help to establish which employees are performing up to standard. Informal communication and negotiation between all employees is a mutual adjustment that harmonizes the workplace. It is important to emphasise that the Abu Dhabi Police uses a divisional structure where employees are assigned to specific operations. This part of the literature therefore endorses the suitability of benchmarking operations for the Abu Dhabi Police.

In using the benchmarking operations Broome & Quirk (2015) found that the job of HR Managers is to act as coordinator of specialized tasks, appointing employees who have certain talents to the positions where they can be most effective. This is very understandable given that employees are assigned based on roles or operations and so it is important to coordinate the outcomes of all operations to determine the overall output for the organisation. Also, as a coordinator, the HR manager assigns employees to those roles where they can function most effectively (Merkert, Mulley & Hakim, 2017). Broome & Quirk (2015) further explained that by taking responsibility for the provision of their subordinates' output, the manager's overall objective is to increase efficiency and reduce overhead production costs for the benefit of the entire organisation. Another role of managers under the benchmarking operations approach is to help to increase the effectiveness of an organisation's work force by providing training, development, supervision, evaluation, and compensation for the performance rendered (Dube & Gunasekaran, 2015).

Another major approach involved in benchmarking performance management strategies is that of focusing on total quality management (TQM) (Dube & Gunasekaran, 2015). This approach is important to the review because it contrasts with benchmarking operations, which has been identified as the best approach for the Abu Dhabi Police. By reviewing benchmarking with TQM, it makes it possible to identify key gaps that render the approach

unsuitable for Abu Dhabi Police. Benchmarking using TQM sees the whole organisation as a unit. Sallis (2014) explained that the main reason to benchmark using Total Quality Management (TQM) is that it is necessary to increase overall employee performance, customer services, efficiency, productivity and quality of all elements in the company. If a company uses benchmarking according to global standards, they ensure they will meet all the international guidelines and regulations necessary to avoid problems in the future (Ross, 2017). As a result, benchmarking using TQM is justified by the fact that it standardises the organisation as a unit against international guidelines. Sallis (2014) also justified benchmarking using TQM by explaining that it upgrades the overall quality of products and services, leading to increased sales revenues, less defects, fewer returns, and more satisfied customers. This will result in a better public image, stronger customer referrals, and improved company and product brand name, image, identity and recognition.

Ross (2017) also argued that TQM benchmarking also helps organisations gain a competitive advantage over rivals in the industry. The basis for this is that such benchmarking ensures that organisations target their competitors directly and thus can introduce performance strategies that make customers choose their organisations over those of their competitors. It would be noted that TQM is a system which organisations can implement so they can keep track of any problems that may occur in the manufacturing stage of goods production (Sallis, 2014).

Ross (2017) further added that TQM benchmarking is a corporate strategy of comparing quality practices and policies with global competitors and market leaders. This process works throughout the entire organisation to combine all functions of design, planning, production, distribution and field service. The purpose of TQM is to encourage employees to want to improve their performance by motivating them with rewards, compensation or bonuses.

From the perspective of HR managers, Jiménez-Jiménez et al. (2015) found that some of TQM's traits include appraisal scales that objectively measure results and avoid criteria like integrity and teamwork. Other traits include motivating employees, providing better training, and improving supervision. Managers need to observe employee behaviour and progress and rate it according to company objectives (Benavides-Velasco, Quintana-García & Marchante-Lara, 2014). Jiménez-Jiménez et al. (2015) added that some of the other characteristics of TQM include supervising work behaviour that bases performance appraisal standards on an analysis of internal and external customers' expectations and demands. Since TQM is one of the more effective approaches to performance management, some organisations prefer it over stricter methods (Benavides-Velasco, Quintana-García & Marchante-Lara, 2014). In the context of the Abu Dhabi Police the current organisational structure does not permit that there are single managers with oversight responsibility for all employees as one unit as is the case of TQM benchmarking. Therefore, even though it may be beneficial for HR managers within the Abu Dhabi Police to utilise some of TQM's traits, they can only apply these to the units they head rather than combining all of TQM bench marking's functions (Benavides-Velasco, Quintana-García & Marchante-Lara, 2014). It is however important to acknowledge that both methods, benchmarking operations and TQM benchmarking, require employee feedback from managers encouraging better performance in the future through continuous improvement. Indeed, performance management is necessary for all organisations that want to encourage employee improvement so that they can meet corporate goals (Dubey & Gunasekaran, 2015).

While TQM benchmarking is necessary for encouraging employee improvement, it comprises a very difficult and detailed set of procedures, requiring a comprehensive strategy to be integrated throughout the entire organisation (Psomas & Jaca, 2016). TQM benchmarking is a widespread business concept for explaining a programme that ensures the highest quality in all aspects of an organisation, including management, planning, production and services

(Akgün et al., 2014). While the Abu Dhabi Police requires the highest quality, the fast-paced nature of its work makes a difficult-to-implement performance management benchmark inappropriate. Indeed, to use such a benchmark would defeat the idea of service efficiency (Psomas & Jaca, 2016)., Akgün et al. (2014) continues to justify the relevance and merit of using TQM benchmarking, explaining that TQM emphasises the quality of products and services for consumers, as well as the satisfying of stakeholder needs by producing efficient products that make money. TQM has been found to be especially useful along a company's supply chain throughout a product's life cycle so that value is added to every link that increase the overall value of the product by the time its manufacturing is completed (Psomas & Jaca, 2016).

One of the main factors that TQM is based upon is standardization throughout production to ensure a reduction in human and equipment error that could result in product defects (Akgün et al., 2014). TQM forces organisations to maintain the highest standards of quality in every part of their business activities, focusing on continuous process improvement. A study by Rahman (2015) found that TQM in countries like Japan focuses on increasing visible, repeatable, measurable results on a continuous basis. TQM also helps determine how to upgrade the production process to better suit the needs and expectations of consumers. Learning how consumers will use the products is one aspect of TQM that helps to develop improvement strategies in its manufacturing and design (Jaca & Psomas, 2015).

When using TQM benchmarking, supervisors manage and monitor the quality of products before, during and after the entire testing and retesting process (Jaca & Psomas, 2015). As part of this role, they must ensure that no safety procedures are missing during the testing, and that products are thoroughly safe for consumers to use. After finishing quality testing on every product, they prepare a complete detailed analysis of how each one passed the safety requirements (Benavides-Velasco, Quintana-García, & Marchante-Lara, 2014). This helps

organisations establish a more active managerial environment in the safety-testing process, making it better-equipped to handle any of possible problems. Jaca and Psomas (2015) also found that the HR managers also oversee all stages of the production process and helps the Quality Control Programme be properly implemented into the organisation. TQM programs allow for a better managerial decision-making process, helping organisations confront safety issues that have been harmful to them in the past (Sallis, 2014).

Jeffreys (2006) lists specific recommendations for organisations wanting to integrate TQM benchmarking into their business to show on-going progress, which include:

- o Launch a comprehensive TQM benchmarking strategy that compares all major global multinational corporations' TQM strategies, policies and procedures with those of the company
- o Develop a benchmarking programme for both products and services to ensure all measures of quality are being incorporated into the company in all divisions
- o Develop a benchmarking programme for employee performance that includes adding quality to all customer services and setting goals for upgrading them on a continuous basis
- o Instil a HRM benchmarking employee performance management and appraisal strategy where the 360-degree review method is used to ensure all quality measures are monitored and compared over time.

2.4.3 Performance Management Measurements

When implementing performance management strategies, it is important to ascertain the extent to which they are achieving goals set for their use (Ter Bogt, Van Helden & Van Der Kolk, 2015). In 2008, a comprehensive survey on benchmarking was commissioned by the Global Benchmarking Network, a network of benchmarking centres representing 22 countries.

Over 450 organisations responded from over 40 countries. The results showed that among measuring performance management strategies, Mission and Vision Statements and Customer (Client) Surveys are the most used (by 77% of organisations of 20 improvement tools. This is closely followed by SWOT analysis (72%), and Informal Benchmarking (68%). The report also found that performance benchmarking was used by 49% and best practice benchmarking by 39% (De Mooy, 2010). De Mooy (2010) who studied the report further found that the tools that are likely to increase in popularity the most over the next three years are Performance Benchmarking, Informal Benchmarking, SWOT, and Best Practice Benchmarking. Over 60% of organisations that are not currently using these tools indicated they are likely to use them in the next three years. Also, organisations rely on gap analysis in measuring performance management strategies as it helps to identify the gap between where the organisation currently is, where it hopes to be in the future and how integrating global best practices will help it get there (Ter Bogt, Van Helden & Van Der Kolk, 2015).

De Mooy (2010) further detailed the benchmarking performance metrics involved in comparing organisations to global benchmark leaders in the industry. He explained that once the gap in the organisation is identified, the amount of difference between the company and the benchmark leader is measured according to the amount of change that must be undergone in order to reach the desired outcomes. The organisation then decides which global best practices must be adopted in order to improve performance. Meanwhile, Schandl et al. (2018) found that there are specific drivers that often cause gaps between organisations and benchmark leaders in terms of performance management. These gap drivers include the organisational structure or design choice, where more portfolio complexity and resource productivity must be achieved. The appropriate target goals are set for performance improvement and deadlines are set for when the changes must be accomplished (Ter Bogt, Van Helden & Van Der Kolk, 2015).

In a study by Walter (2015), it was found that the practice of performance management measurement ensures a continuous benchmarking process, rather than a single benchmarking event. The study examined two benchmarking measures. The results of the study show the measurable points of the first benchmark where the KPIs, groups and necessary improvements are identified. Qualitative social KPIs are developed, comparisons with global benchmark leaders are identified, and best practices are defined. By inference, this first approach to measurement as identified by Walter (2015) compares the organisation to its global benchmark leaders, creating a wider scope of determination on how well the performance management goals have been achieved. Relating such a measurement approach to the police service especially in EU member states, Jaschke (2015) emphasised that in police practice, there are global standards expected of national police services. Such forms of measurement that would peg the Abu Dhabi Police to global benchmark leaders in policing can thus be seen as appropriate in helping the service attain international standards.

In the second measurement that Walter (2015) investigated however, it was found that benchmark involves making communication credible by setting goals and transferring the best practices throughout the entire organisation. This form of measurement is therefore more internalised, rooted in the specific goals set for the organisation based on its internal determinations such as SWOT analysis. With such internalised measurements, HR managers employ follow-up surveys to measure performance against the first benchmark to determine if the performance was improved or if more changes and best practices are required (Walter, 2015).

Walter (2015) also endorsed the practice of performance management measurement, explaining that performance management must incorporate tracking, monitoring and measuring all activities related to employee and organisational performance. What this infers is that the measurement must be made a continuous process and embedded in the performance

management strategies themselves. The need to make measurement a continuous process related to organisational activities is supported by Obeidat, Al-Dmour & Tarhini (2015) who noted that, within performance management, all organisational objectives must be specified in order to track their achievement.

Obeidat, Al-Dmour & Tarhini (2015) admonished that managing employee performance means organisations have to identify gaps in individual performance and which motivation and compensation programs are needed to eliminate them. Performance management is the continuous monitoring and strategizing on how to provide on-going improvement methods for every employee to help upgrade organisational performance. A measurement metric must be constantly applied within the organisation to identify such gaps (Obeidat, Al-Dmour & Tarhini, 2015). By developing appropriate strategies for the continued improvement of individual, group and organisational performance, HRMs can upgrade overall efficiency (Bourne, 2010).

Pulakos et al. (2015) noted that without an effective means of measurement in place, employees themselves will not know their weaknesses and strengths and so cannot determine those aspects of their performance which need improvement. ACM (2008) therefore developed the performance management value which explains how employees learn and improve over time via continuous learning and improvement training programs. Kenny and Bourne (2015) stressed that the nature of the role of HR managers makes it more demanding to have measurements that tell them exactly where they are in terms of what the organisation needs and what the current competences of employees are. Where this gap has been identified, HR managers can play their role of helping employees define and understand their duties and roles to improve performance and meet managerial expectations when they are appraised each year. Each year, as new corporate goals are set, so are corresponding individual and team objectives. As such, HRMs must review on-going progress to adjust continuous learning and training

programs accordingly. Once individuals and organisations have strategically aligned their goals, overall performance for both improves and can be sustained continually (Capon, 2012, 96-103).

Kenny & Bourne (2015) explained that an organisation that prioritizes performance management measurement achieves not just performance management but what has come to be known as Business Performance Management (BPM). BPM is a system of business processes related to upgrading employee and organisational performance (Modell, 2015). BPM is a structured framework for managing business metrics, systems, processes and methodologies to make them more automated and organized (Modell, 2015). Kenny and Bourne (2015) defined BPM as an advanced technique or system of integrating business information into organisations to increase their effectiveness in gaining market share and profitability based on intelligent, dependable data gained in a timely manner. What this implies is that in performance management measure under a BPM system, organisations base their metrics on available business information gathered through various data collection means within and outside the organisation (Modell, 2015). It is not surprising that Melnyk et al. (2014) found BPM to be especially useful in increasing efficiency of human resources, finances and other company assets to offer managers greater insight into how they might attain a sustainable competitive advantage.

One of the most unique aspects of BPM is that in its measurement process, it integrates special performance management software to meld various daily processes into one streamlined business operation. Analytical and statistical analysis is based on this performance management software, allowing the numbers and demographics to provide the proper perspective for reporting, planning, evaluation and budgeting as measurements for empowering managerial decision-making (Melnyk et al., 2014). The measurement therefore takes place as the company consolidates data from customer replies on consumer satisfaction surveys. This

data can be applied to business strategies by developing consumer and employee two-way communication feedback loops (Melnyk et al., 2014). These loops provide real-time continual reports that address and resolve problems before they become too challenging or widespread to eliminate. Adizes (2009) found that the comprehensive nature of data involved in performance management measure when using BPM, allows management to forecast future problems before they occur. Having done this, they can develop suitable contingency planning strategies to reduce and prevent customer satisfaction problems due to poor employee performance in the customer service departments.

Figure 2.1: BPM Model
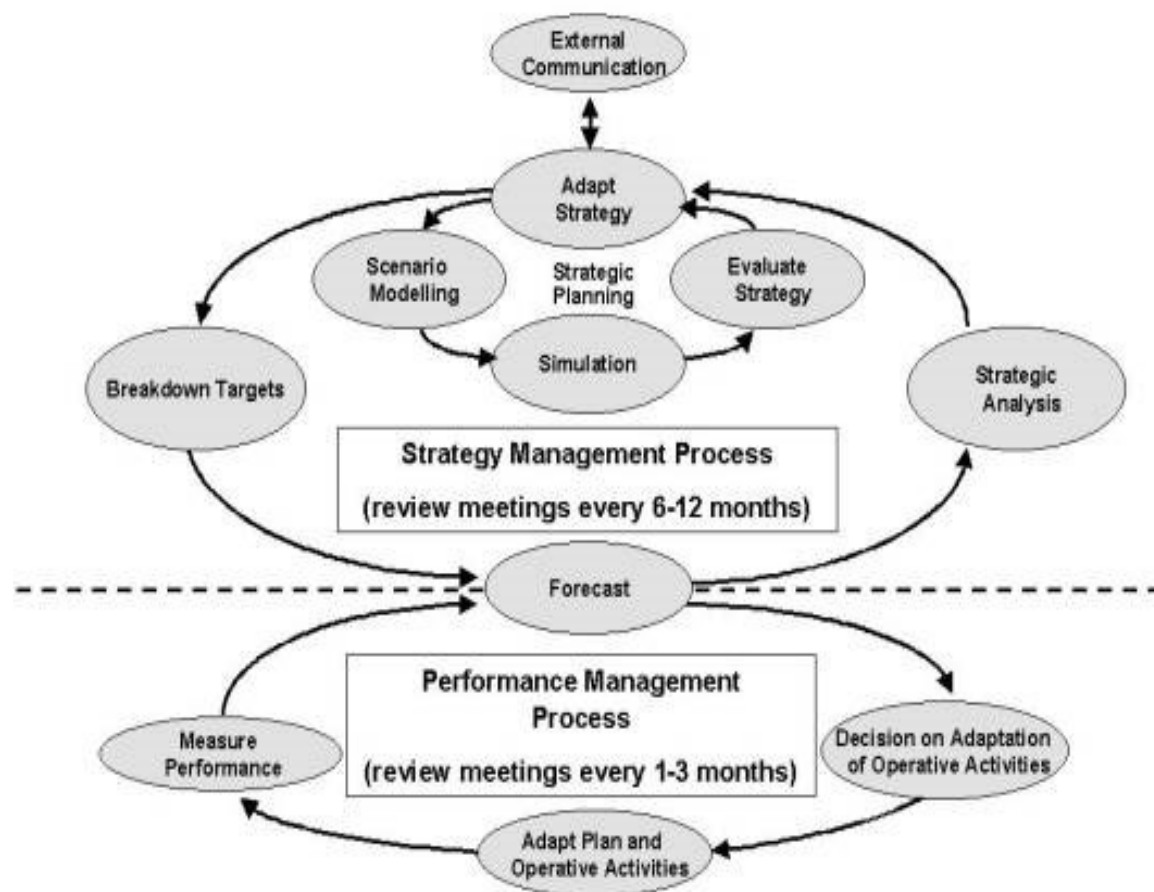
Source: Daum, 2004.

As far as the Abu Dhabi Police is concerned, its use of quantitative data from crime statistics and information collected from the general public makes the BMP approach ideal. The BMP approach is more desirable than others, such as the more quantitative approach presented by Walter (2015). This is due to its quantitative nature of data and the use of data collection software, ensuring that very large volumes of data about employee performance can be handled at a given time. BPM also integrates the use of qualitative data when it becomes necessary. According to Lev & Daum (2004), the BPM model shows how value can be added to organisations if strategic stakeholder communication can focus on external value communication and a strategic planning loop involving strategy evaluation, value calculation, scenario modelling and simulation. The business management loop involves target setting, action planning, strategic learning and feedback, all of which are qualitative approaches to measurement (Robinson & Sensoy, 2016).

Meanwhile it is important to link the measurement of performance management with forecasting for future improvements (Robinson & Sensoy, 2016). Modell (2015) admonished that There also must be forecasting within the strategy and BPM with an operations management loop to identify value-adding opportunities, adjust operations and performance reporting as a part of the business analytics. As depicted in the figure above, the BPM model also shows how business execution involves research and development, inbound logistics, manufacturing, outbound logistics, marketing and sales, similar to Porter's value chain analysis for SCM. The BPM integrated analytics include strategic stakeholder communication, strategy and BPM, and business analytics to gain consumer feedback that will help with business forecasting of future strategies with strategy management process reviews every 6-12 months and performance management process reviews every 1-3 months (Adler, 2006, 110-115).

2.5 Implications of project management for management practice

From the review in the previous section, there are a number of implications that emerge for management practice as managers attempt to implement performance management at the workplace. One of the key implications that this current section focuses on is the need to use global benchmarks for performance management. The concept of global benchmarking and its associated models are therefore reviewed in detail in this section.

2.5.1 Benchmarking defined

Warren (2010) calls benchmarking the continuous process of measuring performance, products, services and business practices against the toughest competitors or those organisations renowned as the industry leaders. What this definition seeks to explain is that benchmarking establishes the international standards for comparing internal performance. In any competitive industry, it is important to ensure that a competing firm is operating based on practices accepted by all stakeholders and this is why benchmarking is always important. Implementing best practices helps firms learn how to improve organisational performance (Broome & Quirk, 2015). It can thus be concluded that benchmarking serves as a quality improvement process that reviews and continually improves all the internal processes by following a system which focuses on meeting customer requirements.

Warren et al. (2016) state that the main benchmarking goal is superiority in all areas, including quality, product reliability, and cost. Merkert, Mulley & Hakim (2017) further observed that benchmarking is a learning experience where the best practices are observed and measured to create targets for future achievement. Benchmarking is part of the Total Quality Leadership (TQL) programme requiring employee involvement and is linked to each operating unit's business plan and strategy (Broome & Quirk, 2015). Warren (2016) cautioned that in order for organisations to get the best out of benchmarking, there must be integration of

competitive information, practices and performance into decision-making and communication functions at all levels of the business. Benchmarking leadership through quality is an on-going, fully integrated business process that organisations must undergo to become industry leaders.

As benchmarking compares a firm's practices to generally accepted standards, there are specific aspects of business operations and processes that firms focus on when adopting benchmarking. One of these is the perspective of employee performance. Referring to the Business Performance Improvement Resource (BPIR) Telleria (2009) viewed benchmarking as the process of comparing a company's business processes and employee performance to the international industry leaders. Benchmarking is used by organisations to identify where they can improve in employee performance so they can adopt their best practices from other organisations. Some of the performance measurements that comprise global benchmarking compares include time, cost and quality. Best practice benchmarking relates to managers determining the best practices from organisations within their own industry or similar markets to compare the systems and processes (Broome & Quirk, 2015).

At this point in the review, one important concept that is emerging is best practice. Best practices serve as the standard for selecting or choosing what aspects to use as a benchmark and what to ignore. In a study by Assaf et al. (2015), it was found that to set global benchmarking models, organisations find best practice targets that they can benchmark against and then adopt the best practices they need to strive to become better performers. The findings from Assaf et al. (2015) give a clear indication of the fact that benchmarking based on best practice is a process and not an event. As a process, it involves first identifying the best practices, and then selecting which of the best practices is most desirable for the company to perform better. The caution here is that benchmarking best practices must never be done on a wholesale basis (Warren, 2016). Best practice benchmarking refers to the process used in knowledge management where organisations evaluate different elements of their business

processes according to globally benchmarked best practice organisations and their processes. Benchmarking models are the theoretical frameworks used to compare global best practices (Van Camp, 2012) (Marren, 2014).

Referring back to Assaf et al. (2015), we must remind ourselves of the important danger than benchmarking be done in the wrong way. It is for this reason that the concept of excellent benchmarking has evolved over time. There are certain fundamental concepts that make up an excellent benchmarking model. Calvin (2012) examines the Fundamental Concepts of Excellence Model, a valuable part of the three components related to the European Foundation Quality Award (EFQM) Model. This model represents the most vital elements that organisations have to focus on to reach excellence. Using the context of UAE, Anderson (2013) found examples of how the police apply the main factors of the Fundamental Concepts of Excellence Model:

- Adding value for customers—special treatment programs for long-term clients
- Creating a sustainable future—government initiative for providing UAE Nationals (Emiratis) with HRM job skills training programs (called Emiratization)
- Developing organisational capabilities—applied global benchmark best practices
- Harnessing creativity/innovation—employee input for inventive problem-solving
- Leading with vision, inspiration and integrity—management is positive role model
- Managing with agility—new flexible policies like team projects to win awards
- Succeeding through the talent of people—HRM learning and training programs
- Sustaining outstanding results—benchmarking against GCC competitors like Qatar for performance, excellence and quality awards (p. 1-15).

Figure 2.3: Fundamental Concepts of Excellence Model
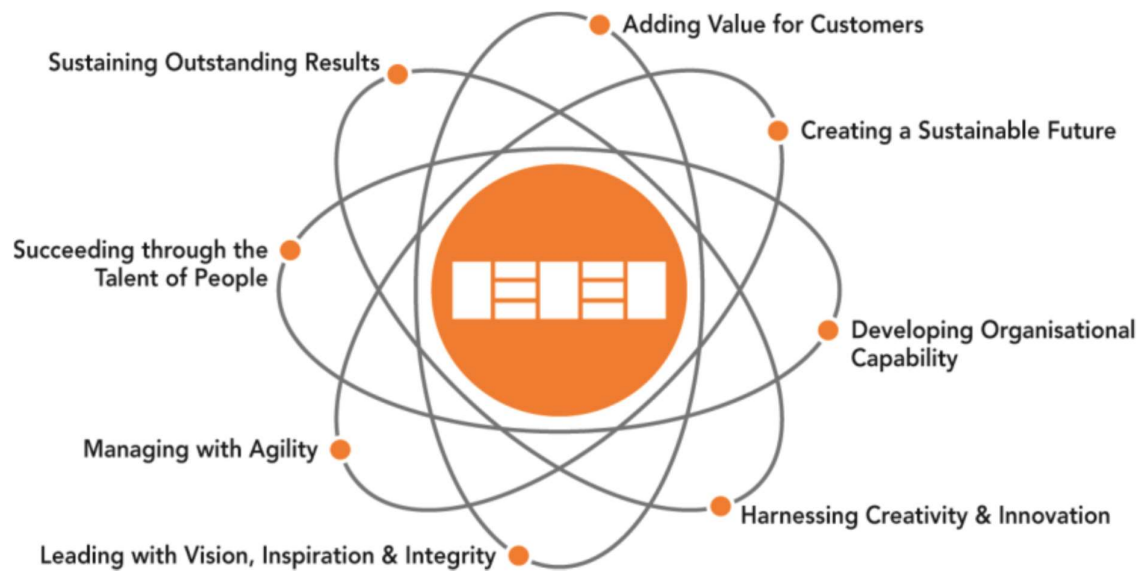
Source: EFQM, 2013.

Referring to the Fundamental Concepts of Excellence Model, Granger (2012) asserted that police can assess its current capabilities, apply the EFQM Model strategy and then benchmark these Fundamental Concepts of Excellence to see if they have achieved their goals of performance excellence. They can also use a SWOT Analysis to see what their strengths, weaknesses and opportunities are so that they know what strategies they need to develop for the future (Anderson, 2013, 1-15). Merkert, Mulley & Hakim (2017) also looked at the concept of benchmarking from the perspective of organisational processes or productivity. In this, they stated that benchmarking is used to measure performance using a specific indicator (cost per unit of measure, productivity per unit of measure, cycle time of x per unit of measure or defects per unit of measure) resulting in a metric of performance that is then compared to others. A study by Jeevan et al. (2017) found that most organisations using the organisational process perspective refer to the type of benchmarking they do as "best practice benchmarking" or "process benchmarking". This process is used in management for organisations to evaluate various aspects of their processes in relation to best practice organisations' processes, usually

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within a peer group defined for the purposes of comparison. This allows organisations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance (Broome & Quirk, 2015). In summary, it could be said that benchmarking is an on-going process in which organisations continually seek to improve their daily business practices. Benchmarking can also be referred to as the process of adopting global best practices to help organisations achieve business excellence through competitive advantages to become market leaders for the long term.

In figure 2.2 below, the main performance enablers that emerge from benchmarking perspectives based on the review so far are presented with a basis in the work of Richardson (2013). That is, to allow excellence benchmarking from employee performance or organisational process perspectives, the following enablers must be present.

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Figure 2.4: Benchmarking Performance Enablers

enablers

internal enablers	external enablers
• customer service strategy • human resource policy and training • infrastructure • future business objectives	• Investors in People • classification and grading schemes (ETB, RAC, AA, STB etc.) • awards (Welcome Host, Q, Merit etc.)

practice/process

• new product/service development • inventory/distribution management • supplier relationship • better customer service • internal customer satisfaction

performance

small business	destinations
• market share • sales per employee • sales per room • on-time delivery • cost/price	• increased number of visitors • improved image • enhanced competitiveness • extended season

Source: Richardson, 2013.

Figure 2.2 explains the benchmarking performance internal enablers of customer service strategy, HR policy and training, infrastructure and future business objectives. It also details the external enablers of investors in people, grading schemes and merit awards (Richardson, 2013). It provides the outline for best practices and processes like new service development, inventories, supplier relationships, better customer service and internal customer satisfaction. What this shows is that the enablers take into consideration key stakeholders of the organisation and the need to meet all their expectations and needs when setting benchmarks (Merkert, Mulley & Hakim, 2017). Rothwell, Hohne & King (2018) explained that all of these elements relate to the on-going performance improvement during change periods where employees gain knowledge and valuable insight as the organisation attempts to position itself

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against international best practice benchmarks. The performance key performance indicators (KPIs) for small businesses include market share, employee sales, delivery and prices. The destination KPIs include increased visitors, improved image, enhanced competitiveness and extended season.

The benchmark process explains how organisation s need to know several elements in order to be able to continuously improve over time. There are many preparations required for successful benchmarking, including the six-step approach to implementation listed in figure 2.2 above. Using the case of medicine clinical sciences, Wilkinson et al. (2014) admonished that organisations need to know their capabilities, their competitors, and know who the globally benchmarked Best in Class market leaders are. Elbeck & Vander Schee (2014) also focused on the internal resources and capabilities of organisations by stressing that they must also know the difference between their own capabilities and the benchmarked leaders. When Elbeck & Vander Schee (2014) make this claim, it sends an important message that benchmarking should be measured not merely by copying competitors but comparing their capabilities and leadership with the company performing the benchmarking. Organisations need to know the way forward, what must be done, and how to get there so they will know how they can change and continuously improve over time (Appelbaum et al., 2015). Elbeck & Vander Schee (2014) underscored the fact that when benchmarking becomes a continuous improvement, it allows organisations to repeat the process so that they are always focusing on how to adapt to change and improve both individual employee performance and overall organisational performance. They also need to realize that there are many differences between benchmarking for best practice and performance measurement using KPIs.

One concept that has emerged over time is strategic organisational benchmarking. This concept evolved though the work of Millard (2014), who states that benchmarking refers to comparing a company's business processes and performance to industry benchmarked leaders

and best practices from other markets. Even though the concepts of business processes and performance were already discussed by previous researchers mentioned above, Millard (2014) introduced the concept of looking beyond one's market to include other markers. Agreeing with this reasoning, Qu et al. (2016) admonished that organisations need to identify where they are now in the market, where they want to be in the future and what best practices they must adopt to do so. Maltz, Bi & Bateman (2018) confirmed that there is a growing number of successful organisations who have embraced strategic organisational benchmarking as an integral part of their organisational culture by adopting competitive strategies and performance. For such organisations as Samsung, the success of their competitors alone is not enough and so they continue to benchmark with other successful markets (Park et al., 2014).

Figure 2.5: Strategic Organisational Benchmarking

Patton et al., 2012.

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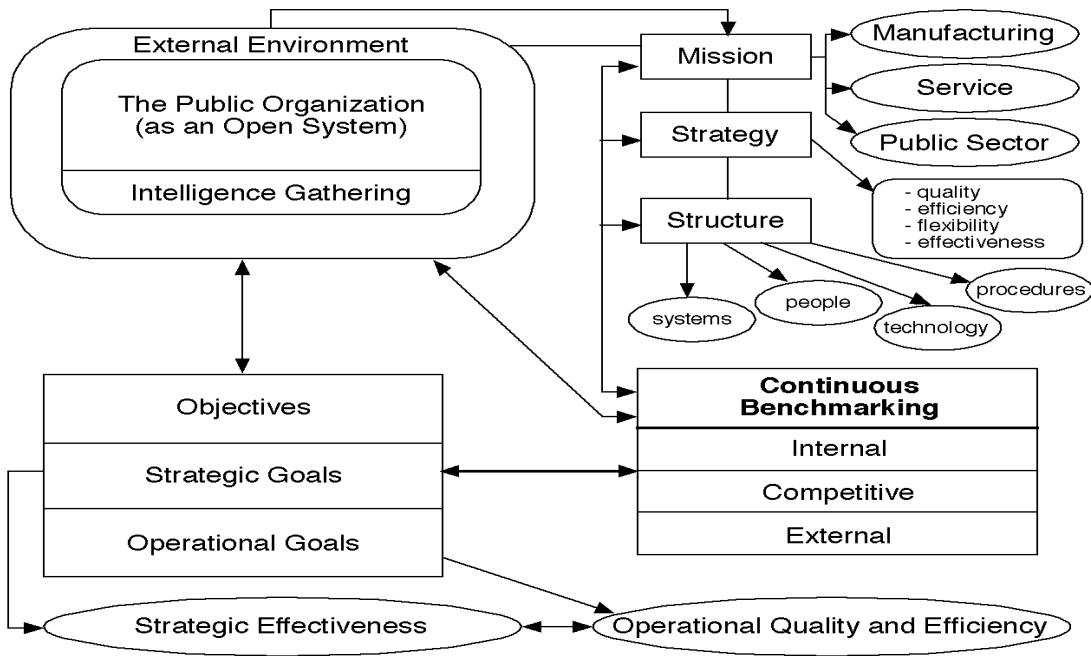
This strategic organisational benchmarking chart explains how the external environment (industry) impacts the organisation through intelligence-gathering and data collection as employees use knowledge acquisition to share and transfer knowledge throughout the departments (Patton et al., 2012). The organisation's strategy can be globally benchmarked using best practices for quality, efficiency, flexibility and effectiveness to determine its position within the international industry. The organisation must align its strategic objectives, goals and operational quality and efficiency with its strategic effectiveness in order to achieve its desired long-term outcomes (Qu et al., 2016).

2.5.2   Benchmarking as a process

As indicated earlier, benchmarking is a process rather than an event. According to Granger (2010), the Benchmarking Process consists of 12 main stages via which organisations can ascertain their ideal future trajectory. These 12 Benchmarking Process steps are as follows: select subject, define the process, identify potential partners, identify data sources, collect data and select partners, determine the gap, establish process differences, target future performance, communicate, adjust goals, implement, and review and recalibrate.

Organisations must apply the benchmarks most suitable to their unique situations so that the employees involved will be able to properly measure the on-going progress (Qu et al. (2016). There must also be customized research and analysis, as well as suitable conclusions and suggestions for improvement as recommendations for the future so the organisation s can learn what is needed to become a global benchmark themselves from its internal primary and secondary research studies. Hunter (2015) states that benchmarking was originally made famous by American Multinational Corporation Xerox. Benchmarking is usually carried out by individual organisations, but it is occasionally carried out collaboratively by groups of

organisations (subsidiaries of a multinational in different countries). One example is that of the Dutch municipally-owned water supply organisations, which have carried out a voluntary collaborative benchmarking process since 1997 through their industry association. Another example is the UK construction industry which has carried out voluntary environmental benchmarking since the late 1990s again through its industry association and with financial support from the UK Government (Alwan, Jones & Holgate, 2017).

Lebaron & Lister (2015) noted that as a process, benchmarking involves both inputs and outputs. The inputs are those best practices that are adopted, while the outputs are the benefits a company reaps from benchmarking. In-between the input and output, there are decision-making stages that determine the kind of output to expect (Qu et al. (2016). Writing on the decision-making activities that input the type of outputs, Lebaron & Lister (2015) found that objectives and expected outcomes help determine which functions and processes should be benchmarked, which decides the scope of the benchmarking project. A study of the technology industry by Jetter, Eimecke & Rese (2018) showed that one of the key elements that determine the output of benchmarking is organisations identifying KPIs and performance drivers. Another study by Barton & Matthews (2017) found that, for the UK police in particular, the output of benchmarking is determined by which functions and processes they benchmark, their performance ultimately measured via gap analysis.

2.5.3 Global performance management models

Globally, a number of management models have come to be viewed by various researchers as constituting global benchmarks. The European Foundation Quality Model (EFQM) is a performance management excellence framework for managing processes related to team performance. Many global organisations use this teamwork-based model to implement various performance excellence procedures (Martín-Gaitero & Escrig-Tena, 2018).

This EFQM explains how performance enablers require leadership to be developed through people, strategy, partnerships and resources so processes, products and services will enhance overall results. Medhurst (2003) conducted a study on organisations using the EFQM and the findings showed improvements including people results, customer results and society results as learning, creativity and innovation are gained over time.

Based on Medhurst's findings, many different practical implications about the EFQM Excellence Model can be applied to global organisations. First, the findings suggest the need for continuous learning, innovation and improvement. Right in line with this, Mesgari, Kamali and Sadeghi (2017) recommended that organisations must focus on global benchmarking innovation by highlighting employee educational training improvement programs using courses, workshops, seminars and lectures to upgrade organisational performance.

In the context of this study, such employee educational training improvement programmes will be desirable as part of performance management strategies for employees. The EFQM also emphasises customer focus in global benchmarking. Martín-Gaitero & Escrig-Tena (2018) showed that in applying the EFQM, organisations focus more on improving customer satisfaction by using managerial leadership to motivate employees toward higher performance. The last practical implication concerns corporate Social Responsibility (CSR). Richards (2009) outlined the need for organisations to be more environmentally aware in their business practices to be energy-efficient and provide beneficial public services. This recommended way of practice can clearly be extended to the police, knowing that they also have a responsibility to discharge their duties in a manner that identifies them as good corporate citizens (Tomaževič, Seljak & Aristovnik, 2016).

Katrinas (2012) explains how the EFQM performance management model can be analysed to determine what benefits it can have for organisations like the Abu Dhabi Police.

Some of the main advantages include identifying weaknesses to differentiate employee and organisational performance from other organisations, which helps upgrade the police's level of global competitiveness. Cauchick (2015) also admonished the use of international rankings on worldwide comparison indices, such as quality and performance excellence awards. This includes being able to be compare the Abu Dhabi Police with other best-in-class global benchmark countries and governments. It also involves the benefit of helping establish or upgrade their international reputation among global leaders, other governments, investors and businesspeople who could turn out to be potential partners in the future (Hartog, 2011, 18-36).

Martín-Gaitero & Escrig-Tena (2018) found that the 2013 EFQM Excellence Model was created to help organisations cope with the complexities of the changing world so they could develop proper tactics for increasing global competitiveness. The EFQM Model strengthens organisational performance by providing a framework that pushes employees to compete with each other and external firms. In a study by Calvo-Mora, Navarro-García & Periañez-Cristobal (2015), it emerged that in using the EFQM to encourage higher performance of employees to reach their individual objectives, organisations can also increase the likelihood of them achieving their organisational goals. Innovation, performance excellence and continuous improvement are the most important criteria for all organisation s to attain strategic objectives.

Tomaževič, Seljak & Aristovnik (2016) found that applying the 2013 EFQM Excellence Model provided the necessary global guidelines. They further indicated that with all the environmental changes taking place worldwide, organisations including the police are expected to adopt new technologies and enhance HRM training programs. One literature gap concerns the specific implementation of the EFQM to achieve all the benefits mentioned because there is not much research on implementation. Against this background, Martín-Gaitero & Escrig-Tena (2018) elucidated that effectively formulating, executing and managing

performance excellence strategies is a challenging prospect for most organisations. However, the literature review has already demonstrated that using the EFQM Model has been internationally successful (Fitz-Gibbon, 2012). In the context of this study, it is anticipated that the police can use the EFQM Model in order to upgrade their individual and organisational performance structures, strategies and procedures to efficiently benchmark themselves against global governments in the future.

Shekell (2013) states that while the EFQM Excellence Model enablers category focuses on facilitating the strategic direction so that it is aligned with the corporate objectives, the results category centres on the final outcomes that can be expected if the strategies are implemented, managed, monitored and evaluated and correctly by upper management. The most significant indicators of future successfulness in implementing this model are related to the strategy's final impact on the entire organisation (Harris, 2016, 1-6).

Another globally acclaimed performance management model is The American Productivity and Quality Centre (APQC) model (Miller et al., 2014). APQC is an organisation that focuses on developing various knowledge management tools and approaches for international corporations. O'Leary et al (2015) found that the APQC performance management model includes:

- o Global benchmarking portal

- o Knowledge base of research focusing on improvement recommendations

- o APQC network—550 organisation s from 45 industries

- o Benchmarking assessments, data, best practices, business expertise, suggestions from network for sustainable process management capabilities

- o Research, benchmarking and knowledge management

- o Focus on leadership development and Corporate Social Responsibility (CSR)

- o Majority of global partners are innovation-oriented (p. 1-6).

APQC has its own definition of benchmarking: "the process of comparing and measuring your organisation against others, anywhere in the world, to gain insights into measures, performance, and practices in a way that can rapidly improve the journey to world-class performance" (APQC, 2014, p. 1). This model above focuses on the operating processes of developing vision and strategy, managing products and services, marketing products, delivering products and managing customer services. It can be seen as a model that incorporates both an organisation's internal and external activities (Miller et al., 2014). Ntabe et al. (2015) found that organisations that use APQC benchmark management and support processes by focus on developing human capital, managing IT, financial resources, property, Environmental, Health and Safety (EHS), external relationships and managing knowledge, improvement and change.

The APQC performance management model also acknowledge benchmarking to be a process and thus focuses on these four phases of global benchmarking:

- Phase 1: Plan—establish the project scope, develop the data collection approach and requirements, and set the criteria for peer groups

- Phase 2: Collect—collect data and summarize results

- Phase 3: Analyse—assess and validate information collected to identify performance levels, leading practices, enablers, proven templates and other tools

- Phase 4: Adapt—report and develop action plan for change

(O'Leary et al, 2015, 1-6)

These four phases illustrate the main stages that organisations using the APQC model must go through to reap all the advantages that come with benchmarking as reviewed above. One other global benchmarking model based on best practice is the APQC Process Classification Framework (PCF). While this model was also developed by the APQC, it is very specific to process classification within large institutions such as the police service. In a typical

police service such as the Abu Dhabi Police, procedure comprises several hierarchical processes (Abu Dhabi Police, 2018). Using a performance management model that prioritizes process classification ensures that each process is taken as a unit rather than generalising everything that the organisation does (Miller et al., 2014). Below is a detailed process performance management model used by many global organisations. The APQC PCF model explains how there are two main categories of business processes: management and support service processes and operating processes. The APQC Operating Processes include ten Categories that form the core business activities, including:

- Develop Vision and Strategy

- Manage Customer Service

- Management and Supporting Services in Value Chain

- Manage Human Capital

- Manage Information Technology

- Manage Financial Resources

- Acquire, Construct, and Manage Assets

- Manage Enterprise Risk, Compliance, and Resiliency

- Manage External Relationships

(Develop and Manage Business Capabilities (O'Leary et al, 2015, 1-3)). The Association of Chief Police Officers (ACPO) is another global performance management model originating from the UK, which focuses on data gathering, risk assessment, policies, identifying options, taking action and reviewing results. The ACPO model is used to improve future police decisions and for developing effective decision-making for various situations. Police officers assess each individual case and decide on the most appropriate approach according to the legal regulations and police policies to ensure the force was proportionate and necessary during the circumstances (Warren, 2010, 1-3).

The ACPO performance management model focuses on these areas:

- Develop benchmarking capabilities

- Identify benchmarking partners

- Agree benchmarking standards

- Conduct process benchmarking

- Conduct cost benchmarking (Warren, 2010, 1-3).

The UK Police created the National Decision Model (NDM) for upgrading strategic police decision-making related to using force during the detention and arrests of citizens (Camacho-Collados & Liberatore, 2015). Camacho-Collados and Liberatore (2015) asserted that the National Decision Model helps police officers make more informed and consistent decisions. This model is also used to evaluate the entire decision-making process and to subsequently assess whether or not decisions were justified. While the APQC PCF views the police service as comprising several autonomous processes, the NDM views the entire police force as one unit. In the context of this study, the APQC PCF is considered more applicable to the Abu Dhabi Police. The reason for this is that the Abu Dhabi Police currently uses a divisional structure that makes it ineffective to general all service processes or activities (Abu Dhabi Police, 2018).

