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**The Impact of the Empowerment of Women Police and  
Enhancing Their Role in Leadership**

**A Case Study of the Abu Dhabi Police General Head Quarter**

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**Submitted for the Degree of Doctor of Philosophy**

**Faculty of Management, Law and Social Sciences  
University of Bradford**

**2021**

## **Abstract**

**Aamna Al Belooshi**

**The Impact of the Empowerment of Women Police and Enhancing Their Role in Leadership**

**A Case Study of the Abu Dhabi Police General Head Quarter Proposed**

**Keywords:** Empowerment, Empower women, Empowerment women police, Gender Equality, Leadership, Abilities, Skills.

Women's empowerment in the police sector as leaders is an important study that has received little attention in the literature. Understanding the problems and hurdles, as well as solutions to empower women police today as leaders in the police force, was the emphasis of the study. The goal of this research was to investigate the concept of female police empowerment in the Abu Dhabi Police. This study looks at the important elements of empowerment for ADHGHQ women police, as well as the problems they encounter because of their gender in a historically male-dominated industry. The following four research questions served as a guide: 1) To what extent the principles of empowerment are implemented of women police in the ADPGHQ? 2) What is the impact of empowerment implementation on leadership of women police in the ADPGHQ? 3) What is the impact of empowerment implementation on skills of women police in the ADPGHQ? 4) What is the impact of empowerment implementation on the abilities of women police in the ADPGHQ? An in-depth survey and personnel meeting were conducted with women police operating in all ADPGHQ sectors to have a better grasp the issue. The data collection and analysis paradigms used in the research investigation were quantitative. The core data is gathered through questionnaires and personal meetings with a group of 650 female police officers from various sectors who work at the Abu Dhabi Police (ADHGHQ). Data was gathered via e-mail, and personnel were present. This research finishes with practice recommendations for strengthening police leadership in the ADPGHQ and removing real and perceived barriers to women's full involvement in the workforce and leadership. A proposal method was established to improve the position of women's police empowerment in leadership, according to the study. This approach is intended to empower female police officers in positions of leadership at ADPGHQ, but it can also be used as a general conceptual framework to empower women in other police sectors. Based on these findings, it can be concluded that women police require empowerment to achieve the desired leadership position.

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All praise is due to Allah, and may Allah's peace and blessings be upon Mohammad, His messenger. I am grateful to Allah for allowing me to accomplish this research.

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I want to dedicate this dissertation to my wonderful family, particularly my parents, for their never-ending love and support. In addition, dear son, whose unwavering support is the source of my strength, as well as my loving family? They supported my decision to get a PHD and put up with my frequent absences from home.

## **Dedication**

This study is dedicated to my family for the immeasurable sacrifices they have gladly made time and time again, as well as to my loving son, who patiently did his best to provide me with the love, patience, and encouragement I required during the difficult periods of my studies.

## **Author's Declaration**

I declare that this dissertation was completed in compliance with the University of Bradford's requirements and is original, except for certain references that have been acknowledged to the individual author/s. There has been no submission of any part of the dissertation for any other academic prize. No other educational institution in the United Kingdom or elsewhere has received the dissertation. Any opinions expressed in the thesis are solely those of the author and do not reflect the University in any manner.

Signature \_\_\_\_\_

Name:

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# CHAPTER ONE

## Introduction to the Study

### 1.1 Introduction

The United Nations (UN) has begun to run on gender equality and empowerment of women in all countries. In 2015, governments agreed on the need for a new Sustainable Development Agenda to be accepted in its entirety. The Sustainable Development Goals (SDGs) are a blueprint for a better and more sustainable future for everyone. Poverty, inequality, climate change, environmental degradation, peace, and justice are among the worldwide concerns they address. Governments have come together to support an ambitious agenda that contains 17 new Sustainable Development Goals and 169 targets to be met by 2030, including goal 5: achieving gender equality and empowering all women and girls by 2030, as well as ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life. Women's empowerment and the development of their ability and abilities to share societal tasks and responsibilities should not be seen as a gift from male-dominated communities. Rather, it is their right to receive equitable treatment, assessment, and gratitude for the efforts they make to maintain social security and stability. This concept can be applied to any industry or community, such as the police force, which is the focus of this study.

Because of their unavoidable role in political stability, economic progress, and social reformation and transformation, all local and international agencies and institutions are increasingly supporting women's empowerment. Leaders, researchers, and professionals from around the world are adding their voices to this important project (Jin, 2017). The first class of 24 Emirati women police officers joined Abu Dhabi Police on September 16, 1978. Up-to-date, there has been increase of women working at Abu Dhabi Police Headquarters. The number of UAE women in the Abu Dhabi Police has improved dramatically. In the moment, there are about 4,961 women working at Abu Dhabi Police Headquarters, with 246 of them serving as officers. Women in the UAE's police force have shown to be competent and efficient, and they can work in any area to give critical skills and competencies that assist the country. Female officers in the UAE have demonstrated exceptional performance in dealing with police security tasks and duties, and they bring to the police force unique skills.

After demonstrating great performance with and security chores and duties, including their commitment with families and children in protecting the community from criminals, UAE leaders presented support for women's work within police and security organisations. However, at Abu Dhabi Police Headquarters and in higher posts, the police force is overwhelmingly male.

This first chapter delves into the concept of empowerment female across world and how it is viewed by leaders and individuals in various circumstances. Section 1.2 explains why we need this research. Section 1.3 gives a quick overview of the research background, while section 1.4 delves into the study's problem statement. The study's purpose is laid forth in section 1.5, and the research aims and objectives that underpin the primary research questions are presented in section 1.6. In sections 1.7 and 1.8, the significance of the research as well as the study's special peculiarities are underlined. The definitions of essential terminology are provided in section 1.9, and the research questions are outlined in section 1.10. Section 1.11 gives a quick review of the thesis' structure.

## **1.2 Need for the Study**

The overall goal of this study is to investigate the issues that female police officers confront in today's culture. In addition to the typical problems and stressors faced by police officers, female officers may confront extra challenges that are deemed gender related. The focus of this study is on ADHGHQ women officers and the problems they experience because of their gender in a traditionally male-dominated industry. Despite efforts to achieve gender equality in the workplace, research is needed to identify why females still do not hold prominent positions in the proportion of male police officers. The findings may aid in increasing female recruiting, increasing female police officer satisfaction, and lowering female job turnover. The researcher intends to use an approach to foreseeing the future of women's police security, making the UAE the first country to do so, as well as empowering female police officers to take leadership and senior positions in ADHGHQ. The researcher worked for the Abu Dhabi Police GHQ for twenty-one years, rising through the ranks to Colonel. During her job experience, the researcher held a variety of positions in women's police officer organizations, including:

1. Director of the Women's Police Affairs Office - Abu Dhabi Police GHQ.
2. Head of the Specialized Coordination Committee for Women's Police Affairs in the Ministry of Interior.
3. Head of the Women Empowerment and Support Criteria at the Minister of Interior Awards - Ministry of Interior
4. Head of the Emirates Women's Police Association.
5. Regional director of women's police in the Middle East.
6. Deputy Chairman of the Government Accelerators Team, Women Empowerment and Support Center.
7. Member of the Board of Directors of the International Women's Police Association – USA.

Primary data analyses are gathered through surveys and personal meetings with sample of 650 women police working in all sectors who are employed at the Abu Dhabi Police General Head Quarters after receiving authorization from the director management (ADHGHQ). The information gathered via e-mail, as well as the employees who attended.

### **1.3 Research Background**

Many countries, including the UAE, have not fully evolved the status of women police. The purpose of this study is to establish a link between the driving force, which is leadership and decision-making authority, and the women who work in the Abu Dhabi Police General Head Quarter (ADPGHD) in the UAE. The current impression of an uncertain state of events in the Arab World is excellent for putting theory into practice and initiating a massive direction reform in the Arab countries. When the United Arab Emirates founded in 1971 by the late H. H. Sheikh Zayed Bin Sultan Al Nahyan, it took the perseverance of people from all walks of life to create a uniform world of united men and women living and working together for the nation's growth, advancement, and success (Tomaevi, Seljak, and Aristovnik, 2014). The foundation of security services in the UAE was done to bring people from all walks of life together and to put individuals from different regions and provinces under one umbrella. The fundamental cause for this development was the central body of national responsibility's difficult difficulties. The federal government was responsible for establishing the Abu Dhabi Police GHQ in order to promote the integration of security services and public reforms. The Abu Dhabi Police is a prestigious organisation that ensures the nation's development and progress in accordance with the required wants of high quality among women police officers in the UAE. This has aided in the good implementation of new

information and tactics for the current policing structure's working arrangement, which is effective in managing and reducing crime rates and maintaining law and order, providing safety and security to all UAE residents.

The Abu Dhabi Police GHQ has implemented a number of projects to ensure the vision's long-term viability and to assist them in strategically achieving all of their objectives. The Abu Dhabi Police GHQ management has been given authority to develop strategies to improve the headship administration abilities and the value of employees' judgement making. Many thinkers believe that gender disparity is the primary issue, and that some roles are better suited to specific persons. Women are regarded as having strong leadership qualities and hence can achieve a variety of objectives. Many institutes have established a variety of leadership strategies to achieve their objectives. For example, laissez-faire refers to a situation in which leaders are given free reign to make decisions and complete tasks, while the controller oversees the work and ensures that it is completed at regular intervals. It is most effective when the person in question is exceptionally skilled and knowledgeable. It's also used when superiors don't have complete control over the task that's being done. Transactional leadership style, as indicated in the subsections below, is when employees fall into the steps of their leader, following the task in order. The leader organises and controls the revenue created by the team of members, as well as motivating them to achieve higher levels of performance through incentives and other perks. Short-term tasks are best served by transactional leadership.

The traditional perception of women's standing and function in society has gradually improved. From being a housewife responsible for giving birth to children and caring for them to being an unavoidable source of support and strength for their families, women have progressed from being only housewives (Branine, 2004). Emirati women's emancipation from the social and cultural barriers that had been erected around them took a long time of struggle, endurance, and determination. While the UAE government was sincere in its desire to provide women with equal educational chances, Emirati women made every effort to take advantage of the opportunities that were made available to them. They've shifted their focus to the community's and country's significant roles in growth. Women in the United Arab Emirates have overcome their conventional fears (Tomaevi, Seljak, and Aristovnik, 2014) and have emerged from their shells to contribute to the development of a better society with access to great education and a diverse range of professional options. Women's education advancements have resulted in a progressive improvement in women's standing across the UAE, improving their communal, economic, and cultural elements of life (Tomaevi, Seljak,

and Aristovnik, 2014). According to Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters (2015), leadership is the ability to inspire individuals to believe in themselves and the institution's vision and objectives. Despite all of the leadership styles in place in the UAE, women continue to encounter prejudice at work as a result of the lack of respect shown to female police officers and their treatment as understaffers. They are frequently underrepresented in terms of the types of jobs assigned to them as well as in terms of the evaluation and appreciation of their performance. Because of the dominant macho and virile mindset in the Middle East, Emirati women face discrimination and underestimating from their male superiors and coworkers. Pregnancy and maternity are additional elements that contribute to the traditional attitude of women, especially in the police force (Jonathan-Zamir, Mastrofski and Moyal, 2015).

Women symbolise various styles than males, according to a few studies (e.g Bigelow C. (2020); Abigial H. and Samman E. (2016); Elkassar B. (2016)), and people recognise them based on their quality, features, and conduct of their behaviour. The realm of employment assigned to each male and female is determined by their behavioural patterns. Despite their leadership positions, Emirati women experience more workplace obstacles than their male counterparts due to gender concerns during promotion and recruiting (Tomaevi, Seljak, and Aristovnik, 2014). Men, on the other hand, are regarded to be more capable than women and to be able to lead for greater positions in the UAE. Furthermore, it has been noticed that women in positions of leadership are paid less than men. Women in this field define success in terms of private and certified circumstances, whereas managers in the UAE define success in terms of objective ways. According to other surveys, women feel distressed and have to choose between family and a career (hapiro and Stefkovich, 2016). The research looked into how women carry out their responsibilities and the many aspects that influence their professions. It is vital to analyse the aspects that influence employee satisfaction and productivity.

The level of employee pleasure at work is critical to the organization's long-term success. It began as a law stating that it is vital to create proper working conditions for employees in order for them to work efficiently. This can be accomplished with the help of inspiration and support. The obligation of officials to ensure policy implementation and legislative development has expanded as a result of the strengthening of such laws. To meet the unidentified demands of the employees, a transparent legal unit is required. The relationship between the employees and the institution becomes critical in such situations. This study explores the leadership traits of people in their work place as the major law

incorporated within the UAE and the Abu Dhabi Police Force in particular, based on previous studies on Human Resource Management (HRM). The study focuses on the relationship between female police officers and their job satisfaction and work environment in terms of leadership behavioural patterns. High job motivation and satisfaction are associated with increased performance and results (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015).

Organizations in various areas of the economy employ self-derived and dedicated people who fulfil the organization's goals and ambitions without any outside help or assistance (Tomaevi, Seljak, and Aristovnik, 2014). Employees who are ambitious, committed, and imaginative and who contribute to the organization's progressive evolution are needed and highly sought after (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). The research is based on the conclusions of the study's researcher, who is a Colonel in the ADPGHQ and the Chairwoman of the UAE's Women Police Association. The researcher's examination of different women working as police officers and comparison of the same with their male colleagues on the regime of discrepancies in work and remuneration is the basis for determining the employee's level of satisfaction with their employment. In this study, the researcher used a mixed methodology approach to define and investigate the levels of motivation of women working as police officers in the Abu Dhabi Police GHQ, as well as policy recommendations for enhancing self-deriving variables in the Abu Dhabi Police GHQ. The research also contributes to ongoing research on job satisfaction and the discovery of self-governing inspirational tactics in the Middle East. The researcher also tries to make a link between the various factors that influence work satisfaction and the factors that affect women Abu Dhabi Police officers in relation to leadership performance and work satisfaction (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015).

As a conclusion, the presence of women in the ranks of officers, non-commissioned officers, or sergeants in the field of policing has been accompanied by many issues about their appropriateness to be active participants in this vocation. The assumption behind this argument is that women are not physically capable of doing the needed activities with the same precision and accuracy as their male colleagues. They are also accused of being unable to cope with high levels of stress at work as a result of the nature of their jobs. The source of this stress could be internal, external, task-related, or even personal (Bartol, et al. 1992). This is in addition to the pressures of collegiality and competitiveness with male counterparts to establish themselves and demonstrate that they are as capable as male officers. Female

Police Officers (FPOs) experience an additional form of stress indicated in the societal and cultural attitude regarding the job of women in policing that is characterized by manliness in this industry that has long been controlled by men. Furthermore, the customary position of a woman as a mother or a wife adds to the burden on FPOs and puts them at odds with the typical female profile in a male-dominated society (Bragg, 2008). As a result, in Arab society, and particularly in the Arabian Gulf Region (AGR), a woman becoming a police officer is not necessarily a good idea. The situation of women police in the ARG and the United Arab Emirates (UAE) should not be studied in isolation from the country's socioeconomic and cultural limits. It's a multifaceted problem with a slew of interconnected forces at play. In the Middle East and the AGR, profound change has recently struck many sectors of life (Branine, 2004). Women are no longer held behind closed doors or denied their right to a good education at various phases of their lives. Women have dominated all areas in the UAE, from the head of parliament to being a co-pilot. The sections below go into greater detail about the role of Emirati women in the growth of UAE society and economy.

#### **1.4 Statement of Problem**

Motivation job satisfaction are significant factors in growth company and the employees. Women in business should provide excellent direction and help in producing a suitable decision that is advantageous to the employees for the growth of both fiscal and human resources. Employees who are happy with their jobs will contribute to a company's growth and development. In each organisation, there is always a bidirectional relationship between job happiness and degree of performance. Employees that are motivated and understand their jobs will help a company gain greater revenues (Daft and Marcic, 2016). There must be two types of relationships between employees and organisations: good and negative. For the positive relationship, it comprises all of the benefits, such as rewards, training, development, a pleasant working environment, and equality, that are highly regarded by employees and have a favourable impact on business success. Negative employee-organization interactions, on the other hand, show a lack of communication skills, a severe workload, ignorance, uneven behaviour, a lack of suitable supervision, and inefficient leadership. Employees that are unmotivated have a detrimental impact on a company's growth and operations. As a result, it is critical for the firm or organisation to commit to its employees by engaging them equally without regard to gender, sex, colour, age, or religion (Boin, Stern and Sundelius, 2016). This practise fosters job happiness,

making employees' willingness to help the organisation achieve its objectives more valuable. The notion of equal opportunity is seen as a key duty to global human rights, according to Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters (2015).

The primary goal of this study is to look at the elements that influence job satisfaction among Women Police (WP) in the UAE. Using the review technique of analysis, Jonathan-Zamir, Mastrofski, and Moyal (2015) investigated the rates of job achievement in the Middle East and demonstrated the incidence of women workers in the managerial field from the UAE in the banking industry. Overall, the conclusion revealed that women were subjected to unfair professional solicitations. The causes for such skewed treatment were more related to external circumstances than to private personal considerations. As a result, the goal of this research is to learn about measurements that can help women in the UAE gain knowledge about their behavioural patterns, career progress, competency, and challenges they confront when working in an institution. The study also emphasises the concept of a WP at the ADPGHQ in the UAE who has excelled professionally (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). On the other hand, it is noted that the WP in the UAE have great leadership skills and is dedicated and focused on achieving the seemingly impossible. The development of education, cooperative families (predominantly the male guardian), and equal counselling and encouragement to siblings have all contributed to the positive improvement in women's inclusion.