The next performance management model is the TRADE model. TRADE is an acronym for Terms of reference, Research, Act, Deploy, and Evaluate. According to the Centre for Organisational Excellence Research, the TRADE model explains how learning from the experience of other police forces can be beneficial for organisations (Peterson, 2011). Peterson (2011) found that the TRADE model has been extensively used in police forces internationally and requires police force to use terms of reference to plan ant benchmarking project. They need to research their current state and act to undertake data collection and analysis. They need to deploy, communicate and implement best practices. They need to then evaluate the

performance management process and outcomes to determine how they can upgrade their organisational performance in the future.

The TRADE performance management model focuses on these areas:

- Terms of Reference (plan the project)

- Research (research current state)

- Acquire (acquire best practices)

- Deploy (communicate and implement best practices)

- Evaluate (evaluate the benchmarking process and outcomes) (Peterson, 2011, 1-4).

The RADAR logic model is another popular global performance management model. RADAR is an acronym for Results, Approaches, Deploy, Assess, and Review. Ventura (2007) calls the RADAR Logic Model an assessment performance framework, providing the most efficient approach to integrating excellence into organisations. The RADAR logic concept outlines different instances of police forces explaining the development of their current strategies and their approaches to improving performance throughout their respective organisations:

- Results—identify needed results and set goals for achieving them

- Approaches—extensive planning and development of various strategic approaches are needed to implement into firms to accomplish the desired results; employees should be told what is expected of them

- Deploy—execution of the diverse approaches is done in a variety of innovative methods that are systematically managed during implementation

- Assess and Review—evaluation and monitoring of the deployed approaches in order to determine if they will yield the desired expected results specified in the

strategies; includes development of ongoing employee learning activities to increase knowledge and skills so they will keep upgrading performance to eventually reach the status of excellence (Harris, 2016, 1-6).

Luce (2013) suggests that police can apply the EFQM Excellence Model, combined with RADAR logic components, by examining how these principles and structures work in the organisation on a daily basis. Meanwhile, Harris (2016) cautioned that the mere fact of complying with global standards does not mean that a firm has achieved organisational excellence, since it takes long-term sustainability in performance excellence to become a global benchmark. Performance excellence is defined as exceeding expectations and going beyond the standard of acceptable performance. Through assessments, firms can compare themselves to others to see if they meet the given standards. If not, they can then decide what actions they must take to improve their performance according to their strategic priorities (Harris, 2016, 1-6).

Stephano (2012) and Harris (2016, 1-6) say that in order to adequately apply the EFQM Model with the RADAR logic principles as the core to strategic direction, organisations must first realize the importance of the following factors:

- Addressing stakeholders, measuring diverse approaches and exploitation of different tactics with perception and KPIs according to global benchmarks
- Displaying the positive performance patterns and sustainable higher performance that should last for at least four years to be considered organisational excellence
- Setting realistic targets and recording them as they are achieved
- Comparisons with different organisation s to benchmark success or failure to see where improvements are needed
- Displaying the potential cause and effect alignment to the strategic approaches

- Measuring and reporting a balanced scorecard type of features from the past, present and future, and

- The project scope within the strategy should cover relevant, segmented broad results

Summing up this section of the literature, Vincent (2010) says that the police have been applying the EFQM Excellence Model to their HRM programs to upgrade employee skills training. They use such performance excellence improvement systems a as High-Performance Work Systems, Performance Management, and Human Performance Technology (HPT). In line with the study's second research question, the EFQM Excellence Model will be adopted as one of the main global performance management models that can be used as performance management strategy. Since traditional management methods are very limiting, the old ways of training and development are not very efficient in modern organisations (Nicholas & Steyn, 2017). Shackleton (2015) lamented that HRM still uses recruitment and selection to choose intelligent, well-trained employees that have the necessary skills and experience. However, current Performance Management Systems have more potential for increasing workers' commitment to the company by making them feel accepted and supported by management (Boddewyn, 2010, 1-6). The APQC PCF will also be adopted because it fits the current organisational structure of the Abu Dhabi Police. These two models will serve as the basis for analysing and discussing primary data collected from this study to ascertain the extent to which the performance management strategies of the Abu Dhabi Police fit the two global performance management models. In the next section of the literature review, performance management strategies that have been benchmarked globally will be reviewed.

2.6   Employees' experiences of performance management

Budworth, Latham & Manroop (2015) observed that one of the main ways in which employees perceive performance management is via a learning process that equips them with the right competencies to achieve organisational standards and goals. This section of the review therefore identifies change management as a learning process, as well as examining factors that affect the success of change management learning process. The section also analyses how change management can yield a learning organisation where performance is sustained as a permanent part of organisational culture.

2.6.1   Change Management as a Learning Process

Budworth, Latham & Manroop (2015) confirmed that change is a process rather than an event. Furthermore, several researchers have found that the processes involved in such change must be institutionalised in a way that creates a learning organisation (Geppert, 2017). According to Heller (2008), learning organisations are based on managing people and change. Change is the most important factor that learning organisations must understand and prepare for, especially in today's business world. Heller states that learning how to adapt to on-going change is the most difficult challenge that every company faces, and that organisations must establish new ways of thinking in order to meet this challenge. Heller also states that organisations should learn how to work in different ways, with change being the main focus of every decision. Dorringer (2008) further explains that learning organisations must be able to develop continuously through on-going motivation and compensation programs.

Basic organisational change begins with management and their principles. However, it must expand throughout the entire company to reach optimum effectiveness (Geppert, 2017). Li and Su (2015) asserted that the process of expanding change throughout an organisation can best be achieved through a learning environment. That is, the stakeholders affected by the

change must be presented with an opportunity to acquire new information, knowledge, skills, and even resources necessary for making the change successful (Geppert, 2017). Through the concept of change management as a learning process, the organisation will face several obstacles, eventually learning how to deal with them. A typical example of this is the issue of crisis or conflict during change implementation (Geppert, 2017). Heller's ideas include how learning organisations must prepare for major overall changes in the way they deal with conflicts, solve problems and react to globalization (Heller, 2008, 706-708).

Alshawi & Golding (2008) posited that one of the essential aspects of change as a learning process is planning. They advocate for planning for change before it occurs, so that learning organisations can assess problems ahead of time and better prepare for emergencies. Heller (2007) supported this claim by clarifying that the important questions organisations should ask must involve where they are now, and where they want to be in five years. Ambitions for the future are what organisations must focus on, with the changes that need to be made being their highest priority. Robbins (2008) contends that it is not one single concept that makes a learning organisation, but rather teamwork and management. Organisations need visionary leadership, innovation, contingency plans and a common ideal. Robbins also feels that learning organisations require knowledge management, and to place people above profits when necessary. He also states that quick solutions will not endure for any length of time, and that positive, sustainable change comes only from gradual acceptance of quality ideas that need to be implemented slowly. Robbins says that since most people are resistant to change in any form, it takes strong leadership to instil these ideas in an organisation. Learning organisations accept change and try to implement it in a way which will benefit them. They show progress because they are willing to change. The major challenges will be dealing with complaints, resolving problems and planning for the future (Robbins, 2008, 196-197).

2.6.2 Modalities for creating learning organisation

Several approaches and modalities for creating a learning organisation for change management have been identified from the body of literature. According to Torrington (2005), initiative is the most important tool by which learning organisations might succeed and prosper in the future. Torrington believes that organisational change comes from the management and leads down through the employees. In order for learning organisations to prepare for the future, there must be optimum conditions for change management Torrington states that learning organisations should rate performances based on how willing and able employees are to change. Torrington believes that learning organisations need ideals that employees will be challenged by and not always able to achieve. Learning organisations should try to provide insight into how change can benefit the company and all the employees (Torrington, 2005, 240-242).

Porterson (2004) states the initiatives must provide change management training that can be further developed on a daily basis. Feedback from both managers and employees will help to ensure the programme's success. Skills gaps must be continuously identified and incorporated back into the change management training programme to help prevent such mistakes being repeated. The company will have a much more knowledgeable and skilled staff after the training programme (Li & Su, 2015). Overall profitability will increase in direct ratio to upgrades in the levels of production, due to employees better knowing what managers expect of them and being able to fulfil their duties. Some of the issues that the change management training programme will cover which senior management may be interested in include managing change and working as a team. They also include handling conflict and coping with problems in the workplace (Akhnif et al., 2017).

Further to an initiative which was recommended by Torrington, Hall & Taylor (2005) touched on the issue of coaching as an important modality for instituting organisational learning. Beattie et al. (2014) admonished that organisational learning must take place through the use of coaching and courses and must include the adoption of new technologies and innovations to compete with rivals. Continuous learning is a necessary part of employee development, provided by the HR department via courses, job skills training and work experience. The senior management of the Abu Dhabi Police want to develop a learning organisation which actively promotes and facilitates collective learning as a part of the change management process (Alkheder, 2017). This is due to previous instances of employees resisting change in adapting to new technologies like the benchmarking portal database. Based on the results of a study by Alkheder (2017), it is strongly anticipated that coaching will be one of the most useful methods of continuous learning for the Abu Dhabi Police. It was found that through coaching, managers and more experienced employees could mentor and teach newer workers, leading to continuous learning.

In addition to coaching, training and mentoring have been identified as other important modalities for creating a learning organisation to implement change management (Beattie et al., 2014). Meanwhile, coaching, training and mentoring are often misrepresented as the same concept. Dahling et al. (2016) clarified that while coaching is a continuous learning process matching daily skill applications with feedback, training may take place no more than once with only test practicing and limited feedback, making it an ineffective long-term tool for the police. Beattie et al. (2014) argued that training can be a useful form of coaching, but cannot the only activity used to achieve coaching due to the continuous nature of coaching. Writing on mentoring, Dahling et al. (2016) indicated that mentoring is ideally suited to one-on-one training situations between supervisors and specific employees that will be taking over their position someday; it is not, however, suited to training groups.

According to Pouss & Mathieu (2015), continuous educational learning programs are necessary to keep employees up to date on current technological advancements and approaches to work. Employees from organisations all over the world can have online access to thousands of IT, business, HRM, marketing, accounting and a wide variety of other courses offered by universities, business school and IT institutes (Nguyen, 2015). In a study by Duffield & Whitty (2015), it was found that one of the most effective ways to implement a continuous learning process in performance management is by adding challenging new information and skills for employees to learn on a continuous basis. The basis for this claim is that only when employees learn new challenging things can they be said to be increasing their knowledge and skillset (Nguyen, 2015). A study by Alshawi & Golding (2008) found that while introducing new and challenging concepts to employees, HR managers are always careful to make flexibility and convenience the most attractive attributes for these continuous learning and improvement training courses.

According to the founder of Ten3, Business E-Coach Vadim Kotelnikov (2006), most employees respond better to continuous learning and improvement training programs that involve activities and real-life implementation of the knowledge and skills learned. The implication of this is that training processes are more effective if they allow employees to be interactive with the lecturer, trainer or coach (Pousa & Mathieu, 2015). The use of the real-life implementation and activities must however be executed in a manner that is repetitive in nature (Nguyen, 2015). The justification for this is the similarity between repetition and continuity, given that the concept being derived here is continuous learning. Repetition of important information is the key to gaining a learned response from trainees. However, utilization in real-world scenarios must also be applied in order for employees to better understand the significance of the knowledge or skill being taught (Pousa & Mathieu, 2015). Constructivist theorists believe a learning environment that fosters useful job skills development for

resolutions to real-world problems must be encouraged on a daily basis for the development of police learning organisations (Kotelnikov, 2010, 1-7). There are usually group or team projects where the attendants must work together with people they may not know or have anything in common with, so that they learn how to improve their communication and teambuilding (Hatem, 2009, 104-117).

Lee (2009) also recommended a determinant for ensuring a successful learning process for performance management by indicating that cross-cultural and diversity training courses for working with people from different cultures and nationalities should be implemented to encourage open-mindedness and tolerance. Supporting this claim, a study by Hofhuis, van der Zee & Otten (2015) found that the issue of culture often influences employees' approaches to work and so affect their outputs differently. For this reason, using a common standard for performance management may fail in getting the best out of employees from different cultural backgrounds. Such awareness of cross-cultural diversity must be translated into the training, mentoring and coaching that lead to continuous learning for employees (Hofhuis, van der Zee & Otten, 2015).

Another important approach to having a learning organisation is the use of team learning (Dong et al. 2017). According to Kong, Chiu & Leung (2018), team learning provides individual learning that can accumulate into team learning, eventually achieving mutually beneficial problem-solving capabilities for organisations; by integrating more expertise and knowledge, organisations can have more open communication and be better able to overcome various obstacles and challenges. Learning organisations have decentralized structures with long-term strategies that focus on achieving strategic goals and objectives. As organisations must have a shared vision, so the organisational culture must have common goals. This is what will motivate employees to develop a unified group identity that focuses on learning. Individual visions are combined to create the comprehensive organisational vision of shared knowledge

management and acquisition of new skills; learning organisations emphasize knowledge acquisition, creation, implementation and distribution all throughout the company (Torrington, 2005, 132-155) (Tucker, 2009, 171-186).

2.6.3 Factors affecting the success of change management learning process

There are various factors and elements that affect the success of a continuous learning process. Stratford (2007) states the key to the long-term success of any change management initiative is for management and employees to all become more aware of the changes that the company and the industry will undergo as they both adapt to new technologies. In the case of an e-business, it is vital to continuously adapt to all new infrastructures in order to remain competitive. All employees need to be involved in continuous learning and training programs to remain knowledgeable on the latest technologies. Researchers like Huselid (2009) state that if an organisation is to improve, its most valuable internal assets (people) must develop their own individual talents and skills. As each employee progresses and learns, the company as a whole will also show improved performance (Wells, 2007; Nankervis, 2007). The constantly evolving technological advancements of the global society demand that organisations keep up with the changes or they will become obsolete. The long-term cost savings gained from a knowledgeable, well-trained, skilled staff could be up to double the investment of change management training costs, according to Curtis. Gross (2006) feels that managing change refer to how well management handles the people in its organisation through extensive training programs that prepare them for various possible situations (Matheson, 2007, 179-193).

Mendels (2006) states other issues or modalities include communication and interpersonal interactions that help solve problems through input and feedback. There are also problems with stress management and dealing with various workplace frustrations. Some problems could involve decision making and choosing the most practical and effective solutions to resolve problems based on knowledge, experience and industry awareness (Kong,

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Chiu & Leung, 2018). Other problems could include negotiating skills and learning how to mediate different situations. Change managers must deal with team development and working together as a group to resolve problems, and delegation of authority where managers allow for employees to take on more responsibilities. Change managers must also be skilled at employee-manager relations, so as to improve the working relationship between management and staff, thus creating a more productive environment (Noon, 2008, 12-25).

Orndorf (2008) says that some of the elements most essential to effective continuous learning include participants making work a priority in their lives or wanting to advance their careers and being able to apply new knowledge, skills and information to real-world situations. Other factors include the organisation being able to set and achieve learning objectives for improving individual and group performance and providing and receiving feedback and useful data to help increase knowledge and experience. Ideally, employees must also be open to learning new information and willing to apply it in practical scenarios. Continuous learning will be most likely to take place when employees are eager to improve their work performance and possibly increase their chances for career advancement (Pitta, 2011, 165-184).

Tilapis (2009) says that the development of a learning organisation requires company managers to commit to facilitating learning throughout all departments and divisions for all employees. This means that the commitment of managers and other senior management members also affects the success of the learning process. Dong et al. (2017) posited that becoming a learning organisation means identifying the challenges of global economies and facing the pressures involved in adapting to change. Change management strategies help many organisations to develop their learning capabilities within HR motivation and compensation programs. All these requirements are, however, initiated by the managers responsible for the learning programs (Kong, Chiu & Leung, 2018). Also writing on the commitment of managers, Dong et al. (2017) argued that organisational change stems from on-going motivation and

compensation programs that promote learning on a continual basis for all members over time to track and measure overall performance.

According to theorist O'Keeffe (2007), learning organisations tend to display several major traits, including mental models, which are assumptions organisations must challenge to develop strategies for pursuing long-term goals. This involves ensuring that all employees are open to learning new knowledge and skills and being trained on various subjects to increase efficiency and productivity. O'Keefe also advocates personal mastery; when employees agree and commit to the learning process, they give in to personal mastery, providing more competitive advantages for the company. However, employees cannot be compelled to gain new information or knowledge; they must wish to do so. Learning organisations are the overall summation of individual employee learning as every worker shares their knowledge with others (Robbins, 2008, 52-67).

Even when all the approaches and guidelines given above are utilised, there are still many barriers to effective continuous learning and improvement training programs that can be difficult to overcome. Key aspects of these barriers have been identified from the body of literature. Hornstein (2015) found that some police employees may not be willing to adapt to new changes and that this could lead to problems within the HRM training and development programs. Belay & Mamo (2016) posited that early identification of the main issues related to ineffective continuous learning and improvement training programs is the key to developing the necessary solutions needed for long-term success. The importance of identifying and mitigating problems ahead of time has been supported by subsequent studies. For example, a study by Appelbaum et al. (2015) demonstrated that once managers identify possible causes of resistance, they can modify the training programs to adapt to the needs of the organisation and its employees.

2.6.4   Change Implementation

One of the central phases of change management is change implementation (Hornstein, 2015). As seen in the various models reviewed, the implementation stage is the period in which the actual change desired by the organisation takes place. Change implementation cannot happen until certain factors and conditions have been altered. A number of these have been identified from the body of literature and reviewed subsequently.

Incidents of conflict are high during change implementation; HRMs must identify the causes for these, then manage or resolve then (Yorin, 2011). Chief among these conflicts are interpersonal problems between employees related to racial, cultural or gender differences, jealousy, office politics, rumours and gossip. There are also issues related to discrimination, sexual harassment and employees feeling underappreciated and insufficiently rewarded (Adler, 2012, 36-42). Donais (2006) says that organisational conflicts include hierarchy management problems, managers being unable to resolve workplace problems, employee tension due to power struggles, differences in management supervision styles, discrepancies in benefits, duties and workload, accountability issues and risk-taking issues. The most common conflicts at work include stress, downsizing, technological change, new products and services and HRM IT training needs. Some external factor changes which cause conflict include economic recessions, increased competition, changing markets and customer demands (Fisher, 2007, 173-188).

Montgomery (2009) contends that understanding the main causes of conflict in organisations is the key to developing appropriate ways to resolve them. Managers must recognize potential sources of organisational conflict before it occurs in order to develop suitable techniques for coping with it. Karren (2010) says that some of the most effective methods of avoiding or reducing organisational conflicts include conducting employee

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feedback surveys, interviews and annual reviews to gain valuable insight into what issues may be potential conflicts that require managerial resolutions.

According to Hoye (2007), organisational managers need to create strategies that not only help resolve conflicts them when they occur, but also aids in preventing them from happening at all. Benson (2010) found that positive conflict resolution strategies must focus on creating unity within the organisational culture by managers showing compassion and discussing problems with employees, mediating between conflicting workers and working together to find suitable solutions. Abu Dhabi Police HRM has an employee grievance process in place to help discuss and resolve conflicts (Kotter, 2011, 1-7).

Apart from the issue of conflict, implementation impacts on an organisation's organisational process in several ways, particularly if global benchmarks must be followed for performance management (Hornstein, 2015). Researching the impact of successfully implementing change in the police service in the field of customer service, a study by Bakker (2015) revealed that the police administration had made huge financial investments in redesigning their online customer service system. This transpired because the police as an agency needed to streamline the work process from different departments and divisions so each of them could have access to the customer service centre.

2.6.5   Change Sustainability

When implementing changes based on global benchmarks for performance management, it is important to ensure that the changes will last as long as possible. When such changes endure overall sever years and the tenures of several different managers, this is known as change sustainability (Belay & Mamo, 2016). In order to suitably sustain the changes that the organisation is undergoing, Tomaževič, Seljak and Aristovnik (2016) recommended that organisations use specific performance quality sustainability strategies. For example, Cauchick

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(2015) recommended the use of the TQM strategy, incorporating both Quality Assurance (QA) for maintaining performance quality, and Quality Control (QC) for monitoring and reporting performance quality over time. Adding to this, Tomaževič, Seljak & Aristovnik (2016) elucidated that the TQM strategy must include Six Sigma approaches related to monitoring, measuring and comparing service performance over time for ensuring long term sustainability. Six Sigma allows firms to use strategic techniques to regulate process improvement so they can develop overall organisational performance quality. Six Sigma is considered one of the world's most successful measurement comparison techniques for improving customer service quality and recuing long-term problems (Mason, Nicolay & Darzi, 2015). By inference, sustainability of change is achieved when effective measurement tools are implemented.

Gibbons & Kaplan (2015) also found that changes are more sustainable if their continued implementation will guarantee employee satisfaction. If the changes do not guarantee job satisfaction, it will not be long before employees start revolting against them. Regrettably, according to a recent report on managing change and ensuring employee job satisfaction by the UAE Public Management Foundation, the public sector (UAE government agencies) is currently lacking many of the required theoretical and practical frameworks to help workers adapt to change (Bin Taher, Krotov & Silva, 2015). In the report, a survey on motivational techniques and strategies for appropriately managing change was conducted among 400 of the leading private and public sector managers. The report suggested that the public sector organisations can help build trust, reliability and satisfaction with their employees by recognizing their individual contributions and helping them build their self-confidence. According to London School of Economics Political Science Professor, Julian Le Grand, organisations can motivate employees by achieving unity, involving others in the decision-making process through empowerment and leadership skills, and clearly explaining the future goals of the company (Mohammed, 2012, 12-18).

Leadership has been identified as another important means of ensuring change sustainability (Elsmore, 2017). According to Day, Crown and Ivany (2017), change becomes more permanent by focusing on better leadership throughout the company, which entails identifying and monitoring leadership actions. An organisation must build its employees' capabilities to ensure they have the necessary skills and knowledge. According to Elsmore (2017), ensuring that leaders are capable of this involves compliance policies, morale maintenance, communication and managerial support. Ideally, managers should develop continuous improvement programs using a Balanced Scorecard approach and performance management strategies with reward alignment and managerial communication programs.

2.7   Implications of change management as a learning process for managers

If, as we have determined, employees pursue change management as a process, managers must stay up to date with the latest change management strategies and models. This section of the review therefore presents literature on HRM change management, global change management strategies, and change management models.

2.7.1   HRM Change Management

We have already reviewed a number of global benchmarking models and approaches to performance management strategies. Indeed, the researcher has made anticipations of which of the models and approaches will best fit the context of the Abu Dhabi Police, based on which further primary data will be collected to examine their applicability. Inevitably, attempts to implement any of the models and approaches will come with changes to the existing HR processes. In order to address these changes, this section reviews the literature on HRM change management to determine how HR managers can best implement new procedures without

experiencing significant resistance and success-endangering obstacles. Garvey (2009) says that organisations today face a wide variety of HRM problems that result from them insufficiently preparing for change. Change is an unavoidable part of any business, and thus managers must develop the strategies necessary to manage it (Veneer, 2008). Kranz (2005) calls organisational change is a continuous state that all organisations constantly face, where managers must help employees realize that change is necessary so they can overcome the barriers to that change. Newman (2006) states that some of the biggest challenges to an organisation's effectiveness and productivity are related to organisations transitioning from one stage to another (Fitz-Gibbon, 2009, 1-5).

2.7.2 Global Change Management Strategies

Tercom Consulting (2010) developed a change management model which explains how to design, execute and sustain strategies during implementation phases in organisations. According to the Tercom Consulting model, there are three main phases of change management integration that organisations need to undergo in order to achieve successful and effective change. These are structural changes; process changes; and people changes. The structural design phase relates to accomplishing tasks like mapping the strategy and processes required, establishing new emerging structures and mobilizing the guiding direction (Tercom Consulting, 2010). Doppelt (2017) found that in order to roll out the structural design phase effectively, one must use priority tools. These include establishing a vision of success, SWOT Analysis and organisational impact analysis. Some of these tools are necessary in ensuring that the suggested changes align with the organisation's current strengths, weaknesses, vision, and needs. In a study by Imran et al. (2016), it was found that when changes are implemented to align with the organisation's current state, there are fewer chances that they will be met with resistance; thus, change implementation becomes very easy.

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Cokins (2010) also commented on the structural execution stage, claiming that it should involve leadership audits to detail new behavioural expectations, refine KPIs and build trust among employees. Once this recommendation is followed, the priority tools to use would include line of sight tools, Quality of Interface (QOI) tools and an HRM infrastructure checklist. Comparing these tools to those advocated by Tercom Consulting (2010), it should be noted that the tools suggested by Cokins focus more on the tasks or activities to experience change, while those of Tercom Consulting look at the organisation as a whole. Cokins (2010) further explained his approach to the structural execution stage, emphasising that the organisational structural sustainable phase involves tasks like assessing the structure's effectiveness and putting knowledge sharing structure in place. The priority tools include a coaching lesson, featuring exercise for forecasting, and a teamwork collaboration relationship map to promote teambuilding.

The process design phase includes such tasks as risk analysis, goal setting and verifying customer requirements (Tercom Consulting, 2010). A careful assessment of these tasks shows that they align with the activities or tasks requiring change, therefore making Cokins' (2010) perception of the first stage problematic; Cokins does not seem to acknowledge the need to factor in an organisation's needs and current state. Regarding the second phase, Tercom Consulting (2010) explains that the necessary priority tools include risk mitigation plans, Critical Success Factors (CSFs), the KPI planning matrix, stakeholder analysis and issue resolution process. Cokins (2010) added that the process structure phase involves tasks like managing conflicts and overcoming employee resistance, planning transition and creating an appropriate environment for the new principles. The priority tools include roles and responsibilities tools, a 90-day look-ahead process, a transition plan and conflict resistance management workshops. Both Verjay (2012) and Parmenter (2013) combined the two aforementioned perceptions and found that the process phase of change management can

incorporate a hybrid approach. Such an approach involves tasks like measuring KPIs for each process, conflict management across all interfaces, realigning structure to market and sharing knowledge. The priority tools include a change integration checklist, team development processes, a KPI worksheet outlining expectations and results, a knowledge sharing agreement and interface enhancement sessions (Verjay, 2012).

Finally, the people design phase of change management involves tasks such as communicating in all directions, keeping the workforce engaged and focused and creating a vision statement (Parmenter, 2013). This shows that the people design phase deals directly with how HR managers engage their employees to undertake the actual process of change. The priority tools include a change resilience map, change acceleration sessions, a communications plan, a working organisational chart and talent opportunity analysis (Parmenter, 2013, 1-6). Verjay (2013) noted that the people execution phase involves tasks like monitor productivity and get new teams up and running. In this context, the priority tools needed to implement change include an impact-of-change workshop, engagement sessions, establishing new teams and running workshops, clear-the-air sessions and career path planning discussions for individuals (Verjay, 2013). Doppelt (2017) admonished that at the people design phase, it is important to ensure that the right people are involved in the planning process, retraining for present and future requirements and raising expectations for all employees. To achieve this, the priority tools needed include a turnover process planning sheet, reward, recognition and incentive programs aligned with a vision of success, a training and development plan, a High Performance (BARS) matrix and succession planning for both individuals and organisations (Verjay, 2012, 1-6).

Martin (2010) describes managing change as a process, which starts with organisations identifying internal company and employee weaknesses and developing change management strategies for turning them into strengths. What this means is that where there are no

weaknesses identified, changes may not be necessary. However, Doppelt (2017) cautioned that the mere fact that weaknesses have been identified does not mean all employees will embrace the change process. The change process must always be seen as separate from the need for change. In the light of this, Hayes (2018) admonished that strategic change management techniques be used since they are very effective in helping employees learn how to adapt to organisational changes over time. Although there are many different drivers for change in organisations, Hayes (2018) explained that developing nations' government agencies undergo periodic extensive restructure that requires recognizing change as an on-going process affecting all departments, employees and processes. In the context of the Abu Dhabi police, it is not at all uncommon for the head of national policing to be changed. Such appointments are accompanied by extensive restructuring.

Martin (2010) mentioned that where no weaknesses are identified, there may not be justification for any changes. This view is however challenged by Cameron & Green (2015) who see change as a permanent necessity. That is, organisations that refuse to adapt to change often become inefficient and obsolete, so it is in their own best interest to continuously learn how to adjust their HRM development processes to become skilled at adaptation. By inference, change must stem from the process of constantly adjusting existing development processes (Hayes, 2018). Even though this second modality to change may seem continuous, it is still important to ensure that the change is managed in an effective manner (Cameron & Green, 2015). Dulami (2011) opined that for change management to be successful, theoretical strategic change management strategies must be effectively integrated into organisational real-world scenarios. Cameron & Green (2015) also asserted that managing change requires organisations to prepare ahead of time for uncertainty by developing their employees' individual potential and turning their firms into continuous learning organisations. To avoid the usual resistance to change that often comes from organisational restructuring, change management strategies help

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managers better communicate with employees to focus on learning and training programs to adapt to the necessary changes (Martel, 2008, 82-105).

Using the example of Leeds University change management for sustainability, Lozano, Ceulemans & Seatter (2015) developed a change management process model that explains the different stages of how organisations can adapt to change by preparing for it, investigating why it is needed and determining what will happen when it occurs. Lozano, Ceulemans & Seatter (2015) advised that managers must also begin the change process by developing strategies on how best to implement change. Cummings, Bridgman & Brown (2016) supported this claim by highlighting the fact that management must cement the changes into place by developing effective strategies for the outcomes they hope to achieve. The strategies that organisations must integrate into their daily routine for change to be successful include improved communication, performance, innovation, accountability and commitment to continuous improvement (Cummings, Bridgman & Brown, 2016).

One of the commonly referenced authorities in change management in the body of literature is Kruger (2003). According to Kruger, effectively managing organisational change means planning for uncertainty, and learning how to adapt to all types of change, including economic or financial change, personnel change, leadership or managerial change, technological change or industry change. This point by Kruger highlights the need to view change management as starting even before the actual change is implemented. That is, while planning for changes, any possible uncertainties must be factored in to begin the change management process. Other organisational change management theories refer to managing change as a long-term on-going process where various drivers of change are identified and appropriate strategies are formulated to alter managers' and employees' performance, attitudes and behaviours (Van der Voet, 2014). Another authority in change management, Adler (2006) viewed change management from a different perspective by explaining that managing change

relates to taking on new technologies to become more innovative, efficient and productive. It also refers to learning about the market competition to know the strategies rivals are pursuing so more effective approaches can be developed to counteract them (Adler, 2006, 56-72).

Jeffreys (2006) asserted that change management is all about learning, continuous feedback, amending strategies and performance, and being willing to take risks in the pursuit of organisational excellence. Imran et al. (2016), found that employees often resist change on many levels because many people do not feel comfortable altering their attitudes or performance to adapt to the unknown. However, Jeffrey's statement leads us to understand that it is up to managers to learn effective techniques for modifying the procedures, policies and processes involved in change management strategies. Ford (2009) says that it is essential that organisations understand why managing change is so essential; only when such an understanding exists can an organisation be successfully transformed into a global industry leader. Change management must occur at the highest levels of executive management for it to be respected and adhered to by the lower employees (Dulaimi, 2011, 155-183).

Strickler (2009) also perceived change management as a long-term commitment, claiming that it requires all workers and divisions into value-added assets. Many employees do not want to change, sometimes because they are afraid that they are not able to do what is asked of them, which is why management must instil strong organisational values and belief systems into all aspects of the company (Van der Voet, 2014). A study of energy companies in Romania, Ceptureanu et al. (2017) found an approach to change management that can eliminate employees' fear of failing at undertaking change when it found that the development of a strong organisational culture is one of the most important elements needed for earning employee loyalty, dedication and improved performance for effectively managing change. The building blocks of change management must include strong managerial leadership, specific organisational vision and objectives, and detailed action plans for implementing the necessary

changes (Van der Voet, 2014). Acharya (2007) specifies that change management should involve all organisational stakeholders and that communication and transparency should be upgraded to ensure commitment to the required changes. Bono (2012) developed a Six Thinking Hats Theory for change management that allows for parallel thinking processes to be combined with cohesive planning. This type of theoretical framework can be applied to managing change because it focuses on problem solving as a group, which is necessary in organisational change management. Individuals must work together to overcome barriers in order to implement change management. During this process, they align individual and corporate objectives, develop possible solutions to problems, and gather reactions as continuous feedback to monitor the ongoing successfulness of the strategies (Martel, 2008, 227-243).

Verhulst & Lambrechts (2015) used the term "strategic change management" to explain an approach to change management that involves a comprehensive organisational set of corporate, business and functional strategies for defining the company's objectives, vision and mission. This entails using a Balanced Scorecard approach to assess overall performance and progress in reaching its long-term goals. In effect, what is significant about strategic change management is that it is multifaceted, bringing together the company's objectives, mission, and current progress, and tying them in with the company's long-term goals. Samuel, Found & Williams (2015) support the idea of strategic change management, saying that it aligns with the concept of a continuous process for evaluating all major business stakeholders including competitors, employees and the overall industry to achieve objectives and goals. Adizes (2009) found that strategic change management is supported by Porter's many theories that focus on gaining competitive advantages to face rivals in competitive environments.

One important dimension of strategic change management is that it sometimes extends beyond the internal environment to incorporate organisations retaining knowledge on processes

and products while comprehending the changes of the external environment (Verhulst & Lambrechts, 2015). But in order for such an extended version of change management to be achieved, it is important that organisations develop innovative solutions to on-going problems and learn how to prepare for the future by instilling continuous learning programs that will add skills and knowledge to the entire organisation (Samuel, Found & Williams, 2015). Telleria (2009) asserted that communication, trust and cooperation among individual employees will help them develop group learning programs where knowledge is shared throughout the organisation. Developing a learning organisation means preparing for the changes that will inevitably occur in the future by instilling in all colleagues the knowledge necessary to adapt to these changes (Hill, 2009, 59-75).

According to Zappala (2013), every major multinational corporation and government organisation faces managing change problems on a yearly basis. As such, they must learn how to adopt globally benchmarked best practices from market leaders. There are a number of strategies that HR managers may adopt in their efforts to implement change management. Moffett (2012) states that managing change has become one of the most crucial necessities which all organisations must learn how to implement if they want to gain Sustainable Competitive Advantages (SCA) in the market. Kaufman (2013) says that some of the most prevalent shortcomings in change management practices among organisations worldwide include systematic changes not being made, customers not being satisfied, teamwork not being promoted, performance not being measured and appraisals not resulting in raises or promotions (Noon, 2013, 1-5).

Jason (2013) says that other changes which can cause conflict and efficiency problems include managers not creating suitable change resistance strategies to help employees feel that their needs will be met, and they will have job security throughout the change management process. According to Clarke (2012), many HRM issues related to organisational change can

best be resolved via innovative change management methods. Managers need to respond appropriately to IT changes in the industry, adapt to performance management gaps by offering motivational incentives to employees, and create new social networking strategies to adequately identify and meet global consumer needs (Alexander, 2013, 1-8) (Capon, 2012, 182-195).

Sparks (2014) found that HRM change management strategies require communication and education for employees to accept changes and integration. Employees must be informed ahead of time of the organisational changes that will be made so they can have all their questions answered and feel that their opinions matter. Lesley (2010) argues that employee participation and empowerment is the key to change acceptance during managing change phases. Managers must learn how to negotiate and provide rewards for employees to minimize stress during change management implementation (Sparks, 2014, 1-5; Alexander, 2013, 1-5).

2.7.3   Change Management Models

Many theorists and experts have developed change management models and described the various challenges, processes and strategies that organisations must cope with throughout the process of change. Some of the common change management models include Lewin's Model of Change, which is a 3-stage change management process where activities are "unfrozen" to introduce new processes that can then be "frozen" in the employee mindsets (Ellis & Abbott, 2018). There is also Bullock and Batten's Planned Change, which focuses on exploring, planning, implementing and then integrating new change strategies. Kotter's 8 Change Steps model is also very popular and posits that organisations urgently need change to survive; as such, they should form a supervisory coalition, develop a shared vision, communicate it to all employees, empower them to act, plan and launch short-term goals, consolidate all improvements to focus on future changes, and implement different strategic

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approaches (Hickman & Ojo, 2014). Another change management model is Beckhard and Harris's Change Formula, which argues that change is needed when there is dissatisfaction in a performance's organisation, a desire for new methods, and a practical strategy for implementing such changes. (Fry, 2017). Beckhard and Harris's Change Formula therefore contrasts with Kotter's since Kotter sees change as an urgent, constant need rather than one based on the identification of dissatisfaction or a weakness.

In Beckhard and Harris's Change Formula, it is argued that change is only possible when the cost of implementing it is affordable, and the desire of the employees and management to change is motivated or driven by the need for such change. A careful assessment of this model suggests that in a situation where employees and management are not motivated to implement change, no change should happen. However, given the constant changing nature of the global business environment, including the policing service, this model of change cannot be embraced (Fry, 2017). The police need changes that marry their practices to the changing dynamics of society as well as changing standards of international practice rather than changes motivated by what employees and management desire. Another change model is Nadler and Tushman's Congruence Model for Change. According to this model, inputs are taken from both external and internal sources using four elements - include work, people, and the informal and formal company - to transform effort into outputs. There is also Bridges' Managing the Transition, which contains 3 phases of change: ending the old processes, creating a neutral zone during the transition, and developing a new beginning of different processes (Froidevaux & Hirschi, 2015). Carnall's Change Management Model argues that management knowledge and skills are needed to effectively handle transitional periods, cope with work cultures, and control office politics (Todnem 2005). This particular model is similar to Beckhard and Harris's Change Formula, which focuses on the skills of management and employees rather than changes determined by the external environment.

Lastly, there is Senge's Systematic Model for Change, which posits that organisations need to start with small changes, then increase them steadily and gradually so that employees have time to adjust to them, and that managers should not plan all change processes since there will be unforeseen difficulties and challenges resulting in new strategies needing to be formed (Senge et al., 2007). Not much detail and critique are performed on these models since there are subsequent sections dedicated to the review of selected models suitable for the context of the Abu Dhabi Police.

2.7.3.1 Lewin's Model for Change

Lewin's change management approach includes the Freezing-Unfreezing Model for Change (1947), where change can only be adapted to once employee barriers of resistance are broken down. Lewin believes that in order for organisational change to be properly implemented, people's opposition to different processes and obstacles to change (like outdated IT hardware and software in today's world) must be overcome. This model has been extensively studied, Ceptureanu et al. (2017) confirming that resistance to change is the major impediment to organisational changes being successfully implemented. Lewin's change process begins with the first stage of unfreezing the employee mindset to reduce defence mechanisms. The second phase involves such change taking place, which results in initial confusion for employees as the old methods of performing tasks are challenged but the new ways are still unclear. The third stage involves freezing the employee mindset so they will become comfortable with their new tasks and duties.

Analysing this model, Ellis & Abbott (2018) noted that the systematic nature of the change implementation leads to an eventual transition period taking place as employees learn how to adapt to change through the adoption of new skills and knowledge. Lewin's Model for Change explains how the driving forces motivating employees must be stronger than the resistance for the transition to be successful in the long term. Lewin felt that employees and

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organisations are more likely to adapt to change processes if they are exposed to the job skills and knowledge required to understand why such change is occurring and how they can modify their performance to show improvement over time. Relating this to performance management, a study by Aslam, Muqadas & Imran (2018) confirmed that in order to introduce new systems for managing employee performance, it is important to create an environment where the employees appreciate that the new systems can help in improving their performance. Lewin's Change Model explains how managers who can reinforce change will achieve higher levels of organisational performance (Lewin, 1947, 5-41).

Figure 2.6: Lewin's New Model of Change
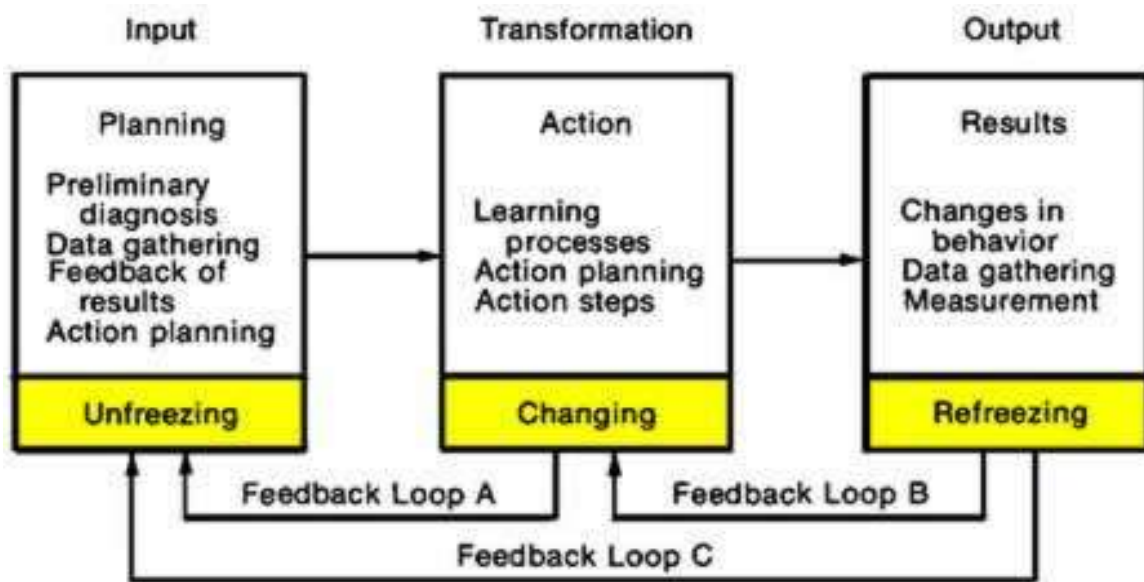
Source: Lewin, 1958.

Referring to the figure above, it should be noted that at each stage of the model, there are specific activities which HR managers are expected to perform to ensure success. For example, the first phase entails planning, developing preliminary diagnoses, data gathering,

feedback and action planning (Ellis & Abbott, 2018). The second phase is a transformation process where action takes place, learning processes begin, and action planning and steps for the future must be put in place. The third stage is output, where results must include changes in employee behaviour, data gathering, and the on-going measurement of individual, group and organisational performance to determine if the change process is demonstrating long-term effectiveness (Georgiades, 2007, 161-184).

2.7.3.2   ADKAR Model

Prosci (1998) developed the ADKAR Model for assisting organisations that required change management strategies. This model helps employees and management adapt to the changes in business strategies, duties, procedures and attitude adjustments needed for organisational transformation. Prosci also feels that developing action plans for both professional and personal change management is the key to successful implementation and reduced resistance. While studying the ADKAR model, Goyal & Patwardhan (2018) found that the model is ideal in helping HR managers and employees alike appreciate that change is a systematic process which cannot be effective when run under a haphazard environment with no serious plans. Since there are many barriers to change within organisations, Prosci believes that acknowledging them so they can be properly addressed is essential. Kraus (2008) feels that global change management must include identifying obstacles in employee attitudes and behaviour to create stronger information and communication strategies. Garrett (2007) states that increasing awareness of the changes needed, explaining why they are necessary, gaining appropriate feedback, and building employee participation in the change process are all essential components in change initiatives (Georgiades, 2007, 216-224) (Alshawi & Golding, 2008, 82-104).

The ADKAR Model focuses on these important aspects of change management:

o   Awareness—recognising that change is needed

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o Desire—willingness to support and participate in the change process

o Knowledge—realisation of what changes are needed and how they can be implemented

o Ability—capacity to integrate change daily on all levels of the organisation

o Reinforcement—continuous support from management will help corroborate, strengthen and enforce change management strategies (Alshawi & Golding, 2008, 82-104) (Hiatt, 2003, 161-183).

2.8 Opportunities for improving performance management practices

As per the last research question, the researcher wanted to identify opportunities for improving performance management practices within the Abu Dhabi Police for managers and employees. A study by Scaduto, Hunt and Schmerling (2015) showed that the main motivation urging HR managers to prioritise performance management is evidence that organisational effectiveness in general will be positively affected. This is the justification that makes this theme very necessary to the study. According to Leslie (2006), there are many different ways HR performance management influences organisational effectiveness, such as helping managers recruit the most qualified candidates for training employees on new business processes. Sorensen (2011) says that HR managers who recognize that intellectual assets can be developed using knowledge management strategies, automation, IT, Internet and computer technologies will be more likely to capitalize upon potential competitive advantages in the industry. Business and social networks can be used to gain global consumer feedback, develop online services and products, and share information worldwide (Vandaie, 2010; Sparks, 2014, 1-4).

Thompson (2010) used the 5P Model of Strategic HRM to describe the main five elements that are related to development of strategic HRM approaches including those for performance management. Assessing Thompson's work, Noon (2013) highlighted the fact that

strategic performance management must align the organisational strategy with its internal and external characteristics. Noon further states that strategic business needs to develop appropriate HRM activities to ensure the most effective management of all employees. Some of the most essential strategic HRM business activities include ensuring that the following elements are suitable and effective:

- HR philosophy—provides guidelines on how to treat and value people

- HR programs—coordinate efforts to facilitate change and address major issues

- HR practices—motivate the necessary roles, functions and behaviours for all employees to meet managerial expectations

- HR processes—define how all HRM activities are implemented

- HR policies—establish guidelines for people-related business issues and HR programs (Thompson, 2010, 1-5).

Other researchers offer indications of the best ways to approach performance management to ensure that it impacts positively on the organisation as a whole. For example, Carlson (2006) says that some of the overall advantages of incorporating IT systems into organisations to develop a helpful knowledge economy include reducing global geographic constraints, providing access to various social and business networking venues and overcoming employee change management challenges. Cokins (2010) says that some significant HRM approaches that have proven effective in capitalizing upon knowledge resources include programs that enhance employee participation, empowerment, delegation of authority, leadership management to improve shared understanding, trust, unity and creating a cohesive corporate culture.

Roddrick (2011) posited that for performance management to produce effects that transcend the entire organisation, it is important to ensure that HR managers use innovation and new technologies to maximize knowledge sharing and human capital so that it is easier to

distribute information throughout the organisation and increase effectiveness. The foundation for this claim is that when approaches that distribute information throughout the organisation are used, the emphasis on performance improvement is not limited to the tasks that employees perform alone. Rather, it extends to all aspects and dimensions of the organisation (Pulakos et al., 2015). This includes conserving resources, creating new opportunities and leveraging human capital, technologies and knowledge throughout the organisation and the supply chain of stakeholders. Noon (2013) argues that by creating efficient employee individual performance management systems that focus on developing human capital, organisations will be able to upgrade both individual and organisational performance over time, ultimately increasing overall effectiveness.

Peterson (2011) says that organisational effectiveness is encouraged when employees are motivated toward continuous improvement. Combining the human capital of all employees as they continuously develop their individual knowledge and skills is one of the most critical aspects of developing an organisation (Dess, 2007). The Network Theory is defined as a concept related to organisations that are successful in developing social networking capabilities which help them collaborate with others to acquire, create and transfer knowledge throughout the entire company. In theory, this will increase output, add value to the organisation and improve both employee and customer loyalty and commitment (Rowley, 1997). Harrisburg (2010) says that HRM change management strategies need to be focused on overcoming competitive challenges related to expansion and development throughout the international industry.

Capon (2012), Beer (2011) and Waldon (2012) found in their respective studies that increasing organisational effectiveness must include adapting to changes in the business world related to these main issues:

- Change management—development of strategies that will help the company and its employees alter their strategic direction to be more aligned with the global changes occurring in the industry and worldwide

- Globalisation—entering new international markets for business and investments

- Technology—adopting new technologies and online processes

- Development of human capital—recruitment and training of knowledge workers to create a knowledge organisation

- Market responsiveness—fast reaction to industry changes and consumer demands

- Cost containment—reducing overhead, product and service expenses to increase profit potential.

A careful analysis of the main issues raised above show that organisational effectiveness can result from performance management when it is implemented in a way which is not limited to the employee but expands across the entire organisation, the competing market, available technologies, and global changes as a whole. For this reason, it is always important to ensure that in implementing performance management, organisations rely on the use of global benchmarks since such benchmarks are not employee-specific but generalised for entire organisations (Boxall, Guthrie & Paauwe, 2016).

2.8.1　Measuring Organisational Performance

So far, the theme of the review has been used to find evidence to the effect that performance management does not only improve the performance of employees at the roles assigned to them. Such benefit expands to the larger organisation by ensuring organisational performance (Migdadi et al., 2017). In order for performance improvement to be ascertained, a number of measurements must be carried out. Some ways of measuring organisational performance, including service quality, are reviewed in this section of the chapter. In a study

by Hussain, Al Nasser & Hussain (2015), it was found that some measurement methods for gaining insight into customer dissatisfaction in service quality include surveys, panels, mystery shoppers and feedback forms. Dong et al. (2017) also used the Pareto chart, a service quality management tool, to detect reasons that customers are dissatisfied with the services they receive from organisations. The Pareto chart illustrates the 80-20 Rule, where 80% of the problems in the company are usually due to 20% of the main underlying causes. Finding the underlying causes of poor customer service shows what the service quality lacks. Gupta and Wales (2017) emphasised that the purpose of the Pareto chart is to identify the main problems and understand customer expectations so that the company can implement more effective service quality strategies for resolving the issues. Customer service qualities like courtesy, attentiveness, availability, friendliness, responsiveness and competence must be improved on to focus on the most important issues of making customers satisfied by providing fast, helpful service to resolve their problems (Goetsch, 2006, 129-135).

Over the years, a number of measurement models have been developed to focus mainly on service quality. Some of the most common service quality models include:

- Nordic Model by Gronroos (1984)—assesses technical and functional quality with expected and perceived service quality

- Hawhood-Farmer Model—professional judgment involving knowledge, discretion, flexibility, confidentiality, honesty, innovation, guidance, diagnosis, competence and advice; physical facilities and processes; behavioural aspects

- Multi-level Model By Dabhokar (1996-2001)—retail service quality is evaluated using the primary dimensions of physical aspects, reliability, personal interaction, policy and problem-solving, and sub-dimensions of appearance, convenience, promises, doing it right, inspiring confidence and courteous helpfulness

- Hierarchal Model by Brady and Cornin (2001)—service quality involves interaction qualities like attitude, behaviour and experience; physical environment qualities like ambient condition, design and social factors; and outcome qualities like waiting time, tangibles and valence

o ServQual Model—service quality dimensions of tangibles, empathy, reliability, responsiveness and assurance; focuses on gap between customer expectations and perceptions and organisational performance (Jabnoun, 2015, 1-10).

Of all of the above models, the one that continues to be used the most in most modern research work is ServQual. Teshnizi et al. (2018) explained that Servqual is an excellent evaluation tool for measuring service quality that originated from Deming's quality management concepts. ServQual is an analytical model that was created by researchers Berry, Zeithaml and Parasuraman in 2008 to measure 10 specific elements of service quality based on the original 14 Deming Principles of quality management. A study by Teshnizi et al. (2018) confirmed that ServQual is the most commonly used service quality measurement tool worldwide because it evaluates the gap analysis between expected customer service quality and actual customer service quality. ServQual identifies the gap between customer service expectations and the organisation's perceptions of how well they are delivering their customer services to consumers. The main customer service qualities ServQual assesses include:

- Reliability—how dependable the service is

- Responsiveness—how quickly employees react to customer needs

- Competence—how efficient employees are

- Access—how easy is it for customers to get help

- Courtesy—how polite, friendly and considerate employees are

- Communication—how well employees and customers interact and exchange information with each other

- Credibility—how accurate the information employees offer customers is

- Security—how safe the customer, their personal belongings, and their confidential contact information are

- Understanding the customer—how well the staff knows the customers' needs

- Tangibles—actual products related to the services (Soltani, 2010, 57-72).

Matheson (2007) says that many firms only have an annual performance appraisal review process for checking the improved performance of employees. They do not have an appropriate on-going management monitoring subsystem in place to set the necessary standards for improving employee or organisational performance for the long-term. Many firms' on-going performance management activities lack adequate managerial supervision, employee motivation, monitoring and control methods, and best practice benchmarked performance appraisal review methods (Bakotić, 2016).

Gupta & Wales (2017) pointed out that many organisations do not have enough appraisal reviews to keep track of their weaknesses. However, a study by Vinogradova et al. (2016) showed a contrary result, finding that the many firms are currently adopting the reinforcing activities needed for achieving long-term goals, such as strategic performance management, Management By Objectives (MBO), or TQM approaches for on-going feedback between management and employees. Most of these techniques have been found to be ideal in providing very effective measurement and monitoring processes that will help link organisational objectives to employee performance (Adler, 2006, 33-38).

Gupta & Wales (2017) say that many firms are starting to implement TQM strategies which involve increasing quality awareness for all employees in all organisational departments and processes, cost-effectively focusing on improving customer service and satisfaction. According to Katou (2015), MBO involves management and employees setting objectives for all organisational activities, including services, sales, finance, and HRM. Many firms are also

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interested in utilizing MBO to incorporate management target setting where objectives are quantified and continuously monitored. Amidon (1997) found that Management Information Systems (MIS) are now being used to streamline the government's organisational activities, and pay incentives or bonuses are used to link organisational objectives to overall employee performance and results.

According to Tarkin (2005), the development of performance management systems must include adopting global benchmarked best practices strategies and setting a two-year target for the completion of this objective. Katou (2015) also admonished that there must also be targets set for the training programme with each employee requiring two weeks and a passing certification. What is more, the employee performance appraisal review must be biannual rather than annual, so that every six months management can identify and resolve any problems. The decision data from Bakotić (2016) shows that many firms are lacking in several important areas of performance management.

As an appropriate theoretical framework, the Attitudes, Skills, Knowledge (ASK) Model (Frame, 2001) helps explain the many different ways in which employees can improve their continuous learning and performance progress. According to Schneider (2003), the ASK Model has been expanded to include Emotions (ASKE) to help people understand the main concepts which they have learned during projects. The ASKE Model provides an excellent guideline to describe what employees learn as they develop their capabilities. The main elements of the ASKE Model are very useful in explaining many global continuous learning improvement programs as a part of HRM performance management.

Figure 2.7: ASK Model

SKILLS
1. Listening
2. Questioning
3. Communication
4. Responsive
5. Experiential
6. Objectivity

ATTITUDE / BEHAVIOUR
1. Integrity
2. Hard work
3. Commitment
4. Mature
5. Positive
6. Sensitive
7. Emotionally stable
8. Non judgmental
9. Enthusiastic
10. Empathy

SKILLS

ATTITUDE

85%

15%

KNOWLEDGE
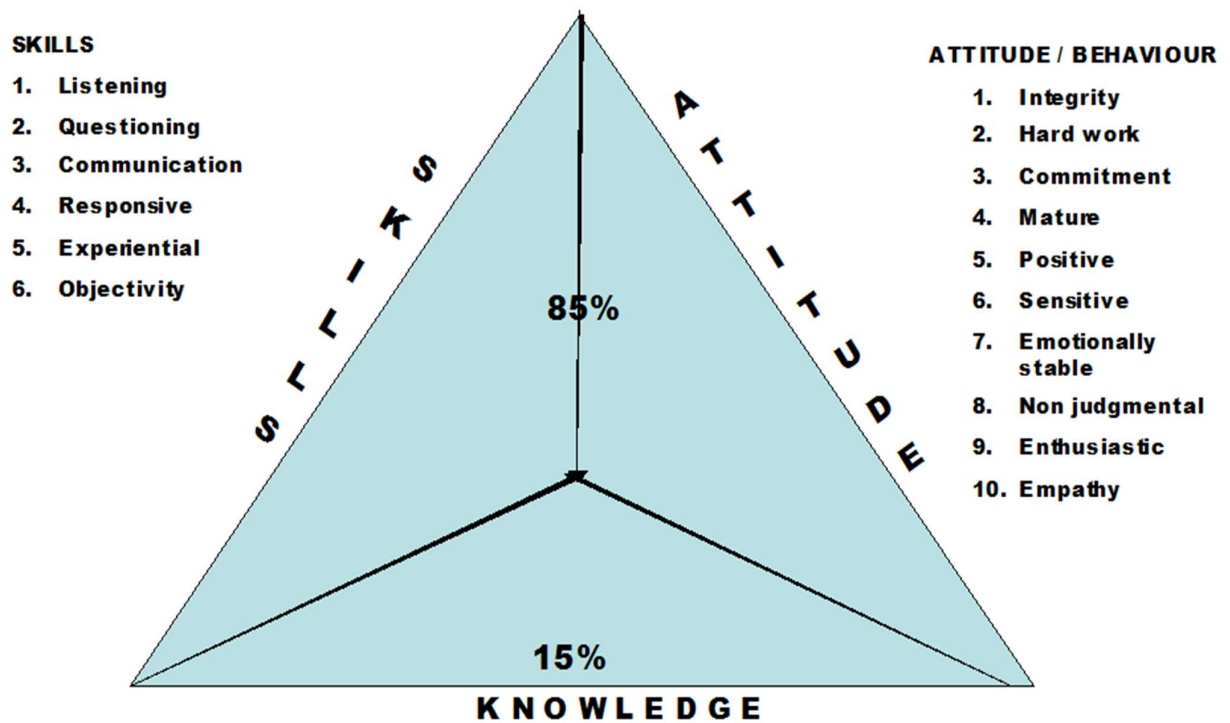
Source: Frame & Nottingham, 2002.

The ASK Model shows that some of the most important skills employees require to continuously improve their overall performance are listening, questioning, communication and responsiveness. Some of the attitudes and behaviours which employees require include integrity, hard work, commitment, maturity and positivity. While the skills and attitudes that allow for continuous learning and performance improvement related to all capabilities make up 85% of the overall learning process, the other 15% is composed of actual new knowledge.

2.9   Summary

Our focus here is on the available literature pertaining to the subject matter. It specifically details how global benchmarking models and knowledge management strategies can improve overall organisational performance. While there are many different theories related to motivation and training employees to compel higher performance, it is only through the combination of knowledge management, change management and performance management that organisations are able to upgrade their overall performance over time. The review of the literature, especially the presentation of the models, is intended to help locate the study in knowledge. From this review, it is evident that while there is a lot of scholarly literature on numerous variables, namely performance management, change management, and organisational performance, these have not been investigated in the context of how they may be applied to specific police organisations. This study fills this gap by using the available models and applying them to the Abu Dhabi Police.

The study was set to answer a number of questions as presented below.

1. How do managers and employees with the Abu Dhabi Police understand and experience current performance management practices?

2. What are the gaps between how managers and employees understand and experience performance management within Abu Dhabi Police?

3. What are the implications of current performance management practices within the Abu Dhabi Police for managers and employees?

4. What are the opportunities for improving performance management practices within the Abu Dhabi Police for managers and employees?

From the research questions, there are a number of concepts that emerge, based on which an initial research framework was drawn. These concepts include police understanding of performance management practices, the gaps between manager and employee experience of performance management, the implications of performance management and opportunities for

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improving performance management. Based on the outcome of the literature review, a revised framework has been drawn, providing more insights and answers to the concepts in the initial framework.

In the current study, SERVQUAL was used in the formulation and review of the conceptual framework to identity the gap between the customer service quality and the actual customer service quality. The model was designed in the mid-1980s by research experts in the field of service marketing (Parasuraman, Zeithaml & Berry, 1988). The model is largely suited for the service firms. Since it was first developed in the 1980s, the model has been modified over time to include appropriate factors and questions that are helpful in not only measurement and understanding of service quality, but also in the objective assessment of a firm's quality level.

The ServQual model has two parts which can be summarized into two main sections which have been modified to suit to the research questions formulated for this thesis. The first section of the model focuses on the understanding and expectations of the managers and employees about the performance management and the extent to which this understanding influenced service delivery in the firm. This question was modified to deal with the ideal firm, which in this case is the ADP and focused on the specific service category which in this case is the managerial effectiveness of performance management. For instance, the managers' expectations of performance management have an opportunity for achievement of service quality. Through the implementation of this model, it is expected that there will be a difference in expectations among the managers and employees in the ADP. As such, the recommendations and implications for managers and employees' expectations of performance management were detailed as reviewed.

The last section of the model asks respondents about the service quality delivery of the ADP. This allows for the comparison of the service quality level in comparison to other firms in the industry. Moreover, the researcher gets the opportunity to review the differences in

customers' perceptions vs. expectations of service quality. According to the review of literature, service quality is viewed as one of the most important component in the measurement of performance management. According to Hussain, Al Nasser and Hussain (2015), the measurement methods for the level of customer dissatisfaction is demonstrated by the lack of important elements of service quality. This is measured through surveys, panels, mystery shoppers and feedback forms.

In the development of the conceptual framework, the model was largely influenced by drilling down to the five dimensions of the ServQual represented by the letters RATER; Reliability, Assurance, Tangibles, Empathy, and Responsiveness. In terms of reliability, the ADP is committed to the promise of delivering their promise of service to the customers dependably and accurately. In terms of assurance, research shows a wide gap between the employees and managers perception of the ability of ADP to inspire confidence and trust (Cuneo, 1998). With regards to the dimension of empathy, research shows that both managers and employees have a caring attention to the customers. Lastly, responsiveness shows that both managers and employees are committed towards offering the customers' prompt service. The identified gaps in the dimensions of this model were used in the formulation of recommendations and implications in the conceptual framework below. Ideas coming from this model included mainly employee motivation for the managers and organizational culture for the employees among others.

In this case, this model was effective in determining the differences in the understanding of performance management between the employees and the managers, including how the employees perceive these differences in terms of improvement in performance. The ServQual model works as a form of an on-going monitoring tool for the improvement in the conceptual framework for purposes of enhancement of the employee or organizational performance for the long-term.

Managers' expectation of PM

Increased competency | Increased efficiency | Increased productivity

IMPLICATIONS

1. Readiness to invest in training and development
2. Readiness to motivate employees

1. Pay per performance model
2. Achieving service quality

OPPORTUNITIES

GAPS

There is lack of common understanding pertaining to what managers and employees see and prioritizing as constituting performance management

GAPS

IMPLICATIONS

1. Must be willing to support organisation al change
2. Readiness for learning culture

1. A regime of employee engagement
2. High rewards for employees

OPPORTUNITIES

Increased training | Increased motivation | Increased feedback

Employees' expectation of PM

Source researcher, 2019

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Themes identified from the literature review and theories

Four main themes emerged from the literature review and theories. These themes can be directly linked with the research questions that were posed in the first chapter of the study. This is because it was from the research questions that the literature review and theoretical background were extrapolated. The four themes are:

- Experience of performance management

- Change management

- Implications of performance management for practice

- Opportunities for improving performance management practice.

Experience of performance management

Performance management has been defined as the practice of creating a work environment which maximizes employee performance (Capon, 2012). To create this type of work environment, where employees can work to the best of their abilities, several actions need to be taken. The first theme as deduced from the literature broadens the scope the actions that can be put in place to constitute performance management. Through this theme, employees' views regarding what they need to work to the best of their abilities are sought, as are managers' views on the same subject. The open-ended nature of the theme means that it can accommodate variations in employee and manager's preferences when conducting performance management. However, performance management is fundamentally a human resource practice that is undertaken by the human resource manager and other departmental leaders (Capon, 2012).

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Change management

Performance management entails a lot of changes in the workplace. Dale (2010) observed that in order to create the right working environment, new information technology systems may have to be created. Dale admonished that it is important that the changes do not happen in an unplanned and haphazard manner. Rather, careful planning through change management strategies is necessary. Change management therefore refers to the systematic approaches used to transition from one form of practice to another within the organisation. The management of changes can incorporate an entire organisational goal, organisation culture, organisational processes, organisational structure, and technologies. From the context of this study, it has been realized that when making changes, it is always important to ensure that they are supported by the employees to minimize resistance.

Implications of performance management for practice

Performance management takes place for specific reasons. Dessler (2010) found that the reasons for undertaking performance management may either be realized or not. The literature showed that the implications of performance management may be either positive or negative. Such implications are determined mainly by how the changes that led to the performance management were received. In a context of successful change management, there are high chances that the implications of performance management for practice will be positive (Hill, 2011). Where the change management process fails and is met with resistance, the implication for performance management could be negative. Dessler (2010) connected these implications with the experience of employees and managers of performance management. That is, any gaps in the experience and understanding of performance management between these two groups must be closed to ensure the positive implications of performance management.

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Opportunities for improving performance management practice

Hill (2011) noted that performance management is a process rather than an event. As such, it comprises several separate actions. The fact that it is a continuous process also means there are always ways by which HR managers can reflect on what they have already done to know how to get better outcomes or results with future processes. The possibility of improving the performance management process is themed as opportunities for improving performance management practice. In modern practice, some of the main opportunities associated with performance management include the use of advanced technology and peer review mechanisms (Pyzdek, 2010). The review has shown that when opportunities for improving performance management practice are fully utilized, the results for the organization overall are positive.

How a standardised performance management system will benefit ADP?

Another opportunity for improvement in performance management practice in ADP is through developing a standardised performance management system which can help in the improvement of the standards and quality of community protection. Some scholars such as Claus and Hand, (2009) Festing and Barzantny (2008) view a country-wide standardized global performance management system as one that is free from institutional and cultural factors, making it strategically optimal and largely enforceable. As such, the major trait of a standardized performance management system is evidence of demand for global integration as well as a level of responsiveness at the local level. As Caligiuri (2006) explains, standardisation allows for use of internationally comparable appraisal data that is objective and essential for local assessment of organisational goals.

According to Siddiquee (2010), standardisation of performance management is important as it can help public sector organizations to achieve high level improvement, but it is necessary that the leadership of ADP supportsperformance management strategy. Given that

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ADP aims to be a recognized world class policing institution, there is need to invest in a standardized system of service provision, continuous improvement and world class organizational standards. There is need to consider how the ADP can transform its internal culture in support of a standardised performance management system.

Another important opportunity with the standardized performance management system in the case of ADP is the ability for setting common goals where both the employees and the managements are on board with the task and goal requirements. According to Smollan (2013), employees who are highly engaged and motivated to participate in organizational activities demonstrate a greater commitment towards the achievement of organizational goals. With the growth of organizations and need for change to adapt to new realities and challenges, teams, managers and organizations require a standardised performance management system for purposes of effective goal-setting and review of individual performance. At their optimal level, standardised performance management should be aligned with the organisational strategy and culture, and work towards helping the employees serve to the best of their talents. Moreover, Mabey, Salaman & Storey (1998) viewed performance management based on the five main phases, involving setting objectives, measuring performance, giving feedback on performance results, implementing a reward system, and amending objectives accordingly. As such, organizations need the standardized system not only for goal setting, but also for determination of activities and alignment of these activities for purposes of achieving the set goals.

Most importantly, a standardised performance management system allows the appraisal system to be more than a description of rote tasks which are assessed annually through performance reviews. Currently, research demonstrates that there is a challenge with the lack of a standardized performance measurement system for the performance appraisals of the employees. A standardized system plays a critical role in facilitating the human resource department in its role of effective evaluation of the contribution of each employee towards the

overall productivity of the organisation (Karkoulian, Assaker & Hallak, 2016). The same insights are affirmed by Thomas (2015), that most of the rating systems implemented by organisations for purposes of evaluating the performance of the employees fail because they are not standardized, evidenced by the prevalence of bias and favouritism in performance management. A standardised appraisal system also means the implementation of appropriate reward systems and continuous performance feedback to keep the employees motivated to contribute their skills, knowledge and skills towards the achievement of the goals of the organisation (Palermo, 2011).

Table 1: Summary of research questions, themes, subthemes, relevant studies, and interview questions.

RQ	Theme	Sub-themes	Relative studies	Interview questions
1. How do managers and employees within Abu Dhabi Police understand and experience current performance management strategies and practices?	Experience of performance management	1. Managers experience of performance management 2. Employees experience of performance management	• Migdadi et al. (2018) • Johnson (2012) • Cauchick (2015)	1. Can you briefly explain your understanding of performance management? 2. Is this an understanding that you believe is shared by your managers (if employee)/employees (if manager)? 3. What are the main issues that you believe should be considered as outputs of employee performance? 4. Why do you consider these outputs important? 5. Are there specific indications about the Abu Dhabi Police Service that make you think these performance 2 Why are there gaps between how managers and employees understand and experience performance management

RQ	Theme	Sub-themes	Relative studies	Interview questions
				within the Abu Dhabi Police management outcomes are relevant?
				6. How would you describe the current state of performance management at your place of work?
				7. Does the current state of performance management adequately meet your understanding and expectation of performance management?
				8. Are there expectations you have about performance management that are different from what your employees (for managers)/managers (for employees) have?
				9. Briefly share some of these expectations with me, if any.

RQ	Theme	Sub-themes	Relative studies	Interview questions
2. Why are there gaps between how managers and employees understand and experience performance management within the Abu Dhabi Police?	Change management	1. Global change management strategies 2. Change management models	• Ter Bogt, Van Helden & Van Der Kolk, 2015 • De Mooy (2010) • Walter (2015)	1. Are there any problems that arise from a lack of consensus about performance management outcomes between employees and managers? 2. Kindly share some of these problems with me 3. To what extent do some of these problems affect the performance of roles among employees in the Abu Dhabi Police Service? 4. Do you have experiences of organisational change policies at your workplace? 5. Kindly share with me any experience of resistance to performance management changes at your workplace by employees. 6. Are there specific factors or conditions that you believe caused the resistance?

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RQ	Theme	Sub-themes	Relative studies	Interview questions
				7. If the change policy was successfully supported by employees, please share this experience with me.
3. How can performance management and theory be integrated to enable ADP to maintain and enhance strategic performance management?	Implications of performance management for practice	1. Implications for managers 2. Implications for employees	• Dahling et al. (2016) • Beattie et al. (2014) • Kong, Chiu & Leung 2018)	1. How would you rate the current levels of service quality associated with the work of the Abu Dhabi Police? 2. How do you perceive performance management as a human resource practice in affecting the service quality of the Abu Dhabi police? 3. Do the Abu Dhabi police need global benchmarking for performance management to perform better than it currently does? 4. Could you share with me some specific things you would like to see in making performance management at the Abu-

RQ	Theme	Sub-themes	Relative studies	Interview questions
				Dhabi Police more standardised to international levels?
4. How can the current performance management practices within the Abu Dhabi Police be improved for managers and employees?	Opportunities for improving performance management practice	1. Effect of performance management on organizational growth 2. Measuring organizational management	• Hornstein (2015) • Bin Taher, Krotov & Silva (2015) • Elsmore (2017)	1. Generally, are there things that can be done to make performance management within the Abu Dhabi Police Service better? 2. What are some of the opportunities for improving performance management practices within the Abu Dhabi Police for managers? 3. How would you recommend that these opportunities should be tapped by management? 4. What are the opportunities for improving performance management practices within the Abu Dhabi Police for employees?

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CHAPTER 3: RESEARCH METHODOLOGY

3.1 Overview

This third chapter describes the research methodology used for this project, including both primary and secondary research methods and how they contributed to the understanding of the research topic. This involves applying the research methods to the literature review's theoretical approaches to determine how to improve performance in Abu Dhabi Police. The reasons why specific methods and methodologies were chosen are also given in order to justify their use. The chapter outlines the research philosophy, research strategy, sampling method, research method, research analysis, validity and limitations, as well as ethical considerations encountered during the study.

3.2 Research Philosophy

Kothari (2014, P. 13) defines research as a "scientific and systematic search for pertinent information on a specific topic…to discover answers to questions through the application of scientific procedures…research objectives help to gain familiarity with a phenomenon or to achieve new insights into it (exploratory or formulative research studies)." Research philosophy relates to the beliefs that underpin and shape how the research data was gathered, utilized and analysed (Ary, 2018). It also emphasizes the researcher's perception of how knowledge is created. The research philosophy selected for this research study was interpretivism, due to its suitability for non-quantifiable data and the study's focus on exploring the subjective meanings of performance management among ADP managers and employees. Interpretivism helps the researcher understand and analyse the research data in a particular way. Specifically, interpretivism allowed the researcher to interpret in detail the complex individual actions and meanings surrounding performance management in ADP (Jenkins, 2014). This in turn enabled the researcher to understand the

underlying meanings of the rich qualitative data and recognize any thematic patterns which emerged from the process of data analysis (Cosby, 2008).

Ontology is a term that refers to the study of reality. The ontological positioning adopted within this study is that reality is not external to the researcher, waiting to be discovered and tested. Instead, reality is regarded as being in a state of flux, characterized by fragmentation and the presence of multiple realities that are continuously (re)constituted. As such, ontology forces the researcher to focus on what constitutes reality and how the researcher can understand it by examining the types of phenomena that actually exist (Ary, 2018). Bryman (2012) explained that ontology reflects whether social entities should be perceived as objective or subjective. For this study, the researcher used subjective ontology positioning and rejected the objective positioning that is more commonly associated with positivism. Following Saunders, Lewis & Thornhill (2012), the researcher subscribes to the view that reality is socially constructed through the perceptions and actions of social actors. This approach to conceptualizing reality aligns with the study's chosen research philosophy. Interpretivism agrees with the ontological view that reality is a socially constructed, subjective phenomenon, and thus rejects the concept of scientific objectivity that is associated with positivism. Epistemology is a term referring to the theory of knowledge. Epistemology involves the study of the criteria by which the researcher classifies what does and does not constitute knowledge as well as addressing the issue of what is known to be 'true' (Raddon, 2018). The researcher's epistemological positioning supported how he could identify valid knowledge (Fereday, 2006). The epistemological positioning adopted for carrying out this study involves developing an empirical qualitative approach to knowledge creation since it is premised on the idea that knowledge is not neutral or value free. Instead, knowledge is regarded here as partial and is co-constructed with study participants (Gast & Ledford, 2014). This epistemological positioning shaped how the researcher viewed the possibilities

and limitations of the data collected (Denzin, 2009) and, more broadly, of the study (the latter discussed in the conclusion).

Empirical research in this study utilizes practical evidence as a means of attaining knowledge through personal experience and both direct and indirect observation (Creswell, 2007). The empirical evidence was assessed qualitatively for this researcher to gain an in-depth perspective on the organisation's management and workforce understanding and experience of performance management (Davies, 2016). Empiricism was applied due to the researcher's personal experiences working in the organisation being used for the primary research study. Empiricism was obtained from the researcher's personal experiences, feelings, observations and knowledge from working with the research study participants (Jenkins, 2014). This empirical knowledge is valid since it respects the expertise resulting from the researcher having worked within the field under study.

3.3   Qualitative Research

The researcher chose a qualitative rather than quantitative research approach because it provides much more thorough responses from study participants, allowing for an extensively comprehensive portrayal of the sample group's reactions (Abbott et al., 2018). The qualitative research approach has been underdeveloped in many research studies since many researchers choose quantitative research to analyse larger sample groups of simpler data (Adler et al., 2017). However, qualitative research provides much more valuable insight into the study's research topic because it permits more interpersonal and interactive communication between the researcher and the respondents (Bahrami et al., 2015). In this research study, qualitative research uncovered multiple, detailed findings which enabled more nuanced data on performance management. This assisted the researcher in identifying the emerging themes related to the hidden underlying issues that could be

explored in the future with a view, for example, to formulating effective organisational solutions on performance management (Jenkins, 2014).

The justification for generating qualitative data in this study is strengthened further by the context in which it has been gathered. According to Jenkins (2014), within the realm of Criminology and Criminal Justice Research (CCJ), qualitative research methods have not been utilized enough to assist in police strategic decision-making and managerial policymaking. Evidence shows that the majority of all police research studies involve crime statistics being used and evaluated with quantitative research analysis. Qualitative analysis is rarely applied to police research to gain more in-depth insight into the underlying problems and challenges which police face. Barnham (2015) emphasizes that qualitative research analysis supports the function of social settings such as the police service and its decision-making system.

The research questions were designed and shaped by a qualitative interpretivist approach that enabled the researcher to use face-to-face in-depth interviews to obtain detailed responses from study participants (Baškarada, 2014). An inductive research approach was chosen in line with the qualitative method to generate a proposed new theoretical perspective based upon the emerging themes from the data gathered during the primary research (Reinard, 2009). This helped the researcher align the open-ended research questions and resulting data collected to cultivate theoretical insights. The inductive approach allowed for the researcher to engage in interpretation and observations of the complex attitudes and behaviours of the research participants (Makaray & Daniel, 2016). Inductive reasoning also allowed the researcher to make specific exploratory observations that in turn enabled them to detect emerging trends and patterns to investigate (Ary, 2018).

Baškarada (2014) argues that one of the most effective methods of collecting information entails an inductive research strategy, depending on the research objectives. He explains that

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interviewing using observation is extremely effective for gaining insight into certain topics. The inductive method allows for primary data to be gathered through email questionnaire surveys and personal interviews and other types of analysis that involves evaluating the findings qualitatively or quantitatively (with or without using numbers).

According to Dasgupta (2015), qualitative research is considered a legitimate field of research inquiry where all types of methodology allow for suitable data collection. The qualitative research method allows for critical sensibility and positivist human experiences to be evaluated in a suitable setting. Dasgupta (2015) asserts that qualitative approaches emphasize interpretive and inductive research methods that can be easily applied to common everyday situations like the workplace which are socially developed and subjective to interpretation. Relying on qualitative methods means gathering data that has more explanations and is more descriptive than surveys, which depend on prediction and measurement.

3.4   Research Strategy

The researcher adopted a case study as a research strategy in order to address the study's research questions within the context of the UAE. This research approach helped to explain how this research study fills the gap in existing literature. Inkinen (2016) confirms that the research gap which this study addresses not been fully explored using qualitative data and in the UAE. The case study allowed for a detailed profile of the subjects being highlighted in an interpersonal way that most outsiders would not be allowed to investigate (Ary, 2018). Yin (2017) has written extensively about case study as a research strategy, describing it as a suitable research strategy for organisation research where exploratory data needs to be collected from respondents within an identified setting. In this study, the identified setting would be the Abu Dhabi Police.

As an employee within this field, the researcher was able to gain the trust of the supervisors and participants involved to perform the case study on the topic which resulted in a comprehensive perspective of the problems, challenges and possible strategies for resolving the issues involved (Gast & Ledford, 2014). The case study provided strategic direction to conduct the research in a systematic manner within a certain timescale to produce findings that accurately represented the research data investigated (Makaray & Daniel, 2016).

Some of the limitations which were encountered with this research strategy included the fact that the topic required gathering confidential information that has not been specifically investigated within the UAE context previously. This is, however, seen as a point in favour of using a case study since the UAE government could draw on the research findings for practical use by managers in the public sector in the future. Other limitations included the fact that the UAE government is very particular about not highlighting issues which might have negative implications for the country, so these issues had to be handled carefully within the research study (Davies, 2016). This required the researcher to be extremely careful not to ask questions related to confidential matters which may show negative results since that would cause problems with the sponsor of this study. The researcher was very cautious to only address the issues in the research questions and interview questions which pertained to the management helping employees learn how to adapt to change, rather than highlighting negative outcomes if they did not or discussing major problems which could embarrass the sponsor.

The case study required gathering various data sources, observations and interpretations gathered within the study by the researcher (Dasgupta, 2015).

3.5   Sampling Strategy

The sampling strategy for this research study involved choosing specific 'expert' managers from the Abu Dhabi Police as the sample group, which is acceptable in small research studies like this one (Kothari, 2014). This means that the sampling strategy employed was a purposive sampling method. According to Charlotte, Karin & Johan (2016), purposive sampling can be used in cases when the researcher wants to collect data from people with specific expertise or information necessary for exploring the research phenomenon. This helped the researcher gain valuable insight into various problems in the police organisation. These interviews also included questions about what recommendations the police managers make provide for the most suitable performance improvement strategies to be developed for the future (Gaskin, 2014).

The researcher's justification for adopting this purposeful sampling strategy is that the study required choosing respondents who would provide the most insightful in-depth replies to the qualitative interview questions (Gaskin, 2014). As such, the participants who were selected to take part in this research had to fulfil certain conditions including; personnel in the leadership position so as to possess important information about this study, be a member of the ADP, have served the ADP for a minimum of 2 years so as to possess enough experience to make insightful contribution in this study, and also be willing to participate in this study (see appendix 1).

This approach was useful since it supported a specific strategic direction of what the research study is hoping to discover in the findings. The purposive sampling is a type of non-probability sampling technique, meaning that not all people within the research setting had an equal chance of being interviewing (Goertzen, 2017). This sampling technique can limit the quality of data generated, as study participants who are unknown to the researcher but possess valuable knowledge about performance management, remain hidden and unselected.

Additionally, the researcher's role as a practitioner and researcher will also influence the type of data generated (Goertzen, 2017). This is because some study participants might feel they have to participate in the study or be guarded in what they say to the researcher during interviews. To minimize the negative effects of the researcher's dual role and identity, the researcher reiterated to study participants their freedom to withdraw from the study at any point with no prejudice. As discussed below, confidentiality and anonymity were ensured, and the researcher took time to ensure that no study participants could be clearly identified in the study data.

There were no apparent conflicts of interest because specific criteria were set for who could be eligible to take part in the study. For the 28 employees, each one of them was a head of department or unit. The reason for this was to ensure that their views represented not just about what they thought as individuals but what employees in their units as a whole faced. For the managers also, they had to be senior HR personnel with authority to influence about performance management strategy decisions. The interviewee participation was all voluntary and anonymous. The details of such ethical considerations are discussed under the ethics subsection.

3.6   Research Methods

This project assessed the many types of research methods by researching similar topics in textbooks and journals from published research methodology experts like Zikmund (2010), Gage (2012), Biddick (2012) and Slavic (2013). This helped determine which research methods were most useful by examining methods which other researchers had used before to obtain critical detailed data instead of just simple answers that would not provide extensive details. The researcher evaluated various available research methods to determine which would be most suitable to identify the data required and meet the research objectives. There is extensive research explaining the many types of

research methods which can be used for projects such as this. According to Davies (2016), police researchers are encouraged to work in collaboration with external organisations to participate in the knowledge-exchange process. Police researchers have been concentrating increasingly on evidence-based approaches which will ensure that more practical and analytical procedures are in place during the research process.

Davies (2016) argues that this allows for a much greater impact upon police policies and an increase in knowledge sharing in the distribution of the research results. Police researchers currently have numerous challenges and issues which must be addressed in order to develop a more valid and reliable research technique (Andresen & Weisburd, 2018). Adopting a more reflexive research approach will provide increased adaptability to the many changes which may occur throughout the entire research study (Davies, 2016).

The primary data collection methods employed were interviews. The qualitative research involved 28 personal 1-hour face-to-face interviews with Abu Dhabi Police managers in charge of departments related to this topic. It also involved a group discussion with 7 managers who took part in a 3-hour group discussion with the researcher to develop a stakeholder analysis, community engagement and traffic educational awareness programme as part of an initial solution to resolve some of the problems which require addressing to upgrade organisational performance.

According to Gage (2012), interviewing is one of the most research methods, potentially securing detailed information about the topic from experts who have knowledge on potential implementation problems. Saunders (2007) stated that there are certain limitations to choosing interviewing as a research method, including that include people not having time or not wanting to do interviews. However, Cosby (2008) points out that the interview process is a valuable way for researchers to get insider information that would not be obtainable via large scale surveys. For these

reasons, the researcher preferred using personal interviews to obtain more detailed answers since this would provide information vital to the research study.

The alternative research methods for data collection include survey questionnaires using quantitative analysis. However, the researcher chose qualitative inductive methods using first-person face-to-face interviews as the most beneficial method to collect and analyse the data. There were no major disadvantages to this process except for those outlined under the limitations section. The interview process provided valuable insight from experts from these AD Police departments who had exceptional ideas, allowing the researcher to get much more detailed information on the difficulties of employees adapting to change during performance improvement integration. The entire research method and research process outline which were pursued for this research study are discussed in detail in subsequent sections of this chapter.

Similar studies show that qualitative research and interviewing are preferable to other research methods because they allow for much more specific answers to the questions with in-depth data on the topic (Griffith, Shelton & Kegler, 2017). Other studies show that the interview process, which includes semi-structured questions to encourage the participants provides detailed, truthful and sincere answers so that both the fundamental and underlying issues involved can be revealed to the researcher (Jerolmack & Khan, 2014). The researcher approached the interview as an inquiry where the data was constructed conscientiously from the personal experiences of the managers and employees.

The one-hour interviews with each manager conducted over a two-week period provided valuable insight into which problems can be resolved by working together as a group and which ones required more research for the future. The type of interview selected for this study was semi-structured because the researcher wanted to combine advantages of having both a structured and unstructured interview. For example, the structured component involved the researcher preparing an

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interview guide, which made it possible to ask the same set of questions to all respondents (see appendix 2,4 and 5). This ensured that the data analysis was well organised and that the interviewing was within the scope of the study. The unstructured component ensured that the interviews were organised in a less restrictive and controlled environment so the respondents could feel very relaxed and free to contribute answers to the study (Yin, 2017).

The semi-structured approach also ensured that the researcher could introduce follow-up questions as and when they were necessary to seek clarity from respondents. Some of the follow-up questions that came about during the interview process with the interviewees also focused on common organisational challenges. These included budget constrictions, employee resistance to change, and possible unintended consequences, such as the other areas of policing that may subsequently need attention due to reallocated resources. These issues will be further addressed by the senior management of the police once this research has been completed, since it will be used in the future as a police business model for upgrading overall performance, increasing knowledge and adapting to change in all areas.