The existing women leaders in the community are encouraging the ladies, and the manner they are shedding their inhibitions and breaking out of their shell is truly praiseworthy, shattering the age-old sphere of societal affairs (Hapiro and Stefkovich, 2016). As in this situation, it has been noted that many women in the police experience difficulty and skewed differential behaviour when it comes to delivering responsibility, admiration, appreciation, and stability, as well as work promotion. It has been widely reported that women in the police force are dissatisfied with their chances of advancement and working conditions. As a result, it is argued that women police officers (WP) in the security services have low self-esteem and are dissatisfied with their positions, resulting in inferior performance, higher absenteeism, and longer proceedings duration.

Researchers have reviewed and examined different attributes connected to job satisfaction and motivation at work, but fewer studies have been undertaken on the extent of motivation and satisfaction's impact. Many thinkers have also promoted the elements that influence job satisfaction. (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall,

and Valters, 2015) imply that professional earnings play a substantial role in shaping people's job profiles, whereas another study contradicts this, suggesting that wages do play a considerable role. People's attitudes vary depending on their communal background, customs, personal dealings, and diverse geographic places, as well as different segments of job satisfaction (Tomaevi, Seljak, and Aristovnik, 2014). Other research has found that the competence of the work organization is the primary source of employee happiness.

Within the working environment, the diverse sections of the constituents of employee pleasure are sparsely varied and can be solemnized with identical operational qualities. According to Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters (2015), employees are dissatisfied due to differences in usual qualities and viewpoints of persons with diverse experiences in various sectors. Individual variances in work satisfaction are influenced by customary differences, behavioral patterns, communal reforms, and political and individual differences. In most cases, industrialized countries differ from developing countries in terms of ethics, economics, and management. The impact of Islamic practices and ethical foundation on the working environment in Arab countries is significant. A few measures for assessing job satisfaction are listed below.

To begin with, various research has been undertaken to assess the value of customary connote in order to determine the level of job satisfaction, which is referred to as the Job Descriptive Index (JDI). The importance of the evaluation is the primary reason for examining the relative importance of the various factors that lead to workplace dissatisfaction (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). Next, in order to achieve a contemporary mode of development, a few intellectuals continue to increase the traditional bondages on the evaluation process. Such attempts have been shown to achieve beneficial benefits, but they also develop a variety of misunderstandings in the performance of the act over time. Third, in order to obtain more accurate and long-term data, some researchers advocate for the inclusion of zero measurement objectives in the scale used to quantify job satisfaction. The researchers also performed multiple surveys in the Arab communities to determine job satisfaction among WP employees. Apart from a few studies conducted among employees at work (Hapiro and Stefkovich, 2016), there are few research that attempt to assess the level of satisfaction among FPOs during their duration of employment. In other nations, the link between women's leadership qualities and decision-making authority in a variety of work environments is more urbanized (Westera, Kebell, Milne and Green, 2016).

According to Jonathan-Zamir, Mastrofski, and Moyal (2015), the expansion and influence of employee pleasure at work, as well as the level of exposure one receives, is dependent on a variety of motivating and ethical elements. Despite these studies, it has become clear that Arab countries are predominantly male-dominated societies, with many regions still adhering to the old traditional approach to societal and communal reforms. The study also demonstrates the prevalence of age and other relevant factors in the UAE that contribute to gender discrimination Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, (2015). The development of leadership characteristics has had a significant impact on the morale of women serving as Female Police Officers (FPOs) in the United Arab Emirates. The inclusion of leadership qualities in the ADPGHQ training strategies has become an intrinsic feature of the training strategies, guiding the growth of institutional skills in the ADPGHQ and other linked aspects by initiating new reforms and applications in leadership. Because the UAE's economy is growing at a breakneck pace, the ADPGHQ is being implemented with trepidation (MOI, 2018). The study focuses on establishing a link between worker satisfaction at work and the self-driving force that incubates WP working officials in the UAE Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, (2015). The ADPGHQ has also emphasized the importance of implementing such reforms across the entire organizational behavioral pattern. Other research supports the variety of leadership behavior among men and women in the United Arab Emirates. Despite this, no survey of FPO leadership in the UAE has been conducted. As a result, the research that follows focuses on estimating the actual position of women working in police services in the ADPGHQ in the UAE.

## **1.5 Purpose of the Study**

Local society have got a major impact on a person's mental development, including their behavior and thoughts. Individuals cannot exist in isolation from one another, and it is necessary for individuals to be a member of society in order to advance in their lives. In the thoughts of the people, society plays both a positive and bad function (Shapiro and Stefkovich, 2016). There are numerous examples, such as in patriarchal societies where females are seen as second-class citizens. As a result, women in such culture have no right to receive honor and respect, as this type of society places a strong value on males. Apart from that, many people support and speak out against societal inequity. Many scenarios also represent the status of women as equals to men by appropriately resolving many types of social difficulties. The place and status of female police officers in society has always been a source of debate. Without a doubt, the concept of masculinity fairness has been addressed

in most groups, political institutions, and society as a whole. In this case, the UAE accepts the role of female police officers, their social status, and their rights in society (Salin, 2015). When it comes to the male's position in the UAE, it's fair to say that the government not only supports men, but also gives women equal possibilities in terms of leadership and decision-making. In comparison to other neighboring nations.

There are various jobs and occupations in the labor market that symbolize the effective role in society, particularly in the private sector. According to (OECD, 2014) women are also given more opportunities in the public sector because women find the flexible working hours, diverse career paths and options, job stability and benefit packages. Reason is that there have been numerous examples when women have been harassed and undervalued by their superiors and coworkers in the private sector. When it comes to the status of women in society, it can be argued that women in the United Arab Emirates have been inspired and empowered since the country's founding. This strategy is based on the concept of leadership and is supported by constitution in UAE, which guarantees men and women equal rights and opportunities. There are several examples of women's empowerment from all walks of life and in the business world. Because of this support for women's inclusion in decision-making centers, the current UAE Cabinet includes 10 women in top ministerial and deputy ministerial posts. It's also worth noting that in the UAE, women have an equal chance of being elected to the Federal National Council. Furthermore, it can be seen that Emirati women have succeeded to change the stereotypes associated with them and compete on an equal footing with males in several fields. The UAE government's strong desire to provide women with equal access to education and career opportunities has been hailed by national and international human rights organizations as a significant step forward in combating the macho culture that exists in many Middle Eastern countries (DuBrin, 2015).

However, this positive image should not be misconstrued to mean that prejudice based on age, gender, family, or ethnicity does not exist in the UAE community, as it does throughout the world. Women police officers are socially discriminated against, and activity motivation is disregarded at the management stage, which is relevant to the scope of this study. As a result, in today's rapidly changing and dynamic globalized economic system and workplace, improvements in organizational overall performance are linked to the growth of personal abilities, experience, and enactment. It is clear that the contribution of women in the UAE society is influenced by a variety of elements such as conventions, beliefs, and traditions, all of which have important effect on the function of women police. Many developments in society and government structure have created opportunities for women to

have equal opportunities and rights in leadership and decision-making roles in various sectors (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015).

Starting with the situation of women in the UAE community, including their efficiency and deficiencies, this study intends to gather and analyze data on the factors affecting women police officers' involvement in leadership and decision-making procedures and committees. This is done in accordance with the Women Police Unit's (WPU) operating organization at the ADPGHQ in the UAE. The study's main goal is to determine women's leadership potential in connection to their professional work satisfaction (Tomaevi, Seljak, and Aristovnik, 2014). The study also considers the various factors that contribute to the harassment of women working in the police department at the ADPGHQ in the UAE. Furthermore, the research identifies the major gatherings that have shaped the Arab communities. First, the study examines the findings of research and surveys conducted in industrialized countries, as well as their implications for emerging countries. The study broadens its scope to include several areas of female police officers' (FPOs) professional job, leadership, and decision-making power in the UAE.

Second, in comparison to other counterparts from different countries, study examines the many factors are responsible for emergence of high levels of leadership qualities in different spheres of the working environment of the FPOs within the WPU in the UAE (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). Finally, the study emphasizes the procurement, selection, and training of FPOs in the UAE Women Police (WP). Finally, the research shows that FPOs differ in terms of experience, competency, position, and capacities (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). In addition, the purpose of this research is to assess the prevalence of FPOs in the UAE in connection to the growth of their leadership characteristics and decision-making abilities. The major goal of this study is to establish the level of leadership qualities and decision-making efficiency of the WP in the UAE.

## **1.6 Research Objectives**

Woman's involvement in the security system has several advantages and has facilitated many challenges, according to a literature review pertinent to women police officers around the world. This has been most noticeable in religious and culturally devoted situations, where male and female segregation in public venues and service sectors is required. Starting with this knowledge, the introduction of female police officers allowed

them to do a variety of jobs and tasks that differed from standard cases and that their male counterparts could find difficult to complete in the most effective manner. It is also because female officers are more likely to utilise impassioned tactics to deal with sensitive topics like sexual harassment, rape, and juvenile delinquency. Male officers may approach such matters only from a legal standpoint; however, female officers may be more compassionate when enforcing the law. Despite the benefits of introducing female officers into the security system around the world, they are treated unequally to male officers and are frequently denied advancement and the opportunity to hold high leadership positions in police and military units. While different assumptions and causes underpin this attitude in different situations, the current research study examines the extent to which FPOs in the UAE are given equal advancement prospects and are nominated for high leadership and decision-making roles in security departments. It investigates whether this view is influenced by racist undertones or is just a result of social perceptions.

To define the research objectives, the research query, research theory, and assumptions employed in the research analysis process must be described (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). The methodology technique is used for data gathering in this study, as explained in Chapter 5 below. A quantitative instrument (questionnaire) is utilised to collect various levels of data that indicate the breadth and depth of police officers' perspectives and conceptions on FPOs' eligibility to hold high leadership and decision-making positions in the security system (Hapiro and Stefkovich, 2016). From the perspective of the insiders, the synthesis of data collected from the sources will provide a solid understanding of the phenomenon and the elements affecting it. As a result, the emic and etic approaches are employed to obtain integrative rather than contradictory data levels (Yu, 2015). In the discussion chapter, the obtained data will be compared to previous literature to see how the Arab setting is comparable to or distinct from other situations. The major aims of this research study can be summarised in the following points based on this condensed narrative of the main components of this research:

1. Identifying opportunities of empowering women police to occupy senior leadership positions in the police sector in the UAE;
2. Analyzing the challenges impacting the involvement of women police in leadership and decision-making positions;
3. Studying the needs of women police to occupy senior leadership positions; and
4. Providing recommendations to formal authorities in the police sector in terms of

empowering women police and enhancing their role in senior leadership positions.

## **1.7 Research significant**

The study (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015) concentrated on identifying the factors that have a significant effect on the women police role in leadership and decision-making. It also examines the effects of motivational activities that aid the WP in improving their level and scale of performance so that they can effectively handle all types of disputes and activities. This study also uses cross-sectional quantitative methodologies, which allow the researcher to acquire vast amounts of data by effectively employing sampling methods. As a result, it can be mentioned that the researcher would collect all data and information in order to analyze the WP's interest and features while playing a constant part in the leadership process and decision-making actions in a field. It may be said that this study will be a good starting point for further investigation on the issue of WP in the UAE. Similarly, the researcher's motivation originates from his or her personal experience as an ADPGHQ employee and from having researched and analyzed current literature on the topic (Tomaevi, Seljak, and Aristovnik, 2014).

Research notable in that it sheds light on the level of equality between Male Police Officers (MPOs) and Female Police Officers (FPOs) at the ADPGHQ units. Corporate sectors have established a variety of rules and policies to ensure that women in the workplace have equal opportunity. Furthermore, the UAE's existing legislation has enacted a variety of legal norms and laws that protect women's interests in all fields. As a result, the research's primary goal is to study the role of government and legal authorities in the growth of the WP by analyzing their role and interests. Similarly, this research contributes to a better understanding of the role of leadership officers in the ADPGHQ and examines the influence of good decision-making in a company. In addition, the current study focuses on leadership styles and decision-making processes that have a significant impact on WP's good role in the UAE (Tatum and Pence, 2015).

However, this study is unique in that many studies have been conducted to establish unequivocal sources of police inspiration, and a thorough review of the literature has shown no evidence of a link between job satisfaction and WP motivation inside the Ministry of Interior in the UAE. FPO motivation is a key challenge since it is intimately linked to meeting organizational consequences. It allows them to concentrate on their tasks, perform well, and meet organizational goals. As a result, it can be said that the researcher has

successfully implemented this study in order to examine the many aspects and their impact on the role of WP in making leadership decisions and formulating a strategy for the country's growth. Furthermore, it portrays a positive picture of WP in the eyes of society by empowering women, which encourages other women to be brave and independent in the culture. The entire study can be summarized as describing the different assumptions and concepts that allow women with fair and equal opportunity to make sound decisions and participate actively in the decision-making process (Shapiro and Stefkovich, 2016).

Managers have recently been educated to transition from old management patterns to new approaches that will fulfil the organization's aspirations and goals. Managers must motivate employees to achieve peak performance (Salin, 2015.). To achieve this purpose, leaders and managers must develop management skills that enable them to keep the organization going and achieve its objectives. Motivation is seen as a difficult and intricate process in general. Because of the challenges of motivating people, particularly females, in today's changing world, law enforcement is a difficult and vital procedure in these institutions. As a result, FPOs are in a difficult position to defend their low-cost spending with documented proof and the quality of service they deliver to the community. To do so, they must first recognize key characteristics that encourage their coworkers, as well as how to boost work productivity.

The study contributes significantly to a better understanding of the societal and cultural barriers that prevent FPOs, and likely women in general in the UAE community, from taking leadership and senior decision-making roles. Second, this research takes into account a variety of viewpoints. To begin, it entails an examination of the many aspects of the leadership approach. Second, it aids in the analysis and investigation of all variables necessary for an organization's effective leadership process. It comprises identifying those variables such as sociological, technical, and governmental policies that have a significant impact on the role of FPOs by analyzing the many features and factors (Lehnert, Park and Singh, 2015). Third, this research contributes significantly to the adoption of women's empowerment and development by national and international authorities. Various legal policies and procedures have been proposed to provide women with assistance, encouragement, and opportunity for success. As a result, this study can be stated to contribute to the development of women in the UAE society. In addition, societal behavior and its impact on women's careers in the Middle East are taken into account. Finally, through the development of an acceptable version of management and decision-making factor, this study provides guidance important for the expansion of public understanding in addressing

the variables connected with job happiness and motivation among FPOs in the UAE (Jonathan-Zamir, Mastrofski and Moyal, 2015).

It aids in the discovery of the best result by keeping the many concepts in front of the researcher while analyzing the various investigations. As a result, this study goes into great detail into the various leadership styles that have a good impact on the role of WP in the UAE. It also aids in the formation of people's attitudes in order to enhance women's contentment and engagement rates in the activities allocated to them (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). The researcher's own experience as an ADPGHQ officer, as well as his evaluation and analysis of existing relevant material, inspired this study. It should be remembered that the many strategies developed for usage within the ADPGHQ may be rendered meaningless if leaders and policymakers do not value organizational cultural, management, and employee satisfaction. This research examines the staff members' behavior and attitudes while entrusting WP with the leading facility. While analyzing this, it should be noted that many private sectors in the UAE do not wish to leave leadership functions in the hands of WP. The public sector's role is praiseworthy when compared to the private sectors. It covers a number of organizations and agencies that work to help women's development (DuBrin, 2015). study primarily focused on the women police interests by studying the different aspects that have a significant impact on the issue of effective leadership and decision-making.

## **1.8 Research Features**

The following are some of the research's highlights:

1. While previous studies have focused on current state of women's social involvement in general and in business, but this research focuses on women's empowerment in law enforcement.
2. While many studies have been undertaken in the domain of university management in general, this research focuses specifically on empowering women in police work as leaders.
3. Women are now more commonly acknowledged as entrepreneurs as a result of the changing environment. Several studies have identified women's empowerment as a set of dimensions, one of which is leadership. It's also worth mentioning that economic engagement, political participation, educational achievement, health and well-being, and other methods to women's empowerment are all utilised in development initiatives. The primary purpose of this study is to assess women's empowerment in relation to their

participation in leadership positions such as police commanders.

## **1.9 Definition of Key Terms**

The study revolves around following terminology, which have been recognised by a number of studies and academics:

### **Empowerment:**

Empowerment is a term that has been used to express a variety of concepts and consequences. It is promoted as a progress objective on two arguments: that social justice is an important part of human welfare and is intrinsically worthwhile. The term "empowerment" is used by a variety of organisations in a variety of circumstances. Its interpretation and meaning are heavily influenced by the context in which it is used. According to Pallavi Mehta and Khushboo Sharma (2014), empowerment is not only having access to decision-making but also being able and enabled to occupy that position. Women's empowerment, according to them, should lead to (a) a realisation that men and women are equal creatures regardless of gender. By using their abilities, they may contribute to the creation of a more humane society for everyone. Women's empowerment is a multifaceted, active process that allows women to fully realise their identities and powers in all aspects of their lives. Others define empowerment as a woman's ability to manage her obligations, imagine a better future, and try to overcome the challenges she faces.

### **Empowering Women**

"Empowerment is instrumentally vital for reaching positive development outcomes and well-being of life, which rests in doing and being what one values and has reason to value," says the researcher (Tripathi, 2011).

### **Economic Empowerment**

It aims to provide people with the necessary skills, capacities, and resources, as well as secure and long-term incomes and livelihoods. As a result, some businesses place a premium on asset and resource accessibility.

### **Human and social empowerment**

Is defined as a multifaceted societal process that enables people to take control of their own life. This is a process that helps people gain power (i.e., the ability to act) in their own lives, communities, and society by allowing them to act on topics that they deem essential (Page and Czuba, 1999).

## **Personal empowerment**

Access to general sector services has been studied in the past to see how it affects various aspects of women's self-esteem. Self-esteem has been studied quantitatively (Stromquist, 1995; Basargekar, 2009; Kato and Kratzer, 2013), and Hansen (2015).