The police senior management was very supportive of the research study and instructed all participants to cooperate in any way possible to gain knowledge on performance improvement strategies. It had previously been requested of the senior management that research be conducted into how to resolve several different performance problems. One of the most important and difficult performance issues related to the large amount of traffic incidents in the city, which is one of the leading causes of death, especially among young Emirati drivers.

These interviews led to the researcher deciding to put all these expert managers into a group and work together with them. The resulting 3-hour session produced several useful performance outcomes related to developing reports on stakeholder analysis, traffic educational awareness and community engagement strategies. The line of questioning used in the interview was directly linked

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to the research questions. In effect, each research question was taken as a theme, under which several other questions that help to address it were asked. The respondents therefore answered questions relating to their understanding of performance management, the changes they wish to see with the implementation of performance management, the impact of performance management as they have experienced it so far, and the opportunities for performance management that they envisioned. These responses provide valuable insight on the cooperation and collaboration of the interviewees with the researcher of this project, demonstrating that they all had the common objective of developing performance improvement approaches for Abu Dhabi Police. These interview outcomes are included in the recommendations section since they were suggestions for future improvements.

There were only a few challenges encountered interviewing the managers, mainly related to encouraging them to be forthcoming in their replies so that they would be useful in solving the problems they faced within the organisation (Jonsen, Fendt & Point, 2018). However, the researcher overcame this challenge by interviewing managers who have extensive knowledge on the topic, since it is their duty to develop employee performance improvement strategies. This means that as more knowledge of the subject matter leads to a greater understanding of its outcome, it was essential to choose a method like interviewing because it allows researchers to learn whatever their interviewee knows on the subject (Jonsen, Fendt & Point, 2018). Although both approaches are useful, there is one specific difference between deductive and inductive research approaches: inductive research tries to generate a totally new theory learned from the data, while deductive approach tests an existing theory (Kim, Sefcik & Bradway, 2016).

In the current study, the research relied on deductive approach by starting with an existing theory about the low performance management level of ADP as a result of underlying differences in the understanding of managers and employees about performance management. By working through the existing gap, knowledge and theory from previous literature, the researcher was able to test these

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theories and assumptions and, in the process, make recommendations that can help make more empirical and theoretical contributions to this field.

The research sought to test the service quality management theory through the SERVQUAL model as ADP is predominantly a service firm whose performance of the managers and the employees is expected to be top notch for purposes of maximization of customer satisfaction. In this case, testing the theory allowed for the researcher to review all the aspects of performance management such as service quality. Moreover, as Jabnoun (2015) explains, organisations seeking to upgrade their service quality can add value to their products and services by increasing managerial leaders' knowledge of customer service requirements and demands.

This theoretical framework was developed based on the rationale that it is a practical model that can be used by government organisations to advance their service quality strategies by focusing on understanding the fundamental concepts of quality within the global service industry. Moreover, starting the analysis with the review of literature on the influence of service quality on performance management also denotes the value of service quality skills and competences for organisations. As such, this model allowed the researcher to determine the gaps in the customers' perception of high service quality and the reality of the organisation's work in the form of a gap analysis by focusing on the gap in managers and employees' understanding and experiences of performance management. As Jabnoun (2015) explains, this theory is critical in promoting a competitive advantage in the industry and eventually achieves perfect service quality customer service for consumers for an organisation such as ADP. As such, the researcher applied a deductive approach that moves from the proposition of the service quality management theory to more modified theory that incorporates the insights derived from this study.

Biddick (2012) claims that in-depth interviews are the most appropriate research methods for obtaining detailed information from managers who have valuable insight into the research topic.
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Interviews allow researchers to add questions during the process as the subject expands throughout the discussion, which provides a broader sense of issues, challenges and solutions. The strengths that I brought to the data collection method, allowing me to deal with some of the limitations that emerged, included the combination of my personal experience and observations working in the Abu Dhabi Police as a manager dealing with improving performance and my working relationship with other managers. Popper (2009) claims common sense can be useful to many researchers if they have more than a limited amount of exposure to the data. He also feels that observation methods never conclusively prove the truth behind theories, so they should not be the only research method used in projects.

The data collection procedure also involved secondary research methods, with qualitative analysis of the academic literature review of published books, journals and articles on HRM performance management, knowledge management and change management approaches to continuous improvement in organisations. Research was conducted using the online Social Sciences Citation Index (SSCI) in searching for this topic's key words. The only useful journals related to behavioural science; as such, "research methods" were the preferred key words. This offered some journals that could be used to assess various research methods, so they were used to gather data on this chapter. These were reviewed to obtain academic journals related to the subject of police research methodology with an emphasis on qualitative research method and analysis.

There was also access to Google academic scholarly databases with plenty of excellent academic PDF online journals and eBooks on the Internet, as exemplified by these researchers and theorists. While these databases may not seem scientific, they have extensive access to some of the most reputable online academic journals and eBooks worldwide from a variety of countries, especially the USA and UK. These databases incorporated reviewing the first few pages of Google search results to see which were the best academic sources most related to the topic. The researcher

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did not have a lot of access to other academic databases besides these and Google, so the researcher used Google Scholar to get academic journals, so there were no disadvantages since the researcher obtained very good resources.

The process also involved searching in textbooks and journals to see which research methods were the most effective for data collection related to this topic (listed in the references section). Using key words like "police qualitative research methods" produced much more useful sources for this project from respected authors who were experts on the topic. Some of the best resources on this topic included Davies (2016), Baskerville & Myers (2015) and Andresen & Weisburd (2018) who all evaluated qualitative research, and some explained how it applies to policing research. There were a number of factors that influenced the researcher's preference for academic sources more than primary databases from the Abu Dhabi police. According to Hunter (2015), there are numerous challenges related to police database access which can hinder the on-going progress of research studies. Gaining approval and access to police and other governmental databases has been a difficult process in various research studies, so overcoming these challenges is vital to successful research outcomes. As a manager in the Abu Dhabi Police with approval and access to the relevant information for this project, the researcher was able to review some of the confidential internal police employee performance appraisal review files from the departmental database.

Lum (2009) asserts that police research databases are not easily available to researchers at times due to the confidentiality and privacy issues. Many police organisations do not make data accessible for research studies because they are afraid of others identifying problems within their agencies that will reflect poorly on the managerial leadership. Hunter (2015) argues that many police organisations do not invest in researchers and they lack the access needed from academic journal articles to produce accurate and useful research studies on crime reduction or how to improve their overall performance. Some police organisations stated that management did not provide access to

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their databases, which made it difficult for employees to justify the resources needed to implement strategies for crime prevention and other problems. Many police researchers stated they could have integrated useful approaches to policy development and improvement if they had access to research that would have proven the strategies would be successful (Hunter, 2015).

Davies (2016) identifies possible disadvantages and advantages to police data access, related to requiring a more collaborative and reflexive approach to ensure validity and reliability. However, since the researcher has also been a senior manager in the Abu Dhabi Police for over 15 years, the other managers totally trust that the data will be utilized properly, which is why they were given approval for access. The only conditions for this research are that the data be used in a respectful manner which will be beneficial to the police for future performance improvement.

All information obtained from the Abu Dhabi Police's single centralized computer database related to employee performance appraisal reviews and it was analysed and accessed with full informal approval from the senior management after discussing this research study in detail. No official approval was needed since the researcher is a senior police manager. The Abu Dhabi Police employee performance appraisal review files helped the researcher for this project compare how well some of the past police performance strategies were working and where the problems were which could be addressed with this research study and the police management interviews. The only way these files were used was to see the performance appraisal reviews of several workers in my department's employee from last year until this year and analyse why some employees did not improve a lot over time. This was not a major part of the research, just an overall analysis to see what kind of questions could be asked for the interviews. This special access allowed the researcher to obtain approval from police senior management to review several police employee performance files.

Hunter (2015) says that the What Works Centres are focused on enforcing the implementation of more evidence-based decision-making. Government organisations like the Civil Service Reform

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White Paper and the Cabinet Office Open Public Services are supporting governments in their efforts to be more dedicated toward transparency and scrutiny throughout all divisions to increase database accessibility to administrative data for evaluation research. Mulgan & Puttick (2013) cited in Hunter (2015) explain how the UK Administrative Data Research Network and the National Audit Office argue that these practices are not yet being integrated into most government offices, especially police organisations. Fortunately, the Abu Dhabi Police allowed access to the database due to the researcher's senior management position there, his extensive credibility as a police officer, and his reliability and efficiency working on police projects in the past.

3.7 Research Analysis

With the permission of the respondents, the interview sessions were audio recorded, after which the researcher played the tape to transcribe the answers from each respondent. The researcher used NVivo and thematic analysis as the approach for the data analysis because they are considered preferred methods of analysing qualitative data (Korstjens & Moser, 2018).

Thematic analysis was selected for this project as an approach to effectively organizing and managing data. Given that there were 28 participants in this study, coding the data and analyzing it manually proved to be a very daunting task. The analysis process was made up of six phases which are not organized into any linear process, as proposed by Braun and Clarke (2006). As such, the research was able to go back and forth especially in cases where the data was deemed to be very complex. The framework of data analysis is presented below 2 below.

Table 2: Six phases of thematic analysis

Step 1: familiarity with the data	Step 4: reviewing the themes
Step 2: generation of initial codes	Step 5: defining themes
Step 3: searching for themes	Step 6: write-up

The first step of familiarization with the data involved the reading of the transcripts. An example of the transcript rough notes is exhibited below.

Yes, because there is a link between the objectives of the leadership and sectors, departments and other units with the objectives of the employee, so that the management of the evaluation of the performance of workers from this link down to the top in coordination with the management of strategy and performance development.

The next step of generation of initial codes involved the organization of data in a systematic and meaningful approach. During the coding process, the researcher was able to make descriptions for each code, as well as assign an inclusion and exclusion criteria. This ensured that it was easy to add new node sets and identify code labels easily. The Nvivo software made it very easy to sort out the notes and develop them into broader themes.

The next step involved the searching for themes which allowed for the combination of specific codes for purposes of deriving at specific themes for purposes of answering the formulated research questions. As such, the themes were categorized into broader categories of themes titled 'Experience of performance management,' 'Change management,' 'Implications of performance management for practice,' and Opportunities for improving performance management practice.' The emergent themes are presented in the table below.

Table 3: Defined themes and subthemes

Theme 1: Experience of performance management	Theme 2: Change management
Codes:	**Codes:**
Subtheme: Issues to be considered as outputs of employee performance	**Subtheme: Problems caused by lack of consensus about performance management outcomes between employees and managers**
Uncertainty due to poor communication	For me in the uncertainty due to poor communication
Employees' expectations in terms of adequate pay are not yet adjusted to changes	Employees' expectations in terms of adequate pay are not yet adjusted to changes
The managers do not share knowledge with employees	The managers do not share knowledge with employees
Lack of understanding and coordination in performance	Lack of understanding and coordination in performance
Low level of motivation among employees is waste of time	Low level of motivation among employees is waste of time
Lack of information about the quality and time of outcomes	Lack of information about the quality and time of outcomes
Poor communication	Poor communication
Resistance to change indicating that it will deteriorate customer service	Resistance to change indicating that it will deteriorate customer service
Inability to embrace the improvement inputs	Inability to embrace the improvement inputs
Lack of understanding what should be done for the sake of better performance	Lack of understanding what should be done for the sake of better performance
Poor communication results in uncertainty of what is expected	Poor communication results in uncertainty of what is expected
Resistance to change	
Subtheme: Outputs of performance management	**Subtheme: Factors/conditions that cause resistance**
Sharing of a common vision	There are no specific structures for change management
Qualitative indicators of organizational goals	The performance still depends on the same old process
Enlighten the employees on the performance	The old ways of doing things in the department need to be updated
Integrity and communication	Fear of going out of their comfort zone
	Fear of learning new skills

Subtheme: Current state of performance management at Abu Dhabi police service There are no specific structures for change management The performance still depends on the same old process The old ways of doing things in the department need to be updated Fear of going out of their comfort zone Fear of learning new skills Effective leadership	**Subtheme: Experience of employee-supported change** Effective leadership Leadership support Staff participation in decisions
Themes 3: Implications of performance management for practice. **Codes:** **Subthemes: The rating of the service quality of the Abu Dhabi Police** Value employees as a valuable resource in the goal setting process Enhance the quality of service offered by the institution Public interface Effective and efficient policing Ability to meet customer needs Needs better planning for the future to handle all the new challenges. **Subthemes: Performance management as a human resource practice in affecting the service quality** The human factor is the most important in promoting customer satisfaction. Promoting the ability of the department to achieve its goals.	**Theme 4: Opportunities for improving performance management practice.** **Codes:** **Subtheme: Things that can improve performance management within the Abu Dhabi Police Service** Continuous review of performance systems Supportive of the training aspect Latest technology that enhances policing performance Invest in improving performance management practices. **Subtheme: Opportunities for improving performance management practices for managers** Introduce a well-structured program to benefit from old generations leaving the force Practical methods for knowledge sharing within staff

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Need for proper planning **Subtheme: Global benchmarking** The need for global benchmarking in Abu Dhabi police for performance management **Subthemes: Things to improve performance management to international levels** Raise the standards of policing in the city Need for resources to cater for benchmarking Improvement in communication and certainty in the change management policy Clarity of policies and open chains of communication. Implementation of outstanding global best practices for top notch service A high level of certainty of KPIs structure	A better understating of our society and employee needs Better guidance, better training in police powers **Subtheme: Recommendations of utilizing these opportunities by management.** Devising effective performance and appraisal programs Transparency of performance Focusing in building new staff and improving the employees **Subtheme: Opportunities for improving performance management practices for employees** Quality indicators Seminars and workshops aimed at improving management practices Innovation and more initiatives

After the search of the initial themes, they were reviewed and then defined for purposes of ensuring that the themes make sense and address the research questions. After this, the final write-up was reserved for chapters 4 and 5.

According to QSR International, NVivo refers to a computer software application package they created which allows for Qualitative Data Analysis (QDA) of words instead of numbers, as in quantitative analysis (Chowdhury, 2015). NVivo is usually utilized by educational institutions, commercial and healthcare researchers in numerous industries, including tourism, communication, marketing, psychology, criminology, forensics, anthropology and sociology (Klein, 2017). The researcher used NVivo as part of the qualitative data analysis since it is a very impersonal and

scientific way to evaluate research information. McNiff (2016) emphasizes that NVivo is appropriate for the initial assessment of thematic analysis of the research data. It helps to provide emerging themes that can then be analysed from an overall viewpoint afterward to explain their importance (Chowdhury, 2015).

The primary research results were put into the NVivo software programme using the main data codes of performance, knowledge and change. The NVivo charts then showed that there were emerging themes which could be broken down to understand the underlying results. The researcher then used manual thematic analysis since research shows it provides the most effective method of identifying emerging patterns within the data. Similar studies show that the benefits of this approach are that researchers are better able to determine which themes are most significant (McNiff, K. (2016).

The researcher coded the data using different numbers for the main themes and then identifying the sub-themes as they emerged (Klein, 2011). The researcher developed these sub-themes as useful topics that expanded the overall coding process into a very specific set of important ideas that explained the underlying meanings of the most critical data (Chowdhury, 2015). NVivo software application was used by putting the different sections of data into the programme and examining the results that were presented. Specific numeric codes were given to the main themes and then continuous numbers were given to the sub-themes as they emerged and showed how important those concepts were to the overall results (McNiff, K. (2016).

Klein (2011) argues there are issues involving protecting the anonymity, confidentiality and privacy of the sample group during data analysis. However, using NVivo coding methods helped to curtail this problem as codes were used in places where personal identity information was needed (Brandão, 2015). Delegating coding systems to pick and choose specific words without prejudiced meanings was a necessary part of the thematic coding process (McNiff, 2016). The detailed

qualitative interviews also required an outlook stemming from experience of the subject that the researcher was able to provide (Korstjens & Moser, 2018).

The other method of analysis was thematic. Thematic analysis refers to the researcher identifying the materializing themes and perspectives during the primary research qualitative analysis stage of the research study (Braun, Clarke & Terry, 2014). The researcher chose the thematic analysis approach for the examination of the research data findings to better interpret the underlying meanings from the emerging themes that came out during the interviews with the participants (Vaismoradi et al., 2016). The thematic analysis was an accurate predictor of the changing mindset required from the management across several dimensions of the organisation (Braun, Clarke & Terry, 2014). The critical data discovered in the thematic analysis and content analysis revealed several sub-themes of significant information (Gast & Ledford, 2014).

Thematic analysis was applied in the qualitative analysis of the data to identify the emerging themes that resulted from interviews with both managers and employees (Vaismoradi et al., 2016). This was done during the data gathering process which involved repeating specific elements, concepts and ideas through brainstorming to identify which ones are most relevant to the research study. These research concepts then seem apparent and are given specific codes to extract them from the data (Braun, Clarke & Terry, 2014). Once more, data is gathered, it is reviewed continuously and the codes are grouped into specific concepts and then reclassified into certain critical categories which become the foundation of a new theoretical framework (Gast & Ledford, 2014). Thematic analysis is one of the most accepted qualitative analysis research methods used by researchers for obtaining valuable insights and determining the underlying causes of problems (Nowell et al., 2017).

At the start of this study's primary research all significant words were coded to identify the major problems and what approaches were currently being used to resolve them. Some of the words that were coded were "performance management", "motivation", "training", "organisational

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change", "service quality" and "productivity". These notes were analysed by each line and the coding was put within the field note margins. Holton (2010) says that as the data is coded, new concepts emerge which can be modified and renamed into transformed concepts, which the researcher did using terms like "performance excellence", "performance improvement", "knowledge transfer", "knowledge acquisition" and "change resistance". NVivo charts are in the Appendix and the thematic analysis themes and sub-themes table is at the beginning of the Results & Analysis chapter to help improve the transparency of the data collection and analysis.

Similar studies support the approach wherein the researcher continues to compare the new data and alter it to develop new theoretical insights while pursuing the thematic analysis as a process involving data being put back together in diverse methods after open coding through related connections between the different categories (Nowell et al., 2017). These experts suggested creating a coding paradigm using context, conditions, interactional consequences and strategies.

Special coding was used to evaluate the qualitative data since many research studies allow other criteria for interviews, with key words like 'performance' being coded with 3, knowledge coded with 2 and change coded with 1 to see how many times the interviewees mentioned them during the interviews and what relevance these words had on the overall research study. The interview data was processed and analysed using grounded codes as part of the chosen inductive qualitative research method and analysis.

According to Crowe, Inder & Porter (2015), thematic analysis can be efficient in determining patterns within data. This method was used in this research study within the qualitative research method to assist in developing theories and identifying certain crucial themes by studying documents, recordings and other printed and verbal material. Saldana (2013) asserts that thematic coding is a method of qualitative analysis that records images or texts associated with emerging themes which can be indexed into various sub-categories (Nowell et al., 2017).

Crowe, Inder & Porter (2015) affirm that thematic analysis is an effective technique for qualitative data analysis that focuses on pattern identification across different datasets. The current study also applied the reflexivity process to document personal reflections of possible findings that could have important implications for the overall research outcomes. These reflexivity notes are analytic memos that are very useful for expressing emergent concepts, themes or patterns which are ongoing throughout the research study (Saldana, 2013).

3.8 Validity

The data validity of qualitative research in this research study is based on validating the interpretive, contextual and subjective data of the findings (Makaray & Daniel, 2016). Creswell (2013) maintains that the validity of the data should be verified, so that the findings are correct and useful for future research. According to Leung (2015), qualitative research utilizes a variety of quality measures that include: credibility (Validity), where results are believable and valid from the researcher's viewpoint; dependability (Reliability), results are reliable to researcher and adapted to changes; Transferability, where results can be transferred to other settings or contexts; and Conformability, where the researcher brings a unique viewpoint to the study and the results can be confirmed by others.

These qualitative criteria were used by comparing the findings of this study to what has already been found in the larger body of literature and also using the literature to discuss the results of the study. This way, the researcher avoided the subjective interpretation of results and also expanded the justification of the findings to the larger world of academic literature. This procedure was useful for determining credibility and dependability criteria for research study (Leung, 2015). The findings and outcomes from the interviews were then used to formulate an overall analysis of the information as

it relates to the literature review. This data was then evaluated as to how it can be applied to real-world situations using performance management strategies and new technologies for organisational development.

The analysis of these in-depth managerial interviews allowed for a comprehensive overview of the main performance management, knowledge management and change management approaches which the Abu Dhabi Police Benchmarking Centre need to adopt, in order to develop appropriate strategic decision-making within their long-term strategic planning. The research study interview questions and analysis discussions considered future strategies for proper implementation of these police performance management, knowledge management and change management processes.

3.9   Validity and reliability

Hughes (2017) argues that qualitative research methods can be assessed by comparing resources, belief systems and other venues to debate the validity of the research. According to Creswell (2007), there are many challenges related to ensuring the overall validity and reliability of research so measurement of the data is an important aspect of any study. Validity refers to the degree of overall measurement which honestly measures whatever was supposed to be measured. Reliability relates to data being able to be dependable. Leung (2015) refers to reliability as the research capacity for the founded conclusions to be duplicated within another situation. Generalisability explains the degree which research studies can be duplicated in other locations.

While the interviews in this study could be repeated in other settings, the close personal working relationship between the researcher and the managers interviewed on many previous projects may not be as easily imitated. As such, the data generated in this study would be different even if the same interview questions were asked of similar interviewees in other research settings.

Crucially, the qualitative data produced in this research context cannot be treated as reliable. Indeed, the researcher's previous experience with managers formed part of the tensions faced during the interview but the researcher maintained professionalism ahead of familiarity. The same standards of practice were set for all interviewees and there was respect and decorum during the process. In effect, the research interviews were conducted in a professional manner with a common objective from all interviewees and the researcher, which was to provide useful insight into how to develop strategies for upgrading organisational performance (Creswell, 2007). There were however moments when personal tensions arose in the course of the interview. For example, there were some responses where the researcher did not agree with the respondents but to ensure fairness and objectivity, only the views of the respondents were reported in the study. Crucially, the study's qualitative data can be understood in terms of validity.

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3.10 Ethics and Limitations

Ethical standards relate to researchers protecting the privacy of research participants by not putting them in situations where they may suffer harm due to their involvement in the research study (Kothari, 2014). One of the main challenges was upholding the ethical obligations of the researcher. All ethical considerations were considered related to the privacy and confidentiality of all employee performance files. The researcher was careful to make sure that no other personnel viewed them during the interview. The content of the respondents was also sought before reading their performance files. The researcher agreed with interviewees that no personal identities or information would be revealed, such as their names and job titles. This was to ensure anonymity in the data collection process. This anonymity helped interviewees to answer questions more freely and frankly without fear of possible victimisation based on the answers they give (Elo et al., 2014). Anonymity

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was used to protect the respected professional reputations, career titles and expertise, and previous work with the researcher and Abu Dhabi Police management. Indeed, given that some of the information pertaining human resource management can be considered as sensitive, it justified the need to ensure absolute anonymity.

Jenkins (2014) argues that there are many limitations and challenges to conducting a research study, such as participants being too busy or not being interested in participating in the process. These factors posed possible limitations to the research for this project since certain managers were unable to make time to participate in the interviews, despite them wanting to, while others did not want to. The process of determining which managers would be involved included speaking with senior managers in different Abu Dhabi Police divisions and seeing what type of research they would approve of and what activities certain managers had time to participate in due to their busy schedules.

The access to respondents was one of the main limitations to the research since many other managers were interested in participating but did not have the time or were not in town to do the interviews. Certain limitations were overcome by choosing the best available candidates with expertise in this and other related subjects. The police managers were interested in finding solutions to the many issues related to performance that the organisation has been trying to resolve. Jenkins (2014) stated that bias could potentially present problems with research studies if the researcher has a personal interest in the topic related to their workplace. However, there was no bias in this project's interview process since the entire process was a learning experience for both the researcher and the interviewees, who shared similar goals of gaining knowledge on how to improve organisational excellence in the police. In order to overcome the limitation with time on the part of the respondents, the researcher gave them the opportunity to opt for telephone interviews during their free times even if this was outside their official working hours. Through this means, it was possible to get a lot of the respondents, who spent free time attending .to this study.

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3.11 Summary

This chapter has outlined and justified the main methodological decisions made by the researcher. It has covered important issues such as research philosophy, research strategy, sampling techniques, research methods and research ethics, discussing throughout how these are aligned within an interpretivism approach to addressing the study's research questions. Methodology is beset by challenges both practical and theoretical in nature, and this chapter details the principal challenges confronted by the researcher and the steps taken to address them. As a qualitative study, the researcher acknowledges that methodology can be approached in different ways, and this study represents one approach of many for exploring performance management in ADP. Moving forward, the following chapter presents the study's data.

Lee (2007) states the main objective of research methodology involves pursuing a continuous learning process of identifying potential areas for research for the future. The research includes brainstorming to develop general questions and then narrowing down the topic in order to focus on a very specific element. The literature review helped provide useful input on what types of interview questions to ask interviewees to obtain the most beneficial results.

Table 4: Profiles of the interviewed managers and employees

Participants	Designation	Reason For The Interview
Interviewee 1	Employee	An expert in strategic management
Interviewee 2	Employee	A valuable resource in on strategic performance
Interviewee 3	Employee	Leadership expert
Interviewee 4	Manager	Valuable resource in managerial leadership
Interviewee 5	Employee	Important source of information for traffic management
Interviewee 6	Employee	Expert in customer service

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Interviewee 7	Employee	Expert in leadership
Interviewee 8	Employee	Important source of information for managerial leadership
Interviewee 9	Manager	Expert in performance management
Interviewee 10	Employee	A valuable source of information on strategic leadership
Interviewee 11	Employee	Valuable contribution in managerial leadership
Interviewee 12	Employee	An important source of information on strategic management
Interviewee 13	Manager strategic department	Expert on information about special tasks
Interviewee 14	Employee	Expert in quality management
Interviewee 15	Employee	Expert in leadership
Interviewee 16	Manager	Valuable source of information about community policy
Interviewee 17	Employee	Valuable source of traffic management
Interviewee 18	Employee	Valuable resource in customer service
Interviewee 19	Employee	Expert on information about special tasks
Interviewee 20	Manager	Expert in managerial leadership
Interviewee 21	Employee	Valuable source of information about community policy
Interviewee 22	Employee	He is an expert in excellence
Interviewee 23	Manager	Head of community policy
Interviewee 24	Manager	An expert in operations management
Interviewee 25	Employee	Expert in quality management
Interviewee 26	Employee	An important source of information on strategic management
Interviewee 27	Employee	Expert in the department of security inspection
Interviewee 28	Employee	To provide essential contribution towards social and community support through managerial effectiveness

CHAPTER 4: STUDY FINDINGS

4.1　Introduction

In chapter three of this study, the researcher outlined the methodological consideration for the current research, including the rationale for choosing the research design and approach. In this chapter, the researcher presents the findings from all the data-generating and collecting procedures and processes described in chapter three, as well as the analysis of the data to inform this study. The data obtained from the interviewed managers and employees of the Abu Dhabi police service was analysed qualitatively using Nvivo software to explore how ADP managers and employees understand and experience performance management.

4.2　Importance of the Findings

The issues which emerged in the process of this study were rooted in the current problems and issues facing the Abu Dhabi police service, as well as the synthesis of the issues related to the benchmarking of managerial effectiveness of performance management. It is expected that the findings from this study will make valuable contributions to the Abu Dhabi police service, helping to improve the managerial effectiveness of performance management in the institution. It is the researcher's expectation that all the stakeholders involved in the transformation of the Abu Dhabi police service will view this process not merely as a formality, but as a valuable opportunity for deep learning which might help make outstanding, sustainable change to the institution. Moreover, the researcher expects further research to advance this topic and promote more actionable research and debate to see the institution attain tangible and innovative development in the future.

4.3　Presentation of Study Findings

This section of the study provides a summary of the study findings generated from the interviews with the managers and employees of the Abu Dhabi police service.

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4.4 Experience of Performance Management

The first research question examined the experience of managers and employees concerning the managerial effectiveness of performance management by asking the extent to which they understand and experience current performance management practices. The primary factors of consideration included: (i) understanding of performance management (ii) whether the understanding of performance management is shared between the management and the employee (iii) the main issues to be considered as outputs of employee performance and why they are important (iv) factors about the Abu Dhabi Police Service that demonstrate the relevance of these performance management outcomes (v) description of the current state of performance management (vi) whether the current state of performance management adequately meets their understanding and expectation of performance management (vii) and whether expectations of have about performance management differ between managers and employees.

4.5 Understanding about performance management

As mentioned in the literature review, one of the factors determining the level of managerial effectiveness is the extent to which the employees or an organisation understand what constitute performance management. Moreover, it is important to understand the different perspectives of the and the managers in order to determine the gap in understanding that could allow the managerial leadership to adopt strategic measures to improvement the quality delivery of the Abu Dhabi police service. According to Stiles et al. (2014), there is a notable gap of understanding of performance management between the employees and the management, especially in large organisations, due to lack of standardisations and agreement between the two parties. In examining the interviewee's understanding of performance management, the researcher explored the different perspectives of the respondents with regards to their understanding of what constitutes performance management. The

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results of the analysis reported major discrepancies in relation to the views of managers and employees regarding constituents of performance management.

Among the managers, understanding of performance management is more inclined towards the achievement of the institutional goals of Abu Dhabi police service. According to Manager 4, performance management is a "tool to measure the achievement of the objectives of the institution." In the same light, Manager 9 views performance management as "a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into performance." The same sentiments about the performance management's role being to facilitate the achievement of organisational goals are expressed by Manager 13 who states that "Performance management refers to the process of evaluating, appraising, checking any opportunities for improvement of employees' performance." According to Manager 16, "Performance management entails a collaborative approach to achievement of shared organisational goals where the employees and the managers understand and work towards enhance efficiency and effectiveness." Lastly, Manager 20 notes that "it is a process that provides feedback, accountability, and documentation for performance outcomes/ output. it works both ways, It helps employees to channel their talents toward organizational goals, and Management to stay focused and deliver with high effectiveness and efficiency."

Employees have a markedly different perspective as to what constitutes performance management; in contrast to the managers, employees' understanding of performance management is more focused on the measurement of the contribution of the employee through their output. According to Employee 1, "Performance management is a very broad topic it can be measured individually, team, dept, organisation. For me, if you are going to measure something a number of things should be considered." Employee 2 says, "It's a system or tool that measures the effectiveness

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of an employee within the organisation." Similarly, Employee 3 feels that, "It is the process of assessing, auditing, finding improvement opportunities in regard to the employees' performance." The same sentiments are expressed by Manager 14 who views performance management as "the process of assessing the quality of service provided by the employees."

Other than the process of determining the performance of the employees, some employees felt that performance management was more inclined towards explaining how the organisation works and how it is structured to achieve its mandate to the society. According to Employee 5, "Performance management is a way to understand how the organization works." Employee 6 felt that it is a "shared understanding of all the organization's workforce towards achieving the stipulated goals of the organization." According to Employee 11, performance management is a process that defines the way an organisation operates." The same sentiments were shared by Employee 18 who defined performance management as a "laid out procedure agreed upon between the employer and the employees regarding the process and activities required to achieve organisational goals." On the same note, Employee 22 felt that "performance management is done through set goals that are clearly linked with the organisational strategic objectives and adequately cascaded into all relevant stakeholders (e.g. employees, partnerships, suppliers, society, governments, etc). How well an organisation achieves these goals are proportional with how efficient and effective its overall systems and approaches are, in terms resources management, finance management, HR management, and process, policies and frameworks in place. Sustainability of growth and success is also a main factor in deciding whether or not an organisation's overall management systems are successful." Employee 24 felt that "performance management refers to the process of aligning the organisational objectives with the development plans, competency requirements, and the agreed measures and skills by the employees. The entire process is focused on development, learning and improvement of the

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organisational strategy for purposes of improving the performance of the organisation." The same

views are expressed by Employee 27,   who says "it is simply a process that defines the

operations of an organisation with regards to the productivity and achievement of organisational

goals."

Nevertheless, some employees did express a similar view to that of the managers, saying that

the role of performance management was to clarify the achievement of institutional goals, but that

the role of employees and management should be combined to achieve these goals. Employee 7

defines performance management as "the process of ensuring that all the employee appraisal

processes are geared towards achieving the organization goals." Employee 8 explains that "it is

shared understanding about how individuals contribute to an organization's goals." Similarly,

Employee 10 explains that "performance management involves managing employee efforts, based

on measured performance outcome." Similarly, Employee 12 views it as the "process that connects

an organisation's input to output, through working towards the achievement of shared organisational

goals." Employee 15 explains that it is "the agreed process or activities between the management

and the employees to contribute towards the achievement of the company's goals." Employee 17

notes that "performance management functions as a tool that the management uses to determine the

level of employee performance towards the achievement of the set goals." Moreover, Employee 19

believes that "performance management includes all activities, processes and systems put in place

by the management to determine and improve the level of employee performance." Employee 21

extends this view by positing that "it is the process through which the management gets the

employees to behave in a certain way for purposes of achieving a specific outcome." Employee 26

believes that "performance management involves setting organisational goals and determining how

the employees will align activities to achieve these goals." Lastly, Employee 28 reported that

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"performance management is to monitor and improve the performance of the employee by evaluating his outcome and deliverables compared to his job description and take actions to help him to improve or to reward him."

Reviewing these findings, it is clear that whereas the managers are more inclined to the performance management metrics that are based on cognitive aspects related to results and organisational outcomes, the employees are more inclined to factors that demonstrate motivational aspects. In this case, the managers are more concerned about the achievement of the set organisational goals while employees are more focused on motivational factors that could improve their performance such as appraisal, effectiveness, employee/manager connection, and the collaborative process of achieving the assigned tasks. Moreover, it can be seen that most of the respondents' view performance management as a process that aligns the needs of the organization and the processes and activities aimed at achieving the desired goal. The results of the Nvivo analysis using the Search Query results on goals are presented in figure 4.1 below.

Figure 4.1: Nvivo Text Search Query Result on Goals

4.6   Understanding about performance management vs. employee

The researcher sought to understand whether the interviewees perceived a difference between the managers and the employees with regards to the understanding of performance management. As mentioned in the previous chapters, this determination was vital in formulating important recommendations on enhancing managerial effective of performance management in Abu Dhabi police service. Analysis of the interview responses demonstrate that the majority of the employees and managers believe that the understanding of performance management is shared by the managers and the employees.

From the responses in the table above, 24 respondents believed that both the employees and managers have a shared understanding of performance management. Of these, all the managers believed that the managers and the employees had a shared understanding of performance management in the institution. All of the seven managers indicated an affirmative opinion regarding the shared understanding about performance management. Manager 20 noted, "yes of course, because all management share the same focus and same worries." The same perception was noted by Manager 23 who said, "Yes, because there is a link between the objectives of the leadership and sectors, departments and other units with the objectives of the employee, so that the management of the evaluation of the performance of workers from this link down to the top in coordination with the management of strategy and performance development." Similarly, Manager 24 said "I am not that sure if this understanding that I believe is shared or not, but I am sure that there no clear way to achieve the goals, some mangers and employee would be only focusing in achieving the goal but not the method of the achievement."

In contrast to the managers who expressed an affirmative opinion regarding the shared understanding of performance management, the employees reported mixed opinions. Seventeen of the respondents reported the sharing of the understanding of performance management among the employees and the managers. However, two of the respondents had a contrary opinion noting that the managers and the employees express diverse understanding. On the other hand, the other two were uncertain about the shared understanding of performance management between the employees and the managers.

4.6.1 Issues to be considered as outputs of employee performance

In order to enhance the managerial effectiveness of performance management in the Abu Dhabi police service, this research sought to understand which aspects the respondents considered to

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be important outputs of employee performance. The rationale for the consideration of this analysis is informed by the need to understand the level at which the managers align the institution's tasks, processes and activities to enhance organisational output. According to Broome & Quirk (2015), the managers are able to motivate the employees better when they understand the outputs of employee performance, as it allows them to coordinate the outputs and the overall operations of the institution, for purposes of ensuring that the employees are assigned those roles which will enable them enhance their performance. An understanding of the issues that the employees and the manager consider to be outputs of employee performance is important to this research in terms of aligning the outputs with the overall goals of Abu Dhabi police service.

The study asked the respondents the main issues that they believe should be considered as outputs of employee performance. According to the thematic analysis of the interview transcripts conducted through Nvivo software, the main issues reported by the managers were efficiency and effectiveness. According to Manager 4, the main issue should "contribute to the achievement of goals." Manager 9 felt that "performance management is a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into performance." Similarly, Manager 13 observed that the main issue was "providing timely feedback about the performance of the employees, communicating with employees to avoid misunderstanding." More insights were provided by Manager 16 who felt that the main issue influencing employee performance output was the high level of motivation, efficiency. Manager 20 also cited the importance of effective and efficient performance. Manager 23 pointed that the main issue was to "clarify the linking of performance in external functions of the job description in a more comprehensive and accurate manner to evaluate it as required." According to Manager 24, "…Abu Dhabi Police focused on the employee productivity, which in my opinion in a waste of time.

Employee performance cannot be measured by the numbers, but it should be measured by the achievement of the organization goals."

Concerning this question, there was a general consensus between the employees and the mangers regarding the role of efficiency and effectiveness in determining the main issues that should be considered as outputs of employee performance. Most of the employees reported efficiency and effectiveness (Employee 6). From the analysis of this question, the researcher found that the major main issues that the respondents (employees) believe should be considered as outputs of employee performance were the effectiveness and efficiency of different operations of the institution, including security, customer satisfaction, lack of innovation, lack of creativity, quality outcomes, and clarity of policy, among others. Following a thematic analysis using Nvivo, a Search Query results on efficiency OR effectiveness was conducted, and the results are presented in figure 4.2 below.

Figure 4.2: Nvivo Text Search Query Result on Effectiveness/Efficiency
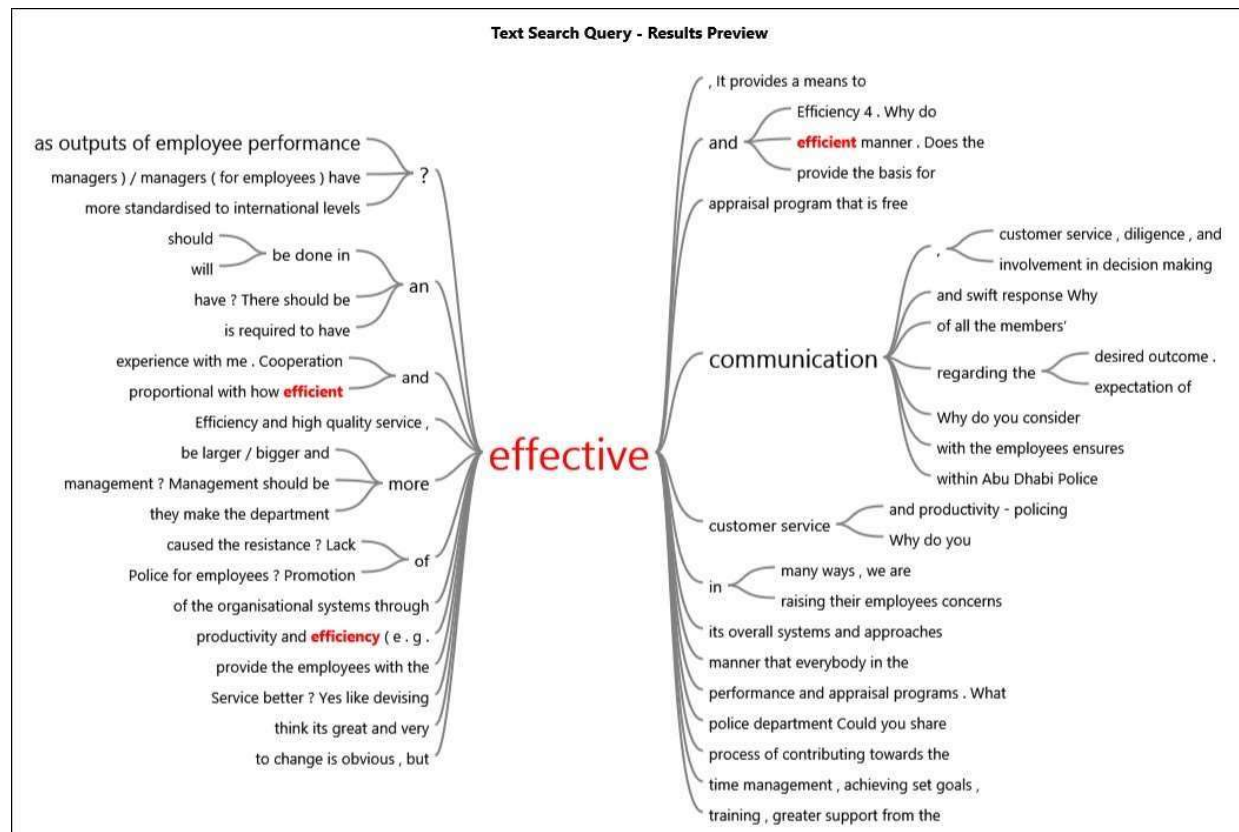
Regarding the efficiency and effectiveness of operations in the institution, some respondents had varying opinions. Employee 1 mentioned "productivity and customer service – Policing should be about serving a community/the public." These sentiments were echoed by Employee 17 who noted improved productivity. Employee 5 made similar contributions, stating that, "in my opinion, I think we should focus on the areas where the employee gets less productive and make it as a major input for the training plan." Other notions include integrity, uncertainty and job insecurity (from Employee 15), customer satisfaction, quality service and productivity (from Employee 21), unfairness , biasness and unrealistic KPI to measure (from Employee 2), and integrity, communication, professional development (from Employee 12).