## **Empowerment of cultures**

The re-creation of cultural and symbolic activities as well as the re-definition of standards and norms focusing on minority rights via the lens of culture could be one way to do so.

## **Leadership**

The researcher started by observing at some of the most prevalent descriptions of leadership in order to better comprehend the idea. The researcher concluded that there must be some connection between the challenges and the concept of leadership during this investigation. The following are some of the leadership definitions: Leadership is an endeavour to influence followers' actions through communication in order to achieve some goal or goals. Leadership is a method of persuasion that allows managers to persuade their employees to do what needs to be done and to do it successfully (Cribbin, 1982). Because there are so many various types of leaders, there are no universal attributes that must be present in all of them. An effective leader, on the other hand, draws on a variety of personal attributes to deal with a variety of situations and obstacles. Leadership isn't defined by a person or a job title. A relationship of influence between leaders and followers who want to see actual changes and outcomes that represent their common goals. A complicated moral relationship between people, according to the researcher, is defined as one built on trust, obligation, commitment, emotion, and a shared vision of what is good. **Leadership** is the process by which one person establishes a goal or direction for one or more other people and then motivates them to proceed in that direction with competence and complete commitment with him or her and with each other.

## **Skills**

Skills are the ability and capacity to carry out complicated activities or job functions involving concepts (cognitive skills), things (technical skills), and/or people (interpersonal skills) in a smooth and adaptive manner, as learned via deliberate, systematic, and persistent effort (Mumford Et al. 2004).

**Ability** to perform, whether physical, moral, intellectual, customary, or legal; capacity; ability or competence in performing; sufficiency of strength, skill, resources, etc.; — in the plural, faculty, talent to (Jung Et al 2003).

## **1.10 Research Questions and Hypothesis**

According to the researcher's history and experiences, literate reviews, and study data, female police officers are underrepresented in senior management and leadership positions in police departments across the country. Many police literature studies highlight the role of women in law enforcement, or the lack thereof. However, few studies looked at women as leaders in the police force field. The aim of this phenomenological research was to investigate the barriers that affect female police officer's work performance such as discrimination and equality (Burke R. and Mikkelsen A. 2005, P 425-436). Findings were discovered through raising awareness to empower female police officers on the economic, human and social, personnel, cultural, and skills abilities by investigating the barriers that affect their work as a leader. This investigation into how to strengthen female police officers as leaders was guided by a number of questions. As a result, the following research questions were should to be answered in this study:

1. To what extent the principles of empowerment are implemented by women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)?
2. What is the impact of empowerment implementation on leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)?
3. What is the impact of empowerment implementation on skills of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)?
4. What is the impact of empowerment implementation on Abilities of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)?

**And the Main hypothesis of the study is:**

**(H01): The effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment on dimensions of leadership).**

The sub-hypostasis is:

**H01.1:** The effect of empowerment in skills of women police in (ADPGHQ).

**H01.2:** The effect of empowerment in abilities of women police in (ADPGHQ).

While the central hypostasis of the study, and it sub-sequences are as follows:

**(H02): The effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment) on leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ).**

**H02.1:** The effect of Economic empowerment on leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ).

**H02.2:** The effect of (Human and social empowerment) on leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ).

**H02.3:** The effect of (Personal empowerment) leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ).

**H02.4:** The effect of (Cultural empowerment) on leadership *of women police* in the Abu Dhabi Police General Head Quarter (ADPGHQ).

## **1.11 Structure of the Research**

The purpose of this study is to identify and quantify the numerous aspects that influence WP's position in the UAE's leadership and decision-making processes (Domingo, Holmes, O'Neil, Jones, Bird, Larson, Presler-Marshall, and Valters, 2015). The entire study is organised into several chapters that give a comprehensive description of each process and activity involved in producing a research report. This thesis is the first attempts to place women's roles in the UAE within social and cultural contexts, employing women-police as a case study. As a result, it attempts to discuss the position of women in society, as well as how their decision to become police officers affects their collective role in the UAE. The researcher offers a detailed review of the research paradigm, philosophy, and methodology, as well as the key tools of data collection and analysis of the study.

**Chapter One (Introduction to the Study)**, which is the introduction to the full PhD thesis. This introduction chapter is the heart of the research study, after the prelude part that contains the codes of abbreviations and definitions of terminology (Daft and Marcic, 2016). It provides a thorough backdrop by elucidating each concept relevant to the research issue. It covers the research backdrop, the study's goal, the statement problem, the study's aims and objectives, the study's importance, the data sources, and the study's structure.

The researcher discusses the Abu Dhabi Police GHQ's organisational structure, as well as the current position of women police in terms of rank, education, and representation in each police sector in **Chapter Two (Abu Dhabi Police General Head Quarter (ADPGHQ): An Overview)**.

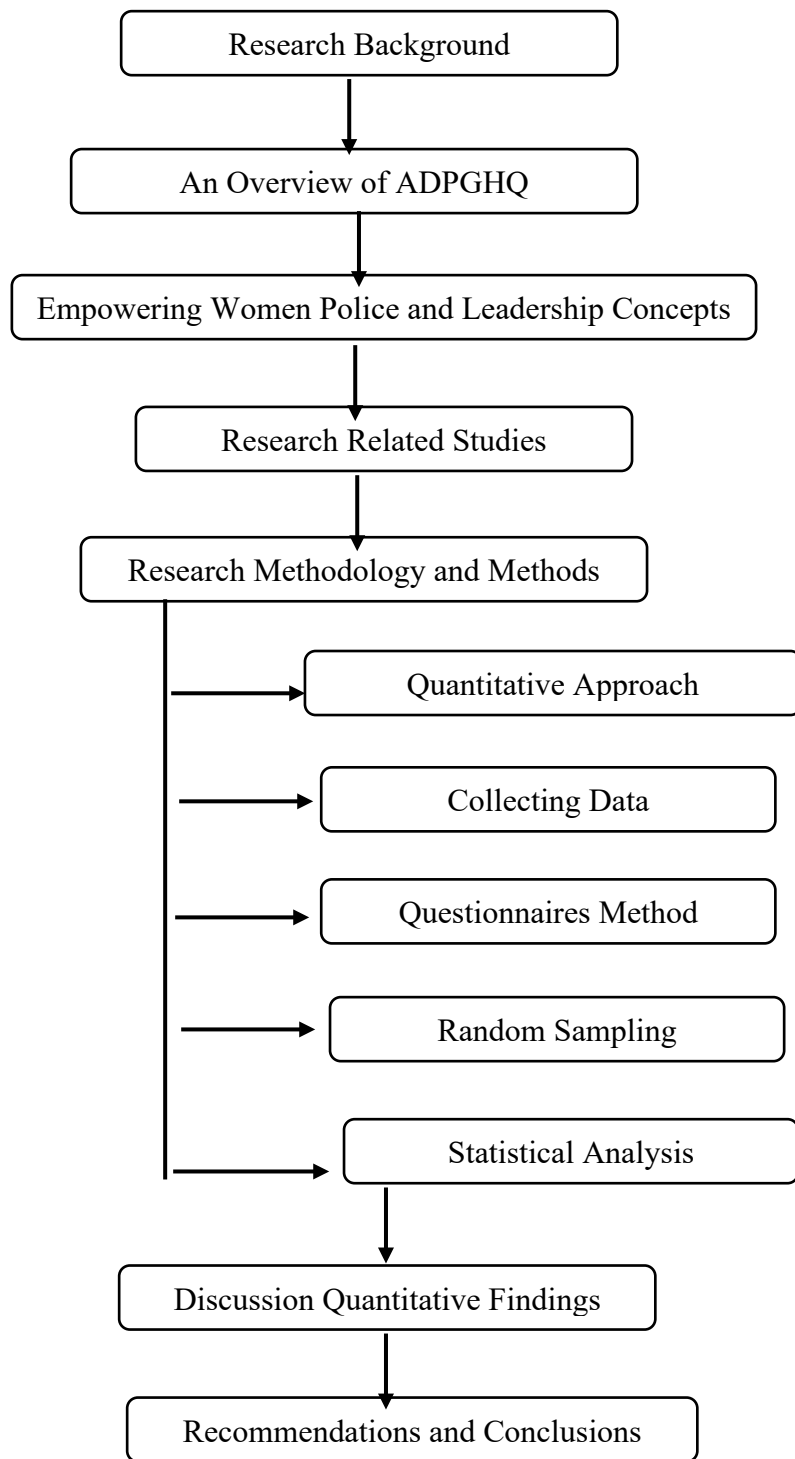
**The third chapter (Empowering Women Police and Leadership Concepts)** investigates into the various aspects of empowerment as a leadership strategy. It also looks at some of the most widely held and used leadership theories. It looks at how leadership philosophies have evolved and progressed over time. This chapter also explores conceptual concerns such as leadership and leadership effectiveness, as well as identifying and analysing the strengths and weaknesses of these theories. In addition, this chapter provides an overview of empowering women police around the world, which is relevant to the research's issue of women's leadership in the police sector.

**The fourth chapter (Research Related Studies)** contains an overview of relevant studies that will serve as a foundation for the current research. This study's review is split into two parts. The first half focuses on research on the concept of women's empowerment, while the second section includes research on women's empowerment in the policing sector. In this chapter, you'll learn about the obstacles that women police officers face all throughout the world. This chapter explains why this study is unique since it tries to explore the empowerment of women police officers in leadership roles in the ADPGHQ.

The researcher describes the research design and organisation in **Chapter Five (Methodological Framework of the Study)**. Various aspects of research methods were shown. This includes a description of how descriptive statistics and factor analysis are used to analyse and interpret the acquired data, as well as hypotheses, study population and sample, data collecting, and research ethics. This comprises charts, graphs, tables, and percentages that are related to the topic.

The researcher gives a complete quantitative data analysis in **Chapter Six (Analysis of Data)**. This section describes how descriptive statistics and factor analysis are used to analyse and understand the acquired data.

The study's questions and hypotheses are evaluated, and the potential discussion of the quantitative findings in **Chapter Seven (Discussion of Findings)**. The researcher gives a proposed system for women's police empowerment at ADPGHQ in **Chapter 7 (Recommendations and Conclusions)**. It also goes into how to create a proposal process that will enable police women to lead. Each design phase will be covered in detail. The findings and theoretical implications of the research are summarised in this chapter. Finally, the research findings are given, as well as recommendations, future work, and a discussion of the study's limitations. Moreover, to this elaboration of the content of each chapter, Figure (1.1) mapping out the thesis structure and progress of the different stages of this research.



**Figure (1.1) The Thesis Structure**

## CHAPTER TWO

### **Abu Dhabi Police General Head Quarter (ADPGHQ): An Overview**

#### **2.1 Historical Background of Abu Dhabi Police General Head Quarter (ADPGHQ)**

The Abu Dhabi Police GDP has increased its international profile which includes being a member of INTERPOL (International Police Organization) and the Arab Bureau for Criminal Police which is affiliated with the Secretariat General of Arab Ministers of Interior Council. In fact, it has grown toward modernization and organization, in a society that carried out its affairs and solved its problems according to traditional self-security methods and customs. In Abu Dhabi Police, change and development have been unprecedented at all levels and in all sectors. The historical stages that Abu Dhabi Police has gone through in the more than 60 years since its founding (in 1957) are the result of the dedication and vigilance of faithful leaders and great figures in the police force (Abu Dhabi Police, 2021). His Majesty President of the United Arab Emirates Sheikh Khalifa bin Zayed Al Nahyan praised them, saying: "Our country's security and tranquilly are the result of the efforts of those loyal men who faithfully fulfil their responsibilities and carry out their missions, day and night, towards their country, their citizens, and all those who live here. The police have always exceeded our expectations, as we all recognise the critical role they play in the face of the country's profound changes and quick development " .. The late Sheikh Zayed bin Sultan Al Nahyan's declaration, "The police is the cornerstone of the country's security and the propagation of peace among its people," has guided Abu Dhabi Police GHQ from its creation. Throughout its history, the Abu Dhabi Police Force has been given various designations, including:

1. The Abu Dhabi Police Force was created in 1957 with the sole purpose of guarding the Ruler's Palace, the Government House, the Market, and the Banks, with a force of little more than 80 officers, four Land Rover automobiles, and a small budget.
2. When the number of police officers reached 250 in 1959, it was dubbed (Police Department). The police force was divided into two types: policemen (tasked with guarding the palace, government house, markets, banks, patrols, and so on) and Matarzi (tasked with protecting the Ruler during all of his movements). Towards the end of the 1950s, several stations were affiliated with the Police Department, including Tarif Station in the Western Region, Al Maqta' Station on Abu Dhabi Island, and the Ajman Police Station.

3. The first mounted police patrol, Al Fursan, made its appearance in 1962. (Horsemen).
4. The Police Department was renamed the "Police and Security Command" in 1967 when it was expanded. The Police School had begun preparing a local police force, laying the groundwork for what is now the Police College.
5. The Federal Supreme Council issued a decree in 1971 to integrate the country's police services, with the Ministry of Interior having direct supervisory power over all matters relating to security, immigration, and residency.
6. In 1977, the Emirate of Abu Dhabi passed the Reorganization of Governmental Bodies Law, which renamed Abu Dhabi Police the General Directorate of Police.
7. The Abu Dhabi Police General Directorate was renamed the "General Department of Abu Dhabi Police" in 1981.
8. In 2004, the Abu Dhabi Police General Department was renamed "Abu Dhabi Police GHQ," and an organisational structure was created.
9. Federal edict: His Highness, an Emiri decree in his capacity as Ruler of the Emirate of Abu Dhabi, Sheikh Khalifa bin Zayed Al Nahyan, President of the State, may God preserve him, issued Law No. 1 of 2016 revising various sections of Law No. 7 of 1977 concerning the police and security services in the Emirate of Abu Dhabi. The General Command is headed by a Commander-in-Chief or Director-General who is selected by security decrees, according to Article Two of the law. The Commander-in-Chief of the Police Forces in the Emirate of Abu Dhabi assumes the rights and responsibilities that the Minister of Interior has, as well as any other functions specified in Law No. 7 of 1977 on the Police and Security Forces in the Emirate of Abu Dhabi or any other law. The Chairman of the Executive Council must issue a resolution authorising the Commander-in-Chief of Abu Dhabi Police and the Director General's schedule of competencies and powers outlined in the preceding paragraph. Its assets, contracts, rights, obligations, accounts, all of its work, tasks, records, and property in the Ministry of Interior are transferred to the General Command of Abu Dhabi Police, as well as its staff working in the Ministry of Interior, according to the legislation.

According to ADPOLICE (2018), on July 24, 2017, Abu Dhabi Police launched a new strategy that reflects the emirate's ingrained values and aligns with the ADPGHQ's broader Islamic principles and vision. In 2017, a new organisational structure was introduced "to meet the strategic trends of the Abu Dhabi Plan 2016-2021 and operational needs, as well as to assist in the development of employee skills, the creation of an appealing working

environment, and the consolidation of the culture of creativity and innovation" (ibid, 2018). The Figure (2.1) gives organisational structure of Abu Dhabi Police.

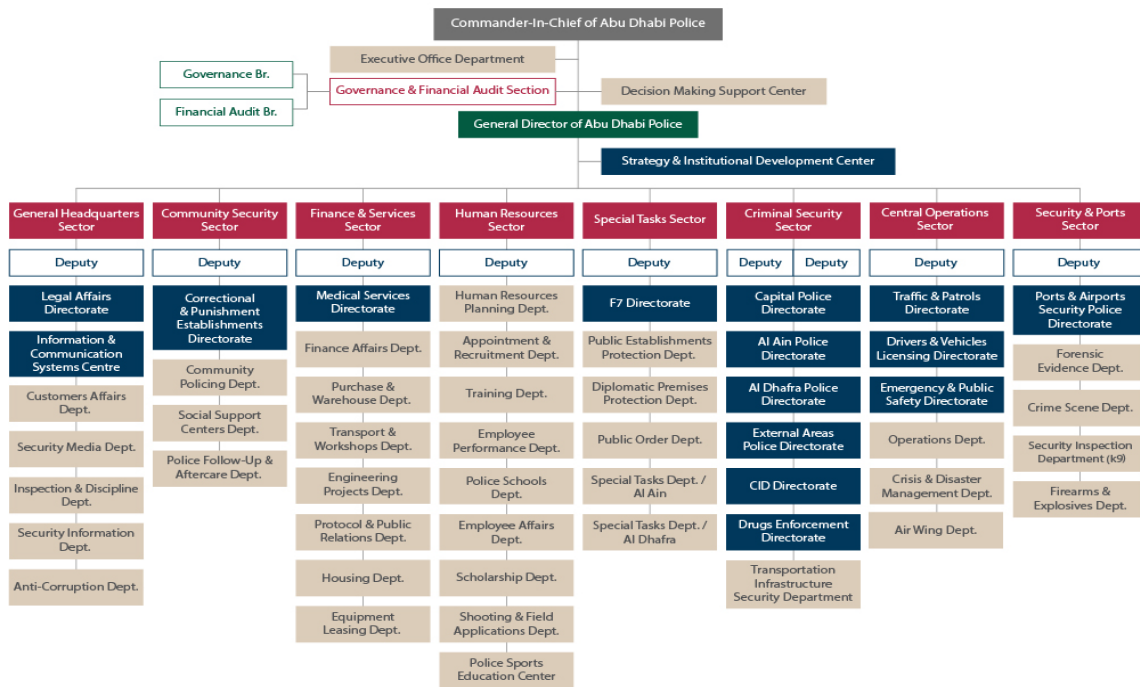


Figure (2.1): Organizational Structure of Abu Dhabi Police

## 2.2 An Overview of Emirati Women at ADPGHQ

Abu Dhabi Police was established in 1957 by the then ruler Sheikh Shakbut bin Sultan Al Nahyan. There were 80 officers, commissioned with guarding and protecting royal locations, markets, banks etc. By 1959 the police had expanded to 150 and the headquarters were based to the north of Al Hosn Palace in the center of the capital. In 1971 His Highness the late Sheikh Zayed established the Ministry of Interior which took responsibility and accountability for policing across UAE. The UAE is amongst one of the earliest countries to assimilate women into its police force. The UAE has different type of police force for each emirate. However, all Emirati police forces undergo the same type of training processes and have contributed to the skill mass of the national police force. Since the induction of 24 women officers into the force on April 22, 1978, their role has consistently grown, with Abu Dhabi Police now counting about 3,000 women in its force. Now require a woman to be involved because she can deal with other women – such as when problems or fights break out between families, or they may be required to inspect or arrest another woman.

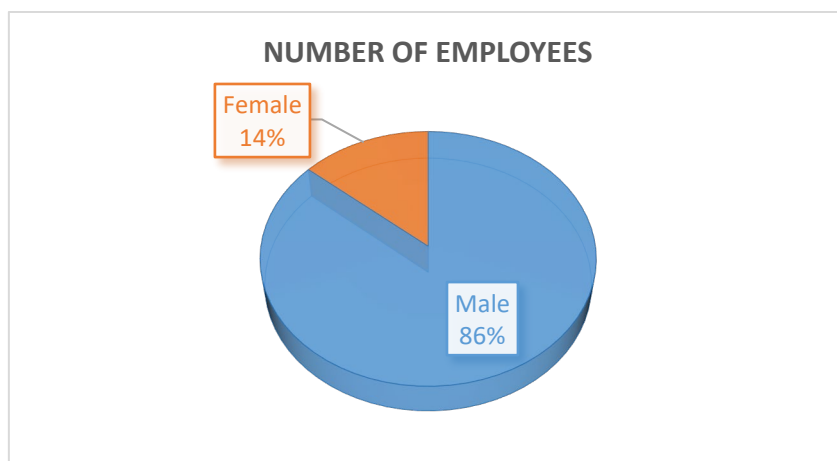
In 1977, the first batch of 18 women joined the police force in Abu Dhabi, today there is about 1,838 women personnel with 49 female police officers in Dubai itself.<sup>7</sup> Women have participated in various sectors of the police as security personal in airport customs as early as 1960s. They have also taken part as civil officers that support the police departments in engineering, translators, social workers, and specific case attorneys. Today, UAE policewomen are among the most specialized police in the Gulf. An increasing amount of UAE policewomen are heads of departments in the police including in DNA and forensics as well as in crime scene investigation departments.

The trainees that enter police academies are picked based on their physical capabilities and their ability to communicate and make decisions. Prior to entering the police academy for training, women must pass certain tests to determine the skills that are required for training and this is usually provided by the ministry of defense in a certain country. Among some of the general requirements is to be a national of their country, to have a clear criminal record and behavioral record. The police training program includes both practical and field training. The education level along with the amount of training courses allows for a better set of skills therefore, a degree allows for acquirement of a higher rank.

Based on the formal Human Resource Sector – ADPGHQ, Table (2.1) shows that total number of police employees, the number of police women and men members, while Figure (2.2) gives the percentage.

**Table (2.1): Statistics of men and women police in ADPGHQ.**

Overall	<b>35971</b>
Women Police	<b>4961</b>
Men Police	<b>31010</b>



**Figure (2.2) The percentage of women to men**

This low percentage possibly reflects some social and cultural perceptions about the contribution of the female gender in keeping the national security in the country. Table (2.2) presents the qualifications of female and male and their percentages.

**Table (2.2) presents their academic qualifications.**

<b>Degree</b>	<b>Female</b>	<b>Male</b>	<b>Female%</b>	<b>Male%</b>
<b>Ph.D</b>	14	125	<b>0.28%</b>	<b>0.40%</b>
<b>M.SC</b>	191	1596	<b>3.85%</b>	<b>5.15%</b>
<b>B.SC</b>	1127	5447	<b>22.72%</b>	<b>17.57%</b>
<b>Diploma</b>	3	7	<b>0.06%</b>	<b>0.02%</b>
<b>Others</b>	3626	23835	<b>73.09%</b>	<b>76.86%</b>

When looking at the qualifications of the people who work at the Abu Dhabi Police General Headquarters, it's clear that many of them are women with undergraduate, graduate, and postgraduate degrees. The table shows that female police officers have a much greater rate of Ph.D, MS.c, and Other degrees, but lower rates of B.sc and Diploma degrees. This number is steadily rising, owing to female police officers' intrinsic motivation to get advanced degrees that improve their performance and strengthen their status in society in general, and in the police sector in particular. However, the numbers demonstrate that not all officers have a bachelor's or a licentiate's degree. Some of these people work in civil and service jobs related to police work.

Clearly, it is male-dominated, suggesting that police direction is predominantly decided by one gender group, with implications for both men and women's tasks, relationships, and operational activities. The dearth of female leadership presence at Abu Dhabi police GHQ is evident from the statistics. Women police officers testified about a wide range of preconceptions that burden their position within the police organisation, and it also identifies the kinds of discrimination against women employed in the police.

Despite the small number of women (4961 out of 31010), there is an implication regarding Emirati culture, which does not mind assigning women roles and responsibilities in maintaining social security. It does, however, imply that there is still an internal belief and satisfaction that women are incapable of assuming senior and leadership roles that should only be held by men.

An initial study of the proportion of women in positions compared to the male component, is given in Table (2.3).

**Table (2.3) Proportion of women in positions compared to the males**

<b>Position</b>	<b>Male</b>	<b>Female</b>	<b>Percentage</b>
Sector Manager	8	0	0%
Deputy Sector Manager	9	0	0%
Director of Department	113	1	1%
Deputy Director of Department	122	2	2%
Police Station Director	90	0	0%
Deputy Director of Police Station	180	0	0%
Head Section	650	25	4%
Branch Manager	1965	304	15%
<b>Total</b>	<b>3137</b>	<b>332</b>	<b>11%</b>

Without a doubt, women have made significant progress in police, yet male hostility to female inclusion persists. Table (2.3) shows that female officers face a shortage of opportunities for advancement. The data also illustrates that restrictions erected by male officers continue to contribute to female officers' subordination. The table illustrates challenges that women police face during their careers, as well as what they believe to be excellent leadership in both their professional and personal lives. Furthermore, the incompatibility of traits associated with women, such as empathy and kindness, and behaviours associated with men, such as self-confidence and assertiveness, can lead to a misunderstanding of what a female leader should be like. The mentality is that women should maintain their femininity while also displaying traits associated with conventional leadership, a viewpoint that may be the source of workplace discrimination.

**2.3 Promotion policy at the Abu Dhabi Police General Headquarters for the rank of lieutenant and above.**

<b>Rank</b>	<b>No of years</b>	<b>Promotion policy</b>
Lieutenant - First Lieutenant	3	<ul style="list-style-type: none"> <li>• Passing the fitness test</li> <li>• Achieved at least very good on annual evaluation</li> <li>• Line manager recommendation</li> </ul>
First Lieutenant - Captain	4	<ul style="list-style-type: none"> <li>• Passing the fitness test</li> <li>• Achieved at least very good on annual evaluation</li> <li>• Line manager recommendation</li> <li>• Passing the First Leadership training session</li> </ul>
Captain - major	5	<ul style="list-style-type: none"> <li>• Passing the fitness test</li> <li>• Achieved at least very good on annual evaluation</li> <li>• Line manager recommendation</li> </ul>

		<ul style="list-style-type: none"> <li>• Passing the First Leadership training session</li> <li>• Presenting a development project</li> <li>• personal interview</li> </ul>
Major – Lieutenant Colonel	5	<ul style="list-style-type: none"> <li>• Passing the fitness test: Female at age &lt;=45, and Men &lt;= 50</li> <li>• Achieved at least very good on annual evaluation</li> <li>• Line manager recommendation</li> <li>• Passing the Middle Leadership training session</li> <li>• Presenting a development project</li> <li>• Personal interview</li> </ul>
Lieutenant Colonel - Colonel	5	<ul style="list-style-type: none"> <li>• Passing the fitness test: Female at age &lt;=45, and Men &lt;= 50</li> <li>• Achieved at least very good on annual evaluation</li> <li>• Line manager recommendation</li> <li>• Passing the Middle Leadership training session</li> <li>• Presenting a development project</li> <li>• Personal interview</li> </ul>
Colonel - Brigadier	5	<ul style="list-style-type: none"> <li>• Quota system: <i>Only 20%</i> of the total rank of colonel should follow the promotion policy.</li> <li>• Passing the fitness test: Female at age &lt;=45, and Men &lt;= 50</li> <li>• Achieved at least very good on annual evaluation</li> <li>• Line manager recommendation</li> <li>• Passing the Middle Leadership training session</li> <li>• Presenting a development project</li> <li>• Personal interview</li> </ul>
Brigadier – Major General	4	<ul style="list-style-type: none"> <li>• Quota System</li> <li>• A recommendation of the ruler of the Emirate of Abu Dhabi</li> </ul>

## 2.4 Conclusion

This chapter discussed the historical background of Abu Dhabi Police GHQ and indirectly manifests more intensively the overall profile of police woman in the ADPGHQ setting in particular. This elaboration was necessary because it will be seen that the population of this study is composed only from local citizens despite the cosmopolitan nature of the UAE. This chapter, moreover showed the promotion policies for the rank of lieutenant and above. This part accordingly explains a major component in the methodology of this research. In addition, it reflected on the recent figures of the population from which the sample of this study has been assigned. This included presentation of their numbers, education levels, nationalities, and ranks. Showing these figures was fundamental to understand the nature of the population making up the sample of this research. The emergence of women in the police spheres of the UAE has been promoted in the recent decade to secure opportunities for the national population along with the increased amount of expatriates.

## **CHAPTER THREE**

### **Empowering Women Police and the Concepts of Leadership**

#### **3.1 Introduction**

Leadership is a very broad term, and it is frequently used interchangeably with terms like management and administration, as well as the attributes and characteristics of a good leader. As a result, it is vital to expand on the definitions of these phrases as well as the traits of a successful leader in general job roles. It's critical to review leadership principles and theories, as well as the leadership styles that most leaders employ to affect organizational commitment and performance. According to Baker (2006), police supervisors exhibit successful leadership in a variety of methods, depending on their status in department. Senior leadership should devote time to creating and sharing the organization's vision, plotting the course through setting strategic objectives, and exercising teamwork and task delegation. Middle managers in the police force organize and coordinate, mentor and coach, form teams, and encourage and reward their subordinates. Supervisors on the front lines lead by example, supervising and teaching troops while also evaluating performance. While it is true that the volume and quality of police leadership research has increased in recent years, a substantial majority of these studies focused on the characteristics of managers, their performance styles, and the obstacles they faced or encounter in managing positions.

However, the profile and presence of female leaders in policing are linked to several limits imposed on women in general by their lowly position and slow speed in a primarily masculine environment. Today, there are more women working in police departments than ever before. From the late 1800s through the early 1900s, when they first worked as police matrons, their roles and job experiences have evolved dramatically. This study suggests a shift in focus. It tries to present the followers' perspective on empowering female police officers as leaders in terms of their unique skills and capacities, human and social, personal characteristics, cultural and economic factors - a frequently overlooked aspect of the police leadership discussion.

This chapter includes an overview of current research on female police officers around the world, as well as a review of the literature on empowering women cops. It also addresses the many leadership styles that are linked with leading an organization and leading people. It provides an overview of well-known and widely used leadership ideas. The following sections make up this chapter: (a) Women's Empowerment in Key Dimensions,

(b) An Overview of Empowering Women Police Around the World, (c) Leadership Theories, (d) Understanding the Leadership Labyrinth, (e) Leadership Characteristics, (f) Women as Effective Leaders, and (g) Conclusion and Key Findings

### **3.2 Key Dimensions of Women Empowerment**

Empowerment is a multi-faceted social process that allows people to take control of their own lives and the lives of others by taking action on problems that are important to them. Empowerment happens at multiple levels such as individual, group, and society in the sociological, psychological, and economic sectors, and challenges our preconceptions about the status quo, asymmetrical power relationships, and social dynamics (Sheetal Sharma, 2006). As a result, empowerment is defined as the development of one's freedom of choice and action in all realms of life - economic, political, social/cultural, personal, and family - in order to shape one's life. Women's empowerment is a stage of gaining strength for women in order to better understand their rights and fulfil their duties to themselves and others.

Empowering women in all sectors of society, including the police force, could have a number of benefits (Creighton, 2011; Jamal Al-Lail, 2010; Purcell, et al 2005). Through growing the contribution of women in the labor force, it may improve the rate of gender equality in society and so help to sustain growth. Improving women's equality in society will have a significant impact on the community's economic and social position. "Study after study has demonstrated that when women are fully empowered and engaged, everyone of society benefits," UN Deputy Secretary-General Asha Rose Migiro said during the International Women Leaders' Global Security Summit in New York City in 2007. (The World Bank, 2011). As a result, those benefits benefit not only women, but society as a whole in terms of economic prosperity, civic health, and even community engagement.

Empowerment has been defined in a variety of ways by a number of well-known authors and scholars. In a broad sense, their notions of empowerment include things like women's control over material and intellectual resources. Empowerment is a process in which traditional power equations and relationships are challenged. "Women empowerment" is defined as "any procedure that promotes greater autonomy to women through the sharing of pertinent information and provision of control over elements affecting their performance," according to (Sayulu, K et al 2005). The phrase "empowerment" has a wide range of meanings, and it is gaining in importance and attention among researchers, policymakers, practitioners, and individuals. The action of giving a person or an organization the power to do something is referred to as empowerment. It can thus be understood by

looking into the concept of power. The idea of empowerment was described by Lord and Hutchison (1993) as the “ability of some individuals and organizations to produce intentional expected and unforeseen impacts on others.” Empowerment is defined as "to make (someone) stronger and more confident, especially in directing their life and asserting their rights," according to The Oxford American Dictionary. It also refers to allowing more women to hold positions of leadership in society. Applying the phrase "empowerment" to women could entail minimizing disparities between men and women, either via the development of action plans with specific goals or by assuring equal opportunities for both genders. Another meaning of the phrase empowerment is the ability to make women stronger and more confident in asserting their rights and taking control of their life. Education is one of the ways to develop and unlock women's potential, and so empower them. "Education is one of the most essential strategies of empowering women with the information, skills, and self-confidence necessary to engage fully in the development process," according to the UNFPA (United Nations Population Fund) (UNFPA, 2014).

In order to achieve more peace and stability around the world, women must have significant economic engagement. Women's economic empowerment is the process of ensuring that women have equal access to and control over economic resources, as well as the ability to use those resources to exert greater control over other aspects of their lives (Taylor and Pereznieta, 2014). Women who are economically empowered invest in their families and communities, resulting in increased economic growth and more stable society. Economic empowerment aims to provide people with the necessary skills, capacities, and resources, as well as access to stable and long-term incomes and livelihoods. (Abigail Hunt and Emma Samman 2016) list the major essential elements that can help or hinder women's economic empowerment and give policy and practise recommendations for each: (1) Education, skill development, and training, (2) Collective action and leadership, (3) Societal and cultural protection, (4) Legal, regulatory, and policy framework, and (5) Gender norms and discriminatory social norms are all factors to consider. A number of development institutions believe that women's potential to succeed and advance economically, as well as their power to make and act on economic decisions, is central to their understanding (Golla et al., 2011). This process, according to Rowlands' typology, leads to increasing power and agency for women in the following areas (VeneKlasen and Miller, 2002): power from within: (1) knowledge, individual capabilities, sense of entitlement, self-esteem, and self-belief to make changes in their lives, including learning and abilities skills for jobs, (2) power to: economic decision-making power within their household, community, and local

economy, (3) power over: access to and control over knowledge-based assets, and (4) power with leadership: the ability to organise with others to enhance economic activity and rights

Human and social empowerment, according to (Page and Czuba, 1999), is another component that empowers women. They characterised it as a multifaceted social process that allows people to take control of their own lives. This is a process that develops people's power (that is, their ability to act) for use in their own lives, communities, and society by allowing them to act on topics that they deem essential. Personnel empowerment is the most important aspect of empowering women because it enables them to respond appropriately to challenges, to confront their traditional roles, and to change their lives. In terms of women's empowerment, the importance of increasing their talents and abilities cannot be overstated. It also reduces inequities, allowing women to better grasp their rights, become self-assured, fearless, and resourceful in order to better survive social and economic problems. Furthermore, (Ruqia M-u-D 2018) indicates that women's empowerment improves their status within the household and develops their involvement thoughts.

The researcher stresses four primary dimensions: personal, economic, human and social, and cultural empowerment, based on the above and a thorough examination of conceptualizations of empowerment. Most people think of empowerment as addressing a combination of these factors. Most researchers believe that the empowerment process affects their abilities and skills by addressing a combination of these dimensions.

### **3.3 An overview of empowering Women Police around the world**

In the nineteenth century, the advent of modern 'professional' policing was a significant social innovation, but it did not involve women. Female cops were originally hired in a few places in the early twentieth century, including Portland, Oregon in 1908, Los Angeles, California in 1910, and Toronto, Ontario in 1913. During the First World War, due to labour shortages, the company expanded even further (Jackson, 2006). As the century passed, appointments continued to be made piecemeal and frequently late. For example, in Eire, the first female police officers were hired in 1959, four decades after the United Kingdom (Clancy, 2009). The number of pioneer female officers in women's police units was often modest, and they mostly served as aides to male investigators. Women began to break free from this suffocating environment in the 1950s and 1960s, when they joined juvenile help units and school traffic squads, finally joining mixed patrol teams in the 1970s.