It is also worth noting the importance of giving the employees feedback about the progress of their work to ensure that they improve their performance in a way which benefits organisational productivity. According to Employee 3, "no feedback on performance results is given to employees, no engagement of employees in decision making regarding improvement, no discussion on the performance with the employees." Employee 27 had the same sentiments, noting that "employees receive or go no feedback and are not engaged in any way in the decision-making process". On the same note, Employee 28 felt that "Tasks requested should be clear, Time consumed to complete the job, Quality of outcomes, Attitude of employees, Creativity, Initiatives to solve issues and challenges, Communication skills, and Previous performance and consideration of improvement or/issues that can reduce his performance."
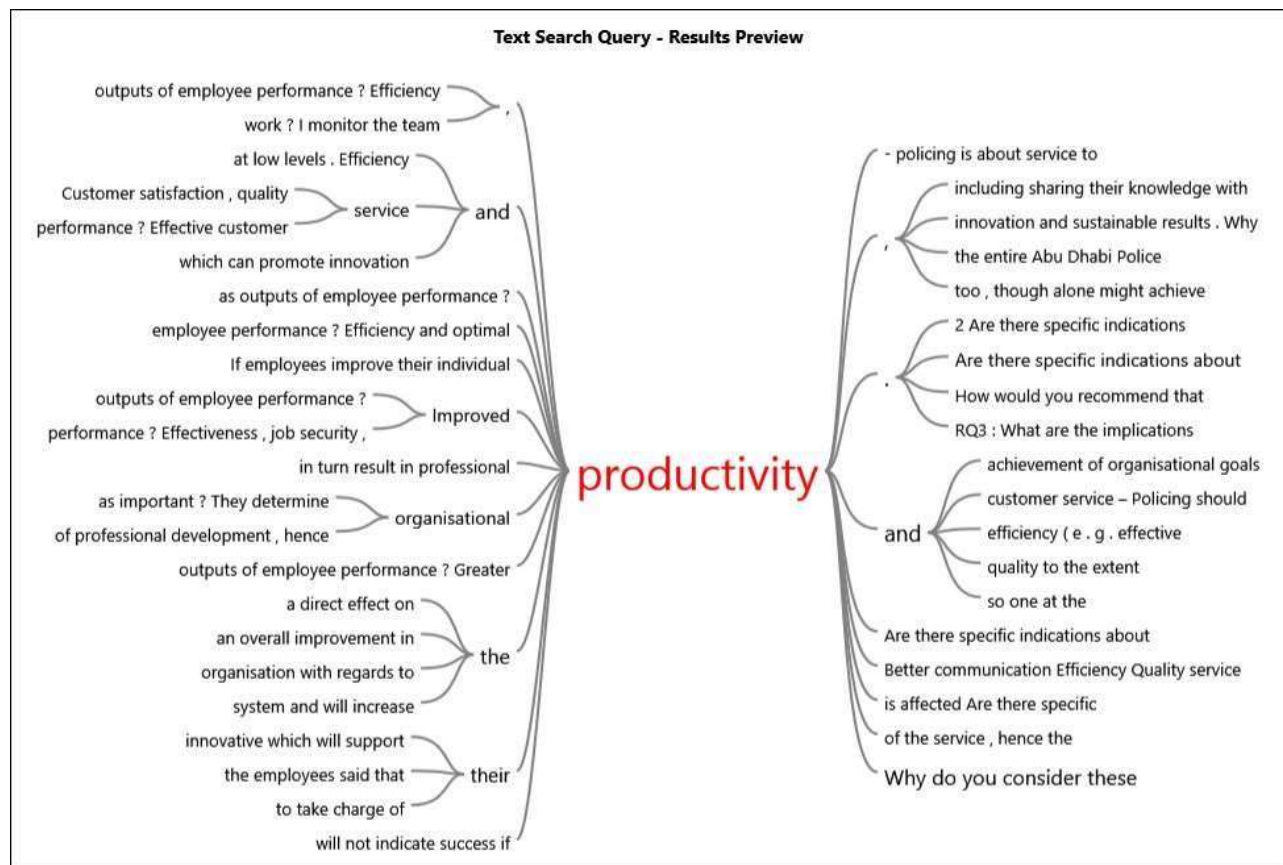
4.6.2   Outputs of performance management

The researcher sought to find out the rationale for the consideration of these outputs among the respondents. The respondents were asked why they considered the outputs they provided to be important. The results from the management were inclined more towards the achievement of

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organisational goals as the managers considered the factors of efficiency and effectiveness to be the major determinants of achieving organisational goals. Manager 4 noted that they "reflect or contribute to the achievement of the strategic objectives of the institution." Similarly, Manager 9

noted that "They are very important since they are used to determine the safety of a place" Manager 13 explained that "They are important in bridging the gap of awareness between the employees and the managers; hence helps improve the sharing of a common vision." Manager 16 noted that "They are major determinants of organisational efficiency." Manager 20 expressed similar ideas, noting that "they help improve the organization overall delivery, to be larger/bigger and more effective. It provides a means to improve organisational performance by linking and aligning individual, team and organisational objectives and results. It also provides a means to recognise and reward good performance and to manage under-performance." According to Manager 24, the "achievement of the organization goals should not only by measured by quantitative indicators but also by qualitative indicators. Measuring both quantitative and qualitative outputs within Abu Dhabi Police would allow us to have a better understating of our society and employee needs."

From the perspective of the employees, the results of the thematic analysis demonstrate that the major reason for the consideration of the identified outputs was the need to achieve organisational goals and enhance the productivity of the Abu Dhabi police service. Moreover, the results of the Nvivo analysis using the search query productivity are presented in the figure 4.3 below.

Figure 4.3: Nvivo Text Search Query Result on Productivity

The results from the employees indicated that the outputs that they considered essential for performance management were important as they allowed the employees to be properly aligned with the gaps in the institution to enable the institution to achieve its objectives. According to Employee 2, "They are main factors of demotivating employees within the workplace and has a direct effect on the productivity." Employee 3 also feels that they "Enlighten the employees on the performance, allow the employee to know their status of performance and fill the gaps." According to Employee 5, "this will help to take the organization performance to the next level." Employee 6 felt that "These are very import issues since they are the core objective of any reliable policing unity." Moreover, Employee 11 notes that "They are important in the achievement of organisational goals as they determine the extent to which the objectives or an organisation are aligned with the results."

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The results of the thematic analysis also noted the intrinsic motivation of the employees, intended to achieve personal development, hence improving organisational productivity. According to Employee 12,   "These outputs are important for the achievement of organisational goals as personal growth through integrity and communication are key to achievement of professional development, hence organisational productivity." Moreover, Employee 17 notes that "If employees improve their individual productivity, the entire Abu Dhabi Police Service will be highly efficient, reaching international levels." Employee 22 notes that "These three factors are linked and integrated, yet are also each important separate from one another. An employee's level of creativity alone, for example, will not indicate success if productivity and efficiency (e.g. effective time management, achieving set goals, etc) are at low levels. Efficiency and productivity, too, though alone might achieve set goals, excellence and growth require innovation and being always up to date with new work procedures and technologies. Achieving results also needs to be maintained at sustainable trends to assure the organisational objectives are also achieved with confidence that they will maintain at positive trends." Similarly, Employee 24 explains that he considers effectiveness and efficiency as important outputs of performance management because "these outputs are considered important as they make the department more effective and provide the basis for linking employee performance to the overall goals of the organisation. The outputs are also a basis for the reward and compensation of the employee's contribution towards the achievement of the department's goals."

Employees also reported that the outputs were directly related to the level of job security and safety of their workplaces. This demonstrates that improved job security was critical in promoting efficiency in the Abu Dhabi police service. According to Employee 1, these outputs are important because they are about "making AD a safe and secure place to live and public confidence." Employee 8 also said that "They are very important since they determine the safety of AD." Employee 21 similarly noted that "These outputs contribute directly towards jobs security, personal and

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professional development as well as safety of workplace." Worth noting is the response given by Employee 27, that these outputs are important "in empowering employees to take charge of their productivity, including sharing their knowledge with the management, which can promote innovation and productivity."

4.6.3 *Relevance of performance management outcomes*

The researcher sought to determine the relevance of performance management outcomes by asking the respondents whether there were specific indications about the Abu Dhabi Police Service that made them feel that these performance management outcomes were relevant. The results from the managers demonstrated that the most important consideration for relevance of these outcomes was highly inclined towards ensuring that the objectives set by the various departments were met. Given the regular review of the performance and opportunities for benchmarking, the managers felt that the performance management outcomes were essential in determining the level of efficiency of the Abu Dhabi police service in meeting organisational goals.

Most importantly, the managers felt that the relevance of the performance management outcomes was focused on the improvement in the performance of the service in the future. According to Manager 4, the relevance of the performance management outcomes was indicated by "a strategic plan with specific objectives and performance indicators to measure it." Manager 9 noted that the indicators included "commitment from the senior managerial staff." Moreover, Manager 13 explained that "these indications are important as they allow the department to benchmark the organisational performance against the global best practice, hence improving future performance." Similarly, Manager 16 explained that "Yes, the lack of clear policy on performance management, which means different people have different views on the expectations from the management." Likewise, Manager 20 noted that the indicators included "KPI's and Projects Delivery..." Moreover,

Manager 23 said "Yes, the process of cascading goals, the existence of strategic and operational plans and objectives and targets for employees and the existence of performance indicators. Finally, Manager 24 noted "not really but again we should be focusing in both quantitative and qualitative outputs within Abu Dhabi Police." These factors demonstrate that the management is focused on improving the efficiency of the service not only at the moment, but also in the future.

Asked whether there were specific indications about the Abu Dhabi Police Service that made them think that these performance management outcomes were relevant, almost all of the employees interviewed indicated in the affirmative. Employee 22, who had a contrary opinion, replied, "Not specifically – I believe these performance management outcomes are relevant in all organisations. However, given a few recent changes that have caused lower satisfaction levels in Abu Dhabi Police (related to budget cuts and rationalised spending priorities), I believe new innovative solutions need to be realised to address these outcomes and make sure they are maintained at least at acceptable levels." The same sentiments were expressed by Employee 8 who did not notice any specific indication.

From the thematic analysis using Nvivo, it is clear that some of the specific indications about the Abu Dhabi Police Service that make the performance management outcomes relevant include the improvement in the standard and quality of service as demonstrated through KPIs and benchmarking. The results of the analysis are presented in the figure 4.4 below.

Figure 4.4: Nvivo Text Search Query Result on Standards
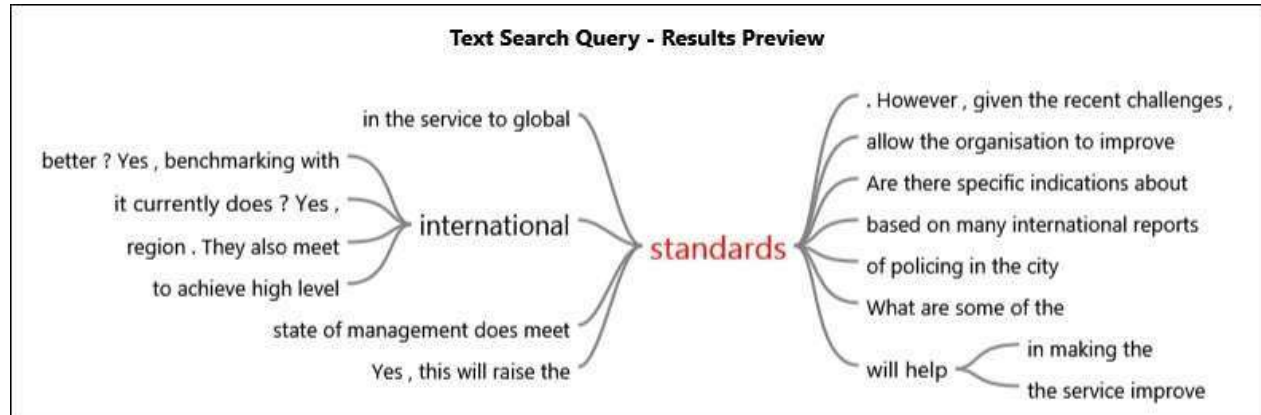
According to Employee 2, there are a "number of grievances arise after performance every year." Employee 3 noted that "actions follow the performance assessment aiming at improving the performance level, benchmarking carried out, call for change, etc" Employee 6 indicated "benchmarking and advocacy for excellent service." On the same light, Employee 7   noted that "There are various call improvement in the police department."

Some important points were raised that pointed to the relevance of performance management outcomes in improving the performance of the Abu Dhabi police service in the future. Employee 7 noted that "There are various call improvement in the police department." According to Employee 11, "The project delivery and KPIs are important aspects that determine the development of the police service in Abu Dhabi." Employee 19 expressed the same sentiments, saying that "they are determinants of low or high performance after every review." Moreover, Employee 21 indicated that "Actions that follow reviews during performance management demonstrate the need for a call to action for employees and managers to coordinate for purposes of achieving the organisational goals." It is also important to point out a similar opinion expressed by Employee 24 who noted special indicators "such as KPIs and benchmarking elements such as innovation." Employee 27 also noted that "They are vital as a call for action especially when benchmarking the department's performance

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with the rest of the world." Moreover, Employee 28 explained that "Some of these outcomes are considered in the performance appraisal process of Abu Dhabi police."

4.6.4 *Current state of performance management at Abu Dhabi police service*

The researcher sought to determine the current state of performance management in the Abu Dhabi police service from the perspective of the employees. The respondents were asked about how they would describe the current state of performance management at various departments at the Abu Dhabi police service. The opinions of the employees and those of the managers differed significantly, especially to the extent to which they believed that the level was sufficiently high. According to the managers, the current state of performance management in the Abu Dhabi police service is high, but there are still areas that demonstrably need improvement. As Manager 4 points out, the current state is "high, where there are indicators of performance measurement and also the existence of goals to achieve." Manager 9 felt that "the current state is heading in the right direction." While Manager 16 felt that it was moderate, Manager 13 explained that "It is in a good place, although I feel that more can still be done to make it exceptional." Moreover, Manager 20 noted that "it's going great, according to my department focus area, which is mainly about Research and Surveys." The same sentiments were expressed by Manager 23 who noted that "The level is average because it needs to cascading goals from top to bottom in a more accurate and comprehensive way." Similarly, Manager 24 explained that "The current state in focusing in quantitative outputs and employee productivity. And, on the other hand, ignoring qualitative outputs which could also the achievement of the organization goals."

Employees differed in their perception as to the level of thought; some felt that it was full of uncertainty, and more needed to be done to improve the effectiveness of performance management in the Abu Dhabi police service. Some of the respondents noted that there is a "high level of

commitment," "Great," "good," and "perfect." Some of the employees who said that the level of performance management was high at the Abu Dhabi police service, but with reservations on the need for improvement noted that more effort had to be made for optimal performance management. Employee 3 explained that "it is at a good level though not involve all the sections and branches." Employee 5 thinks that "the performance management need some changes by adapting best practices." Employee 10 also noted that "It is very promising because of the commitment for top level managers." Moreover, Employee 22 felt that the level to be "less than the standard previous levels – although some strategic objectives have been achieved, I believe positive trends might not be maintained if employee satisfaction stays at low levels."

The results of the analysis indicated that the current state of performance management at Abu Dhabi police service is fairly good. Nonetheless, a few of the respondents indicated the level of performance management could benefit from considerable improvement. The results of the Nvivo analysis with the search query on good also indicated that the level is very good below.

Figure 4.5: Nvivo Text Search Query Result on Good/Great
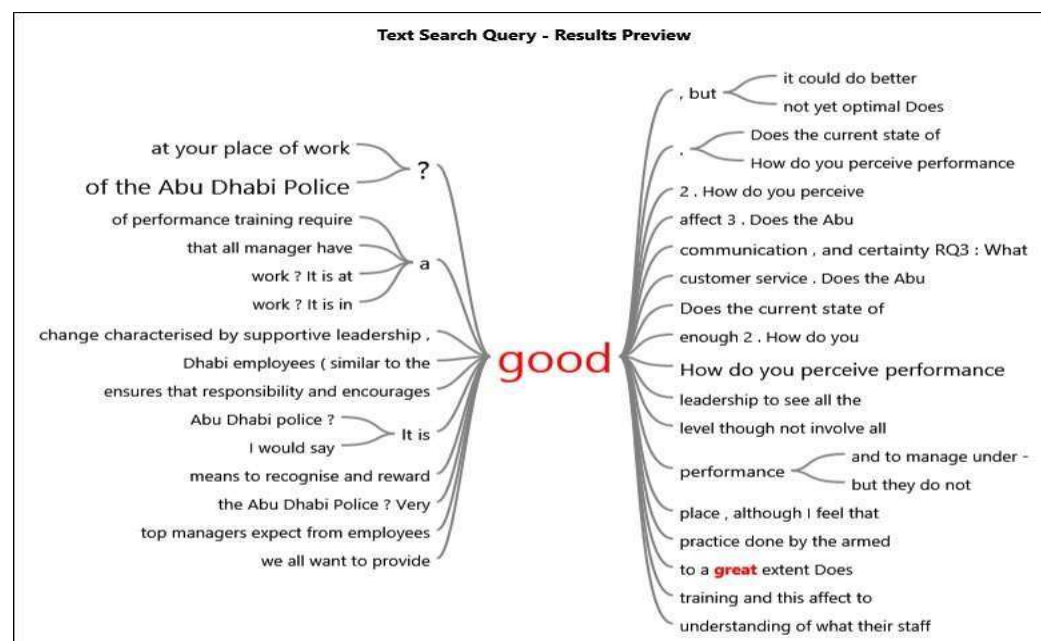
4.6.5 *Understanding and expectation of performance management*

The interviewees were asked about the current state of performance management and interviewees' understanding and expectation of performance management. The results of the analysis are presented in figure 4.6 below.

Figure 4.6: Nvivo Text Search Query Result on Certainty
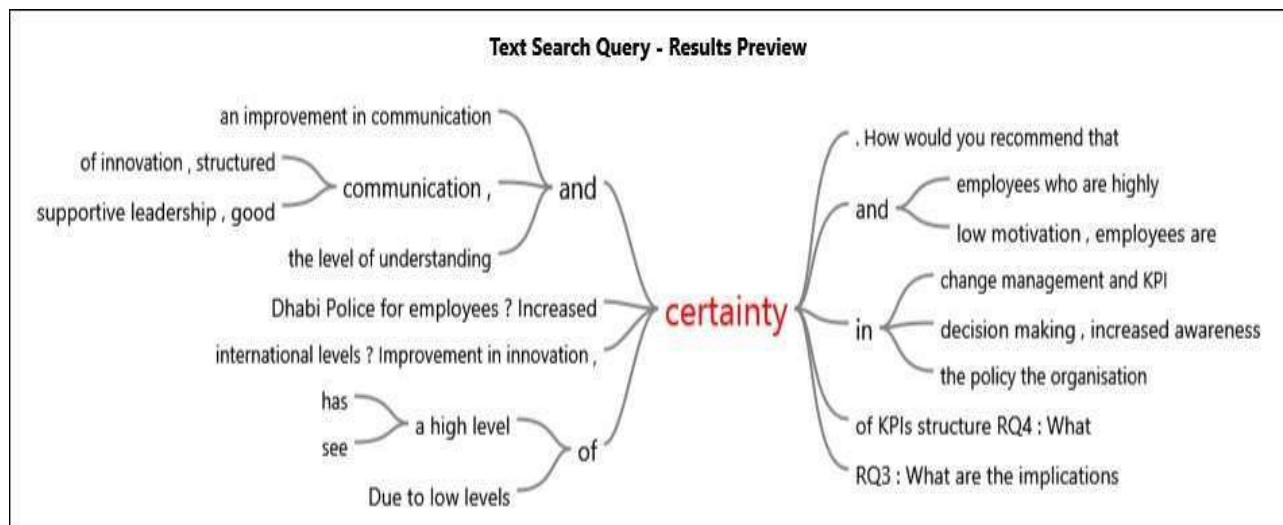
While the results from the analysis of the employee results demonstrated mixed results in terms of the extent to which the state of performance management adequately meet the respondents' understanding and expectation of performance management, only one of the managers out of the seven said that the level met his expectations. The others felt that there was more to be done in order for their understanding to meet their expectations of performance management.

The employees were divided on this question. Some employee respondents indicated that the current state of performance management adequately met their understanding and expectation of performance management. From the analysis of the frequency search in Nvivo, certainty was identified as an important code that resulted in the findings. Those of the contrary opinion

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answered, "Not really because there are some performance from some of the employees that is not up to the expectation" (Employee 10). Employee 12 reported "No, I want to see an innovative police service that delivers high quality service to the people at all times." Further responses indicated the need for more improvements. Employee 21 said "No, I feel that there are areas that continue to need enhancement and improvement." Moreover, Employee 22 also noted that "The current state of management does meet standards. However, given the recent challenges, it needs to rise above standard levels in order to address issues that have arisen."

4.6.6   *Expectations about performance management that are different from employees / managers*

The respondents were asked whether their expectations about performance management differ from those of their employees (for managers) or managers (for employees). In the following question, the researcher asked them to share some of their experiences. The results of the analysis indicate that the major differences in the expectations that the managers and the employees have about performance management are mainly derived from differences in the perception of quality of service offered.

The managers were observed to focus more on the quantity of work undertaken as opposed to the quality. According to Manager 4, "Achieving a high-quality performance and speed of achievement that contributes to achieving the goals set." Manager 9 felt that "The communication should be done in an effective manner that everybody in the unit understands." Manager 13   wished "there were better and properly laid out guidelines for performance appraisal, feedback and communication." Similarly, Manager 16 noted that "I expect clearly laid out procedures and process of determining an employee's performance, rewarding greater achievement, and motivating under achievers." Moreover, Manager 24 noted that "In my expectations about performance management, it should benefit the organization in general, but I

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could notice that many employees are using the performance management for their personal

benefit such as promotion."

On the other hand, employees view that quality aspects including innovation, performance appraisal, feedback and communication are more important in improving the level of performance appraisal as opposed to solely focusing on the number of tasks undertaken. The results of the NVivo analysis are presented in the figure 4.7 below.

Figure 4.7: Nvivo Text Search Query Result on Quality

According to Employee 1, "I think senior management only want to count things, quality is too often overlooked at an organisational level. Within the dept, quality is important." Moreover, Employee 2 explains, "My expectation defers in the level of the rewards as the effort of complying with the performance is higher than the reward received. Example. Exceeding expectation rating gets a bonus, or a basic salary increment of five – 10%." Similarly, Employee 21 said, "I expect that the department should focus more on getting quality results as opposed to following the same old procedures that are not innovative … delivery of high quality service at all time by benchmarking with the highest performing police services in the world … focus on eliminating uncertainties and increasing job security for the employees."

4.7   Change Management

The change management was also examined as an important factor in performance management as performance management is linked to management of people as well as change management. The respondents were interviewed on factors related to their experiences of the changes that had happened in their workplace, and the extent to which the employees were receptive or resistant to the changes. The questions asked in the analysis of this theme were related to sub-themes such as: (i) problems that arise from lack of consensus about performance management outcomes between employees and managers (ii) the extent to which these problems affect the performance of roles among employees in the Abu Dhabi Police Service (iii) experiences of organisational change policies in the Abu Dhabi police service (iv) experience of resistance to performance management changes by employees (v) specific factors or conditions that caused the resistance (vi) and the extent to which the change policy was successfully supported by employees.

4.7.1 Problems caused by lack of consensus about performance management outcomes between employees and managers

The research investigated the problems caused by lack of consensus about performance management outcomes between employees and managers. The rationale for the consideration of this question was based on the understanding that a consensus between the employees and the managers would be effective in promoting change reception by the employees. The response of the managers and the employees differed significantly.

All of the managers felt that there were problems that could arise from lack of consensus about performance management outcomes with the employees. Manager 4 listed "different views; The objectives of the organisation are unclear; Low awareness of performance management." On the other hand, Manager 9 cited problems with poor levels of cooperation. Manager 13 indicated that "there is a general lack of consistency in performance because some managers shift from other departments to strategic department, so they have problem to understand the content of Performance." Manager 16 reported that "the major problem for me in the uncertainty due to poor communication, such as the changes in merit from captain to major to 5 years from the regular 4 years. This will definitely affect the perceived performance of the police." Manager 23 explained that "Employees' expectations in terms of adequate pay are not yet adjusted to changes, given how recent these changes are. However, managers are hardly trying to meet challenging set goas by their superiors in a way that sometimes puts pressure on the employees they manage, who are already dissatisfied (in many cases)."

On the other hand, the employees have mixed reactions regarding whether the institution experience problems as a result of lack of consensus about performance management outcomes with the managers. Employee 1 explained that "At an operational policing level, I do not think that all managers have a good understanding of what their staff are doing and the pressures they operate

under." Employee 12 also noted that "The managers do not share knowledge with employees and there is not involvement of the employees in decision making so there are lack of understanding and coordination in performance." The same insights were shared by employee 18 who said that "Low level of motivation among employees as waste of time as managers have to keep reminding the employees of the goals." Similarly, Employee 19 noted that "There is poor communication and misunderstanding among the managers and the employees, especially when it comes to the determination of the level of performance." Those that answered the question affirmatively mentioned that "to a great extent, there is a lot of misunderstanding between the managers and the employees. Some senior or managers do not understand the performance of the employees including with KPI's tools" (Employee 11). Employee 15 also replied affirmatively, because the "low level of motivation among employees is waste of time as managers have to keep reminding the employees of the goals." Employee 28 also said yes noting that "lack of information about the quality and time of outcomes which is required in the fear evaluation of the employee performance."

According to the analysed data, the major problem arising from lack of consensus about performance management outcomes between employees and managers is a resultant lack of proper communication, which leads to misunderstandings between the managers and employees. Poor communication is also connected to issues such as lack of clarity and awareness of performance management as well as the expectations of the managers from the employees. The results of the Nvivo analysis search query on communication are presented in the figure 4.8 below.

Figure 4.8: Nvivo Text Search Query Result on Communication

Text Search Query - Results Preview

communication
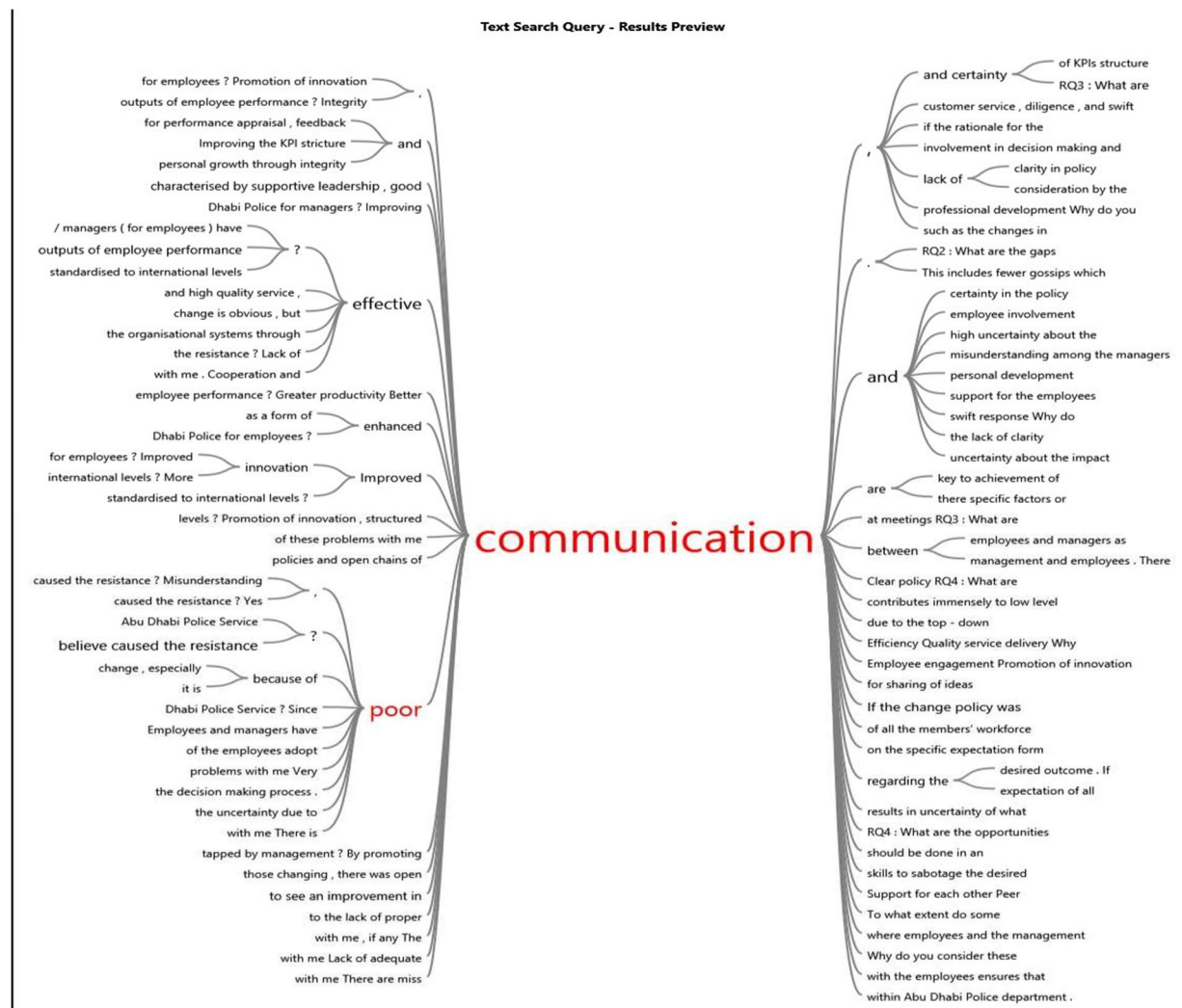
4.7.2   *Problems affecting the performance of roles among employees*

The researcher investigated the extent to which some of the noted problems affect the performance of roles among employees in the Abu Dhabi Police Service through the question: To what extent do some of these problems affect the performance of roles among employees in the Abu Dhabi Police Service?

For the managers, resistance to change had a major impact on the organisation and its ability to achieve its set goals. Manager 4 felt that the problems greatly affected the organisation. Manager 9 indicated that "resistance to change indicating that it will deteriorate customer service." According to Manager 13, "They prevent the employees from reaching self-actualisation in terms of professional performance." Manager 16 also noted that "If the progress of the employees takes too long to be recognised, they lose focus and motivation to pursue organisational goals." Similarly, Manager 16 noted that "if the progress of the employees takes too long to be recognised, they lose focus and motivation to pursue organisational goals." According to Manager 23, "largely because there will be resistance in the implementation of the work between the employee and the official, which leads to delays in achieving or not achieving the goals." Moreover, Manager 24 explained that "it would greatly affect the employees' performance as they know that what they are doing is only for the benefit of the managers and not them, which would as result would affect the performance of the Abu Dhabi Police services. It a chain effect, one thing would lead to another."

On the other hand, the major issue creating the identified performance problems is support. Support is important in promoting adequate awareness among employees and managers regarding performance management especially with communication. The results of the search query on Nvivo are presented below.

Figure 4.9: Nvivo Text Search Query Result on Support
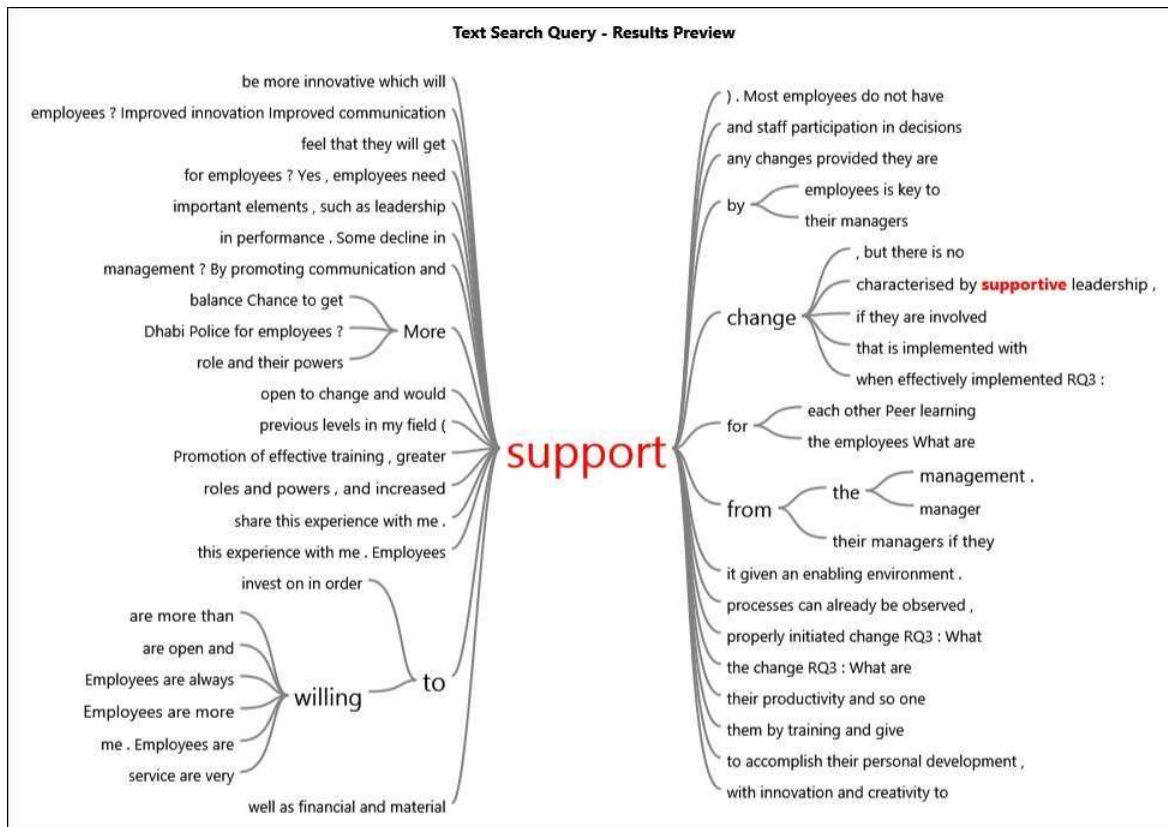
According to Employee 1, "I don't think the staff feel that they will get support from their managers if they get something wrong – They do not feel empowered." Employee 3 indicated that the problems could be the "Inability to embrace the improvement inputs, lack of understanding what should be done for the sake of better performance." Employee 17 reported that "The effect is huge, especially because employees are not certain about the activities and processes they need to undertake to improve themselves." Moreover, Employee 18 indicated that "Due to low levels of certainty and low motivation, employees are less likely to perform optimally." It is also worth noting the contribution of Employee 19, who says that "Since poor communication results in uncertainty of what is expected, the employees are not able to embrace improvement inputs." Employee 22 advocates the idea of support for the employees with regards to change, noting that "on operational levels, Abu Dhabi Police employees have great respect for their leadership (Abu

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Dhabi Police's and the country's leadership) and are known for their utmost loyalty. Therefore, on operational levels that are related to the core-business of Abu Dhabi Police (law enforcement, fighting and preventing crime, etc), lower performance rates are not at all expected. However, as is the case with every organisation, in times of challenges, innovate solutions will need to be realised as low satisfaction levels maintained for many years will always lead to a decline in performance. Some decline in support processes can already be observed, and although no core-business operational performance decline is to be expected in the foreseeable future, measures will need to be in place to manage such risks."

4.7.3   *Resistance to performance management changes*

The researcher interviewed the respondents in relation to the experiences of organizational change policies while working in the Abu Dhabi police service as well as their experiences with resistance to performance management changes. There were significant differences between the views of the managers and those of the employees. The managers shared experiences that were more inclined towards the implementation of new systems in the institutions while the employees focused more on changes that were not well communicated. According to Manager 9, the "majority of the people do not like to embrace any new technological advancement." Manager 13 noted that the "most important change I have heard is the change of merit from captain to major which will take 5 years as opposed to the 4 years prior. Although most of the resistance is due to the lack of proper communication." Likewise, Employee 1 noted that "since there are no specific structures for change management, we are still following the old process of doing things." According to Manager 13, "the most important change I have heard is the change of merit from captain to major which will take 5 years as opposed to the 4 years prior. Although most of the resistance is due to the lack of proper communication." Further changes were reported by Manager 23 who indicated

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that "changing officials with experience and bringing officials their expertise in the field of performance is very limited." Manager 24 stated that "Abu Dhabi Police focused on the employee productivity as it is measuring only output with numbers (quantitative). As result many departments introduced an attendance system. Many employees did not like that change."

Concerning the employees, results indicate that they have experienced several structural changes that created a level of resistance to change. The results are replicated in the NVivo analysis results in figure 4.10 below.

Figure 4.10: Nvivo Text Search Query Result on Change
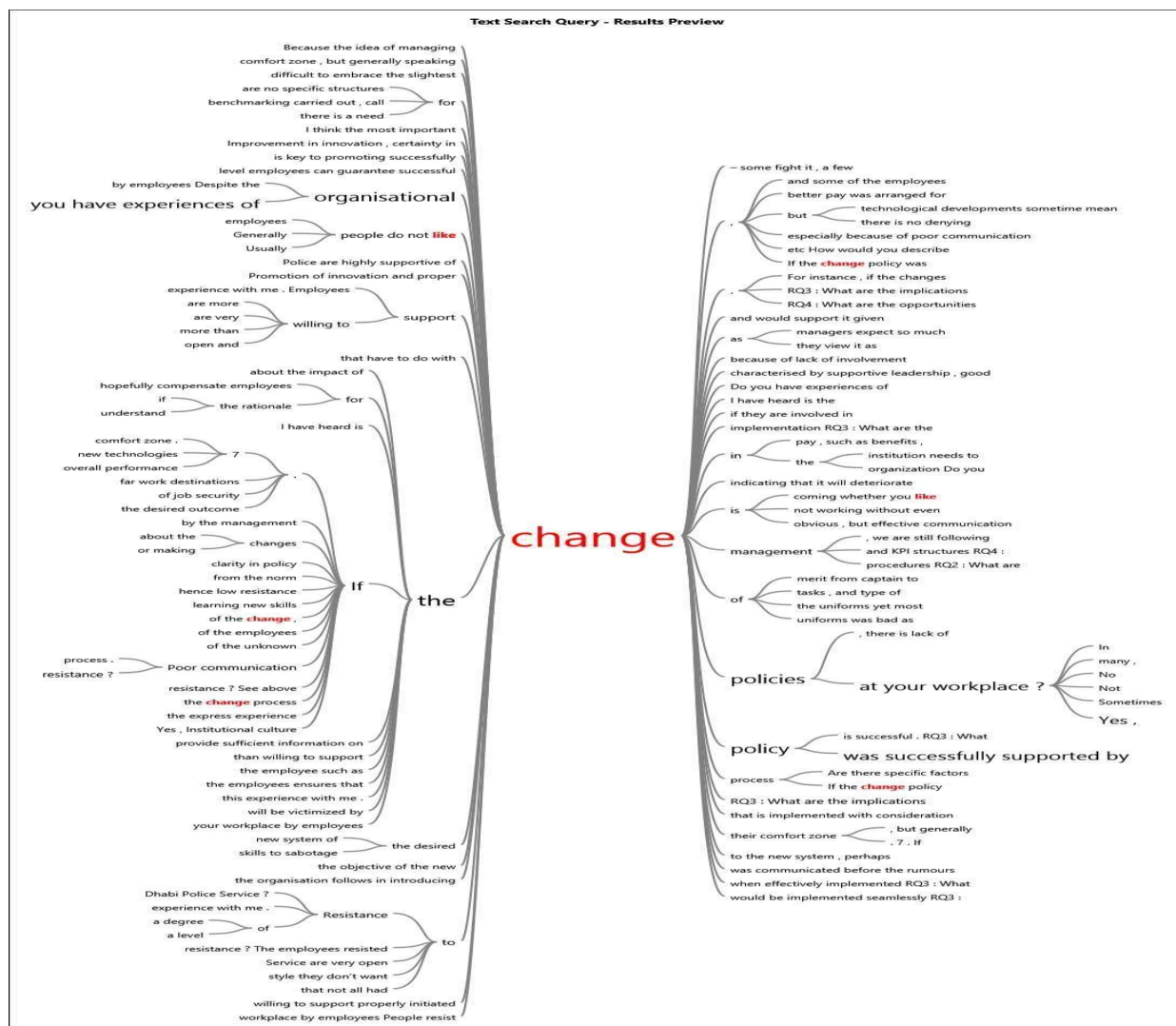
According to Employee 1, "people do not like change, but technological developments sometime mean there is a need for change – some fight it, a few embrace it." Employee 2 felt that "duty shifts system that changes effected the performance management system." Moreover, Employee 3 noted that "although a huge structural change has happened, the performance still depends on the same old process; there is no clear change in the performance and in the way employees do their job." Employee 15 also explained that "Despite the organisational change policies, there is lack of clarity about the implementation of performance management changes as most of these changes are not properly communicated, and most times the employees know about them through rumours, hence some degree of resistance." More insights were shared by Employee 22, who felt that "employee performance is generally not at its previous levels in my field (support). Most employees do not have the same enthusiasm to do work. Those who are still enthusiastic about work are facing more challenges as they have to manage higher workload as a result." Moreover, according to Employee 24, "employees are currently opposed to the changes in promotional ranks because it will greatly affect their performance." Employee 26 also noted that "the old ways of doing things in the department need to be updated. We need more innovation and creativity in dealing with emerging issues in the society."

4.7.4   Factors/conditions that cause resistance

The researcher asked the respondents for the specific factors or conditions that they believe caused the resistance to performance management changes by employees of the Abu Dhabi police service. Both the managers and the employees expressed a different perceptive of the factors that cause resistance to change. According to the managers, the factors that cause employees to resist change are related to poor communication between the management and the employees, as well as the lack of adequate knowledge regarding managers' expectations of employees. Manager 9 noted

that one of the causes of resistance to change is "lack of effective communication regarding the desired outcome." Manager 16 further emphasised this notion, noting that "Poor communication and the lack of clarity in performance management tools which fail to inform the employees effectively about the changes." Moreover, Manager 20 reported that "it has to do with the level of education of these employees, because they are less knowledgeable about new trends and new technologies." Manager 23 indicated that "because the idea of managing change in the institution needs to increase the proportion of education of staff, where there is resistance to the lack of understanding of the staff of these changes and thus affect the overall performance." Manager 24 also affirmed this notion explaining that "The employees should be part of the process of change and not just a laboratory rat."

The researcher discovered that the major issue believed to have caused the resistance is the long period of stay at the comfort zone, such that people are afraid of moving from their comfort zone and experiencing different things. The results of the Nvivo search query on resistance are presented in the figure 4.1e below.