By the 1990s, the number of female officers in the more progressive democracies had surpassed 10%, although women were still underrepresented in smaller units like water police and dog squads. According to recent research, the percentage of sworn women police officers in most established democracies remains at or below one quarter, with significantly lower numbers in management ranks and women from racial or ethnic minorities experiencing higher marginalisation (Cordner and Cordner, 2011; Moses, 2010; Stroshine and Brandl, 2011). Women are likewise underrepresented in the majority of non-democratic and rising democracies. Recent research also suggests that female recruit numbers in advanced jurisdictions are levelling out - around one-third in the most hopeful scenarios - and that there may be a problem with female turnover. According to current forecasts, any chance of numerical gender balance looks to have vanished, with the overall proportion of sworn female officers in many departments likely to plateau around 30%, at most, over the next decade (Cordner and Cordner, 2011). This is especially concerning because, according to research commissioned by the British Association of Women Police in 2006, a 35 percent female officer participation was required for acceptable advancement and cultural integration (Brown et al., 2006).

The early twentieth-century women's police movement only succeeded in carving out a modest niche for female officers by making their employment an extension of social welfare activities. Women cops were frequently unsworn, hired at lower pay rates, had no rank structure or pension plan, and were susceptible to dismissal if they married (Prenzler, 2002). Police managers and police union officials were generally hostile to the introduction and expansion of female cops. On the job, women were frequently hampered by their co-worker's lack of support, sexual harassment, and deployment and promotion discrimination. The male monopoly on law enforcement was bolstered by powerful assumptions about the nature of the job and inherent gendered characteristics. Policing was thought to necessitate symbolic authority and physical force, which could only be exercised by men. Despite data from the 1970s and 1980s showed that women cops were as effective as men on most performance indicators, were typically better at reducing conflict, and had significant public support, these beliefs persisted. Equal opportunity legislation began requiring police officers to integrate in the 1970s, but female quotas were frequently maintained until police administrators were compelled to abandon them by litigation (Martin and Jurik, 2007).

Women police officers are entitled to a variety of privileges, which are frequently rejected or undervalued. The global objective to achieve genuine equality and independence for women, especially through employment and better delivery of social services, is aided by equity in police. Women can find safe and engaging work in policing, with a variety of career options and rising chances for flexible work. Women cops also give an alternate contact point for crime victims who have been victimised by the well-documented insensitivity of many male cops (Tim Prenzler and Georgina Sinclair, 2013). In encouraging feminised policing, policymakers must avoid 'gender essentialism,' and equal opportunity should remain the key motivation for women to pursue careers in law enforcement. Simultaneously, there is a compelling case to be made that female crime victims, in particular, should have access to female officers. Increased female engagement in policing is also linked to fewer complaints and misconduct, including less reliance on force, according to study (Corsianos, 2011). Through participation in peacekeeping missions and as part of the professionalization of Indigenous policing, women police officers have the potential to make a significant contribution to increasing security and prosperity in developing countries.

The extent of police resistance to gender equity revealed the need for strong equal employment opportunity legislation, as well as affirmative action in some situations, to combat prejudice. In the United States, imposing recruiting quotas through lawsuits and consent decrees was critical to improving the standing of female police officers (Martin and Jurik, 2007). A variety of supportive approaches, such as targeted recruiting efforts, pre-application seminars, career development courses, and mentorship programmes, were used in different areas to boost numerical representation. One equal opportunity measure is the participation of women on all selection and promotion panels, as well as the establishment of equity units and sexual harassment officers, as well as the inclusion of equity content and anti-harassment information in training. Paid parental leave was a key public-sector innovation that has now been extended to both fathers and moms. This has allowed women police officers to keep their jobs and return to work while juggling childcare duties. Part-time or 'flexible' employment, aimed mostly at mothers but open to all police officers, as well as childcare advisory or support services, has been another innovation. According to research, police supervisors have a significant discretionary role in promoting or opposing flexible work choices (Charlesworth et al., 2009). However, there are evidence that many female police officers who choose to take maternity leave do not return to work (Prenzler et al., 2010). Research demonstrating that a tiered approach may be more successful in strongly patriarchal settings has also cast doubt on the gender equity aim in police. This entails the

creation of female police units that primarily work with women and children. Women police officers may gain cultural acceptance as a result of their job, which could pave the way for their progressive incorporation into mainstream enforcement.

In England, the Home Office had minutes in an account in 1913 that “such women who are at most of the time of the suffragette kind would speak they were ready to clear any police duty whether they are fitted to do so or not” (Schulze, 2010). This produced the understanding that “the appointment of female constables at the commencement of the conflict was seen extraordinarily much as a temporary unpaid assistant substance, not at all to be put on an everlasting basis”. In 1914, the illegal Law Amendment Team in London put self-assured a declaration “urging the prior arrangement of women police constables with power equivalent to persons of men cadre constables” (Schulze, 2010). In addition, 342 women have been certified to do all police duties. This might be viewed as a turning moment in fully comprehending the impact and intersection of women's police work on the overall growth of the country (Gottschalk, 2011).

The phrase of the advertising poster "the police, a man's profession" for the recruitment of agents in 1972 certainly still does not come as a surprise today, since the long-established ties between order, virility, and public force still seem clear. This, however, would be to overlook the crucial phenomena of the feminization of the police force in the twentieth century. Above important, this insertion occurs not during a revolution, which is traditionally a period of political openness for women, but during times of peace, over time, and without the accompanying structuring specialism of policewomen. This sluggish movement is a dramatic alteration in the path of normalization (Schulze, 2010). The approach then allows us to identify three configurations, each with unusual articulations, that invite us to reconsider women's access to police careers, the institution's specific dynamics as mission definitions, and the social and political developments.

Women, on the other hand, are increasingly visible in the social imaginary. They exemplify media heroines rather than expressing concern. A woman has become a symbol of independent achievement, combining feminine and male characteristics such as grin and firmness, repression, and prevention. This progression correlates to the development of new images of a modern man, both macho and attractive, and it is bolstered by changes in the institution's sociology, which emphasises the best education and the training of new recruits from the lower strata. The neutralization of sexual characteristics, on the other hand, has the opposite effect. Sexual harassment complaints are muted; women's faults, which are

proportionally fewer than men's, are also made less obvious, and their position is, at long last, precarious. As many advancements and declines in the number of women in the police force roughly correlate to political alternation. With the establishment of a body mass index for the selection and standardization of minimal sizes in 2002, the rightward movement halted the previous opening. These decisions are made with the goal of reducing the feminization of the police force, but they also include common selection criteria that are no longer gendered. These reservations demonstrate the evolution's intricacy, as well as a normative, unresolved decrease in the relationship between sex, physical force, and public order. The feminization of the police force has thus been achieved, but the issues it raises have yet to be entirely resolved. The goal of this configuration analysis is to avoid giving a too linear perspective, which could be seen as progress or retreat.

Women police officers have a unique position. France, for example, shows a great deal of progress and reformation in comparison to many other countries throughout the world. According to Schulze (2010), France has its own individuality, which is shaped by its European neighbors. There is no gender division of labor, and women hold a higher proportion of leadership positions. Above all, the process's boundaries remain firm, where there is no room for acknowledging male harassment, the number of women recruited remains limited, and they are subjected to the country's constant barrage of specialised services. This occurrence exemplifies the century's actual and significant upheaval of sex social interactions, resulting in a fundamental shift in the arrangement of public space as well as the perception of authority within the police force. Meanwhile, the institution's essential distinguishing feature remains the use of physical force that cannot be bargained, anywhere and at any time, and relates to a male activity.

As noted by Spasić and Vučković (2013), there has been an ongoing controversy about the effectiveness of women's policing style in different parts of the world. The question has been whether policing systems used by women are like male or exhibit disparities that can be linked with gender differences and whether the style might be harmful or advantageous to their role in community policing. However, as noted by Mukherjee (2016) women serving in the police service have been adamantly reluctant to describe their experiences regarding the differences in their leadership styles and how it impacts their service delivery daily, especially when compared to their male counterparts who are involved in community policing. Archetypally, this reluctance to share their experiences, according to Sarfraz and Naureen (2016), is due to the limited assertion that the revelation of their leadership style may be considered inferior compared to men and, in such case, can lead to

reshuffling that may limit their performance in community policing across the world. Nonetheless, to dispel such misconception, Spasić and Vučković (2013) established that women police are more effective in community policing compared to male due to their traits that make them appealing to all people, irrespective of their age, gender, and status in the community. As such, the study established that most of the women who display outstanding leadership practices were appointed to senior ranks and special unit. In turn, this practice promotes their dignity and gender parity in the police service, and therefore an opportunity for other women to encourage their upward mobility in the police ranks. Similarly, different feminist groups in the US also express the same thoughts and note that most of the women serving in the US police service are effective, a situation that is attributed to their exceptional leadership qualities. According to the group, such differences make women advantageous when it comes to crucial roles that need strong leadership skills (Spasić & Vučković, 2013).

Therefore, they firmly believe that, in many aspects of community policing, women are more adaptable to changes in the environment and can even show higher performance than men. In essence, policewomen are strongly regarded to be effective in the US when they work in special police units, prostitutions groups, and handling migrants, both in prostitution and trafficking across the cities (Sollund, 2005; Mukherjee, 2016). In addition, a different report shows that policewomen are increasingly gaining competencies in handling juvenile and domestic violence cases in the US, and most of the victims prefer reporting their cases to them. For instance, report show that policewomen are highly acceptable to women and children who have been subjected to gender-based violence or domestic abuse in their environment. In such cases, Mukherjee (2016) notes that their cases receive a better outcome compared to those reported to their male counterparts.

In most cases, it is an increasing trend in the US, whereby girls and young children are becoming more confident in policewomen serving in different units (Mukherjee, 2016). In like manner, crime prevention units have globally recorded more and more women joining special units, and research show that they are capable of handling difficult cases regardless of the country and situation (Mukherjee, 2016). In such units, women across the world have been assigned to different departments such as the juvenile bureau and their effectiveness is well displayed when it comes to different areas where strategic leadership practices such as empathy and collaboration are required for an investigation to be successful (Spasić & Vučković, 2013).

Globally, the employment of policewomen offers the best method of finding out the real problem, ascertaining what the runaway girl experienced while away from home, and then determining the best course of action to pursue. Likewise, in countries such as India and Pakistan, women police have shown to be effective in their duties (Sarfranz and Naureen, 2016). For instance, women are reported to be effective in serving in different units such as traffic units, crime units, domestic violence units, counterfeit units, and immigration departments. Women police are considered for these units because such departments are highly sensitive and effective communication and collaboration are invaluable for high performance (Mukherjee, 2016, Sollund, 2005).

Studies conducted internationally, vividly show that women police depend on the style of community policing that is less physical, better at defusing tension and de-escalating potentially violent confrontation with public, and in most cases less likely to be associated with excessive use of force in coercing suspects to offer vital information that can support an investigation (Mukherjee, 2016; Schuck and Rabe-Hemp, 2007). Moreover, women officers across the world have been considered to be effective in communication than their male counterparts (Clifton, 2011). In this case, they are considered pivotal in facilitating cooperation within different units for the implementation of effective community policing models in different countries.

As noted by Sarfranz and Naureen (2016), women police officers respond to emergencies and various incidents of violence against women timely. Similar responses have been reported in other areas such as domestic violence where women police have shown to be effective in such cases. In addition, service-oriented policing style, as supported by Clifton (2011), shows that women officers are less likely to be associated with misconduct or discouragingly become cynical toward victims across the world. The most important thing to emphasize, however, is that while community policing has seen experienced a paradigm shift in regard to gender parity, studies across the world continue to show that the number of women serving in policing units remains relatively low as the group continues to be male-dominated (Mukherjee, 2016). Nonetheless, with regular reforms, women serving in policing have drastically increased, and many of them enjoy the same rights as their male counterparts. The findings concur with one with results reported by Sarfranz and Naureen (2016) show that the number of women serving in different units in India has quadrupled over the past two decades, with many women being appointed to special units and senior ranks.

Similar findings are reported in different countries such as India, whereby the number of women serving in the police force has quadrupled over the past few decades with the need to achieve gender parity in all sectors of the economy. In particular, a study conducted by Mukherjee (2016) in India shows that the number of women serving in the Indian police force has been increasing over the past three decades, and their performance has been remarkable. Mukherjee (2016) postulates that the rising number of women in the Indian police force is attributable to the increase in education, training, awareness, and ratification of constitutional statutes that have effectively empowered women to serve in various positions successfully. However, in order to empower and double the number of women serving in police positions in different countries, and by using India as a case study, Mukherjee (2016) made the following recommendations. First, women serving in police units should create a comprehensive mobilization program that will help them to share their experiences with those who are willing to serve in these positions and dispel the untrue misconception that has stereotyped women in the police force for many decades.

According to Mukherjee (2016), the use of such forums and strategies reduces career bias and isolation. And in turn, provides other women with adequate information relating to the importance of serving in various police units. Furthermore, to increase the number of women serving in the police posts, there is a need to provide a conducive and supportive environment, including the provision of counseling services to women serving in traumatizing conditions. This includes making sure that duties are assigned considering the ability of the women to perform them. For instance, women police have been effective in controlling traffic and responding to emergencies. As supported by Spasić and Vučković (2013), such practices if well applied to countries such as UAE, the number of women serving in police units will double as they will be well empowered to take up more challenging responsibilities as males. To empower women in the police force, Spasić and Vučković (2013) state that new strategies that support gender parity in the recruitment process must be adopted and carrying out recruitment advertisement that seeks to appeal women in a positive way and motivate them to join the police force (Andreescu and Vito, 2010). Work-life balance, job locations, and the use of technology to accomplish a particular task are viewed as best strategies that can be used to empower women and debunk the widespread discrimination against women when it comes to police force recruitment in different countries (Spasić and Vučković, 2013).

McPhedran, et al. (2017), on the other hand, argue that the situation in Saudi Arabia is like that in Pakistan, given the social, cultural, and religious restrictions and constraints

put on women and their participation in social and work activities. However, in Saudi Arabia, there are still a small number of FPOs who are solely responsible for dealing with ladies in religious settings and hospitals (Stenning, 2014). To relieve pressure on WP members in Saudi Arabia, the Security Guards Committee held a workshop with officials from the Ministry of Labor and Social Development and the General Organization for Insurance to discuss the challenges that Saudi female security guards face, which are primarily represented by lower salaries and benefit allowances than their male counterparts working in police stations. This initiative comes from Saudi Arabia's formal authorities, who want to promote Saudi youth and girls to work as security guards by establishing controls and processes that govern the rights and responsibilities of all employees of both genders. In Saudi Arabia has placed thousands of young women in coordination with the Chamber of Commerce and Industry to provide security guards for companies, institutions, banks, and many other buildings and vital interests in response to a significant increase in the number of duties covered by FPOs only.

### **The Role of Women Police in Keeping the Community**

The natural world of police is shifting away from the physical, forceful model, with which FPOs have been incorrectly associated and deemed unfit for such roles. FPOs have distinguished themselves in policing as a result of this advancement, shifting from non-enforcement related subjects like youth issues, crime prevention, and neighbourhood security tasks to direct and difficult combat activities. FPOs' abilities were surely enhanced by improved interpersonal and communication skills. According to relevant studies, FPOs are more dedicated to policing values and ideals, and are less pessimistic and politer in their views of people (Kuppusamy, Ganesan and Rosada, 2010). Domestic abuse complaints have also been shown to be more effective when handled by FPOs. As previously stated, its important qualities of a police is the ability to reflect on, comprehend, and accept the diverse experiences that people have within a civilization. This could explain why FPOs are more effective at addressing domestic violence and cultural dissonance issues (Kuppusamy, Ganesan and Rosada, 2010).

Women police also have a favorable effect on the level of police dishonesty. In Australia, for example, an inquiry of police misconduct and dishonesty found that "there was a direct relationship between increasing numbers of FPOs and decreasing levels of dishonesty" (Kuppusamy, Ganesan and Rosada, 2010). Women's service, meanwhile, has been suggested by police forces in Mexico and Latin America for dealing with concerns such as travel infractions since they are less inclined to accept bribes. FPOs are formally

authorized by the formal authorities to be accessible in nearly all police responsibilities and tasks, in addition to the requirements of representativeness, impartiality, and the established relevance of their contribution in policing (Maher, 2010). Furthermore, the national legal need mandates FPOs to continue or attend specific duties, such as searching for female suspects or detainees, dealing with female victims or complainants, and performing female arrests (Prenzler and Drew, 2013). Women must be included in policing, according to several international human and civil rights norms. The UN's Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) provides an overarching and powerful structure that represents the function and contribution FPOs can make to human safety and security (Prenzler and Drew, 2013). This approach should be regarded as a denial of all sorts of discrimination and unfairness against women in general, and FPOs, who, like everyone else, have the right to work in any institution (Prenzler and Drew, 2013).

The contemporary importance of FPOs debunks the old assumption that police work is inextricably tied to manliness, and that men have historically been held more responsible for physical labor and public defense than women have. Women have fought hard against this typecasting to obtain the most out of their rights (Maher, 2010). FPOs should be given the preparation, support, and self-assurance necessary to enable them to perform their tasks to the best of their abilities, putting them on level with their male counterparts in every manner. For all positions, an ordinary gender-neutral cadre must be shaped such that advancement opportunities are consistent and equal (Maher, 2010). FPOs must also be considered for front-line management and leadership positions on a regular basis and willingly, depending on their abilities and capabilities (Prenzler and Drew, 2013).