Figure 4.11: Nvivo Text Search Query Result on Resistance
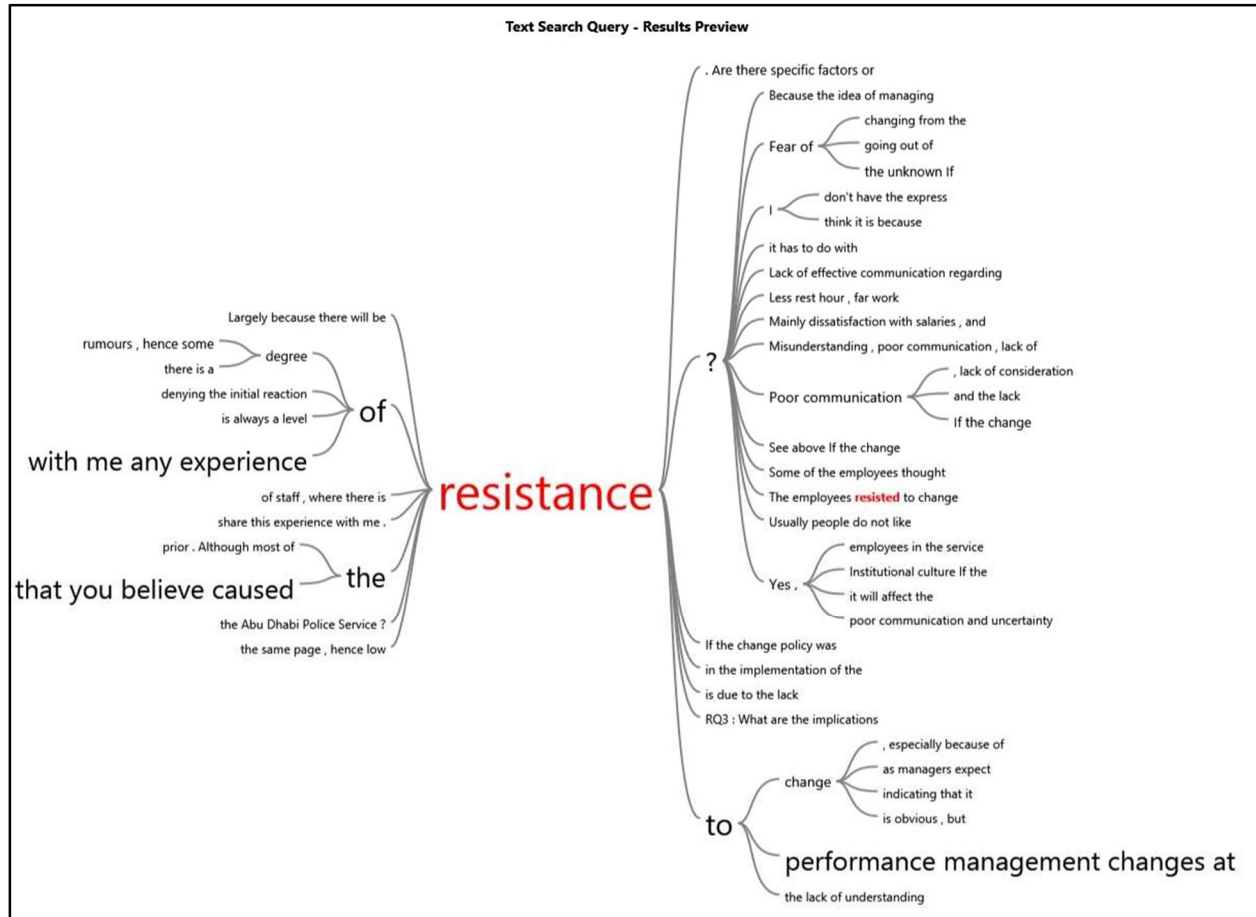
According to Employee 1, "Fear of going out of their comfort zone, fear of learning new skills" was the dominant problem. There was also the issue of limited resting hours as well as clarity of performance management tool due to poor awareness on the part of the employees. Employee 22 noted that there is a level of "dissatisfaction with salaries, and sometimes lower feeling of job security." Moreover, Employee 25 explained that "because of poor communication, if the rationale for the change was communicated before the rumours started, everyone would be on the same page, hence low resistance."

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4.7.5 Experience of employee-supported change

The researcher tried to determine how employees were likely to respond if the change policy was successfully supported by employees of Abu Dhabi police service. The results of the analysis were fairly similar for both managers and the employees: in short, employees are more willing to support the managers in the implementation of change when managerial leadership supports the change. Manager 4 felt that employee-supported change "Is somewhat successful if there are important elements, such as leadership support and staff participation in decisions." Similarly, Manager 9 indicated that "performance appraisal content was agreed among all the employees". Manager 20 had an interesting perspective that "most of the time, its working fine. Except with old people, or with people who come from old mentality background."

The results of the analysis of this question from the employees' perspective demonstrates that if the change policy were successfully supported by employees, the resistance to change could be minimal compared to the current, divisive situation. As such, the leadership support of the institution was deemed to be the major factor in reducing resistant to change. Figure 4.12 presents the results of the Nvivo analysis from a search query on leadership.

Figure 4.12: Nvivo Text Search Query Result on Leadership

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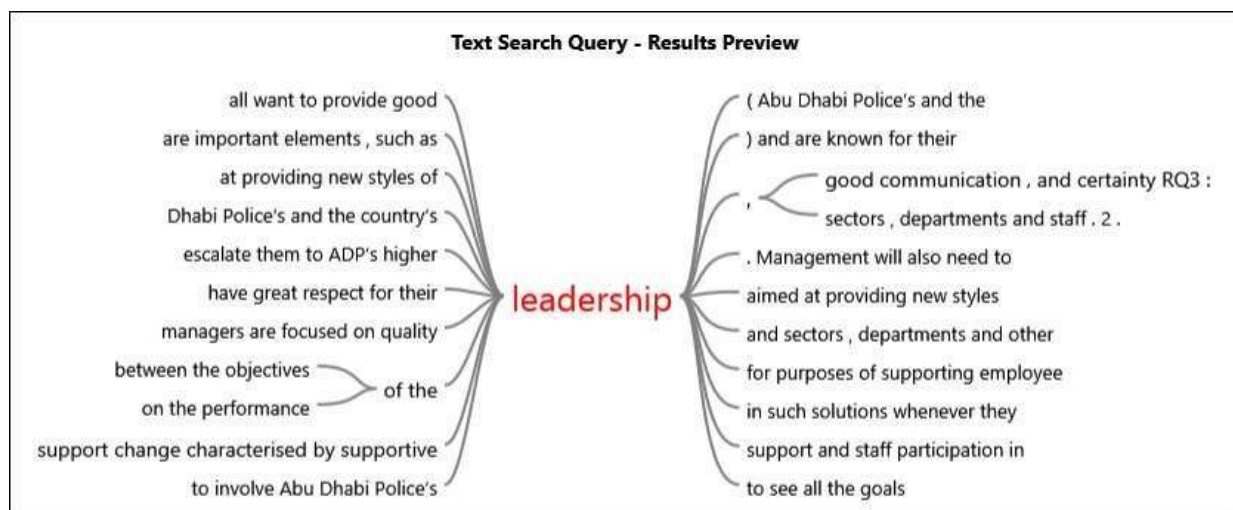
Strong managerial leadership is an incentive to achieve realistic goals because it allows the managers to monitor employees continuously while evaluating and measuring historical, current and future performance. Based on the performance of the employees, the leadership is able to adjust and upgrade the motivational factors to improve the employee's engagement towards the achievement of the organisational goals.

Strategic managerial leadership was also deemed to be an important aspect in the process of change management. As Blanchard (2010) explains, managerial leadership is the key to achieving appropriate motivational incentives and effective managerial leadership, aspects that are key to promoting acceptance of change among the employees. Effective managerial leadership not only promotes the acceptance of change, but also promotes managerial effectiveness of performance management.

4.8   Conclusion

The presentation of findings in this study demonstrates that the employees and managers in the Abu Dhabi Police service have different perspectives on performance management, especially with regards to its relevance and importance. The first major theme explored in this chapter examined the managers' and employees' experience of performance management. The majority of respondents indicated that both the managers and the employees think that the understanding of performance management is not shared between the management and the employees. While the employee focusses on operations and activities that improve their productivity such as job security and clarity, the managers focus on achieving set goals and organisational objectives. The main issues to be considered as outputs of employee performance were indicated to be effectiveness and efficiency of operations, factors that were considered due to the ability to promote the ability of the institution to achieve the set goals. Nevertheless, both the managers and the employees indicated that the current state of performance management is high despite the fact that it does not adequately meet their understanding and expectation of performance management. The examination of the change management also demonstrates the extent to which the institution handles the change is highly dependent on the level of communication between the employees and the managers, especially considering the fact that there are several changes that the Abu Dhabi police service has introduced that were not well received by the employees.

CHAPTER 5: FINDINGS

5.1 Presentation of Study Findings

This section of the research presents a summary of themes emerging from the responses to the interviews. The previous chapter presented two emergent themes: experience of performance management, and change management. This section seeks to present two more themes demonstrating the perception of the managers and employees in the Abu Dhabi police service regarding the efforts towards understanding the current managerial effectiveness of performance management within the Abu Dhabi Police, and the implication for a higher level in the future.

5.1.1 Implications of performance management for practice

The researcher investigated this theme by asking the respondents what they thought were the implications of current performance management practices within the Abu Dhabi Police for managers and employees. To address this question, the research focused on primary points of consideration including (i) the rating of the current levels of service quality associated with the work of the Abu Dhabi Police, (ii) perception of the performance management as a human resource practice in affecting the service quality of the Abu Dhabi police, (iii) the need for global benchmarking in the Abu Dhabi police for performance management to improve, and (iv) specific things that would make performance management at the Abu Dhabi Police more standardised to international levels.

5.1.1.1 The rating of the service quality of the Abu Dhabi Police

As mentioned in the literature review, one of the major steps towards conducting a performance appraisal of the employees is to conduct a rating that provides the basement data that can help implement the appraisal review (Karkoulian, Assaker & Hallak, 2016). The researcher

sought to determine the rating of service quality from the Abu Dhabi police employees and managers. The general perception of both the managers and the employees indicated that the service quality of the Abu Dhabi police service is high or good. The results of the thematic analysis using Nvivo through the Search Query results are presented in figure 5.1 below.

Figure 5.1: Nvivo Text Search Query Result on High
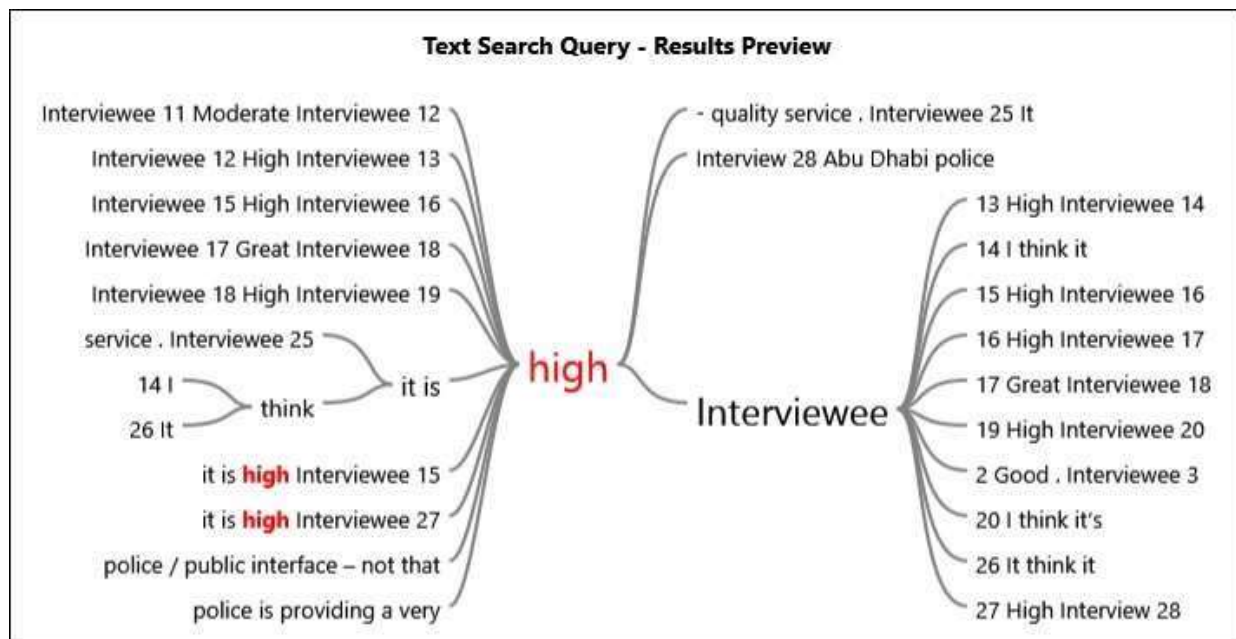
The managers were unanimous in the view that the Abu Dhabi police's current state provides a very high quality of service. According to Manager 4, the level of service provided is "excellent." Manager 20 thinks that "it's great and very effective in many ways, we are a leading organization within the government of Abu Dhabi and the Federal governments of UAE." Manager 24 concurs with this view explaining that "As result of many factors (not only performance management practices), Abu Dhabi police is providing a very high-quality service." Only interviewee Manager 9 felt that the current rating of service offered by the Abu Dhabi police is satisfactory.

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Nevertheless, the employees have a different perspective from the management. For employees, the level of service quality was also noted to be high or good for most of the respondents. Employees 3 and 8 noted that it is very good and excellent, meaning that there were no complaints about the quality of service they offered. Employee 22 observed that the "Service quality levels are best in the region. They also meet international standards based on many international reports (e.g. competitiveness report)." Moreover, Employee 28 explains that the "Abu Dhabi police has a good service quality level, which is seeking to improve and enhance continuously." As such, despite the fact that the employees recognise the need to continuously improve the institution's effectiveness, there are many factors that demonstrate that the institution is working towards offering top-notch service.

Nevertheless, there are still employees who feel that more needs to be done if the service quality offered by the Abu Dhabi police service is to be considered high. This sentiment is noted by Employee 11 who says that the service level is only "moderate." Employee 1 also notes that "At the police/public interface – not that high." As such, in the consideration of the areas that need more improvement, it is necessary to consider the different departments and their distinct rating in order to ensure that the service quality in the entire institution improves proportionality.

5.2 Performance management as a human resource practice in affecting the service quality

This project is grounded on the understanding that performance management is part of human resource practice. According to Capon (2012), both the views of the employees and the managers are important in this section because they can demonstrate how well the managers are able to align the employees' capabilities, skills, and resources to work optimally. The research made this sub-theme very open-ended for the purposes of capturing the diverse views and

preferences between the managers and the employees. The search frequency query results on Nvivo ranked 'performance' as the top code, whose results are demonstrated in figure 5.2 below.

Figure 5.2: Nvivo Text Search Query Result on Performance
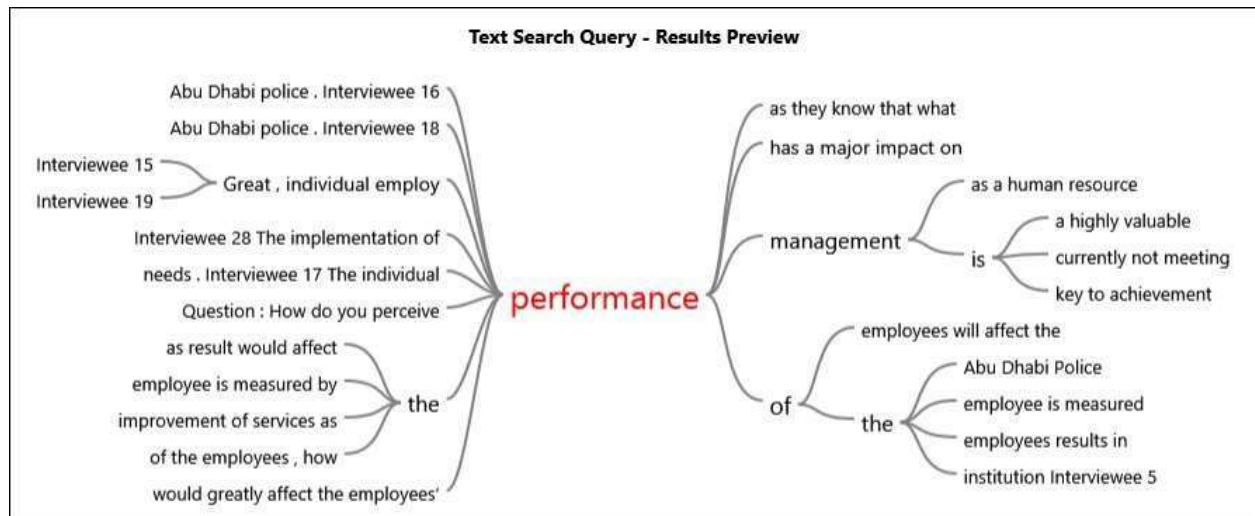
According to the managers, performance is the major theme that influences the human resource practice in affecting the service quality of the Abu Dhabi police. The presentation of results from the interviews shows that there is a ripple effect of the level of service quality in the institution, from the management to the employees. If proper measures are implemented by the management to improve the level of service quality, then the performance of the employees portrays the results. Manager 4 says that "I think it contributes to the improvement of services as the performance of the employee is measured by the performance of the institution." The same sentiments are expressed by Manager 9 who notes that "It is very important as policing will be done in an effective and efficient manner." According to Manager 16, "Performance management is a highly valuable aspect of service quality improvement that seeks to enhance the organisation's ability to meet customer needs."

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Nevertheless, some managers felt that the emphasis of the improvement in service quality in the Abu Dhabi police service was not focused on the improvement in the welfare of the employees, but that of the managers. According to Manager 24, "It would greatly affect the employees' performance as they know that what they are doing is only for the benefit of the managers and not them, which would as result would affect the performance of the Abu Dhabi Police services. It a chain effect, one thing would lead to another." On the other hand, Manager 20 opines that "it's great, but needs better planning for the future to be able to handle all the new challenges and new recruits coming to force." As such, the employees feel that more efforts should be made to improve human resource practice in areas affecting employees, especially new recruits.

The employees had different views regarding how performance management affects the service quality of the Abu Dhabi police. The majority of the employees felt that human resource practice was critical in achieving high customer satisfaction through improved quality. According to Employee 3, "it is the most important factor in service quality improvement through seeking the best practices that meet customer satisfaction." The same view was shared by Employee 6, who said that "It is very vital as it ensures that responsibility and encourages good customer service." Moreover, Employee 8 reported that "It is the most important factor in service quality improvement through seeking the best practices that meet customer satisfaction." According to Employee 14, customer satisfaction is an important attribute human resource practice, and "the human fact is the most important in promoting customer satisfaction." On the same note, Employee 18 also reported that "performance management is key to achievement of customer satisfaction." In terms of achievement of organisational goals, customer satisfaction was reported as an organisational goal in the Abu Dhabi police service, since "Employees are important as a

human resource factor in promoting the ability of the department to achieve its goals, especially with regards to customer satisfaction."

Another important factor includes the need for improved performance to enhance the quality of service offered by the institution. According to Employee 10, "It is very fundamental for service delivery." The same sentiments were reported by Employee 15 who noted that "individual employ performance has a major impact on the overall service quality in Abu Dhabi police." Moreover, Employee 17 felt that "the individual performance of the employees results in an overall improvement in the productivity of the service, hence the improvement in the service quality of Abu Dhabi police." On a different note, Employee 19 explained that "individual employ performance has a major impact on the overall service quality in the Abu Dhabi police." This contention was supported by Employee 26 who explained that "Motivated employees are influential in improvement in the quality of service provided by the employees." Moreover, Employee 28 explained that "The implementation of performance management is currently not meeting the expectation of improving the service quality. Due to the lack of awareness of the employees, how the performance of employees will affect the service of the organization."

Nevertheless, some employees identified issues that may limit the achievement of the overall level of performance management as a human resource practice. Employee 1 said that he did not thing that the "system of requiring staff to attend courses, almost regardless of the relevance to the role helps." According to Employee 7, "It is very vital as it ensures that there is responsibility among all staff of the Abu Dhabi police." Moreover, Employee 11 explains that "With the challenges of shortage of staff, I would say it needs proper planning." Similar challenges were reported by Employee 22, noting that "Human resources will need to take serious measures to address such low satisfaction (on pay and job security) rates." The improvement of the

performance of the Abu Dhabi police service was also reported by Employee 5 when he explained that "the system helps to identify the main competencies which lead to improve the skills of the employees to perform well." Employee 25 noted that "the employees play a critical role in ensuring that the department achieves its goals and objectives." Despite these potential challenges, the employees reported that there was a need to improve employee performance so that the entire institution will experience the ripple effect of improvement in the quality of service offered to enhance customer service.

5.3   The need for global benchmarking in Abu Dhabi police for performance management

To adapt to new approaches that will result in superior managerial effectiveness of performance management in the Abu Dhabi police service, the researcher felt that global benchmarking could have a potential positive impact in terms of sourcing new ideas and aiding in the decision-making process. According to Martins, Rindova and Greenbaum (2015), global benchmarking does not mean copying what other models are doing; rather, it provides important insights in the creation and adoption of effective strategies, methods and best practice measures to bring favourable changes to the institution.

To understand the interviewees' perception of the need for global benchmarking for the Abu Dhabi police service to perform better in performance management than it currently does, the researcher asked the managers and the respondents what they felt about the practice. The search frequency query results on Nvivo ranked 'yes' as the top code, whose results are demonstrated in figure 5.3 below.

Figure 5.3: Nvivo Text Search Query Result on Yes
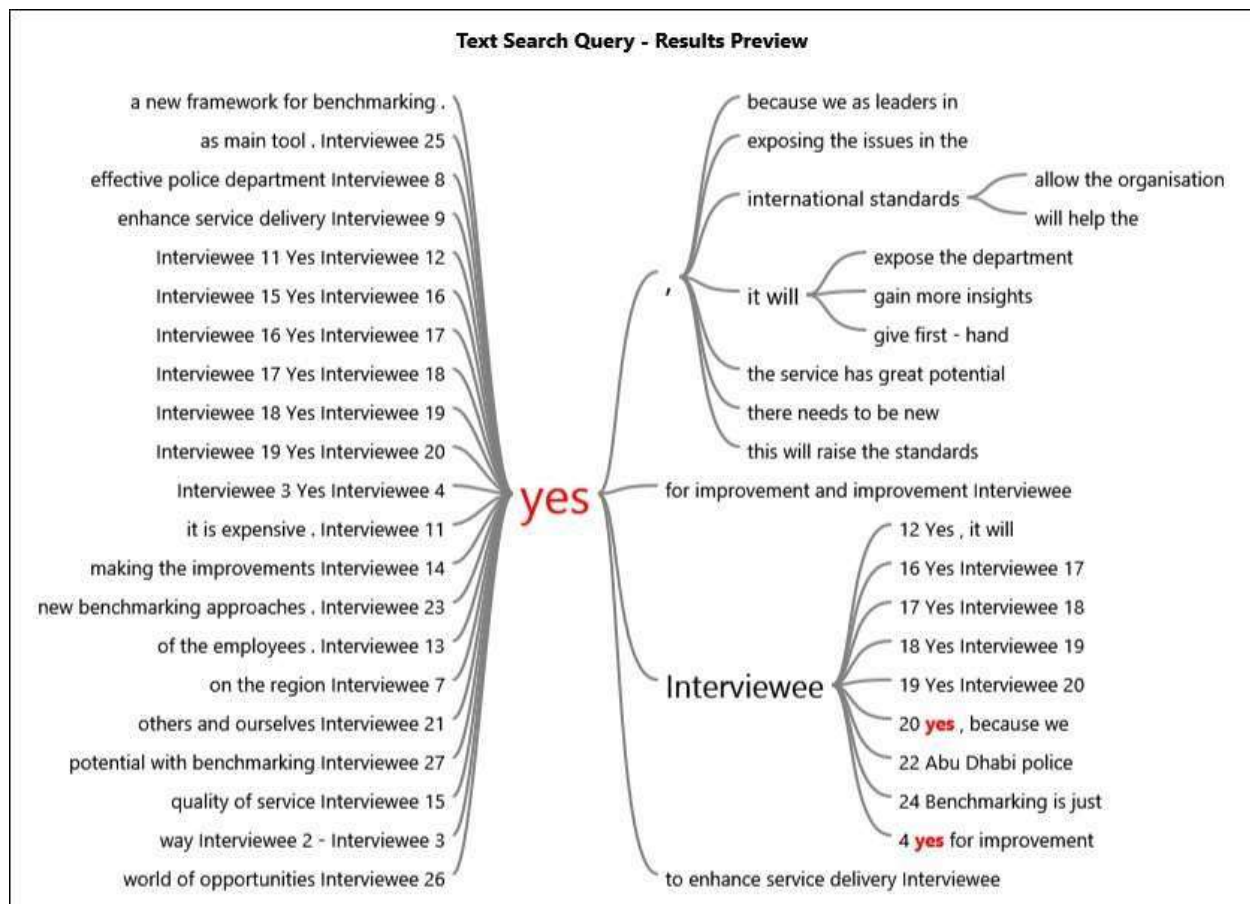
The managers and the employees demonstrated some divergence in views, as the managers were affirmative in the view that the Abu Dhabi police department required global benchmarking to improve performance.

All the managers indicated that the Abu Dhabi police needed global benchmarking for performance management to perform better than it currently does. Manager 4 indicates that the practice was needed for improvement. Manager 9 also noted that global benchmarking "will raise the standards of policing in the city." Asked the same question, Employee 13 noted that "exposing the issues in the service to global standards will help in making the improvements." Manager 24

reported that "Benchmarking is just one tool that could be used to measure a success performance management. The Abu Dhabi police should adopt a system of performance management, which use benchmarking as main tool." Managers 16 and 20 both reported that there was need for global benchmarking if the institution wished to enhance its performance than its current state.

Most employees also supported the idea noting that the institution will be able to perform better if better ideas were adapted from global benchmarking. According to Employee 5, "I think any organization needs to consistently monitor the global best practice from time to time in order to learn from the best." These views were reported by Employee 7, noting that "it will give first-hand information of what is required to have an effective police department." More employees noted that global benchmarking was key to enhancement of service delivery and the quality of service, especially given that the institution will be following "international standards allow the organisation to improve its quality of service" (Employee 14). Employee 12 also felt that global benchmarking will allow the Abu Dhabi police service to "gain more insights into the global best practice for enhanced performance of the employees." Employee 20 supported the idea noting that "yes, because we as leaders in our domain, we like to challenge others and ourselves." The potential of global benchmarking cannot be overvalued as Employee 22 noted that "Abu Dhabi police is already working on a new framework for benchmarking. Yes, there needs to be new benchmarking approaches." Worth noting is the contribution of Employees 25 and 26 who reported that global benchmarking has great potential in the case of the Abu Dhabi police service in terms of providing great potential to improve performance and service quality. Moreover, as Employee 10 noted, proper planning is required and the practice "depends with the available resources to cater for benchmarking as it is expensive."

Nevertheless, some employees felt that before conducting global benchmarking, there is a need to review the needs and the current security situation in the country and customise the strategies and methods to Abu Dhabi depending on its security needs. As Employee 2 opines, "Before it compares itself globally, it needs to record accurate data for a few years to see what is happening internally. In many ways AD seems to worry too much about, how do they do this in other countries, instead of establishing the AD way." The sentiments were reported by Employee 6 who noted that "security is a unique feature depending on the region." Moreover, Employee 28 reported that "It might need a local benchmarking or it might need a service provider with well experience and knowledge to enhance the current procedures and policy. There, should be a study of the best method to improve the current situation in AD." As such, while there is support for benchmarking, a segment of the employees would prefer that the practice be limited to a local level as opposed to a wider global coverage.

5.4   Specific things to improve performance management to international levels

Following the responses of the interviewees regarding the need for global benchmarking to improve the performance of the institution, the researcher sought to find out the specific things that the managers and the employees felt should be implemented so that the performance management at the Abu Dhabi Police could be more standardised to international levels. The rationale for consideration of this question was based on the need to ensure that employees and managers understand international best practices, strategies, and methods that can positively impact the context of the Abu Dhabi police service. A search frequency query on Nvivo was conducted which ranked 'communication' as a high frequency code as demonstrated in figure 5.4 below.

Figure 5.4: Nvivo Text Search Query Result on Communication
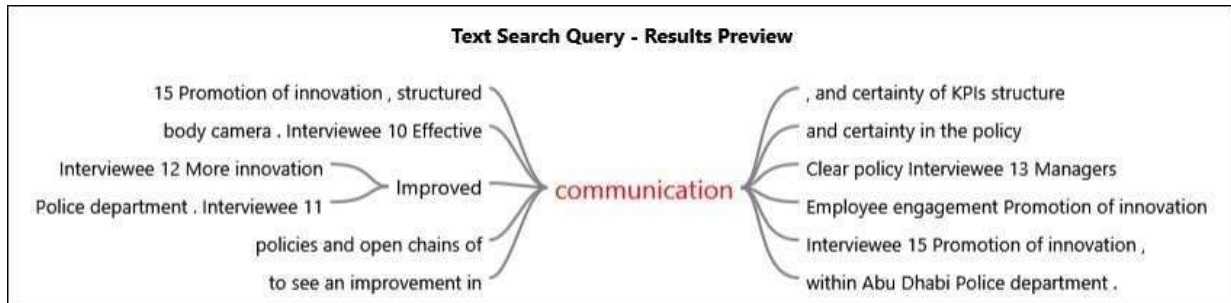
The managers demonstrated a high divergence in views regarding the things they would like to see implemented in the Abu Dhabi police department, from the implementation of new technology, to communication, new review systems, training, and KPI structures. Manager 4 mentioned "Applying outstanding practices in the field of performance management, and the existence of advanced systems to monitor performance measurement." Employee 9 noted that he would like to see the institution "Using technology such as body camera." Manager 13 noted that "Managers with limited understanding of the concept of performance training require a good training and this affect to efficient of work." Manager 16 explained that he would like to see "an improvement in communication and certainty in the policy the organisation follows in introducing change." Manager 20 indicated that he would like to see changes in "levels for process management and layout of KPIs structure." A different perspective was shared by manger 23 indicating that the "Review the weights of the goals in terms of impact, where the weight of the target by leading categories, supervisory, executive." Moreover, Manager 24 reiterated that "the achievement of the organization goals should not only by measured by quantitative indicators but also by qualitative indicators. Measuring both quantitative and qualitative outputs within Abu Dhabi Police would allow us to have a better understating of our society and employee needs."

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For the employees, there was a great deal of agreement that most employees would like to see an improvement in the level of communication between the management and the employees. This view is supported by Employee 10 who noted a need for increased "Effective communication within Abu Dhabi Police department." According to Employee 11, employees would like to see "improved communication, employee engagement, and promotion of innovation." Similar sentiments were expressed by Employee 12 who noted that there is need for "innovation and improved communication and clear policy." On the same note, Employee 14 said that he would like to see "Clarity of policies and open chains of communication." Supporting the need for improved communication, Employee 15 noted that he would like to see "Promotion of innovation, structured communication, and certainty of KPIs structure."

Another important aspect noted by many employees was the emphasis and support of innovation and the use of technology to enhance the quality of service delivered by the police. According to Employee 6, employees in the Abu Dhabi police would like to see "Disposition of technology facilitate police work." The same idea was shared by Employee 7 who noted that there is need to "Deploy technology that enhance the policing such CCTV cameras in hotspot areas." Employee 8 further noted that there is need for enhanced "use of advanced technology to easy the nature of police works." It is worth noting the contribution of Employee 19 in this view noting that he would like to witness "more innovation and creativity in the force to allow the performance of the force to benchmark against the global best practice."

Several employees gave a different view as they reported the need to conduct benchmarking practices globally and locally to ensure that the Abu Dhabi police service was aligned with the best practice strategies and measures in order to provide standardised services that are at an international level. According to Employee 3, there is a need for "continual improvement

and flexibility are important in every process, there are some forces around the world have better performance management processes, they could be sought as benchmarks for Abu Dhabi police." Employee 5 also said that the institution needed to "Benchmark in major activities like crime prevention and traffic control." Moreover, Employee 21 added that employees would like to see an "Implementation of outstanding global best practices for top notch service." Employee 22 said that "A team in the Strategy centre is currently working on collecting, observing and compiling best police practices internationally in order to arrive at an understanding of what's the most suitable approach for the Abu Dhabi Police." The same sentiments were also shared by Employee 28, who maintained that "It is important to have key performance indicators that are approved from the top management and at the same time matching or equivalent to international standards to improve performance of the organization and seek opportunities of enhancing performance and success." As such, these employees felt that benchmarking was key to the adoption and implementation of international standards that can improve the level of service quality in the institution.

Some employees gave different ideas as other specific factors that were reported include the improvement in the certainty of KPIs structure as well as the improvement in service delivery. Employee 18 noted that he would "like to see a high level of certainty of KPIs structure." According to Employee 27, there is need for "Clarity and simplicity of procedures and improved KPI's structure". Other respondents such as Employee 1 noted the need for "crime and incident recording, sickness monitoring, and staff attendance and time keeping." Similar sentiments were noted by Employee 25 who expressed the need for "Implementation of best practice to promote customer satisfaction." Moreover, Employee 26 noted that Abu Dhabi police service has "talented employee that we can invest on in order to support them by training and give them a scholarship

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and so on so that we can build Abu Dhabi police service into a world-class service." These factors were noted to be important in the institution's efforts in propelling its service delivery and performance to the international level.

5.5 Opportunities for improving performance management practice

The researcher identified this theme as important in shaping future practice in the Abu Dhabi police service, as well as in making recommendations for improvement in the effectiveness of performance management in the institution. This theme was also identified as important in addressing the gap in research regarding the improvement in the performance management practices within the Abu Dhabi Police for managers and employees. The consideration of this theme was influenced by the understanding that a general improvement in organisational and managerial effectiveness is positively influenced by helping managers and employees understand opportunities that can help in the achievement or organisational goals (Scaduto, Hunt & Schmerling, 2015). In the presentation of the summary of this theme, the researcher focused on the following aspects: (i) things that can be done to make performance management within the Abu Dhabi Police Service better, (ii) opportunities for improving performance management practices within the Abu Dhabi Police for managers, (iii), recommendations of ways in which opportunities should be tapped by management, and (iv) opportunities for improving performance management practices within the Abu Dhabi Police for employees.

5.6 Things that can improve performance management within the Abu Dhabi Police Service

In order to address the gap identified in this research in terms of improvement in the managerial effectiveness of performance management in Abu Dhabi police service, the researcher sought to determine the things that could be done in order to make performance management

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within the Abu Dhabi Police Service better. The rationale for the consideration of this question was based on the need to gain better insights into the views of the management as well as the employees in order to get diversity of ideas. Moreover, since the employees contacted for this research were heads of units or departments, they make an important and valuable contribution towards improving the institutional level of performance management. The researcher asked the respondents the question: Generally, are there things that can be done to make performance management within the Abu Dhabi Police Service better? Generally, the respondents indicated that yes, there are things that need to be done to improve performance management in Abu Dhabi police service. The responses from the question were analysed using Nvivo and the results are presented in figure 5.5 below.

Figure 5.5: Nvivo Text Search Query Result on Yes
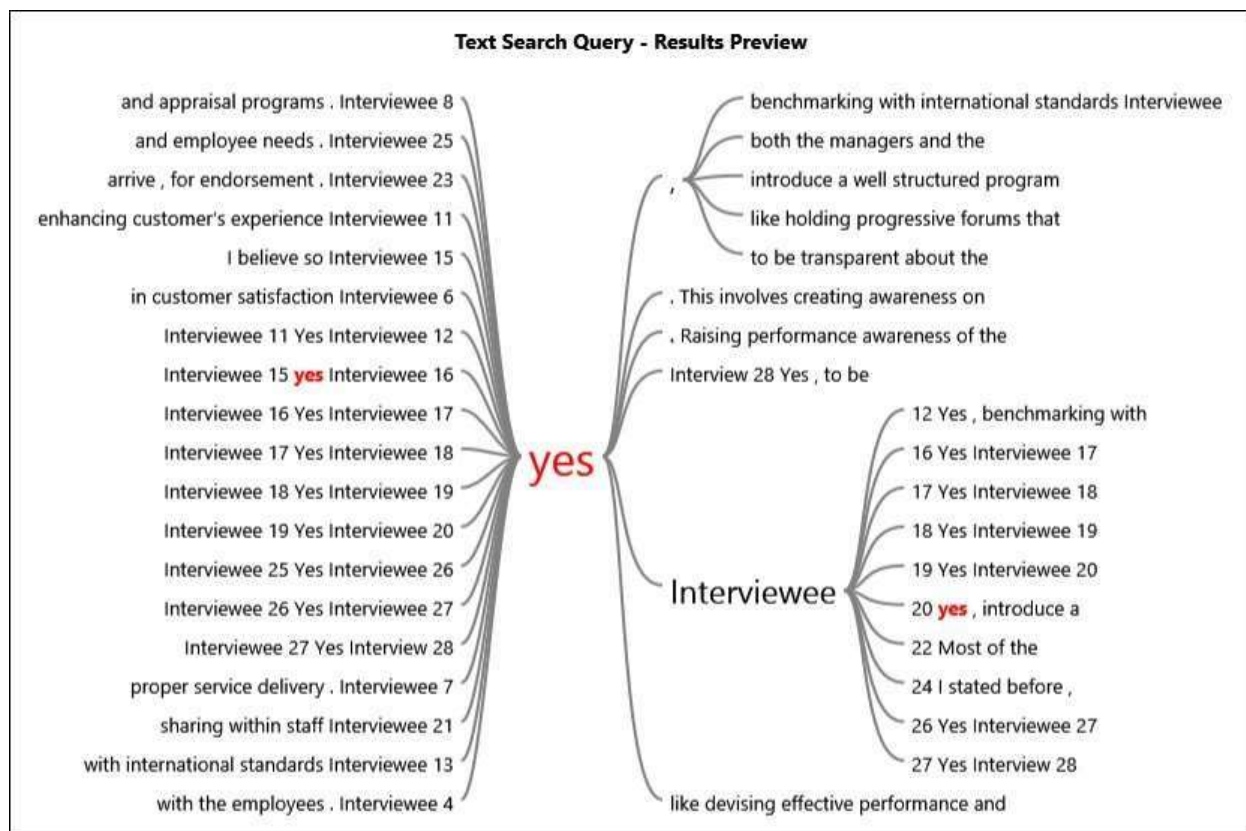
All the managers said that certain things needed to be done to the institution to improve performance management. These ranged from training, raising performance awareness, changes in the structure of programs as well as improving the measurement of the indicators to improve organisational goals. Manager 4 said that "Raising performance awareness of the importance of performance management, continuous review of performance systems." Manager 9 was more supportive of the training aspect noting that "Training on the latest technology that enhances policing performance." Manager 13 indicated that there were many things that the institution needed to implement to achieve a great level of performance management, saying that "both the managers and the employees have a lot to invest in improving performance management practices within the Abu Dhabi Police." Manager 20 identified a need to "introduce a well-structured program to benefit from old generations leaving the force, also practical methods for knowledge sharing within staff." Manager 24 said that "the achievement of the organization goals should not only by measured by quantitative indicators but also by qualitative indicators. Measuring both quantitative and qualitative outputs within Abu Dhabi Police would allow us to have a better understating of our society and employee needs."

Like the managers, the employees indicated that there were things that can be done to make performance management within the Abu Dhabi Police Service better. These include improvement in customer satisfaction, quality of customer service, awareness of performance management, and training. As Employee 1 notes, some of the improvements that need to be made include "better guidance, better training in police powers, the law and rules of evidence, better data recording, more customer service focus, promotion linked to performance not time served, and all police having at least some experience of operational policing." The same observations were shared by Employee 3 who indicated that there is need for implementation of a "tool like a periodical or

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similar thing through which you could share the ideas and results regarding performance management with the employees." Similarly, Employee 5 mentions the need for "better training and focus in customer satisfaction."

More employees noted the need for improvement in the level of performance management by devising effective appraisal programs for improvement of the performance of the institution to international standards. According to Employee 7, there is a need for "devising effective performance and appraisal programs." The same sentiments were noted by Employee 6 who indicated the need to hold "progressive forums that to discuss proper service delivery." Moreover, Employee 8 noted that the Abu Dhabi police service should focus on "creating awareness on the importance of enhanced performance." More insights from Employee 10 reported that there should be more "focus more on the enhancing customer's experience." Employee 12 provided essential insights about alignment of Abu Dhabi police department with international standards by expressing the need for "benchmarking with international standards." Employee 22 indicated that "most of the things that need to be done will need to come from human resources who will also need to involve Abu Dhabi Police's leadership in such solutions whenever they arrive, for endorsement." Moreover, there is need for the institution "to be transparent about the performance" and that employees be "willing to graph their improvement."

5.6.1 *Opportunities for improving performance management practices for managers*

The researcher sought to find out the opportunities that managers working in the Abu Dhabi police service have of improving the level of performance management practices in the institution. This sub-theme was considered important as it allowed the researcher to gain insights from the managers and the employees regarding decision making ideas that have a potential of impacting

the institution's performance. The views of the managers and the employees were analysed using

Nvivo software and the results of the analysis are presented in figure 5.6 below.

Figure 5.6: Nvivo Text Search Query Result on Employees
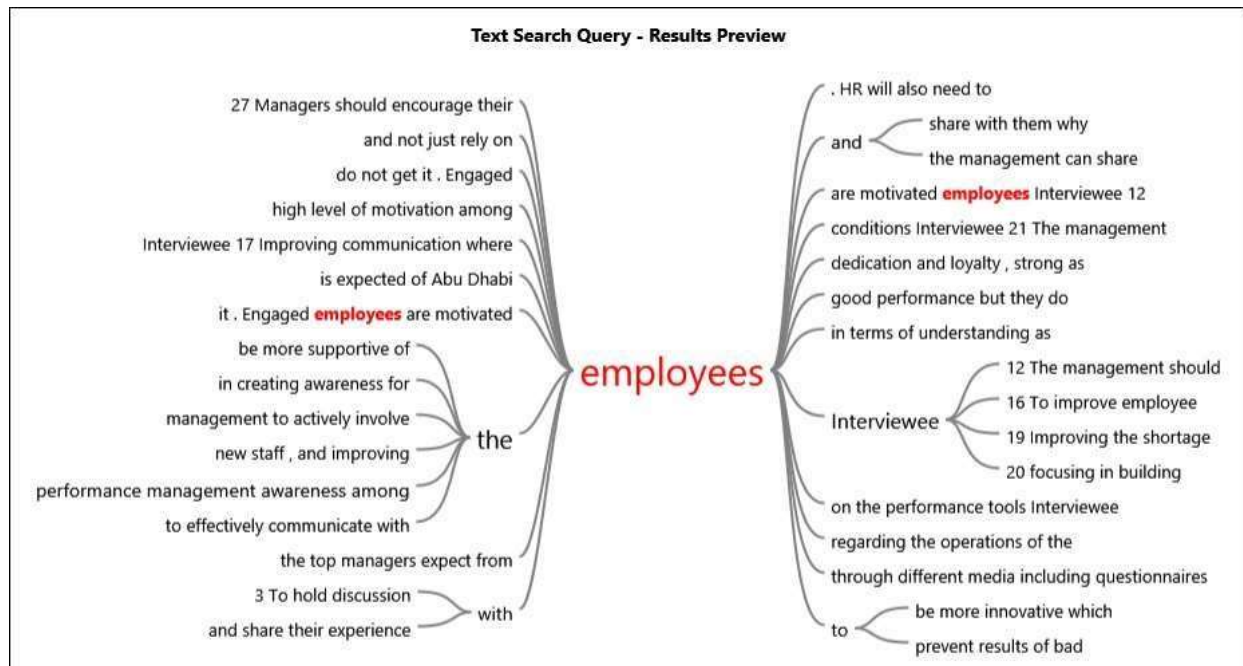
From the presentation of data in this section, the dominant code was 'employee' with

aspects such as employee awareness, communication and employee support being the major

aspects noted from the gathered data.