### **3.4 Leadership Theories**

Leadership is the application of innovation. It is the ability to think about the present in terms of the future while yet respecting the past. Leadership is built on a foundation of historical respect and the understanding that meaningful growth is built on current strengths. Leading is partly a visionary undertaking, but it also necessitates the tenacity and flexibility required to put that vision into reality, as well as the capacity to collaborate with others and follow when someone else is a superior leader. Leaders must also be resilient in order to work in both typical and unusual circumstances. A leader is someone who stands in front of a group and directs it. While there are many various definitions of leadership, there are few common ones. This is due to the demand for leadership in a variety of professions.

To express some of the important ideas in circulation, a sample of definitions will be sufficient. According to Rost (1991), leadership is "the skill of mobilising people to desire to strive for shared ambitions," while Kouzes and Posner (1995) define it as "an influence connection among leaders and collaborators who want major changes that reflect their mutual purposes." These and other definitions reveal common themes of influence, change, and leader-follower teamwork. For example, Senge et al. (1999) define leadership as "a human community's capacity to share its future, and specifically to maintain the significant change processes required to do so."

According to Ward (2018), leadership is primarily defined by the performance of the person in charge, as well as his or her attitude and management philosophy. It entails more than simply increasing a company's profitability. "Leadership is the art of persuading a group of people to act toward reaching a common objective," she elaborates. This term refers to the abilities that are required to inspire others and to be able to do so while also raising the spirit of the working team. It is also dependent not only on the presentation of novel ideas, but also on the ability and talent to convey and persuade others to embrace them as if they were one's own. The responsibilities of a leader do not end here. They extend to the group's inspiration and direction of actions in such a way that they can follow his or her vision and put it into action with tremendous enthusiasm and agency (Ward, 2018). A leader should have the ability of communicating, monitoring, and encouraging the working teams with more power and enthusiasm to reach the specified goals, according to Ward (2018) and Meuser, et al. (2016). As a result, the limestone that defines a leader from a follower is innovation.

Leaders are theoretically gifted individuals with distinct characteristics of finest directives that enable them to conduct superb leadership abilities in a more capable manner (Krimmel and Lindenmuth, 2001). There are instances when women face a variety of challenges when it comes to executing control and administrative tasks (Uzonwanne, 2014). The manner in which an effective leader performs the power process is critical in demonstrating the appropriate level of appreciation he has for his work. He generously directs and educates his fans, inspiring them to use their own knowledge and abilities (Uzonwanne, 2014). In a changing environment, an effective leader ensures the key role in organisational presentation and is capable, progressive, knowledgeable, focused, and specialised. If individuals are to perform optimally in a variety of work contexts, diverse styles are required (ibid, 2014). In a different context, the military commander may be

required to tolerate a completely different type of leadership behaviour. The extent to which effective leadership facilitates sufficient or high output is measured (Uzonwanne, 2014).

The researcher began by looking at the most prevalent definitions of leadership in order to gain a better understanding of the idea. The researcher felt that there has to be a link between the difficulties and the concept of leadership during this investigation. Most popular definitions of leadership tend to focus on individual traits and attributes, according to a study and analysis of popular definitions. Leadership is frequently seen as one of the most significant and effective reactions to the global context's challenges and opportunities. The majority of these (and other) definitions express or imply the concepts of an underlying leadership theory or school. The most significant of these generic leadership philosophies is discussed.

### **3.4.1 Institutional Theory**

It is important to understand the entire environment that the police are in.

Institutional theory is described as the institutionalist posture as:

1. An orientation to holistic analysis that seeks to represent the ostensible organic character of social systems;
2. A tendency to stress the uniqueness of organizations and so to be disposed toward case studies and natural histories; and
3. A view of organizations in mutually influential relations with environments”.
4. The idea of institutionalism is where the organizations carry out the work in a specific methods or a customary way.

Organizations that build proper structures and processes are rewarded. Police departments are excellent examples of institutionalised organizations, with the notion that police departments that respect effort are the best. The bottom line for police departments is that they must demonstrate, through their behaviour and design, that they care about their constituents' problems across a wide range of groups and how these issues are significant to them (Crank, 2003). It's critical to recognise that values are the bedrock of police departments, and the chief of police is the person in charge of them. The values of department members toward the community can be evident in the department's conduct, culture, and organisation.

### **Institutionalized organisations have three characteristics:**

1. The organization's behaviour and structure reflect the values of its institutional environment.
2. Institutionalised organisations loosely couple formal practices with actual behaviour to maintain positive relations with their (typically conflicting) constituencies.
3. A logic of good faith pervades organisational practises, impeding critical evaluation and supervision.

When looking at a police department structure you will always find that the chief of police, the leader is ultimately responsible for the vision and behaviour of their department. A problem in institutional theory research has been the traditional method of looking at police department through the normative method. What this means is that we look at the best practice of a police department and then use this as a model. There are limitations on the normative perspective. The idea that we can use a best practice model for all departments is not effective. There are many factors that come into play in the different departments. What police departments need to do is to develop their own policies based on their need and area. It is important to understand the institutional theory and how it can explain the behaviour and structure of police departments. Institutional theory of organizations focused on the way in which environments provide the enabling conditions for organizations structures and behaviours (Crank, 2003). The understanding of this theory is paramount to understanding the police organizations and the culture. Police chiefs need to understand this theory to help with the correct development of the police organization. The institutional theory has at the focal point value as the most important idea.

#### **3.4.2. Situational (Contingency) Leadership**

Situational Leadership is a type of leadership that focuses on developing the ability to adapt to an organization's and its employees' changing demands. The identification of task and connections as two fundamental characteristics of leadership behaviour is the concept of situational leadership (Ott, 1996). "Three major situation variables that determine whether a given situation is favourable to leaders:

1. Their personal relations with the members of their group (leader-member relations).
2. The degree of structure in the tasks that their group has been assigned to person (task structure).
3. The power and authority that their position provides," according to Fred Fiedler's Contingency Theory of Leaders (position power).

This technique encourages leaders to assess their teams, consider the multiple variables at work, and select the leadership style that best suits their objectives and circumstances. "In the past, a leader was a boss," says leadership researcher (Blanchard K. et al 1993). Today's leaders cannot lead merely based on their positional power."

For organizations all over the world that aim to do the following, Situational Leadership is the model of choice:

- ✓ People and workgroups should be developed.
- ✓ Build a rapport with their employees and bring out the best in them
- ✓ Use a consistent leadership style throughout all organizational units, whether local, national, or international.

It adjusts to the current work environment as well as the organization's needs. Situational Leadership is not focused on the leader's ability to perform a specific task; rather, he or she adapts the management style to meet the needs of the organization. To satisfy the changing needs of a business and its people, leaders must be able to switch between leadership styles. These leaders must be able to recognize when to modify their management style and what leadership strategy is best for each new paradigm.

#### **3.4.2.1 The Goleman Theory of Situational**

(Daniel Goleman 1996), defines six styles within Situational Leadership:

**Coaching leaders:** Work on an individual development as job connected to abilities. This approach works well with those who are aware of their limitations and willing to adapt.

**Pacesetter leaders:** who hold their followers to a high standard? Motivated the ideal candidates for this technique.

**Democratic leaders:** Who supporters in practically every decision. When used properly. This technique takes time.

**Affiliative leaders:** who put employees first? When morale is low, this technique is used. The team's confidence is boosted by the leader's praise and assistance. When it comes to team building, this approach may result in negative results.

**Authoritative leaders:** who excel at assessing problems and finding obstacles? This is a good style for a company that is drifting aimlessly. This leader will enlist the assistance of his or her followers in resolving an issue.

**Coercive leaders:** Leaders who use coercion to tell their subordinates what to do. They have a very clear idea of what they want to achieve and how to get there. This approach works well in disasters or when a company needs a complete revamp.

### 3.4.2.2. Situational Leadership According to Blanchard and Hersey

Idea is founded on two concepts: leadership and the developmental level of the follower, as detailed in (Thomas D et al 1998). As shown in Figure (3.1), Blanchard and Hersey created a matrix consisting of four styles:

**S1 (special direction and tight supervision) = telling leaders:** These leaders make decisions and express them to others. They define the responsibilities and goals and expect others to follow them. The majority of communication is one-way. In a disaster or when repeatable outcomes are necessary, this technique is most effective.

**Selling = S2 (explaining and persuading):** These leaders may define others' tasks and objectives, but they are also receptive to feedback and recommendations. In order to win cooperation, they "sell" their ideas to others.

**S3 (sharing and facilitating) = Participating:** These leaders delegate authority to their followers. Employees have the final say, despite their participation in the decision-making process.

Delegating = S4 (letting others do it): These leaders oversee their teams but only provide rudimentary guidance or assistance in solving challenges. They may be asked to assist in decision-making on occasion.

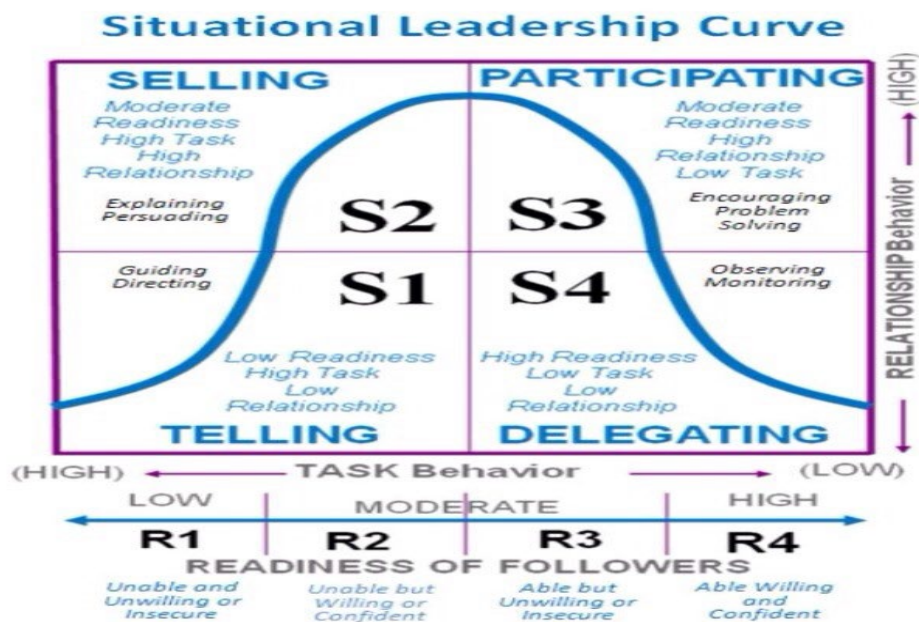


Figure (3.1) Situational Leadership According to Blanchard and Hersey

None of these are regarded ideal for all leaders to employ all of the time. Effective leaders must be adaptable and flexible in their approach to each scenario.

Knowing when to apply each style, according to Hersey and Blanchard, is primarily reliant on the readiness of the individual or group one is leading. The four stages of preparation are as follows:

**R1** - People at this readiness level lack the knowledge, skills, or confidence to work alone, and they frequently need to be pushed to complete the task. They are both incapable and reluctant to help.

**R2** - persons at this level are motivated to work on the assignment, but they lack the necessary abilities to execute it successfully. As a result, the person is unable but willing or motivated.

**R3** - Here, folks are prepared to do the job. They will be labelled as capable, yet they will feel unwilling or insecure.

**R4** - These individuals are capable of working independently. They are self-assured and skilled, and they are dedicated to the mission. As a result, they are capable, willing, and motivated.

The distinction between Situational Leadership and other leadership styles is that Situational Leadership employs a variety of tactics. The chosen style is determined by the organization's setting as well as the followers' competency and devotion. The following five characteristics will be present in a leader who is capable of taking this strategy.

Understanding the demands of their people, a Situational Leader modifies their leadership style to fulfil those needs.

**Flexibility:** To fulfil current demands, a Situational Leader easily transitions from one leadership style to another.

Employees' trust and confidence are earned by a Situational Leader.

**Problem Solving:** A Situational Leader addresses difficulties by employing the most appropriate leadership style for the situation.

**Coach:** A Situational Leader is capable of assessing their employees' maturity and competency and then implementing the appropriate plan to improve their skill sets and goals.

### **3.4.3 Authentic Leadership**

One of the most recent paradigms of leadership study is authentic leadership. It focuses on whether leadership is genuine and genuine (Northouse, 2010). The authenticity of the leaders is at the heart of authentic leadership. The point is that police chiefs require a strong basis of self-actualization and ethical convictions. When it comes to authentic

leadership, it's critical to distinguish between sincerity and authenticity. When the term "authenticity" is used in this context, it means "owning one's personal experiences, whether they are thoughts, emotions, needs, wants, preferences, or beliefs, processes captured by the injunction to "know oneself," and "further implies that one acts in accordance with the true self, expressing oneself in ways that are consistent with inner thoughts and feelings" (Avolio & Gardner, 2005).

The following four traits of authentic leaders were identified by (Shamir and Eilam 2005):

1. Authentic leaders are true to themselves (rather than conforming to others' expectations).
2. Authentic leaders are motivated by personal conviction rather than status, honors, or other personal benefits.
3. Authentic leaders are originals, not copies; and 4) authentic leaders' actions are based on their individual values and convictions. (Shamir and Eilam 2005) also introduced the concept of authentic followership, defined as followers who follow leaders for genuine reasons.

The development of authentic leadership seems right for the current situation. Police chiefs need to pay attention to the different theories of leadership and pay attention the community. Current police leaders need to understand authenticity and achieve this part of the equation before they can move into authentic leadership. Police chiefs need to develop characteristics such as (Avolio 2005): 1) transparency, openness, and trust, 2) guidance toward worthy objectives, and 3) emphasis on follower development.

These characteristics should be foremost for police chiefs to bring trust. One of the main ideas that a leader need to succeed in understanding of authentic leadership is self-awareness or personal insight. It takes the individual to understand and bring forth the concept of authentic leadership. The leaders demonstrating of positive actions will assist as a model for the authentic followers and the development of the followers. The leaders are the ones that will guide the organization into a positive or negative environment. For example, in police work we hear stories of police brutality. The police will respond that the individual officer is one of the rotten apples in the department. The department will further say that the department is not at fault and this one officer is not a reflection on the department. But, in understanding the idea of authentic leadership and that if the chief follows this theory, the above situation will fall on the chiefs' failure to ensure that authentic followers will follow positive actions.

### 3.4.4 Transformational Leadership

The term "transforming leadership" was coined by James MacGregor Burns (1978) in his descriptive study of political leaders, but it is now used in organisational psychology as well. Transforming leadership, according to Burns, is a process in which "leaders and followers assist each other in achieving a greater level of morale and motivation." Burns discussed the difficulty in distinguishing between management and leadership, claiming that the differences are based on personality traits and behaviours. He coined the terms "transactional leadership" and "transforming leadership." The transformational strategy, according to Burns, results in considerable change in the lives of people and organisations. It alters employee expectations and goals by reshaping perceptions and values. Unlike the transactional approach, it is built on the leader's personality, attributes, and ability to lead by example, articulate an exciting vision, and set demanding goals, rather than on a "give and take" relationship. Transforming leaders are idealised in the sense that they are a moral model of working for the team, organisation, and/or community's good. According to Burns, transformational and transactional leadership styles are mutually exclusive. Transactional leaders typically do not push for organisational cultural change and instead work within the existing culture, but transformational leaders can attempt to change the culture.

**Transformational leadership:** is all about change (transformation), and leaders who practice it are best qualified to lead big organisational change programmes. Such leaders possess not only the vision that a value-based leadership style promotes, but also the drive and stamina to lead teams and organisations through the transformational process. Transformational leadership inspires people to accomplish unusual results while also empowering them to grow and expand. Lee Iacocca was the driving force behind a company's turnaround from bankruptcy to profitability (Ott, 1996). He concocted a vision of success and rallied his employees to share it. To be successful, a leader must be able to define and express an organisational vision, as well as inspire, encourage, and empower followers to reach for the stars (De Charon, 2003). "When one or more persons engage in such a way that leaders and followers boost one another to higher levels of motivation and morality," says the definition of transformational leadership.

**Transformational leadership,** according to the study, is a leadership style that affects both individuals and social systems. It promotes valuable and good change in followers in its ideal form, with the eventual goal of growing followers into leaders.

Transformational leadership, in its purest form, improves followers' motivation, morale, and performance through a variety of techniques. These include connecting a follower's sense of self to the organization's mission and collective identity; inspiring followers by being a role model; challenging followers to take greater ownership of their work; and understanding followers' strengths and weaknesses so the leader can match them to tasks that maximise their performance.

There is no one-size-fits-all approach to leading a company. In some cases, it may be necessary to assist some persons in achieving what others lack. This does not imply that the organization is following a specific leadership pattern. Following a particular leadership style could be due to current or situational circumstances. This could also indicate that the leadership style has to be adjusted to be more appropriate for the situation (Krimmel and Lindenmuth, 2001). To put it another way, no organization should rely solely on a particular leadership style. When leaders generate understanding and acceptance of the group goal and inspire their subordinates to look beyond their own self-interest for the welfare of the group, they are demonstrating transformational leadership (Bass, 1985; 1990). The followers of such a leader have faith in, admiration for, loyalty to, and respect for the leader, and are willing to work harder than expected because of the transformational leader's traits. These benefits arise because the transformational leader provides followers with more than just a way to make money; they supply them with an inspiring goal and vision, as well as a sense of belonging (Bass, B. M 1998). Through his or her idealized impact (formerly referred to as charisma), intellectual stimulation, and personalized consideration, the leader transforms and drives followers. Furthermore, this leader inspires followers to think of fresh and creative methods to question the current quo and change the environment to support achievement.

**Four elements of transformative leadership are introduced across the complete range of leadership:**

**Individualized Consideration:** A leader meets the needs of each follower, acts as a trained mentor, and listens to problems

**Intellectual Stimulation:** A leader encourages his team to think creatively, analyze the problems from numerous angles and explore new and better solutions for problems by creating best solution.

**Inspirational Motivation:** A leader who have ability to inspire confidence, motivation and a sense of purpose on his team

**Idealized Influence:** leaders who behave in ways that result in their being role models for his team.

The four traits of transformational leadership will assist the leader in developing a deeper understanding of leadership as well as mentoring and guiding followers. The four qualities have been detailed above, but two sub-facts of idealized influence, idealistic influence imputed and idealized influence conduct, have been examined (Krishnan, 2005). It's critical to realize that transformational leadership improves the leader-follower value system and helps followers identify with organisations (Krishnan, 2005). The leader is responsible for communicating value to the organisation, motivating followers to embrace and achieve difficult goals that they would not have pursued otherwise. The development of a vision that informs and conveys the organization's goal and serves as the foundation for the organization's strategy is increasingly important to transformational leaders. Understanding transformational leadership theory and applying it to the organisation where your work is critical to the organization's survival is critical.

Transformational leadership includes stereotypically feminine characteristics, which may explain why so many women have been able to man oeuvre their way up the corporate ladder despite their gender (Krimmel and Lindenmuth, 2001). According to studies, women's growth has been hampered by their gender. According to recent investigations, women are frequently and clearly capable of leading in a far better and transformative manner and are thus capable of bringing about effective organisational change as required in the police check (Krimmel and Lindenmuth, 2001). Despite this confirmation, women continue to be underrepresented in senior management roles, and even more so in the macro-dominated field of higher-ranking police management. Women are not only given the opportunity to implement administrative improvements, but they are also expected to behave as role models who do everything correctly. As leaders, women must recognize their own inherent powers and potentials and, as a result, fight for higher management positions in any organisation where they work (Krimmel and Lindenmuth, 2001).

Despite the quantity of research literature on transformational control, research on women's transformational management styles has grown increasingly significant. Brown (2003) conducted a qualitative study and concluded that policewomen are adopting transformational management styles, which are critical for affecting organisational change

(Kuppusamy, Ganesan and Rosada, 2010). However, they also claimed that male police officers can occasionally stymie transformative management efforts. Furthermore, according to Brown (2003), real improvements can only occur if police examinations when there is a major shift in the direction of improved management and the promotion of women to higher positions. Brown (2003) also says that the objective of increasing policewomen service will pave the way for transformational management, which will empower them while also allowing for organisational and educational change. Furthermore, Brown (2003) examined the management methods of men and women and found that women were more likely to use their socialisation experiences to advance in their careers, whereas males tended to follow the traditional order and control, or transactional management techniques (Krimmel and Lindenmuth, 2001). They used the Transformational Leadership Questionnaire (TLQ) and discovered that women understand transformative leadership differently than males and are far more likely to describe their management style as transformational.

#### **3.4.5 Transactional Leadership**

The most common explanation for transactional leadership is that it is a cost-benefit exchange between leaders and their followers (Kuhnert & Lewis 1987). The exchange or transaction involves something of value between what the leader has or controls and what the follower desires in exchange for his or her services (Yukl & Van Fleet 1992). Leaders that use transactional leadership define goals and objectives, communicate to coordinate tasks and activities with the help of their staff, and guarantee that the larger organisational goals are met. The ability to accept hierarchical distinctions and work through this kind of interaction is critical to the success of this type of leader-follower relationship. The concept behind transactional leadership is that subordinates and systems perform better when there is a clear chain of authority. People are motivated by incentives and penalties, according to the implicit belief in the leader/follower relationship. Despite the limitations of transactional leadership being highlighted in multiple leadership studies, it remains popular among leaders and managers. This strategy is definitely closer to the management end of the leadership vs management scale (MacKenzie, Podsakoff & Rich 2001).

Both transactional and transformational leadership styles complement each other and are intertwined. Rather from being diametrically opposed, they are like two sides of the same coin (Krimmel and Lindenmuth, 2001). Some leaders are brimming with energy and optimism, which they pass on to others around them. Those leaders keep their subordinates engaged in work and with one another in order to attain the aim of cooperation and

willingness to support one another (Kuppusamy, Ganesan and Rosada, 2010). The table below summarises the several leadership styles identified by Krimmel and Lindenmuth (2001).

Leaders that are transactional are constantly eager to give you something in exchange for following them. It might be anything from a positive performance review to a raise, promotion, increased responsibilities, or a desired change in responsibilities. Transactional leadership, often known as managerial leadership, is concerned with the supervisory, organisational, and group performance functions. Transactional leaders have features or behaviours that are similar to charismatic leaders, and they can be extremely effective in a variety of situations when it comes to motivating participants. They are skilled in negotiating deals that motivate people, which can be helpful to a company. The question is thus simply one of long-term viability (Northouse, 2016). Transactional leaders employ rewards and punishments to entice people to follow them, and they accept existing organisations' goals, structure, and culture. They are willing to work within established procedures and negotiate in order to achieve the organization's objectives. When it comes to fixing difficulties, they have a tendency to think beyond the box. Transactional leadership is generally a passive style of leadership, with the most common acts being establishing criteria for rewarding followers and maintaining the status quo.

**Transactional leadership style is described by three factors, according to (Alhammadi M 2019):**

**Contingent Reward:** The exchanges between the expected behaviour of the follower and the reward or punishment the follower will receive in return are outlined in contingent reward. It functions as an incentive for hard work, low error, excellent performance, and high production because subordinates are aware of this.

**Management by Exception (Active):** focuses on finding and addressing errors in order to maintain current performance levels. Leaders keep a careful eye on their followers and correct any deviations from the task in whatever way they can. To prevent further errors, leaders 'actively' enforce norms.

**Management by Exception (Passive):** The 'passive' leader would only intervene if absolutely essential. If goals are not routinely accomplished and more significant issues occur, the leader will take appropriate steps to correct the situation. In other words, passive

leaders wait until problems are brought to their attention before taking corrective action. It's related to the laissez-faire approach to leadership, which takes a hands-off approach.

The following table (3.1) compares transformational and transactional leadership to help you grasp the key distinctions. (Krimmel and Lindenmuth 2001).

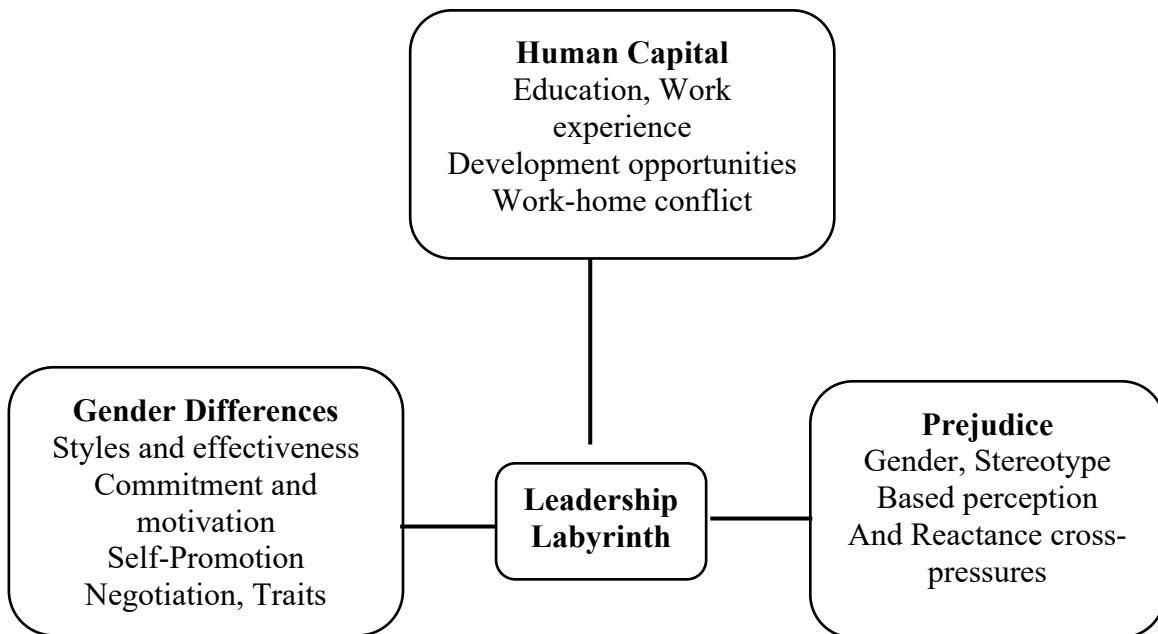
**Table 3.1 Main Characteristics of Transactional and Transformational Leaders**

<b>Transactional</b>	<b>Transformational</b>
Leadership is reactive within organisational culture.	Leadership works to change organisational culture by applying new concepts.
Leadership depends on human relations to facilitate human interactions.	Leadership centered on individualized consideration and respect for differences in people and talent.
Leadership depends on leaders power to reinforce followers successful completion of the bargain	Leaders provide vision and inspire the respect and cooperation of followers toward accomplishing group goals.
Leaders depends on reward, punishment and sanctions to elicit followers	Leaders motivate and inspire
Leaders emphasize relationship between effort and reward	Leaders distinguished by their capacity to inspire and provide idealized influence on their followers, which motivates them to go beyond standard contractual exchange relationship.
Focus is dealing with problems as they arise.	It styles new expectations in the followers.
Followers achieve objectives through rewards and punishments set by leader and motivates followers by appealing to their own self-interest.	Followers achieve objectives through higher ideals and moral values and motivates followers by encouraging them to put group interests first.
Leaders motivate followers by setting goals and promising rewards for desired performance.	Leadership is based on intellectual stimulation, i.e. leaders create learning opportunities for their followers and stimulate them to find innovative ways of solving problems.

### 3.5 Understanding the Leadership Labyrinth

Women are disproportionately placed in lower-level and lower-authority leadership roles than men, resulting in the leadership gap. The three categories of causes for women's underrepresentation in high-level leadership positions are generally discussed (Figure 3.2). (peter g. northouse 2013). The first set of explanations focuses on the disparities between men and women's human capital investments. The gender disparities between men and

women are the subject of the following group of explanations. The fourth form of explanation focuses on discrimination and prejudice towards female leaders.



**Figure (3.2) Leadership Labyrinth**

### 3.5.1 Human Capital Differences

One popular theory for the labyrinth is that women invest less in their human capital through education, training, and work experience than males (Eagly & Carli, 2004, 2007). This alleged lack of human capital is the cause of a shortage of qualified women, referred to as a "pipeline problem." However, a closer examination of the figures reveals that women are in the pipeline, but it is leaking. Women are acquiring undergraduate degrees at a considerably higher rate than males, and they are earning professional and doctorate degrees at a rate that is greater or nearly equal to men, yet they are still vastly underrepresented in top leadership positions, as previously discussed. Even though women hold more than half of all management and professional roles (Catalyst, 2011c), females have less opportunities for professional advancement than men. Many of these disparities in developmental chances between men and women may be fueled in part by the bias women face in the field of leadership. Women are less likely than men to receive support, be involved in critical networks, and receive formal job training, in addition to having fewer responsibility in the same jobs. Effective mentor connections are a key developmental experience that influences occupational success, and women face more challenges to forming informal mentor relationships than males. Furthermore, women are overrepresented in business roles that are

less visible, have less responsibility, and do not lead to top leadership positions. Accounting, education, and the velvet ghetto of human resource management, for example, are all dominated by women. In addition, when women are promoted to leadership positions, they are more likely than males to be placed on a "glass cliff," meaning they are more likely to be assigned to insecure leadership positions that carry greater risk and criticism (Ryan, Haslam, Hersby, & Bongiorno, 2011).

### **3.5.2 Gender Differences**

Other explanations for the leadership divide concentrate around the idea that women are simply different from males. Women's underrepresentation in elite leadership roles, according to one viewpoint, is due to variations in leadership style and effectiveness. Any significant leadership style variations between men and women, as stated earlier in this chapter, should not harm women and can even provide a female advantage (Eagly & Carli, 2007). Another frequently mentioned impediment to women's success is the assumption that men and women have different levels of devotion to work and motivation to lead. Women, on the other hand, show the same amount of identification with and dedication to paid professional positions as men, and both women and men regard their duties as employees as secondary to their roles as parents and partners, according to study. Women are less likely than men to advocate themselves for leadership roles, according to empirical studies (Bowles & McGinn, 2005). Women, for example, are more prone than men to take on informal rather than formal leadership responsibilities, and to refer to themselves as facilitators or organisers rather than leaders. Another notion is that men are more likely than women to possess the leadership qualities required for success. Effective leadership, on the other hand, is characterised by an androgynous combination of characteristics like as intelligence, social skills, initiative, and the capacity to convince (Eagly & Carli, 2007). Small sex differences in attributes connected to effective leadership, such as integrity, assertiveness, gregariousness, and risk taking, have been discovered in social science studies; nevertheless, these differences advantage women just as much as they favour males (Eagly & Carli, 2007). Men are more inclined than women to ask for what they want, which is a gender difference that benefits men in leadership. In conclusion, women are no less capable of leading, committed to their work, or inspired to take on leadership roles than men. Women, on the other hand, are less inclined than men to promote themselves and negotiate. In addition, research reveals that there are a few minor sex differences in qualities associated with effective leadership, though these differences benefit both men and women equally.

### **3.5.3 Prejudice**

Gender biases coming from stereotypical beliefs that women care and men lead are one major explanation for the leadership divide (Hoyt & Chemers, 2008). Stereotypes are mental shortcuts that affect how people interpret information about groups and individuals. People attribute qualities to groups or individual members of groups regardless of the real diversity in the individuals' traits. Gender stereotypes are widespread, well documented, and difficult to modify. Gender stereotypes refer to stereotypical perceptions about the characteristics of men and women. This bias against female leaders helps to explain the numerous findings indicating less favorable attitudes toward female leaders than male leaders, greater difficulty for women to achieve top leadership roles, and greater difficulty for women to be viewed as effective in these roles, women, and men, and prescribe how men and women should be. Agentic characteristics associated with men include confidence, assertiveness, independence, rationality, and decisiveness, whereas communal characteristics associated with women include care for others, sensitivity, warmth, helpfulness, and nurturance. Gender biases can be especially harmful in the selection of top leaders, because the often-unstructured nature of those judgments enables for biased decisions to be made without accountability (Powell & Graves, 2003). Not only are preconceptions that disfavour women in leadership roles influencing decision-makers, but they may also fall to homosocial reproduction, which is the tendency for a group to reproduce itself in its own image. People like similar people and make the best judgements and evaluations of those who are most like them, biases that can plainly disfavour women when male bosses are seeking for replacements.

## **3.6 Characteristics of Leadership**

### **3.6.1 Characteristics of a Good Leader**

The perspective of Leadership & Team Management (2016) on the definition of leadership is very similar to Ward's (2018). Leadership, on the other hand, does not have a clear definition. Rather, it is understood through demonstrating leadership traits. "There are ten common components that create a great leader," according to Leadership & Team Management (2016).

#### **Vision**

Leaders who a vision and know how to communicate with others.

#### **Motivation**

Leaders motivate others it is main functions. Through motivation the employee will achieve the objectives.

### **Serving**

The leader at the disposal of the team, the leader whose team must feel supported

### **Empathy**

Emotional intelligence is the trait of a successful leader. The ability that enables leaders to put themselves in the shoes of others.

### **Creativity**

Leadership and creativity. Leaders able to create environment that encourage his team to develop skills and abilities.

### **Thoroughness**

Leaders who know how to put the objectives for the team to get high performance.

### **Managing**

Outstanding leaders are always at the forefront of their team throughout the entire process until the goal is reached.

### **Team Building**

Leadership that revolves around working with the team to reach common goals.

### **Taking Risks**

Good leaders take risks, support the team in the most difficult stages, and share responsibility

### **Improving**

Leadership that seeks continuous improvement. They are the leaders who turn failure into success

### **Decision Making**

Capacity to make and stick to decisions is the cornerstone of effective leadership abilities. making decision based on the data offered and make a prompt and competent decision. The five key leadership decision-making skills:

1. Identify crucial aspects that will influence a decision's outcome.
2. Excellent analytical and interpretive skills are required to be a highly proficient decision-maker.
3. Make an accurate assessment of choices and set priorities. Effective leaders are able to evaluate the quality of alternatives and explain why they did so.
4. Foresee possible outcomes and their logical repercussions. In well-defined and tightly organized environments, skilled strategists draw logical judgments.
5. Deal with risk and unpredictability. In unclear situations, the most accomplished managers determine which conclusions are most likely and well-justified.

6. Be able to reason quantitatively in a variety of situations. Leaders must be able to interpret, assess, and analyze data presented in charts, graphs, text, and tables. They must comprehend the meaning of the numbers and how this affects their decisions.

### **3.7 Women as Effective Leaders**

Individuals in society play important roles, one of which is that of the leader. Leaders bear enormous duties and are the most important and powerful members of any organization. The leadership notion entails deeply embedded relationships in social situations, necessitating leadership theory and research in order to integrate leaders' behavior and traits within the right component of leader effectiveness and emergence (Sanders and Henderson, 2013). According to them, a leader is someone who stimulates, assists, and influences people to contribute to the success and effectiveness of the organization in which they work. In reality, there is no sector in which we can regard women to be inferior to males. They work as hard as men, preferring to take on the most important and challenging jobs, and are not afraid of any problems. If given the right power to execute senior and vital duties, women can outperform what is expected of men (Sanders and Henderson, 2013).

In comparison to men, women have a stronger desire to work harder. Women must never quit up when confronted with barriers they are unable to overcome and overcome (Waters and Ussery, 2007). Women can perform far better than men in the realm of law enforcement. The findings will appear automatically if they are given permission to work (Sanders and Henderson, 2013). The same posts that are handled by male cops can be managed by female cops who can deliver the same expected results and outcomes (Waters and Ussery, 2007). In terms of the role of women police in leadership and decision-making, it can be seen that their presence in leadership positions is hampered in general by their subservient status and the slow pace of women in the workplace, which is dominated by masculinity (Waters and Ussery, 2007). Women are not considered equal to men in some countries, and they are seen as the lesser species. They (women) are denied entry to and incorporation into both utilitarian and prestigious roles that are only open to men in society (Colvin, 2016).