The managers indicated that the major opportunities for the managers to improve the

performance management in Abu Dhabi police service were related to the improvement in the

level of employee awareness. According to Manager 4, this has the impact of "strengthening

capacities in performance management, empowerment." Manager 16 made the same observation,

noting that managers have the opportunity to "improve employee awareness about performance

management, including holding workshops and discussions." Manager 20 was more focused on

"focusing in building new staff and improving the employees' conditions." Employee 23 noted that "the importance of the completion of goals and indicators in a comprehensive manner across all sectors in order to be clear in assessing the performance of managers." As such, most managers supported the dominant theme of employee awareness as the potential area of improvement in performance management.

Other managers had a different view, especially supporting the need for improvement in the level of communication and innovation. According to Manager 9, the institution should focus on "Constantly communicating the objectives of the performance management." Manager 13 supported the need for managers to support employees improve their level of innovation and creativity, noting that managers need to "invest in employee development including promotion of innovation and creativity." Manager 24 said that "The adopting of AI could be an opportunity for improving performance management practices within the Abu Dhabi Police for managers."

Among the employees, four major factors emerged as important opportunities for improvement of performance management for managers in Abu Dhabi police service. These factors include employee awareness, employee support, improvement in innovation and enhanced communication. Employee awareness was a major factor considering the gap in research which demonstrated that employees in Abu Dhabi police service are rarely consulted especially when they are not in a management position. As such, most of them lack understanding of the organisation's performance management practices or of how it impacts individual and organisational performance. According to Employee 1, there is a need for "Closer observation of staff doing their role." This idea was shared by Employee 3 who indicated that managers should "hold discussion with employees on the performance tools." Employee 5 noted that the managers

could focus on "close meeting with staff to increase the reliability and trust and try to balance between work and life." Important insights were also shared by Employee 6, who noted that there is a need for the management to be "Holding seminars and workshops aimed at improving management practices." Important insights were also shared by Employee 12, who noted that the "management should invest in creating awareness for the employees regarding the operations of the police service and their expectation so as to move towards a shared vision." Employee awareness was deemed to be important in ensuring that the managers and the employees both had a shared understanding of performance management.

Some managers gave a different perspective, noting other important opportunities for the managers to impact the level of performance management in the Abu Dhabi police service, especially the improvement in the effectiveness of communication. The presentation of findings in the early sections demonstrated that there was a serious problem with communication between the managers and the employees. As such, the improvement in communication was deemed by some employees as an important attribute in addressing the miscommunication gap. According to Employee 7, "Communicating the objectives that will enhance proper performance clearly." Employee 10 made the same observation noting the need for "Consulting everyone in the department on the way forward." Employee 11 added that "Abu Dhabi police service should enhance clarity of policy of changing as that is the reason why the top managers expect from employees' good performance but they do not get it. Engaged employees are motivated employees." Employee 14 indicated an expectation that the "management to actively involve the employees through different media including questionnaires and share their experience with employees to prevent results of bad performance." Supporting the idea of improvement in communication, Employee 17 noted that there is an important justification for "Improving

communication where employees and the management can share ideas that can improve the level of understanding and certainty." Employee 22 observed that "after fully realising the reasons for these recent salary cuts, Abu Dhabi Police (specifically human resources) will need to effectively communicate with the employees and share with them why such changes were necessary, what could be done in the future to make things better and what is expected of Abu Dhabi employees. HR will also need to be more understanding of employee concerns and will actually need to find solutions and not just rely on employees' dedication and loyalty, strong as it is." From the presentation of findings in this section, it is clear that communication improvement could potentially improve the level of performance management in the Abu Dhabi police service.

It is worth noting the need for employee support from the management as a way of improving performance management in Abu Dhabi. Some employees earlier mentioned that a major impediment to achievement of quality service delivery is affected by the shortage of employees and lack of support from the management. The presentation of data from this section demonstrates that there is need for managers to support the employees achieve their best. As Employee 25 opines, he would like to see "a working environment that is safe, secure, supportive, and motivating." The same sentiment is shared by Employee 26 who explains that "The management should be more supportive of the employees in terms of understanding as well as financial and material support to accomplish their personal development, which will in turn result in professional productivity." Moreover, Employee 15 notes that "Improving the shortage of personnel in the police, standardising performance metrics, a properly structured KPI framework, and proper performance management awareness among the employees." On the same note, Employee 21 indicated that "The management should make the Abu Dhabi police service a conducive environment for working which could promote more employee engagement and

motivation." Employee 8 expresses the idea that "Some of the opportunities for improving performance management practices include filing of appraisal forms." As such, an improvement in the level of employee support could allow the managers achieve the goal of improvement in performance management.

Conversely, some employees felt that improvement on the level of innovation provided the opportunities for improving performance management practices for managers. According to Employee 2, the police service would benefit from "Extra room for innovation and more initiatives." Employee 18 indicated that the management should focus on "Improving innovation and creativity in the workforce, rewarding high performance and promoting high level of motivation among employees." Moreover, Employee 27 noted that "Managers should encourage their employees to be more innovative which will support their productivity and so one at the end will effect to their performances." The presentation of findings in this section demonstrates that innovation is an important aspect of improving performance management practices in the Abu Dhabi police service as it connects to enhanced efficiency and high quality of service.

5.6.1.1 *Recommendations of utilizing these opportunities by management*

The researcher sought to determine the recommendations that the employees and the managers think the management has in terms of tapping these opportunities. Despite the many ideas that the management may get to improve performance management practices in the institution, it would not be effective if proper procedures for implementation were not clearly stipulated to ensure that all the guidelines written down are followed precisely as stipulated. The researcher engaged the respondents on the how they would recommend that these opportunities should be tapped by management. The dominant code derived from the Search Query using Nvivo analysis was Benchmarking. The results are presented in figure 5.7 below.

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Figure 5.7: Nvivo Text Search Query Result on Benchmarking

Most of the managers and employees agreed that the Abu Dhabi police service needed to utilize insights gained from benchmarking practices to devise strategies, approaches and measures that are international in nature, and that align with the needs of their customers.

According to the managers, the major recommendation was to focus on the achievement of the organisational goals by limiting the focus on personal achievement to achievement of the organisation in general. According to Manager 4, it is "essential as it will contribute to improving the management of the organization in general." Manager 20 supported this view by noting that the identified opportunities "should be transferred as laws and implemented by top management." Manager 24 indicated that there is need to "Stop focusing in the personal benefit and focus on the benefit the organization in general." Some managers felt that there was need to put more efforts in supporting employees and engaging them in order to ensure that are part of the process towards achievement of better performance management practices. Manager 9 noted that the institution should focus on "Rewarding the employees that are performing better." On the same note, Manager 13 noted the need of "enhancing collaboration and coordination among all members of the staff." In terms of policy, Manager 23 noted the need for clear guidelines and the "The importance of working on coordination with the concerned authorities to implement this in the required manner."

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The employees noted various ways in which the management can tap into the opportunities identified in the previous sub-theme. These recommendations include benchmarking, communication, and policy change. As noted with the insights shared by the managers, benchmarking was also an important recommendation because of allowing the Abu Dhabi police service to align its operations with global standards. According to Employee 3, the management can "seek benchmarking from around the world to see how employees are involved in performance management decision making." On the same note, Employee 15 said that he would "recommend benchmarking the performance of the Abu Dhabi Police with some of the best performing police globally, as well as the global best practice." Moreover, the same view was shared by Employee 18 who noted that "The Abu Dhabi Police can benchmark its performance with global best practice." The same view was reported by Employee 19 who explained that he would "recommend benchmarking the performance of the Abu Dhabi Police with some of the best performing police globally, as well as the global best practice." It is also worth noting the contribution made by Employee 25 who indicated that "by implementation of best practice measures from benchmarking with other high-ranking police services in the world." As such, the organisation should consider benchmarking at the local, regional, and international level to gain better insights based on what other effective police services are doing.

The employees had different views on this question. Communication has been a dominant aspect that needs improvement because there is clearly a disconnect and miscommunication between the management and the employees. As noted in the previous chapter, much of the resistance of the employees to change was majorly blamed on poor communication where the management does not inform the employees about important changes, and employee only get to hear about the changes in form of rumours. According to Employee 6, the management needs to

implement the identified opportunities by "Constantly engaging the employees on the matters of performance." The same idea was shared by Employee 7 who explained the need to adopt a practice of "Holding and meetings with the employees on the intended expectations." Employee 8 also noted the importance of "Communicating with the employees of their expectations." Similarly, Employee 10 recommended "Holding meeting to discuss performance." Employee 12 also made the same observation, noting the need for "brainstorming with employees in a bid to promote strength of ideas and insights." Moreover, Employee 21 supported the view recommending "promoting communication and support for the employees."

Other employees gave different views, some indicating the need for policy implementation to support the change. According to Employee 1, there is a need for "training review and policies on promotion and posting to policing role." This view was shared by Employee 11 who reported that "The management should include the employees in the decision-making process to understand the rationale for the change. For instance, if the changes in merit from captain to major changes from 4 to 5 years, it will greatly affect out performance." Employee 22 reported that the "Management should be more effective in raising their employees' concerns in meetings and escalate them to ADP's higher leadership. Management will also need to be more flexible with employees, even though most of them have also been effected by the changes." More insights were shared by Employee 26 who noted the need for "improving policy and rules in the organisation to incorporate these recommendations." Moreover, Employee 27 said that "These recommendations should be framed in terms of policy and procedures to be followed strictly."

5.7   Opportunities for improving performance management practices for employees

Having identified opportunities for the managers to improve performance management practices, the researcher sought to discover similar opportunities for the employees. The

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rationale for the consideration of this question was formed on the understanding that both the employees and the managers have a role to play in enhancing the level of performance management practices in the Abu Dhabi police service. The Nvivo analysis results utilising the search query with keyword 'support' are presented in figure 5.8 below.

Figure 5.8: Nvivo Text Search Query Result on Support
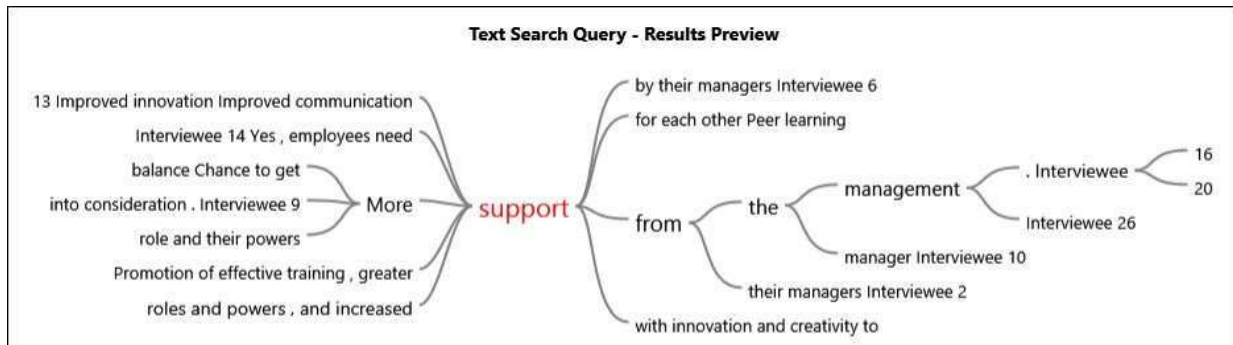
According to managers, supporting employees was important in promoting effective communication, innovation and also aligning the organisational goals with the personal achievement of the employees. According to Manager 4, there is a need for "continuous training, spreading the culture of awareness of the importance of performance management." Manager 9 also noted that the employee need "More support from the manager." Manager 13 made the same observation noting the need for "Improved innovation, improved communication, and support for each other, peer learning opportunities, and job security." The same sentiments were shared by Manager 16 who reported that there is need for improvement in the "KPI stricture and communication for sharing of ideas." It is also worth noting the contribution of Manager 20 who noted that "they have many opportunities, for personal reason and for professional reason." Moreover, Manager 23 explained the need to "explain to the staff how to set strategic objectives and clarify the management of performance and how to develop indicators for measurement, which

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helps in setting their goals in the right way and can be measured and thus affect the management of the performance of the Foundation." Employee 24 explained that "AI could be an opportunity for improving performance management practices within the Abu Dhabi Police for managers and also employees."

Several opportunities were recommended by the employees with support being the dominant opportunity. According to Employee 1, employees should have a "better understanding of their role and their powers. And more support from their managers." The same insights were shared by Employee 5 who reported the need for "Better life –work balance and a chance to get more support by their managers." Moreover, Employee 6 reported the need for "Dialoguing as a form of enhanced communication." Employee 7 explained the need to "Take into consideration the concerns of the employees." Likewise, Employee 22 recommended "Focusing on other ways Abu Dhabi Police could hopefully compensate employees for the change in pay, such as benefits, deals lower prices for Abu Dhabi employees (similar to the good practice of effective training, greater support from the management."

Some employees have a different view. Communication and innovation were reported as important opportunities for employees to play a role in the improvement of performance management practices in Abu Dhabi police service. According to Employee 3, employees have the opportunity "to have their inputs and feedbacks on the performance improvement tools and ideas." The same view was shared by Employee 10 who noted the need for "Defining properly the details that will enhance performance." Employee 21 explained that he would "expect to see an improvement in communication. This includes fewer gossips which affect employee performance and the loyalty of work." Moreover, Employee 27 explained the need for "Enhanced

communication and employee involvement." Combining the need for more innovation and communication, Employee 12 explained the need for "promotion of innovation, communication and personal development." Employee 11 explained the need for "Increased motivation level and improved innovation." More opportunities were mentioned by Employee 14 who said that "employees need support with innovation and creativity to push the Abu Dhabi Police Service to a top-notch level."

Several employees indicated that policy change was an important opportunity for the improvement of performance management practices in Abu Dhabi police service. According to Employee 15, there is an opportunity for "Increased certainty in decision making, increased awareness of roles and powers, and increased support from the management." Employee 17 also noted the need for "Benchmarking the best practice ideas from global police services and only implementing outstanding practices in performance management to encourage personal and professional growth." The same idea was shared by Employee 18 who explained that "The performance management practices within the Abu Dhabi Police can be improved by promoting a culture of sharing information among the employees and the management as well as exchanging feedback about performance." Moreover, Employee 19 explained the need for "Increased certainty in decision making, increased awareness of roles and powers, and increased support from the management." On the same note, Employee 26 recommended "Improved job security. Job security in a big problem, there is a feeling of uncertainty that the department can force an employee into retirement without any advanced letter." Lastly, it is worth noting the contribution of Employee 28 who explained that "Employees should participate in performance management practices through following exact procedure."

5.8   Conclusion

The presentation of findings in this study demonstrates the views of the employees and managers in the Abu Dhabi Police service regarding the implications of performance management for practice and the opportunities for improving performance management practice. This chapter was important in imprinting the insights gained from the responses into evidence-based practice where the ideas, strategies and measures recommended by the employees and the managers can be adapted into the Abu Dhabi police operations. The first theme explored was the implications of performance management for practice. The researcher explored this theme by asking the question: What are the implications of current performance management practices within the Abu Dhabi Police for managers and employees? To explore this question, the researcher focused on the following points: the rating of the current levels of service quality associated with the work of the Abu Dhabi Police; perception of the performance management as a human resource practice in affecting the service quality of the Abu Dhabi police; the need for global benchmarking in Abu Dhabi police for performance management to perform better than it currently does; and specific things that would make performance management in the Abu Dhabi Police more standardised to international levels. Insights gained from this question demonstrate that there is need for global benchmarking in enhancing performance management practices to international levels. The second theme on opportunities for improving performance management practice demonstrated that support and policy change are major opportunities that the institution can adopt in taking advantage of the ideas gained from this study.

Chapter 6: DISCUSSION AND ANALYSIS

6.1   Overview

In the previous two chapters, this study presented the findings from the data analysis process for purposes of determining the experiences of performance management for managers and employees in the Abu Dhabi police service. This section uses insights from these previous chapters to determine the extent to which the current study informs practice of performance management. This chapter examines the four themes established in the findings sections: experience of performance management for both the managers and the employees; change management; implications of performance management for practice; and opportunities for improving performance management practice.

6.2   Experience of Performance Management Managers vs. Employees

Experiences, perception, knowledge and skills are varied for both the managers and the employees, hence the need to develop a framework that addresses the gaps between the experiences of the managers and the employees regarding their understanding of performance management. Finding the appropriate measurement of performance management that is acceptable to both the employees and the managers is challenging, and has been attributed by study participants as a major barrier towards the effective application of performance management standards.

The results from the current study demonstrated that according to the managers, the understanding of performance management is more inclined towards the achievement of the institutional goals of Abu Dhabi police service. This view is consistent with the findings reported

by Ahmed et al. (2016) who felt that performance management refers to a framework that demonstrates how performance standards must be identified for clear goals to be set. The study focused on the role of performance management as a practice that determines the extent to which the employee contributions at a personal level as well as the team level contribute towards the achievement of the organizational goals. In this regard, Ahmed et al. (2016) felt that the focus of performance management as a tool for measurement of organizational performance should not be regarded as a punitive effort as its purpose it to produce strategies that are aimed at improving the performance of the organization.

6.2.1 *Role of performance management in goal setting*

The managers in the current study felt that performance management was a tool to measure the achievement of the objectives of the institution. According to Day, Crown and Ivany (2017), an effective performance measurement is key to ensuring that the human resource practices of the organization are aligned with the achievement of the set organizational goals. With regards to this, managers need to track the past performance of the employees in order to determine the current and future trends in the improvement in the level of performance management at the individual and organizational level. One way of doing this is through tracking and comparing the performance of the employees with best practice measures as well as past performance.

According to Brache (2008), an effective way of ensuring progress in the measurement of performance management is through reporting of the level of performance of the employees through quality improvement approach that ensure the documentation of all performance for purposes of influencing future decision making processes. This view is consistent with the findings on managers' experiences which noted that performance management implies the process of evaluating, appraising, checking any opportunities for improvement of employees' performance.

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In this case, the managers need to find the most appropriate approach for the measurement of employees' performance over time, so as to provide a historical record of that performance.

The managers' experience of performance management was consistent with the views expressed by Gerhart and Wright (2011) to the extent to which the process of performance management ensures that the activities and outputs of the employees are designed and directed towards the achievement of the set organizational goals. The study notes that the consideration of organizational goals is based on the measurement, assessment, and rewarding of the individual competencies, talents, and efforts for purposes of ensuring that the performance of the employees is within the core values. According to Gerhart and Wright (2011), the process of setting the goals and aligning employee tasks and operations goes into the planning efforts so as to develop capacity for improved performance. This process also involves monitoring the performance of the employees to collect essential feedback for effective performance in the future. Moreover, the management will be able to identify corrective measures for employees who are non-performing by identifying areas that need review. Moreover, highly performing employees can be rewarded for their hard work to keep them highly motivated and engaged in their work.

While the employees were focused on performance management as a tool for measurement of performance, most of them felt that performance management focused on the role of employees in contributing towards the achievement of organisational goals, including an understanding of how the organisation works, and expectations of the management on the employees. From the findings, employees wish to have access to clear guidelines of what constitutes institutional goals and what their role is towards the achievement of the same. This view is supported by Pulakos et al. (2015), who identified that the major issue with differences in the experiences of performance

management for the employees and the managers is derived from the lack of standardisation with regards of the constitution of the performance management system. The study conducted by Pulakos et al. (2015) reported that there is a major discrepancy between the perceptions of the two groups that it is becomes bothersome for both the managers and the employees to consider the implementation of the performance management systems.

Literature also supports the view that employees consider performance management to indicate an explanation of how the organisation works and the extent to which the structure of the organisation allows for the achievement of the mandate of the organisation. This view is supported by Bishop (2007) who states that performance management is key to the management of the employees through the application of the TQM program that allows for clarity of the structure of the entire institution in terms of the combination of production, planning and design of the institution. The application of the TQM framework is important in the context of Abu Dhabi police service as it lays the foundation and guidance for planning, control and assurance of the quality of services provided by the employees for purposes of enhancing the quality of service delivered, as well as customer satisfaction (Aldarmaki, 2013). This program is also essential in performance management as it gives the employees the power and motivation of influencing high quality outputs.

Nevertheless, some studies demonstrate that performance management value employees as a valuable resource in the goal setting process, as opposed to top-down management structure of goal setting demonstrated by the employees and managers in the Abu Dhabi police service. In this case, the results of the current study contradict findings reported by Güngör (2011) who used a commitment performance approach to conclude that the organizational output is directly related

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to what an employee does or does not do, hence the need for the application of the traditional approach where the employee can set individual goals based on available tasks with the aim of facilitating the achievement of the organisational goals. In this case, the employees have the power and a proactive opportunity of self-defining individual goals which helps in self-improvement, and consequently organizational improvement. In a different study, Tomic et al. (2018) supports the view that employees are critical components in setting or organisational goals as opposed to just following the delegated tasks. The study reported organizational benefits of reduction in the cost of operation, and enhanced service quality and employee loyalty.

Other studies explored a collaborative approach to organizational goal setting. According to Nyembezi (2009), performance management includes an action plan for long term implementation of strategies and measures of good performance. In the initial phase of planning performance, both the employees and the management are involved jointly in a collaborative process that involves both parties setting institutional goals, including the specific goals that are required to guide the specific departments and individuals in the institution. This notion demonstrates that the role of the employees and the management is to set the institutional goals of the Abu Dhabi police service jointly. The measurement of the objectives is also key to ensuring that both the management and the employees will be guided by an environment that provides them with a framework of how the organisational outputs and performance will be measured according to the standards set for assessment.

Understanding the differences in experiences of managers and employees is critical in addressing the gap in this research to the extent to which performance management systems lack standardisation in practice (Pulakos et al., 2015). There was a major difference between what the

managers and the employees felt constituted performance management, as well as the important

outputs of performance management. A study conducted by Franco-Santos and Otley (2018)

confirmed the results of this study, noting that the lack of standardised performance metrics caused

the lack of consensus on the constitution of performance management systems between the

management and the employees, thereby resulting in both the management and the employees

failing to see the value of the system. Kreutzer et al. (2016) providedinsights into the mitigation

of unintended consequences of performance management through the use of both formal and

informal control mechanisms. In this case, the employees have clear guidelines about what

constitutes performance management through measures and targets, but informal control measures

such as routines can be used in cases of under-performance, while rewards can be used as

incentives for over-performance.

6.2.2   Measurement of performance management

The current study also noted a major difference in the measurement of performance

management between the managers and the employees. The managers noted that they were more

focused on getting high quality results from the employees using performance appraisal strategies.

On the other hand, the employees were focused on measurement of performance management as

a form of getting more incentives for work delivered. Previous studies acknowledge the results of

the current study that finding the right measurement of employee performance is a very perplexing

challenge that mostly becomes a barrier to the use and acceptance of performance management

systems (Zhang, 2012). Despite the fact that the current study reported the need for evaluation and

appraisal of employee performance for purposes of improving employee output, other studies have

found this notion problematic. According to Gillespie (2006), the problem with this type of

measurement is that the management focuses more on subjective measurement rather than

objective behavioural measurement, which is sometimes not appropriate for the effective performance management systems. Moreover, despite the increased tendencies towards more objective measurements of performance, there is still the risk of supervisors and managers focusing only on aspects of performance that are easy to measure and disregarding performance metrics that are not easy to measures, which may result in a skewed level of performance of the organisation (Maslov, 2016).

Other studies have criticised the objective measurement of employee performance. De Waal (2004) found that objective measurement is largely dependent upon the understanding of the managers with regards to performance management and measurement of performance management practices. The differences in the understanding of performance management between the managers and employees may limit the organisation from achieving the best results from performance management. This idea was shared by Ahmad and Bujang (2013) who found that organisational culture and values are highly influenced by the subjective nature of the person conducting the appraisal evaluations. It is problematic for the management to focus on vital measures that articulate clarity of vision in terms of confidence and expectations of both the employees and the management.

This study focuses on the specific outputs that the managers and the employees consider to be important in employee performance. The results of the analysis reported that the main indicators were effectiveness and efficiency. These outputs are supported by previous studies that noted that the managers are able to motivate the employees effectively when they have a deeper understanding of the specific outputs that motivate the employees so they can coordinate the activities to suit organisational needs (Broome & Quirk, 2015). In this case, the management needs

to understand the different levels of performance at the institution, both at the individual and institutional level, and how this performance is influenced by the evaluation of the performance management system. MacBryde and Mendibil (2003) distinguish team and individual rating, noting that the measurement of performance should be based on the measurement of tenure, task, and stability of the individuals in the organisation.

Nevertheless, the current study contests some previous studies that oppose the relevance and credibility of merit-based performance appraisal systems (Haque, 2012). Based on the gap in research that noted that there is a lack of clarity of what constitutes an effective performance management system, some studies indicate the need for the management to use clear and properly calibrated rating system that allows for consistency and organisation-wide application of the rating system that is understood by both the management and the employees (McMahon, 2013). Currently, in the Abu Dhabi police service, there is a high level of anxiety and confusion among the employees due to lack of clarity as to what constitutes a high level of performance. The consistency of a performance management system fosters a high performance culture and demands high standards of performance. As such, this understanding emphasises the need to have critical measures in place to evaluate and appraise the level of employee performance. Moreover, the system should provide equitable and fair review of the overall performance of the employees at the individual and team level.

6.2.3 Motivational aspects of performance management

The analysis of the relative expectations of managers and employees allowed the researcher to determine the motivation aspects that are important for both the employees and the managers. The major difference between the views of the management and that of the employees is that the managers focus on high quality of employee achievement as the basis of their promotion, while

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the employees focus on motivational factors such as innovation, performance appraisal, feedback and communication. A review of evidence also supported the results of the current study with regards to the extent to which employees valued the support given by the managers in order to understand their roles in the organisation better, hence defining their activities, and subsequently enhancing their productivity.

Nevertheless, some studies reported different results with regards to the motivational role of performance management in helping the organisation achieve the desired objectives (Verburg et al. (2018). According to Weibel et al. (2016), management in some organisations fail to provide employees with the autonomy of making independent contributions towards the achievement of the organizational goals due to micromanagement. In another study conducted by Schoorman et al. (2007), it was determined that the performance management give the managers great control over the employees such that they erode the trust of the employees and their good intentions towards the achievement of the goals of the organisation. The same sentiments were noted by Falk and Kosfeld (2006) who argued that closely monitored employees are controlled in such a way that they feel stressed and eventually have a high level of job dissatisfaction.

6.3   Change Management

The current study reported that one of the major problems affecting the performance of roles among employees in Abu Dhabi police service is the lack of clarity in the expectation of the employees by the management, especially with regards to the uncertainty of the implementation of the change and the extent to which it will disrupt the normal operations of the institution. This view is consistent with the ideas expressed in Franklin and Aguenza (2016) who note that the major resistance to change is derived from the fear of potential negative outcomes due to changes in the current situation in the operations of the institution. According to Matos Marques Simoes

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and Esposito (2014), employees worry whether or not they will be able to handle all the changes and the impact of the changes on their ability to dispense their duties normally. Moreover, there are imminent worries of the extent to which the new changes will affect the personal and organizational productivity (Piderit, 2000). One of the major concerns noted in the current study is the issue of job security. Some of the employees are concerned that the implementation of major changes in the police service will adversely affect the nature of their job security. Currently, lack of clarity of potential changes has already been noted to affect the perception of job security among many employees, hence a major reason for the high level of resistance to change.

Another important factor identified in the current study as a major factor in the change process is communication. Good communication is recognised as a major element that determines the success of implementation of any change process in an organisation. This view is consistent with the findings noted by Smollan (2013) who noted that when the management communicates effectively with the employees, they build a sense of change readiness by reducing the level of uncertainty, and building change readiness where the employees are motivated to make a commitment towards the achievement of the goals of the organisation. The same view is expressed by Matos Marques Simoes and Esposito (2014) noting that effective communication has been reported to motivate the employees towards the minimisation of resistance to change by integrating them into the change process. In the current study, the employees reported that the major problem with the implementation of change is the lack of proper communication from the management with regards to the potential change and their implication on their performance and job security. According to Smollan (2013), employees resist change because of lack of trust with the management, which is also related to a lack of understanding about the extent to which they may lose or gain from the change process. A great level of resistance to change is connected to the idea

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that the employees believe that the implemented change has greater potential risks as opposed to the benefits. As such, they are more likely to resist to the fear of the implications. On the other hand, the managers feel that the employees resist change because of unclear policies about change management especially since there were clear misunderstandings between the managers and employees about the change process (Pieterse, Caniëls & Homan, 2012). According to the results of the analysis of current data, it is evident that the lack of trust between the management and the employees in Abu Dhabi police service is a major contributor of resistance to change.

The understanding of performance management among the managers was also noted to have an impact on the successful implementation of change process in the institution. The employees noted that some of the managers did not understand the concept of change management, communicating the change process, or the implication of the change management on the overall performance of the organisation. This view is consistent with the ideas expressed by De Waal (2004) who noted that some managers have a limited to the understanding of the various aspects of the organisation that they are not able to motivate the employees towards the achievement of the desired goals. In the same note, Helfat and Peteraf (2015) noted that managers are required to have high capacity levels of both physical and mental capabilities that allow them to sense, seize and reconfigure their strategic vision under the conditions of change. This notion is made in understanding that the dynamic nature of the organizations today exposes managers to a wide range of challenges as they are required to work with many stakeholders with consideration to the needs of the change, and the intended achievement of the change. The managers are also required to possess high capacity mental abilities to enable them to influence the longstanding mindsets of the employees that could potentially cause resistance to change. As Kinicki and Williams (2008) explains, managers face these serious challenges in the process of implementation of change and

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require adequate skills and knowledge to manage change as people resist even when it comes to minor matters.

This study acknowledges for successful change implementation; employees need to support from the management to ensure that both parties are on the same side when it comes to the benefits of the change process in the organisation. In the context of the implementation of change in the Abu Dhabi police service, there are many benefits that both the employees and the management could derive from changes, if the changes were to be implemented successfully. According to Blanchard (2010), there is a need to link change management approaches and strategic performance management strategies for purposes of motivating the employees to accept the changes. One way of doing this is through offering the employees the right type of incentives to motivate the employees to work hard to produce the best outputs for the organisation. This study notes that one way of doing this would be to create performance management programmes by allows the employees to learn the development of influential leadership and motivate them to effectively manage change and improve performance. According to Sartori et al. (2018), promoting learning of the employees is an essential concept in training and development which serves to equip the employees with adequate capacities for understanding, appreciating and embracing change.

The need for change in the Abu Dhabi police service stems from the need to adapt the operations and activities in the institution with the global best practice operations based on suitability, efficiency and effectiveness of the potential changes. This view affirms the findings reported in the study conducted by Qamar and Asif (2016) which noted that change management practices are essential in helping leadership to understand the appropriateness of change for

employees and the organisation, especially the employees who support the implemented changes. The study also notes the value of proper planning if the employees are to be motivated to embrace the changes. According to Blanchard (2010), the success of the change process is largely dependent on the planning process as evidence shows that over 70% of all corporate change management strategies fail because they do not identify all the potential issues that could limit the achievement of success of the required changes. In another study, Recklies (2001) found that some of the major challenges that upset employees when it comes to implementation of change are the poor performance appraisal systems that do not take into account the feedback from all the employees in the police service. When change is implemented without the support of the employees, many issues will arise as the employees will not be in support of the changes.

The implementation of various changes in the Abu Dhabi Police is inspired by the need to implement effective and efficient practices to aid in the timely and successfully achievement of institutional goals and customer satisfaction. For several decades now, the police from across the globe have been looking for new measures and strategies to combat the dynamic nature of crime and terrorism (Hart, 1996). According to Byrne and Marx (2011), there are always new issues with every crime that the police have to combat and more technological innovations are emerging from time to time to help the police combat crime. As such, the results of this study are consistent with the practical issue emerging from the operations of the majority of the police services in different parts of the world. Al-Zaabi, Choudrie and Lebcir (2012) examines the adoption of ICTs by Abu Dhabi police service and the process of development and implementation of the technology without causing major cases of resistance to change among the employees. Other than the adoption of government, other global trends that can help the institution combat crime and terrorism include adoption of AI processes, systems and new technologies. According to the review of literature, the

adoption of these changes requires that the employees and the managers work collaboratively to overcome the resistance to change (Franklin & Aguenza (2016). Moreover, the managers should help the employees to accept the changes implemented to enhance the efficiency of the police service. This support should also take the form of strong leadership allowing the employees regular monitoring, assessment and comparison of the organizational performance to that of the past, current and future performance over a specific period of time.

The insights gained from the results of the current studies also fit well into the different models of change management. Change models concur with the fact that resistance to change is a major impediment to the ability of the change to implement any change aimed at enhancing the performance of the organisation. From the results obtained, it is worth noting that the most important stage of change implementation is the unfreezing stage according to Lewin's change model (Ceptureanu et al., 2017). This stage is important because it is aimed at changing the beliefs and perception of the employees with regards to the specific mind sets that may limit the employees' acceptance of change. Once the only behaviours and mind sets have been changed, it is easier for the management to implement the actual change without incurring the adverse effects of defence mechanisms and confusion (Al-Darmaki, 2015). The Abu Dhabi police service can implement the changes required successfully by following the guidance outlined in this model. The implementation of the change takes places until the employees have learned everything they were intended to learn and are comfortable with clear new ways of operation. The last stage that can help the Abu Dhabi police service is focus on the unfreezing stage of change implementation which is key to ensuring that the employees are comfortable with the changes implemented in the institution (Alshehhi, 2014). Moreover, employees who are comfortable with the implemented

changes are more likely to accept their new duties and tasks regardless of how difficult it will be to get used to the new way of operations in their departments.

The current study also reported that despite the high level of resistance to change in Abu Dhabi police service, employees felt that they would be more open to changes if there were clear procedures for change implementation and the employees involved in the decision making process. This view is shared by other scholars such as Ellis and Abbott (2018) who explained that the contribution of the employees is required for easy adoption of the changes. With involved and inspired employees, the driving forces for motivation is far much stronger compared to their propensity to resist change. The management should support the employees by ensuring that they understand the new duties and tasks, including ways in which they can modify and transition from the current phase to the next phase to yield improvement at both the individual and institutional level. Aslam, Muqadas and Imran (2018) recommended that the management should focus on the creation of an enabling environment that provides the employees with exposure on the new systems so that the employees can appreciate the new ways of operations in the Abu Dhabi police service without suffering high levels of stress, hence resistance.

6.4   Implications of performance management for practice
6.4.1   Rating systems
The current study reported various important implications to the Abu Dhabi police service operations based on the findings from the gathered data. One of the major results noted is the importance of high quality, and clear rating systems to appraise the performance of the employees. The current study reported that an important step towards conducting a performance appraisal of the employees is to conduct a rating that provides the basement data that can be used during the implementation of the appraisal review. This view is consistent with the ideas expressed by

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Karkoulian, Assaker and Hallak (2016) who noted that the rating system of employees is key in ensuring a comprehensive review of all areas of operations in the institution that may require an improvement in quality of service and productivity.

The findings is this study are consistent with the ideas expressed in the review of literature which supported the view that a rating system characterised by essential metrics of performance should be used to gauge the performance of the employees, hence distinguish the underperforming and over performing employees (Maimela & Samuel, 2016). According to Ahmad and Bujang (2013), a performance appraisal system is an essential component in the evaluation of performance management as it determines the extent to which the organisation is able to achieve a set of goals over a specific period of time. The study notes the importance of rating both the individual and team performance especially in a situation such as the Abu Dhabi police service where the performance of the entire police service is dependent upon the achievement of the goals of the specific departments.

While there are different approaches that can be used in the appraisal of the employees, the current study noted the value of merit-based appraisal system that allows for the employees to be promoted based on their level of contribution towards the achievement of the organizational goals. According to Maimela and Samuel (2016), there is a continued trend towards the relevance of merit-based rating system that is characterised by objectivity, through a periodic and systematic evaluation of performance. This rating system is valuable in ensuring that the human resource manager understands the value of each employee in the organisation. Integrating an appraisal rating system in performance management is key to ensuring a strategic alignment of the overall goals of the organisation and the functional performance management systems.

As established in the current study, there is a major gap in the practice of Abu Dhabi police service with regards to the clarity of the expectations of the employees and the management in terms of the quality of performance expected. Generally, both the managers and the employees agreed that the level of performance management in Abu Dhabi police service was high, which is attributed to the effort made by the institution to improve their policing services quality in the past by identifying performance gaps and developing suitable strategies based upon global benchmarking practices. Nevertheless, there is an issue with the lack of a standardised performance measurement system for their performance appraisals which can help the human resource department evaluate effectively the contribution of each employee towards the overall productivity of the organisation. This view is consistent with the view established by Thomas (2015) who noted that most of the rating systems implemented by organisations for purposes of evaluating the performance of the employees fail because they are not objective and most of them are marred by bias and favouritism. Moreover, there is need for appropriate reward systems and continuous performance feedback to keep the employees motivated to contribute their skills, knowledge and skills towards the achievement of the goals of the organisation.

Based on the results of the current study, it is also noting that the customer satisfaction and quality of service are important outputs of performance management. As such, the rating system in performance management should also consider the perception of the customers who provide feedback about the performance of specific employees, and the extent to which they contribute towards the achievement of customer satisfaction. This view is consistent with the idea established in Karkoulian, Assaker and Hallak (2016) who advocates for a holistic nature of feedback based on employee performance.

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Nevertheless, some researchers have expressed contrary opinions with regards to the value of rating systems in appraisal of employee performance. Armstrong (2009) views that merit-based appraisal system is complicated by the complex nature of the management of business which calls for dynamic processes with regards to monitoring and evaluation of processes. A similar criticism is advanced by Mohapatra (2015) who criticised the accuracy of the rating system, noting that the outcome of the appraisal may be negative based on the perception of the manager and the length that the manager has known the employee.

On a different note, Jiménez-Jiménez et al. (2015) supports the idea of using rating systems to appraise the performance of the employees through the adoption of the TQM programmes. Other than rating the behaviour and performance of the employees for the benefit of the institution, total quality management allow for actualisation of other factors that promote the motivation of the employees, including providing them with better training, and improvement in the supervision of the employees. According to Jiménez-Jiménez et al. (2015), using the TQM program allows the management to supervise the activities of the employees so as to ensure high level of achievement in customer expectations and demands. The application of TQM programmes also provides the management with the opportunity of utilising benchmarking practices to ensure continued improvement through the feedback provided by both the employees and the managers. This also provides the managers with the opportunities of supporting the employees achieve the best outcomes in terms of continued improvement in productivity.

6.4.2 *Quality of service*

According to the results of the current study, there is a general agreement that the Abu Dhabi police service provides their clients with the highest possible level of service. The police service understands that to properly dispense their duties to the people, a high quality service

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cannot be undervalued. The findings of this study are consistent with the findings reported in the review of past literature as Alqahtani et al. (2015) attributes the high quality of service to the application of the ASK model (Attitude, Skills and Knowledge) which emphasises the evaluation of the performance of the employees to ensure that the employees utilise the knowledge, skills and attitudes they have learned to produce high quality outcomes in their practice. According to Olsen et a. (2007), a high quality of service is achieved through the refinement and development of the institutional goals as well as alignment of such goals with the strategic capabilities and competencies forming the basis of organisational success. As noted in the current study, a high quality of service requires that the management conducts regular monitoring and evaluation of the performance of the institution to ensure that all the needs and demands of the clients are addressed every step of the institution's operations.

According to the reported findings in this study, the customer plays a critical role in providing the feedback required in the measurement of the quality of service provided. This is the reason why researchers call for customer feedback and links customer satisfaction with the quality of service delivered. This view is supported by the ideas expressed by Migdadi et al. (2018) to the extent to which customers may experience a gap in the service quality received based on their expectations of the quality of service from the police. In such cases, there is a gap between the perceived quality of service received and the expected quality of service. When the gap is too wide, the customers can lose their commitment and loyalty to the institution and the service provided. Moreover, the study also explains some of the factors that are mainly important for the customers, including reliability and consistency in the quality of service delivered. These factors are affirmed in the current study as the researcher identified that efficient and excellent service make customers feel valued and appreciated, thereby enhancing the reputation of the institution in the long run. The

current study has valuable implication on delivered of quality service, based on the understanding that the minimisation of the service quality gap requires that the Abu Dhabi police service provide value and excellent service to their customer to cultivate loyalty and favourable reputation. As Johnston (2012) mentions, it is important to ensure that customer loyalty does not fade, by ensuring that the service delivered does not fall short of the customer expectations.

The concept of service quality in the context of enhancement of the performance of employees in Abu Dhabi police service can be integrated with the aforementioned need for an effective rating system to appraise the performance of the employees. The rationale for the appreciation of these factors is based on the understanding that highly performing employees will deliver high quality service due to appreciation and compensation based on the level of employee productivity. This view is consistent with the views held by Alqahtani et al. (2015) who reported that the reason for the failure of employee to produce high quality service is linked to the fact that there lacks a clear link between incentives offered and the employee outcomes. The continuous performance of the employees should be proportionate to the level of compensation in terms of incentives to encourage the employees to continue offering the best service to the institution, thereby enhancing the level of consumer satisfaction. Highly motivated employees are also likely to promote customer loyalty and institutional reputation as they will deliver services that are beyond the expectations of the consumers (Khadka & Maharjan, 2017).

Another important approach that the management can use to determine the gap between the customer's perception of quality of service and the service delivered is through the identification of effective customer satisfaction strategies that can help the institution focus on future improvement in customer satisfaction rates. This view is supported by Gupta and Wales

(2017) who reported that organisations should review the level of satisfaction of the employees based on the baseline data and especially in comparison to that of the competition. In this case, the Abu Dhabi police service needs to compare data on customer satisfaction based on their data and that of other parts of the globe, in order to identify ways in which the government has impact the level of quality of service delivered. Data from the customers can be gathered through different forms including Customer surveys, questionnaires and feedback forms (Johnston, 2012).

6.4.3   Benchmarking

Benchmarking is one of the most important implications drawn from the study findings as well as the review of literature on the performance management of the Abu Dhabi police service. According to the current study, the Abu Dhabi police service should focus on global benchmarking practices if the overall goal of the institution is to achieve superior managerial effectiveness of performance. The findings reported that global benchmarking could have an impact of providing the institution with greater ideas and insights that could improve the quality of decision making. This view is consistent with the ideas expressed by Martins, Rindova and Greenbaum (2015) who reported that global benchmarking is key to enhancement of the performance management as it provides important insights in the creation and adoption of effective strategies, methods and best practice measures to bring favourable changes to the institution.

The results of the current study found that the implementation of benchmarking practices is essential in the enhancement of performance management of performance management in Abu Dhabi police service. When benchmarking global practices, it is important to ensure that such practices are aligned with operations that allow for the achievement of the set goals. The findings of the current study are consistent with the views held by Mooy (2010) who found that benchmarking is key to achievement of global best practice as it allows organisations to get

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inspiration from the best practice organisations in the globe. The study conducted by Mooy (2010) found that benchmarking is gaining widespread relevance globally as it provides users with enhanced level of performance which can promote productivity among the employees. The study also found that over 60 % of organisations is using benchmarking tools, and those that are not using them are planning to use them in the near future. As Ter Bogt, Van Helden and Van Der Kolk (2015) explain, benchmarking has the potential of identifying the gap between the organizational goals and the current performance.

In consideration of benchmarking and its role in the enhancement of the performance management in Abu Dhabi police service, the current study established the role of the human resource practice in affecting the service quality. The same view is held by Dube & Gunasekaran, 2015) who noted that the human resource managers have a primary role to play in the global benchmarking practices are they allow for the management of resources to ensure that there is adequate training, employee development, , supervision, evaluation, and compensation for the performance rendered, hence increasing the effectiveness of the organisation. The results of these findings are consistent with the findings reported by Broome and Quirk (2015) which reported that the human resource managers have an important role to play in ensuring that the talents, skills and competencies of the employees are aligned according to the specific tasks required to be performed in the organisation. This includes aligning the employee tasks with their strengths to ensure that their output is optimal. Even in the apportioning of activities among the different departments in the Abu Dhabi police service, the alignment of employee competencies is key to ensuring that all the departments are properly coordinated to ensure that all the goals are achieved seamlessly.

It is also worth noting the points of departure of the current study from the previous literature. According to Smith (2011), the effective achievement of benchmarking activities in a global setting requires the presence of a stimulating culture. In the Abu Dhabi police service context, culture has been noted as major factor that determines the development and implementation of a benchmarking strategy (Kassem et al., 2017). Moreover, benchmarking only results in standardised operations across the globe, yet the UAE has special unique needs that are not the same with some highly developed western countries (Ibish, 2017).

6.5 Opportunities for improving performance management practice

6.5.1 Opportunities for improving performance management practice for managers

The current research noted that the major opportunity for the improvement of performance management practice for managers are focused on the enhancement in the performance of the employees by focusing of aspects such as employee awareness, communication and employee support. This conclusion was reached based on the perception of the employees that the major causes of resistance to change was gaps in communication because the managers and the employees, as well as lack of clarity of policy. The researcher noted that there is a major opportunity that the manager can derive from raising the level of awareness of the employees to ensure that they are clear about all the operations of the organisation, including the changes that are likely to be implemented. This view is consistent with the ideas expressed by Garrett (2007) who noted that the management needs to increase the awareness of the employees on all aspects of the operations that influence their productivity, including awareness of the changes required, an explanation of why the changes are necessary, gaining appropriate feedback, and building employee participation in the change process. Raising the awareness of the employees ensures that there is a general desire and a shared vision towards support and participation in the change

process. It also increases the knowledge of the employees with regards to the realization of the contribution that each employee need to make to ensure that the organisation achieves the desired goals. Other studies focus on raising awareness especially on innovative aspects related to improvement in the service quality delivery (Carlos et al., 2014). These findings affirm the results of a study conducted by Guimarães et al. (2016) which provide a glimpse of all the other aspects of the organisation that are employees should be highly conversant with for enhanced performance management. This includes all aspects related to supply chain, manufacturing and customer services in organisations. Upgrading quality means improving productivity, efficiency, customer-oriented services, production quotas and overall profitability for the company by streamlining overhead costs, reducing waste and increasing information, communication, IT and automation methods along the assembly lines and supply chains.

The management should also increase the awareness of the employees with regards to increased communication when it comes to the implementation of performance management strategies. This view is supported by previous literature which viewers employees as an integral part in an organisation during the implementation of a specific performance management model as a strategy (Cardy & Leonard, 2014). According to a study conducted by Cardy and Leonard (2014), benchmarking is also an important aspect of HRM, which demonstrates that the success of an organisation is highly dependent upon the success of implementation of strategies that focus on the human resource aspect for competitiveness. The same view is supported by Kenny and Bourne (2015) who reports that institutions that are interested in benchmarking should integrate the process of communication in all functions of the business with the communication of competitive information and performance practices. Competitive global benchmarking can also be effective when the management integrates the practices into other operational activities in the

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institution including market share, customer satisfaction and quality statistics. By raising the awareness of employees in matters related to the performance of the organisation, Pulakos et al. (2015) noted that benchmarking as an aspect of human resource in an organisation has been reported to enhance financial-based performance measures, such as Return On Investment (ROI). On the same light, the study concluded that competitive benchmarking was key to provision of high quality services, which also challenges managers to improve their levels of performance or they are replaced by employees.

Another aspect of employee awareness that was reported in the current study was the value of supporting employees to achieve the set goals of the organisation. This view is supported by Walter (2015) who reported that effective communication between the management and the employees is essential especially when communicating clearly set goals and the approaches used to transfer best practice operations in the organisation. When an organisation has set specific goals, it is the role of the management to communicate to the employees their role in the achievement of the goals. This includes the use of follow-up surveys by the human resources management in the process of utilising internalised measurements. This helps determine whether or not the performance level has increased, and also helps determine the extent to which some changes or best practice measures are required to enhance the level of performance management. Moreover, employees play a critical role in the process of tracking, monitoring, measuring and tracking of all the activities related to employees' input. In another study, Mendels (2006) advocated for feedback and effective interpersonal interactions in the process of solving problems in the workplace and dealing with difficult challenges especially in the face of change implementation.

6.5.2 *Opportunities for improving performance management practice for employees*

The results of the current study indicated that one major opportunity for the improvement of performance management practice for employees is support in terms of effective communication, innovation and also aligning the organisational goals with the personal achievement of the employees. This view is supported by previous researchers such as Deresky (2017) who felt that employees should be given the support they require to be highly innovative and come up with unique and strategic solutions to the challenges the organisation is currently facing. The review of the data collected from the interviews shows that lack of innovation support in Abu Dhabi police service is one of the reasons why the employees were demoralised as they could not be encouraged to come up with new and interesting approaches of combating crime in the institution. This view is also supported by Lukes and Stephan (2017) who argued that support for innovation by the employees is critical in promoting intrapreneurship. Moreover, encouraging employees to be highly innovative required managerial, cultural and organisational support to ensure that the employees can devise a new idea, search the idea, communicate and implement the idea for purposes of overcoming the current challenges, or easing the manner of doing things.

The support of the employees can also be viewed from the perspective of implementation of global benchmarking practices. This will equip the leaders with ideas and insights about the implementation of global practise in human resource which can help upgrade the support for the employees, thereby motivating them to perform better. This conclusion is consistent with the ideas established by Deresky (2017) who viewed perceived global practices in performance management as characterised by innovative methods of motivation and compensation systems for all employees. In the same light, Jones, Woods and Guillaume (2016) also recommended support for the employees in terms of mentoring and coaching techniques provided by the management. The

support provided by the management should encompass multiple aspects of the organisation's activities including the implementation of regular learning programmes to cultivate the spirit of learning, formally and informally, as well as promoting the culture of personal and professional development in the employees (Sessa & London, 2015).

Based on the research findings from the current study, a revised framework has been developed which provides more insights and addresses the gap identified in initial framework on page 126. After the study results were presented, the conceptual framework was modified to not only include the insights from the review of previous research, but also the insights from the analysed data collected from the respondents. The new updated conceptual framework contained more sub-themes in the major themes with extended insights. For instance, the new conceptual framework added more implications and opportunities for the employee's expectations of performance management, including clarity of policy and increased innovation. Some of the updated implications on the managers' expectations of performance management include: readiness to raise employee awareness of performance management; readiness to benchmark and; readiness to overcome cultural barriers. For the employees, the implications added include improvement in communication. The conceptual framework was also revised to include emergent opportunities. For the managers, these opportunities include: high level of customer satisfaction; global benchmarking practices and; enhanced communication. Updated opportunities for employees include better motivation and clear policy guidelines.

The revised framework captures empirical insights of this study, including its contribution to research, especially the concept of benchmarking as an effective approach of reviewing the current practices in the Abu Dhabi police service and ensuring that the performance management

outcomes can result in high quality improvement in employee outputs. These insights are supported by Brache (2008), that benchmarking performance management strategies against global best practices allow for effective and efficient decision making for quality improvement. Ahmed et al. (2016) supports this view by noting that benchmarking is very important in ensuring that the best practice efforts are implemented in the organization for purposes of improving quality of operations. The Abu Dhabi police service can adopt benchmarking strategies with training of employees to prevent resistance to change.

More importantly, the updated conceptual framework provided important contributions to the cultural context and values of the ADP as expressed by the ideals and values of the respondents. According to Hofstede's (2010) cultural dimensions, values are defined as standards that employees rely on as a guide to their behaviour in various situations. As such, effective organizations in terms of managerial effectiveness in enhancing performance management should focus on the development of a comprehensive and clear set of values that allow both the management and the subordinates to have clarity and share in the common goals through commitment and contribution. From the results derived from this study, it is clear that the ADP has very strong cultural values that are highly observed, some which are part of the implications and other recommendations for enhancement of performance management in ADP. In order to understand the culture of ADP and the development of the strategies adopted and those recommended for DP, it is necessary understand the culture and how it influences the conduct of the police personnel.

In 2007, the ADP celebrated the 50th anniversary, which was also a sign of reaching modernization in the region as it was confirmed across the region and internationally that the ADP

had attained a high level of professionalism. This is especially true in cases where the ADP has been integrated in other development and prosperity processes in the Emirates and has retained a prominent role in the maintenance of order, security and stability. In this case, the update of this conceptual framework takes into account the established gaps in research as well as in the results from this study from the recognized values of the ADP which include: maintenance of honesty and integrity; justice for all; recognition of achievements for all; effective communication and; promotion of excellence. The results demonstrate that there is a major gap between these cultural values and the situations reported by the respondents in ADP. As such, they provide insights for making important recommendations for enhancement of performance management in ADP.

Miller (2013) attests to the fact that training is an essential component of effective performance management because it reviews and updates the competencies, skills and knowledge of the employees to deal with unforeseen circumstances. Training also provides the employees with a guideline that they should follow to enhance their individual and collective contribution to the organization. As such, this information can be used to determine the training needs and scope of training of the employees to ensure they are properly equipped to produce the best results to the organisation. Both formal and informal training are essential in benchmarking efforts as it provides the organisation with international models of best practice to base their operations and performance levels. Through benchmarking, the employees will know their strengths and weaknesses and how these equip them towards improving the quality of operations of the organisation.

Managers' expectation of PM

Increased competency | Increased efficiency | Increased productivity

IMPLICATIONS

1. Readiness to invest in training and development
2. Readiness to raise employee awareness of PM
3. Readiness to motivate employees
4. Readiness to benchmark
5. Readiness to overcome cultural barriers

1. Pay per performance model
2. Achieving service quality
3. High level of customer satisfaction
4. Global benchmarking practices
5. Enhanced communication

OPPORTUNITIES

GAPS

There is lack of common understanding pertaining to what managers and employees see and prioritizing as constituting performance management

GAPS

IMPLICATIONS

1. Must be willing to support organizational change
2. Readiness for learning culture
3. Improve communication

1. A regime of employee engagement
2. High rewards or employees
3. Better motivation
4. Clear policy guidelines

OPPORTUNITIES

Clarity of policy | Increased motivation | Increased innovation | Increased training | Increased feedback/communication

Employees' expectation of PM

Source researcher, 2019

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6.6 Conclusion

This chapter discusses the study's findings in the context of the broader context of the body of knowledge on performance management in the Abu Dhabi police service. The discussion shows a point of intersection of the current study and the literature, as well as the areas in which the current research provides new dimensions and perspectives into the body of knowledge. The study presents new perspectives on the experiences of the managers and employees with regards to performance management, and the approach of making the change process effective. New insights are also presented with regards to the implications of performance management for practice and the opportunities for improving performance management practice for managers and the employee. The discussion of these findings presents the base for the formulation of a framework of performance management in Abu Dhabi police service. A summary of the views of the managers and the employees with regards to their experiences of performance management is presented in table 5 (Appendix-3).

Chapter 7: CONCLUSION AND RECOMMENDATION

7.1   Introduction

In the previous two chapters, the researcher presented the findings from the data collected from interviews with employees and managers in the Abu Dhabi police service. This final chapter will draw conclusions from the previous chapters, outline the empirical and theoretical contributions of the study, and draw recommendations for the Abu Dhabi police service on how they can focus on enhancement of managerial effectiveness of performance management in the institution. This chapter also presents thee potential limitations of this research and recommends areas of improvement in future research.

The discussions of the findings in this chapter are guided by the research questions and objectives, especially given the extent to which the current study meets the overarching objectives established in chapter one. The conclusion will also allow the researcher to note aspects of the objectives that have been partially met. The major objectives of this research were drawn from the four research questions. As aforementioned in chapter 1, there are four research questions that guided the current study, which are:

1. How do managers and employees within Abu Dhabi Police understand and experience current performance management strategies and practices?

2. Why are there gaps between how managers and employees understand and experience performance management within the Abu Dhabi Police?

3. How can performance management and theory be integrated to enable ADP to maintain and enhance strategic performance management?

4. How can the current performance management practices within the Abu Dhabi Police be improved for managers and employees?

From these research questions, the presentation of findings was focused on the

achievement of eight objectives:

1. To examine how managers in ADP use performance management to align employees' objectives with the strategic objectives of ADP;

2. To examine how employees, understand the purpose of performance management as they experience it as a management tool.

3. To identify the gaps in how employees and managers understand the aim of performance management and the application of its techniques in ADP;

4. To determine the barriers to effective performance management in ADP from the viewpoints of both employees and managers;

5. To explore how and why gaps and barriers blocking effective performance management have arisen.

6. To develop a theoretical model of performance management informed by current performance management practices in ADP;

7. To develop implications for practice that integrate the views of employees and managers;

8. To investigate if a standardised approach to benchmarking can be achieved through the integration of the employees' and managers' perspectives.

From the review of literature on this topic, it was determined that there is a neglected area of knowledge related to the ways in which the Abu Dhabi police service can improvement managerial effectiveness of performance management based on the context of the contextual setting of the study and the established objectives. In chapter four and five, the researcher presented findings that described the perception and experiences of the employees and the managers regarding the performance management in Abu Dhabi police service. As part of reviewing the gap established in the review of literature and the current practices in Abu Dhabi

police service, the researcher has undertaken a review of global benchmarking practices aimed at determining essential implications for enhancement of the level of performance management in the institution. Moreover, the researcher has made several important strides in the recommendations of how the police service can implement benchmarking practices derived from both local and global practices for effective and sustainable implementation of performance management practices at the same time enhancing the level of quality delivered.

7.2   Conclusion of key findings

From the review of literature and the study findings, the researcher drew the following conclusions. With regards to the experience of performance management for both managers and the employees, the results of the current study demonstrated that the managers' understanding of performance management is more inclined towards the achievement of the institutional goals of Abu Dhabi police service. On the other hand, that of the employees is more focused on performance management as a tool that outlines the role of employees in contributing towards the achievement of organizational goals. In some cases, employees see performance management as a tool for managerial control and they face high levels of stress, and job dissatisfaction (Falk & Kosfeld, 2006). These findings are consistent with the need established in research to bridge the gap between the understanding, perception and experiences of the employees and the managers with regards to the performance management systems in the institution. Capon (2012) notes that performance management is fundamental in the creation of the right work environment that maximises the performance of employees to the best of their abilities. To achieve this aim of creating a type of work environment where employees can work to the best of their abilities, this study identified several actions that need to be taken.

From the findings reported from the second research question, important conclusions can be drawn especially since effective implementation of successful performance

management systems requires the adoption of change to align the current practices with best practice. As Dale (2010) explains performance management is characterised by a lot of changes at the workplace such as the creation of the right working environment, new information technology systems may have to be created. For the managers, the major issues that influence the change process was noted as the ability of the organisation to achieve the desired goals. The managers' experiences of performance management are linked to the professional performance of the employees based on the achievement of outputs such as customer satisfaction and high level of service quality. On the other hand, employees are more focused on performance management as a tool for employee support through outputs such as enhances level of awareness, communication, job security and clarity of organisational policy. From the findings in the previous chapter, it would be prudent to conclude that there is a major problem with the willingness of employees in the Abu Dhabi police service to accept change. The findings show that one of the major problems affecting the performance of roles among employees in the Abu Dhabi police service is the lack of clarity in the expectation of the employees by the management, especially with regards to the uncertainty of the implementation of the change and the extent to which it will disrupt the normal operations of the institution. Since employees mostly get to learn about impending changes through rumours or through informal channels, they develop resistance as a form of defence mechanism as they are not aware of the implication of the changes in their work. Some of the important cited issues include the changes in the merit system, changes in the police uniform, poor change policies, uncertainty in job security, among others. The researcher concludes that it is important to ensure clear change policy and effective communication to gain the support and engagement of the employees to prevent incidents of resistance to change.

The third research question focused on the implications of performance management for practice, which denotes to the fact that performance management takes place for specific

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reasons, which may be realized or not. Generally, the implication of the performance management relates to the experiences of the organisation as a result of utilisation of performance management strategies. From the current study, there are important implications that can be derived by the Abu Dhabi police service as a result of implementation of the findings presented in this study. One of the major results noted is the importance of high quality, and clear rating systems to appraise the performance of the employees. As Dobre (2013) explains, highly appreciated employees perform better and are highly likely to be more motivated to achieve the desired goals of the organisation as opposed to lowly-motivated employees, hence promoting underperforming employee into high performing employees.

Another important implication relates to the quality of service delivered. The results of the study show that currently there is a high quality of service in Abu Dhabi police service as a result of the implementation of the ASK model (Attitude, Skills and Knowledge) which emphasises the evaluation of the performance of the employees to ensure that the employees utilise the knowledge, skills and attitudes they have learned to produce high quality outcomes in their practice (Alqahtani et al., 2015). Nevertheless, the study shows that there are still more areas of improvement that can be achieved through benchmarking with global practices. More importantly, benchmarking provides essential implications in the current research in terms of focus on global benchmarking practices to ensure the achievement of the goal of achieving superior managerial effectiveness of performance. According to Martins, Rindova and Greenbaum (2015), global benchmarking has essential implications in providing the institution with greater ideas and insights that could improve the quality of decision making. Moreover, our literature review demonstrates that benchmarking has essential implications in the enhancement of the performance management of the organisation as it provides important insights in the creation and adoption of effective strategies, methods and best practice measures to bring favourable changes to the institution.

The last research question relates to the opportunities of the improvement of performance management practice for both the managers and the employees, and the recommendations of the approaches that can be used to promote efficiency in the implementation of performance management systems in the institution. According to the review of literature, there are several activities that make a performance management practice, as it is a process as opposed to a one-time event. In such cases, it means that all the departments in the organisation and especially the human resource managers need to continuously reflect on the opportunities to improve performance management in the organisation. From the review of literature, performance management has potential opportunities for improvement in the practice of the Abu Dhabi police service, which can affect its future outputs ensure that all the opportunities are utilised to the optimal capacity. The opportunities for the improvement in performance management for the managers were noted to be support for the employees, which includes a focus on aspects such as employee awareness, communication and employee support. Lack of employee support in the Abu Dhabi police service has been reported as a major impediment to the achievement of high quality service as the employees do not share the same experiences of performance management with the management. Getting the support of the management will provide the employees with the right incentive to be motivated and highly engaged to the process of achievement of organizational goals.

7.3   Contribution to Knowledge

This study contributes to the literature on performance management, in particular the scholarship that examines the inconsistencies between the experiences of performance management between the employees and managers (Arnaboldi, Lapsley & Steccolini 2015; Li et al., 2016; Pulakos et al. 2015; Stiles et al., 2014). Pulakos et al. (2015) argue that the application and implementation of performance management is broken due to lack of clarity

on the policy for implementation as well as the absence of benchmarks that provide guidance on what constitutes standard of policing practice., The analysis of qualitative data in this study reveals a gap in the implementation of performance management. Specifically, this study adds to existing knowledge in this study by seeking to eliminate the gap between science and practice, by focusing on a specific organization, the Abu Dhabi police, and customizing the solution according to the actual needs of the organization. In the current study, the researcher identified clarity of policy, communication and misunderstanding as major contributors to differences in the understanding of performance management among the managers and employees.

The insights identified in Pulakos et al. (2015) about the potential implementation of performance management systems appear to be best practice approaches. Nevertheless, the complexity of application in individual firms is evidenced through the appeal to practices that have been used for years without success, including the use of terms such as "fundamental changes," and "a newperformance management mindset," "PM reform," and "fundamental shift." The current study seeks addresses the implementation issue by emphasizing the compatibility between the infrastructure of the organization and the organizational context, as well as the support from both the managers and the employees in the implementation of effective performance management systems. To ensure a reduction in this gap, the current study shows that managers must improve how they listen to employees through both formal and informal channels of feedback, as opposed to Pulakos et al. (2015) who emphasized the value of informal communication to formal communication. The current study also adds to performance management scholarship by demonstrating effective ways in which the Abu Dhabi police can result in effective change management through communication, feedback and clarity about the expectations of both the employees and the managers with regards to the expected outcomes.

The current study also contributes to the literature on performance management in police service organisations. For example, a study conducted by Coutts and Schneider (2004) on performance of police constables, sergeants, and staff sergeants surveyed from 393 police officers in Canada, reveals that the measurement of performance is valuable when considering sustainability and decision-making processes. Coutts and Schneider's (2004) study noted considerable gaps between the theory existing with regards to the factors that promote the success of appraisal systems and practice related to actual implementation of these success factors. Vast research in this field shows considerable evidence on the approaches of enhancing the performance appraisal of police (Ahmad & Bujang, 2013; Davis et al., 2011; Mafanya & Matsiliza, 2016; Yüksel, 2015). Nevertheless, the municipal police departments in Canada still faces challenges of implementing the knowledge derived from literature. The insights noted the management had major gaps in the clarification of performance expectations and standards between the managers and the employees, which is the reason for the underperformance of employees in the Canadian police service.

The current study also makes essential contribution to the field of performance management especially in terms of the role played by clarity of policy in enhancing performance management. According to the results of this study, the majority of the respondents indicated that the failure to improve the level of ADP's performance management was due to lack of clarity of the policy as the employees were unsure of what was expected of them, especially with regards to contribution towards the department's performance. According to this study, the right performance management processes can improve the performance if ADP significantly through the elimination of confusion and ambiguity about goal setting and accomplishment. This can be achieved through future-focused and regular communication between the managers and the employees. This will equip the employees with the knowledge about the management's expectations, hence promoting more employee

engagement and motivation. Specifically, this study extends the insights concluded by Nxumalo, Goudge, Gilson and Eyles (2018) by expanding the idea that clarity on administrative limits results in overlapping of functions, hence limitation in the achievement of the set goals. The study conducted by Nxumalo, Goudge, Gilson and Eyles (2018) is crucial in shaping the practical contribution this study makes, as it is also highlights the influence of culture. This study demonstrates that national culture shapes the culture of ADP and so there is a need to examine how ADP can achieve optimal performance by maintaining objectivity inperformance management , valuing the input of the employees and encouraging them to be innovative and engaged in their work. Policy development is essential that outlines the personnel procedures managers can implement in order to achieve theseperformance management outcomes.

The current study contributes important insights that acknowledge that the noted gap between theory and practice can be eliminated by training the managers effectively about the need for effective appraisal metrics, the need for effective communication, clarity of messages and change management. The training should not only focus on training the managers to ensure that they possess the right skills and knowledge to conduct the appraisal, but they should also possess the right kind of motivation to encourage and engage the employees so that they would want to be part of the team achieving the organizational goals. The current study also adds empirical insights to this aspect of performance management by showing how the UAE has unique policing and law enforcement needs, and the training and skills of the managers should be focused on the context and needs of the institution, including the broader national culture and organizational culture. A comprehensive training framework should be refined to develop aptly-qualified and well-prepared officers. For this to happen, the needs assessment systems should be put in place to determine the training needs of the managers and employees so as to

intersect their understanding and experiences of performance appraisal for managerial effectiveness of performance management.

This work also contributes to the existing literature with regard to a study conducted by Franco-Santos and Otley (2018) on performance management by providing additional evidence regarding the value of ensuring that the working environment and control mechanisms in an organization approximate a 'perfect fit'. Franco-Santos and Otley (2018) seek to bridge the gap between the vast body of knowledge on performance management and the practice in many organizations, noting that managers need to reconcile the multiple perspectives in the field for purposes of finding a specific view that suits a specific discipline. The study notes that the increase in the application of performance management systems has been marred with challenges related to a growing recognition of adverse consequences on the performance of the employees, which is majorly attributed to the failure of managers and employees to recognize the value of performance management in the evaluation of the performance of the employees. One major finding in this research is that the problem is caused by overreliance of the management on inappropriate quantitative performance measurement. Despite evidence showing that performance management has a potential to improve the performance of the organization, it still results in inadequate performance. The current study adds empirical insight on this issue by proposing the value of benchmarking as an effective control mechanism directive that is customized and implemented according to the needs of the organization. Since Franco-Santos and Otley (2018) identified that most managers fail to measure the performance of the employees effectively as their planning is based on the assumption that the future can be predicted, benchmarking will allow organizations to use a logical objective and reliable framework that shows the management how successful organizations in the future dealt with unforeseen challenges successfully. Global benchmarking practices are key to preventing

adverse impact from unknown future events, especially during this period of increased susceptibility to unpreceded crime. This study recommends that the management apply the fit-for-purpose control mechanism as it has a high level of clarity and certainty that both the managers and employees can share in their experiences of performance management.

This study makes a theoretical contribution that highlights the importance of the cultural context of performance management, in particular the culture of Abu Dhabi police service. Cross-cultural research shows that Abu Dhabi has high power distance, which explains the gap in experiences of performance management between employees and managers (Alteneiji, 2015). The distribution of power can be explained through the examination of powerful leaders as the hierarchy is clearly defined and the followers are required to respect the superiors without questioning or being critical of their authority. This can be a major impediment to achievement of managerial effectiveness of performance management in Abu Dhabi due to the challenges of bridging the gap in the experiences of managers and employees so they are more aligned. This study adds to the performance management literature that places emphasis on organisational culture and national culture as mediators of the understanding and experience of performance management in police service organisations. However, much of the research on this topic has been conducted in the West, overlooking the possibilities for generating localised knowledge on how culture influence performance management in countries such as UAE, which discourage critical perspectives and questioning managerial authority. As this study shows, employees in Abu Dhabi police service tend to abide by the rules due to the centralization of power, a strong need for hierarchy and the lack of informal communication across the ranks. As such, the employees abide by the rules within ADP, disregarding their personal preferences and interests which could be a valuable resource for managers in order to foster a participatory approach to performance management, in which employees' voices and heard and listened to. Theoretically, this study stresses the need for

researchers to generate more knowledge on this topic that is local and contingent, avoiding the generalisations that can be made when Western models of performance management are applied uncritically.

7.4 Study limitations and directions for future research

There are several limitations that were noted with the current study. One limitation of this research is its scale. As the study findings show, small-scale qualitative research can be extremely valuable for gaining rich and in-depth insights into performance management in ADP, but they cannot be used as a basis for generalisation. Further research, both qualitative and quantitative, would be useful to examine more widely and deeply aspects of the study findings across ADP. In particular, quantitative research could be used to draw generalisations about employee and managerial understandings and experiences of performance management, as well the barriers that currently prevent performance management systems from helping ADP meet its strategic objectives. Wider scale research could seek to elicit data from a wider pool of study participants that might include the views of police officers. This group of staff represent another facet of employee group that could yield rich insights into how performance management systems are presently (in)effective at helping ADP to meet policing performance targets. Additionally, police officers may provide data about how performance management is understood and experienced differently to administrative personnel, generating further data that could be used to develop organisational tools to ensure performance management systems operate strategically.

There is also the limitation of access and recruitment of participants. This view is consistent with the views held by Jenkins (2014) to the extent that some participants may be too busy or not being interested in participating in the process. These challenges were experienced in the current study as access to respondents was one of the main limitations to the research since many other managers were interested in participating but did not have the time

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or were not in town to do the interviews. The process of determining which managers would be involved included speaking with senior managers in different Abu Dhabi Police divisions and seeing what type of research they would approve of and what certain managers had time to participate in due to their busy schedules of travelling on overseas missions and working in various offices. There were some certain limitations that were overcome by choosing the best candidates with expertise in this and other related subjects who had time to be interviewed. The police managers were interested in finding solutions to the many issues related to performance that the organisation has been trying to resolve. Jenkins (2014) stated that bias could potentially present problems with research studies if the researcher has a personal interest in the topic related to their workplace. Participants who claimed they did not have time were given the opportunity to opt for telephone interviews during their free times even if this was outside their official working hours. Through this means, it was possible to get a lot of the respondents, who spent free time attending .to this study.

Another important limitation of the current study is derived from the fact that the UAE government is very strict with the extent to which negative aspects of the government are exposed to the public, especially the global sphere (Davies, 2016). This is why some respondents may feel the need to conceal some of the negative aspects that could be important for this research. The researcher ensured the confidentiality and privacy of the respondents. The researcher was careful to make sure that no other personnel viewed them while the researcher interviewed them. The content of the respondents was also sought before reading their performance files. The researcher agreed with interviewees that no personal identities or information will be revealed such their names and job titles. This was to ensure anonymity in the data collection process. The anonymity was helpful for interviewees to answer questions more freely and frankly without fear of possible victimisation based on the answers they give (Elo et al., 2014). Anonymity was used to protect the respected professional reputations, career

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titles and expertise, and previous work with the researcher and Abu Dhabi Police management. Indeed, given that some of the information pertaining human resource management can be considered as sensitive, it justified the need to ensure absolute anonymity. Moreover, the researcher addressed this limitation by refraining from asking confidential questions that may make the respondents withdraw from the interview for fear of the negative consequences of exposure of sensitive information.

Given the limitations identified in this study and the measures that the researcher took to respond to them, it is recommended that another way are available to research this topic, including encouraging participants to open up critically. Moreover, the researcher can opt to conduct a longitudinal study based on observational techniques – or an ethnographical study. An ethnographical study is preferred as it allows the researcher to interact with the participants, observe them and also check their verbal and nonverbal expressions of experiences and perceptions (Kawulich, 2005). This is important in the study of Abu Dhabi police service as the high power distance culture means that there are things that the participants may not share willingly in an interview, but can leave cues in their day to day activities, which can be captured through observation. It is also important to also conduct the study used mixed research methods to get the perceptive of using a large sample size of data analysed through both qualitatively and quantitatively. Collecting data from a large sample means that the researcher can generalise the research findings generated by the sample into the entire study population (McKim, 2017).

7.5 Recommendations for future research

7.5.1 *Alignment of Abu Dhabi police departments*

Based on the results from the interviews, it was clear that different respondents worked in different departments, which could be a problem in integration of the solutions derived from the current study as a problem in one department could not be a problem in the other. Future research should focus on studying strategic departments, and how the Abu Dhabi police service

can implement the insights gained from this study through an integrated system approach. This includes ensuring that the Abu Dhabi police service aligns their performance management approaches throughout the institution to ensure that the excellence and efficiency of the solution is felt across all the departments in the institution.

7.5.2 Focus on regional coverage

This study has raised the issue, speculative in nature, that that some of the challenges faced by Abu Dhabi police service might be regional in nature. While it is essential for the Abu Dhabi police department to focus on the global benchmarking practices, it is also valuable to focus on the region as it provides them with valuable insights into the current and impending problems that the institution could face. Some of the identified challenges in this study that might be linked to the region include unique security needs especially in fighting crime, lack of recognition of employees, inadequate access of quality training and education opportunities, poor communication, and lack of involvement of employees in the decision making process by the management. The failure to address these issues is a major impediment to the achievement of managerial effectiveness in performance management, not only in Abu Dhabi, but also in the region at large.

7.5.3 Focus on organizational culture

The literature review demonstrated that the culture in the UAE may not be very favourable when it comes to implementation of change. As such, there is a need for future research to explore ways in which the Abu Dhabi police service can navigate the challenge of culture to allow for implementation of best practice approaches from global benchmarking. This research should also focus on ways in which the Abu Dhabi police service can overcome the cultural barrier to reduce resistance to change and promote an understanding between the managers and the employees.

7.6   Conclusion

This chapter summarises the insights gathered from the our research questions which focus on: the experiences of managers and employees with Abu Dhabi Police about the current performance management practices; change management, the implications of current performance management practices within the Abu Dhabi Police for managers and employees; and the opportunities for improving performance management practices within the Abu Dhabi Police for managers and employees. This section also covers empirical and theoretical contribution towards the broader body of knowledge on performance management. Based on the identified research limitations, the researcher proposed directions for future research to address these gaps. It is worth noting that the findings reported in this study are specific to the Abu Dhabi police service, and can only serve predictive purposes when used as a base for researching other institutions.

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APPENDIX-1: EMPLOYEE PROFILE

Participants	Designation	Reason for The Interview	Years of experience
Interviewee 1	Employee	An expert in strategic management	5
Interviewee 2	Employee	A valuable resource on strategic performance	10
Interviewee 3	Employee	Leadership expert	7
Interviewee 4	Manager	Valuable resource in managerial leadership	11
Interviewee 5	Employee	Important source of information for traffic management	6
Interviewee 6	Employee	Expert in customer service	12
Interviewee 7	Employee	Expert in leadership	9
Interviewee 8	Employee	Important source of information for managerial leadership	13
Interviewee 9	Manager	Expert in performance management	8
Interviewee 10	Employee	A valuable source of information on strategic leadership	7
Interviewee 11	Employee	Valuable contributions to managerial leadership	7
Interviewee 12	Employee	An important source of information on strategic management	8
Interviewee 13	Manager strategic department	Expert on information about special tasks	9
Interviewee 14	Employee	Expert in quality management	10
Interviewee 15	Employee	Expert in leadership	11
Interviewee 16	Manager	Valuable source of information about community policy	12
Interviewee 17	Employee	Valuable source of traffic management	12
Interviewee 18	Employee	Valuable resource in customer service	12

Interviewee 19	Employee	Expert on information about special tasks	13
Interviewee 20	Manager	Expert in managerial leadership	15
Interviewee 21	Employee	Valuable source of information about community policy	11
Interviewee 22	Employee	He is an expert in excellence	10
Interviewee 23	Manager	Head of community policy	16
Interviewee 24	Manager	An expert in operations management	13
Interviewee 25	Employee	Expert in quality management	8
Interviewee 26	Employee	An important source of information on strategic management	9
Interviewee 27	Employee	Expert in the department of security inspection	7
Interviewee 28	Employee	To provide essential contribution towards social and community support through managerial effectiveness	8

APPENDIX-2: INTERVIEW QUESTIONS

RQ1: How do managers and employees with Abu Dhabi Police understand and experience current performance management practices?

1. Can you briefly explain your understanding about performance management?

2. Is this an understanding that you believe is shared by your managers (if employee)/employees (if manager)?

3. What are the main issues that you believe should be considered as outputs of employee performance?

4. Why do you consider these outputs as important?

5. Are there specific indications about Abu Dhabi Police Service that makes you think these performance management outcomes are relevant?

6. How would you describe the current state of performance management at your place of work?

7. Does the current state of performance management adequately meet your understanding and expectation of performance management?

8. Are there expectations you have about performance management that are different from what your employees (for managers)/managers (for employees) have?

9. Briefly share some of these expectations with me, if any.

RQ2: What are the gaps between how managers and employees understand and experience performance management within Abu Dhabi Police?

10. Are there any problems that arise from lack of consensus about performance management outcomes between employees and managers?

11. Kindly share some of these problems with me.

12. To what extent do some of these problems affect the performance of roles among employees in the Abu Dhabi Police Service?

13. Do you have experiences of organisational change policies at your workplace?

14. Kindly share with me any experience of resistance to performance management changes at your workplace by employees.

15. Are there specific factors or conditions that you believe caused the resistance?

16. If the change policy was successfully supported by employees, please share this experience with me.

RQ3: What are the implications of current performance management practices within the Abu Dhabi Police for managers and employees?

17. How would you rate the current levels of service quality associated with the work of the Abu Dhabi Police?

18. How do you perceive performance management as a human resource practice in affecting the service quality of the Abu Dhabi police?

19. Does the Abu Dhabi police need global benchmarking for performance management to perform better than it currently does?

20. Could you share with me some specific things you would like to see in making performance management at the Abu Dhabi Police more standardised to international levels?

RQ4: What are the opportunities for improving performance management practices within the Abu Dhabi Police for managers and employees?

21. Generally, are there things that can be done to make performance management within the Abu Dhabi Police Service better?

22. What are some of the opportunities for improving performance management practices within the Abu Dhabi Police for managers?

23. How would you recommend that these opportunities should be tapped by management?

24. What are the opportunities for improving performance management practices within the Abu Dhabi Police for employees?

Table 5: Managers and employees' experiences of performance management

Employees' view	
Employee	**Response**
Employee 1	Performance management is a very broad topic it can be measured individually, team, dept, organisation. For me, if you are going to measure something a number of things should be considered The effort in measuring/counting should be less than the benefit of knowing the information – Too often we send ages counting things with little or no benefit. Quality should be included in the measure The measure so to a degree (where possible) be outcome related not output
Employee 2	Its system or tool that measures the effectiveness of an employee within the organisation.
Employee 3	It is the process of assessing, auditing, finding improvement opportunities in regard to the employees' performance.
Employee 5	In a simple way, Performance management is a way to understand how the organization works.
Employee 6	This is shared understanding of all the organization's workforce towards achieving the stipulated goals of the organization.
Employee 7	Performance management is the process of ensuring that all the employee appraisal processes are geared towards achieving the organization goals.
Employee 8	Performance management is a shared understanding about how individuals contribute to an organization's goals.
Employee 10	Performance management involves managing employee efforts, based on measured performance outcome.
Employee 11	Performance management is a process that defines the way an organisation operates

Employee 12	I think performance management refers to the process that connects an organisation's input to output, through working towards the achievement of shared organisational goals.
Employee 14	Performance management is the process of assessing the quality of service provided by the employees.
Employee 15	This is the agreed process or activities between the management and the employees to contribute towards the achievement of the company's goals.
Employee 17	A performance management functions as a tool that the management uses to determine the level of employee performance towards the achievement of the set goals.
Employee 18	This is a laid out procedure agreed upon between the employer and the employees regarding the process and activities required to achieve organisational goals.
Employee 19	I believe performance management includes all activities, processes and systems put in place by the management to determine and improve the level of employee performance.
Employee 21	This is the process through which the management gets the employees to behave in a certain way for purposes of achieving a specific outcome.
Employee 22	Performance management is done through set goals that are clearly linked with the organisational strategic objectives and adequately cascaded into all relevant stakeholders (e.g. employees, partnerships, suppliers, society, governments, etc). How well an organisation achieves these goals are proportional with how efficient and effective its overall systems and approaches are, in terms resources management, finance management, HR management, and process, policies and frameworks in place. Sustainability of growth and success is also a main factor in deciding whether or not an organisation's overall management systems are successful.
Employee 25	Performance management refers to the process of aligning the organisational objectives with the development plans, competency requirements, and the agreed measures and skills by the employees. The entire process is focused on development, learning and improvement of the organisational strategy for purposes of improving the performance of the organisation.

Employee 26	The process of performance management involves setting organisational goals and determining how the employees will align activities to achieve these goals.
Employee 27	It is simply a process that defines the operations of an organisation with regards to the productivity and achievement of organisational goals
Managers' view	
Interview 28	Performance management is to monitor and improve the performance of the employee by evaluating his outcome and deliverables compared to his job description and take actions to help him to improve or to reward him.
Manager 4	It is a tool to measure the achievement of the objectives of the institution
Manager 9	Performance management is a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into performance.
Manager 13	Performance management refers to the process of evaluating, appraising, checking any opportunities for improvement of employees' performance.
Manager 16	Performance management entails a collaborative approach to achievement of shared organisational goals where the employees and the managers understand and work towards enhance efficiency and effectiveness.
Manager 20	To My understanding, Performance management is a process that provides feedback, accountability, and documentation for performance outcomes/ output. it works both ways, It helps employees to channel their talents toward organizational goals, and Management to stay focused and deliver with high effectiveness and efficiency.
Manager 23	The goal is to achieve the desired objectives based on the performance of the leadership, sectors, departments and staff.
Manager 24	Based on my understanding about performance management, it could be a system that could be used in any organization to link inputs to outputs, which could be achieved through having a set of goals and indicators.

APPENDIX -4: INFORMATION LETTER

My name is (Talal alameri), I am PhD student in the (Faculty of Business & Law) at Middlesex University, in (UK).

I am doing a PhD and my research area is strategy Performance. I am researching on How Benchmarking in Abu Dhabi Police Performance Management Strategies Can Be Linked to Knowledge Management & Change Management to Improve Organizational Performance.

I am in the process of conducting interviews for the purpose of generating data that could help in my model development. And your department is among those I have chosen to understudy. This is because your department is instrumental in the running of the ministry and thus very important for my research.

I will be grateful if you could grant me the opportunity to have an interview with you at your earliest convenient date and time.

Thank you.

Yours sincerely,
Talal Alameri

APPENDIX-5: CONSENT FORM

I have read the information presented in the information letter about a research being

conducted by (.................) of the (.................) at Middlesex University, (UK).

I have been asked to participate in the research interview and I understand what I am being

asked to do [ ] Yes/No [ ]

I consent to take part in an Interview for this project [ ] Yes/No [ ]

I consent to the interviews being audio recorded [ ] Yes/No [ ]

I consent to the content of the interviews being transcribed [ ] Yes/No [ ]

I consent to notes being taken during the interviews [ ] Yes/No [ ]

I understand that the interview is voluntary [ ] Yes/No [ ]

I understand that I have the right to withdraw from the research at any time [ ] Yes/No [ ]

Participant's name (   )