The leadership role in societal matters, such as the function in administration, is reserved entirely for males of the society. In a study of women police officers conducted by Brown (1998) and Harwood (2006), it was discovered that women are attempting to carve their own path to the top in terms of policing issues such as identity, isolation, and hostility (Colvin, 2016). In many nations, MPOs and FPOs are evenly distributed; but, in some

countries, such as Australia, policing is still predominantly a male-dominated profession, with leadership still being coded for the male of the culture (Choi and Hoon, 2008). Kolb and Merrill-Sands conducted research at an agricultural research organization and discovered that there are persistent mental models that represent experiences related to masculine life and masculine values that female members working in non-traditional industries face (Choi and Hoon, 2008). Such models maintain cultural assumptions regarding the reward system and decision-making in the policing sector.

Furthermore, Colvin (2016) examined these difficulties and discovered that there are numerous factors that limit women's advancement in society and in today's globe. The majority of organizations are founded and governed by males, and they are built on male dominance experiences, as well as organizational notions of comprehensive competence. Furthermore, the leadership profiles are heavily influenced by attributes that are stereotypically associated with men, such as aggression, toughness, and decisiveness (Colvin, 2016). The processes of gender-role socialization and stereotype formation have been proven to be highly suggestive of all types of discrimination across cultures. There are numerous difficulties in relation to female police officers and authorities. In terms of quantity and rank, the women cops are not at all proportional to the men cops. Similarly, the accurate ratio of female police officers to female police officers is only 1 to 4 (Deluga and Souza, 1991), implying that women are less interested in becoming police officers than males, or that they are less picked and shortlisted if the same requisites are accessible for men. As a result, there are few female police assistant commanders, commanders, or higher-ranking officers (Nahavandi, 2016).

When female cops are compared to male cops in terms of day-to-day operations, senior officers' identification of female cops in management positions is quite low (Deluga and Souza, 1991). Women's police policies, proclamations, regulations, and rules have been established, but they have not succeeded in reserving their rights. There is still an internal deficiency among the female police officers (ibid, 1991). Stereotypical pictures, legends, and erroneous perceptions of women's roles and appreciation abound in inquiries of women in law enforcement. Many women's acute experiences in policing researchers, on the other hand, identify the context as a feature of police societies all over the world. Male police officers frequently explain, dominate, and settle on control positions, as suggested by Dietz (2000), and management is frequently perceived as men's awareness, skilled by men, and to men. Despite the fact that the number of women in law enforcement is steadily increasing, they still have far fewer opportunities to compete for and hold high leadership positions

(Dietz, 2000). It is self-evident that the majority of female police officers in management control positions go through several encounters in their roles (Ghaffaradli-Doty and Carlson, 1979).

Women in positions of command and control have been scarce in the police force, as well as in many other professions. Brown (2003) asserts that female leaders have a significant role to play in organizational leadership positions that need law enforcement to be conducted in a reasonable and non-aggressive manner. This mindset has been shown in a number of studies that show the complex character of police management disputes, particularly among women. This theory aims to shed additional light on the topics of leadership, gender, and police investigation (Schultz, 2015). The women's police division has been undergoing periodic changes in order to address the complicated and acute difficulties that arise in the day-to-day law enforcement division. As a result, the management style is progressively changing, with male officers refusing to promote women officers to top positions for fear of jeopardizing their stability and continuity in their current positions. This is at a time when women police officers in many areas of the world, including the UAE, have demonstrated significant levels of performance both in the field and in the classroom. Many women police officers in the United Arab Emirates, in particular, have advanced degrees and are fluent in English. These attributes provide them an advantage in a society dominated by men.

In 2012, the National Institute of Fairness and Justice linked method organizations and compared the law enforcement sector's managerial structure to that of industrially produced facilities (Gottschalk, 2011). According to the survey, similar businesses and industries have carefully distanced themselves from rigid manufacturing processes based on antiquated culture, hierarchy, and methods. The section in charge of enforcing the rules must take on a similar task.

The division in charge of enforcing the rules must make the same changes in their techniques of association, management, and organization (ibid, 2011). In this century, it is hard to see the police department as a male-dominated industry, encouraging women to be a part of such a difficult effort. Because the women police force clears and saves a large number of women's damages, there was no fundamental condition for women to join the force, despite the fact that it is also important to have expertise in the social case job (Kharasova and Blazhenkova, 2015). Deficient personal time, a need for recognition for high-quality effort, communication with the media, gathering deadlines, operational overtime, dealing with emergencies, a lack of opportunity for advancement, and antagonism

at work are some of the various levels of harm women police officers face in their departments. In addition, they include insufficient pay, inadequate or insufficient supervision, negative attitudes toward the organization, performing tasks other than those assigned to them, poor equipment quality, recurrent interruptions, job shifts, clashes with other sections, poorly aggravated coworkers, and excessive management monitoring (Kharasova and Blazhenkova, 2015). Women in positions of responsibility in any organization serve as role models for their members. This model serves as a motivation for achieving institutional objectives. Women's legislative bodies should aid organizations in thinking favorably about women, especially if they have the ability to perceive the big picture and propose changes with desire.

A plethora of research shows that women have been effective in various leadership positions. For instance, a study conducted by Spasić and Vučković (2013) shows that women outsmart their male counterparts when it comes to soft skills. As a result, the researcher concluded that women have a better chance to be successful if given the opportunity to serve in different leadership positions. In a separate study that sought to compare the leadership skills and competencies of male managers and female executives, (Andreescu and Vito 2010) established that women are strategic in building positive collaborations in an organization that aim to support partnerships and attainment of corporate goals.

Female leaders are viewed as being Female leaders seen as more compassionate, empathetic than men. Such qualities give them a suitable chance to spearhead institutional objectives by ensuring that good relations are nurtured and promoted in the organization or institution. As noted by Spasić and Vučković (2013), a majority of the women are empathic and value sound relationships with others. In turn, this trait allows them to develop a strong understanding of different aspects in organizations, including the factors that motivate people, recognition of individuals, and factors that contribute to underperformance. Equally, Andreescu and Vito (2010) report that women concentrate on building strategic connections that seek to strengthen organizations. The ability to create a collaborative environment in an organization than their male executive counterparts make them effective leaders at all times. Strong collaborative environment helps women executive to fortify connections with external and internal stakeholders, an aspect that supports the attainment of corporate goals (Andreescu and Vito, 2010).

As an illustration, compassion is an outstanding trait among female leaders. In so doing, women in leadership positions clearly understand the need and benefit of creating a psychological safety environment in institutions since it directly contributes to high

performance and productivity in workers (Andreescu and Vito, 2010). Creativity and innovation have, in addition, been found to be predominant in women leaders, and such qualities create inspiration in their teams for higher performance (Clifton, 2011).

One unique characteristic of women as elicited by Clifton (2011) is the ability to approach problems in a holistic manner. According to Sarfraz and Naureen (2016), women tend to collect details in a completely different way as compared to men. In particular, women not only gather more details in a relatively quicker way as compared to men but also have the capability to organize the finer details into more intricate patterns. The same position was held by Andreescu and Vito (2010) who reiterated that before a woman makes any decision, she considers much more options, variables, and possible solutions than a man faced with a similar problem situation. This feature sometimes gives women the capacity to make more accurate decisions than their male counterparts. Additionally, Mukherjee (2016) argued that women are more skilled in soliciting for alternative views on a particular issue prior to making their final decision. This argument is backed up with empirical evidence presented by Mukherjee (2015) in which women leaders in self-help groups had developed a habit of encouraging all members to participate in group activities so that they could increase the sources of advice and alternative voice. In the same study, Andreescu and Vito (2010) reiterated that the women leaders would not make any decision before listening to all the alternative voices from members. However, the focus of the study was on the strategies that women leaders use to successfully lead self-help groups. As such, the researcher did not include a control study examining whether men leading self-help groups also exhibited the same trait as their female counterparts. Nevertheless, considering the arguments provided by various scholars on women's tendency to consider more options before making a decision is a desirable trait that facilitates accurate decision-making (Andreescu and Vito, 2010).

However, this trait has been criticized by Andreescu and Vito (2010) as inapplicable in most leadership contexts. For instance, in crisis management context, there is definitely no time for the leader to seek opinion from every relevant stakeholder before making a decision. One of the main distinguishing qualities of a crisis manager is the ability to make accurate decisions within a limited period (Sarfraz and Naureen, 2016). Additionally, in bureaucratic leadership situations where decision-making capability should emanate from a central authority figure, there are often too many stakeholders from which the leader can source alternative voice before making a decision (Andreescu and Vito, 2010).

There are arguments that women's ability to consider more potential solutions and alternative views allows them to pursue more entrepreneurial opportunities. For instance,

after conducting a longitudinal survey for two years, Mukherjee (2016) reported greater effectiveness among women than men holding executive level positions in organizations that prioritize innovation and growth. In another study, Sarfraz and Naureen (2016) reported that women generally performed better than men in various leadership-associated traits such as championing for desirable change, taking initiatives to enhance corporate performance, and achieving higher than industry average financial performance. However, there is little empirical researcher illustrating whether women outperform men in terms of persistence and focus towards achievement of leadership objectives Sarfraz and Naureen, 2016). In essence, while corporate performance can be attributed to the type of leadership style and traits adopted, there are more factors in the internal and external corporate environments that have an even greater effect on the performance of the organization (Andreescu and Vito, 2010). To establish that indeed women have intrinsic traits that make them outperform men in matters leadership decision-making, more empirical evidence needs to be provided. Such empirical evidence should serve as ground for refuting that the differences in leadership decision-making and resultant performance have something to do with other factors than leadership decision-making skills (Mukherjee. 2015)

In another portion of literature, researchers argue that women have better skills in social networking and relationship management. According to Sarfraz and Naureen (2016) women have executive social skills that enable them to develop and maintain relationships with people in a better way than men. From a neurobiological perspective, women's brains contain evolutionary traits that enable the women to be keen on social networking markers such as minute changes in tone and voice, abstracted emotions on the face, body language, and gestures. Andreescu and Vito (2010) went ahead and argued that women's ability to build and manage relationships effectively is an advantageous trait as far as people development within the corporate context is concerned.

As Mukherjee (2015) argued, the ability to women to exhibit traits that men apparently lack illustrates the importance of gender diversity in the workplace. Hence, Andreescu and Vito (2010) estimated that there would be approximately more than three billion women in the global workplace environment by the year 2022. The increase in the number of women in the workplace would occur as a result of employers' realization of the essence of women in the workplace (Sarfraz and Naureen, 2016).

### 3.8 Conclusion

This chapter focuses on the personal, economic, human, social, and cultural components of women's empowerment in the police force. It also finds that the empowerment process affects their abilities and skills by addressing a combination of these factors. It also covered a variety of interconnected subjects concerning women police officers and the constraints that prevent them from rising to positions of senior leadership in countries such as the United Kingdom, the United States of America, Pakistan, France, and Saudi Arabia. Furthermore, this chapter demonstrated the beneficial impact features of women's leadership.

This chapter demonstrated that there is essentially no solid evidence of what impacts police leadership styles and behaviours have on the ground when it comes to empowering women in law enforcement. (Isla Campbell and Jenny Kodz 2011) provide an indication of the potential effectiveness of various police leadership styles, competences, and behaviours, as well as where the current "weight of evidence" falls. Researchers have made bold attempts to explain the nature and effect of leadership through transformational and transactional leadership theories. Both theories have their own set of advantages and disadvantages. However, in both types of leadership, the impact of situational circumstances on leadership outcomes should not be overlooked. More empirical work is needed to acquire a greater knowledge of these two notions, as evidenced by the studies of strengths and flaws of these two leadership models. To comprehend the frequent leadership tasks allocated to women police officers and the extent to which they are vital, it was necessary to distinguish between these diverse sorts. The outcomes of this study could indicate that female cops are given less important leadership roles than their male counterparts.

**The researcher comes at the following conclusion:**

**Evidence limitations:** regarding what makes a great leader is limited, and it is mostly limited to leaders' effects on team assessments of their leader's effectiveness. A very little research looked at the effect of leadership skills, behaviors on operational and organisational achievements.

**Transformational leadership:** leaders who attempt to inspire, set a vision, provide intellectual stimulation, and appeal to team moral principles, want to fulfil potential, and make a constructive contribution may be considered as more effective leaders than those who do not.

**Transactional Leadership:** leaders who rely extensively on rewards and penalties, as well as 'management-by-exception (acting only when expected behaviours and/or service delivery are not met

**Mixed-style leadership:** police officers who combine transformational and transactional behaviours are more effective than those who only use transformational behaviours.

**Active leadership and role-modelling:** leaders who rely too heavily on inspirational motivation and interventions such as mentoring may be less effective at influencing subordinates' behaviour (including impacting on integrity and the ethical culture of their force) than active, out-in-the-field leaders who set a good example and use role-modelling strategies.

**Situational leadership:** leaders that adapt their behaviours to the circumstances, such as their subordinates' years of experience, rank, and role, may be the most effective.

**Variations:** police may at times necessitate leadership techniques that are distinctive in comparison to other industries. For example, despite evidence showing Australian police leaders are less transformational than their industry/business counterparts are, police officers in Australia had a higher degree of satisfaction with their leaders than industry/business workers.

**Emotional intelligence:** There is evidence that the ability or capacity to perceive, assess, and manage one's own and others' emotions (ie "emotional intelligence") can be positively related to police leader effectiveness, but that high levels of emotional intelligence can also undermine effectiveness when combined with high levels of narcissism (a personality trait involving conceit, egotism, vanity or selfishness).

## **CHAPTER FOUR**

### **Research Related Studies**

#### **4.1 Introduction**

This chapter examines the literature on the topic of women's empowerment, which is the focus of this study. It conducts a review of related studies and other reports in order to pinpoint crucial components of women's empowerment. The studies will be divided into two categories and presented in two parts: the first will include research on the notion of women's empowerment, while the second will focus on women's empowerment in the police sector. This chapter also explains how and why this study differs from earlier and other studies. This chapter also tries to identify and examine the hurdles that women face in the police force. The information for this study was gathered through a literature review and earlier field research. More importantly, this research will awaken the eyes of police leaders to women's rights to be independent of men's sections and to completely lead women's sections.

#### **4.2 Studies Related to the Concept of Women Empowerment**

##### **The study of empowering women as an administrative leader (Azala M. Al Ghamd 2016)**

All male and female academic heads from six Saudi Arabian public universities were included in the study. The respondents for this study were chosen using a stratified random sampling approach, which stratified the sample by university type and gender. This survey included 377 academic leaders, both male and female (for a response rate of 47 percent). This study discovered that perceptions of psychological empowerment, as well as its four dimensions, have a significant impact on perceptions of administrative creativity among academic female leaders in Saudi universities, necessitating policy and practise changes as well as additional research on the subject. Based on these findings, it can be concluded that Saudi academic female leaders, both existing and new universities, require more psychological empowerment in order to be creative in their administrative areas. Academic female leaders at Saudi universities, particularly those who are self-assured and recognise the significance of their work, play an important role in preparing future generations of female students for success in higher education and serving as role models for future female leaders. According to the findings of this study, female leaders require more opportunities to demonstrate their inventiveness in administrative tasks. As a result, higher education officials must make greater efforts to empower women leaders in their respective sections

and provide them with more opportunities to demonstrate their inventiveness, enhancing the prestige of Saudi women leaders both locally and globally.

The goal of this quantitative study was to see how the perception of psychological empowerment of women leaders affected their administrative inventiveness at Saudi Arabia's established and growing universities. The study's most important finding is that psychological empowerment has a substantial impact on academic women leaders' administrative inventiveness in Saudi universities. Because administrative creativity contributes to the ability to come up with new ideas for leadership practises and to solve problems, and because the study found that the extent to which this occurs is average, recommendations to improve the situation for women leaders in higher education should be considered. They, their institutions, and the female students they teach and influence all profit. Given that the current study's findings are consistent with those of earlier research, it is now critical to investigate ways to improve psychological empowerment and administrative creativity in Saudi Arabia's higher education for female leaders.

This study suggests that attitudes and views about academic women leaders at Saudi universities be changed, particularly male leaders' lack of confidence in female leaders' ability. Implementing successful tactics and policies to raise male knowledge of the need of strengthening academic female leaders, particularly in the leadership sector, are some of the practical consequences of this advice. Assigning leadership jobs to academic female leaders in order to demonstrate their talents, at least in the women's section, is also an important step in changing dominant ideas about women leaders. A second recommendation is for higher education officials in Saudi Arabia to recognise academic women leaders' rights to be completely responsible for the leadership of the women they teach; as a result, female leaders will have the recognition and autonomy to lead the women's sections. This recognition would necessitate autonomy, which would reverse the current policy of males running women's sections and eradicate male bureaucracy, which currently prevents female academic leaders from managing their sections without subordination to male leaders at higher levels.

A third recommendation is for Saudi universities to completely separate women's and men's sections, as Princess Nourah bint Abdulrahman University has done. At Princess Nourah, the women have complete autonomy over the education of the women who attend this higher education institution, and they are fully responsible for the leadership of the women they teach. A policy change of this magnitude at all universities may take time and may never be implemented at all Saudi Arabian institutions of higher learning; however, this could be an effective strategy for maintaining separate educational areas in accordance with

Saudi Arabian cultural traditions while also allowing Saudi female academic leadership to develop. A fourth recommendation is to improve job security for academic women leaders so that they can take risks in order to carry out their administrative responsibilities to the fullest extent possible, as well as to ensure that they have opportunities to make mistakes, learn from them, and apply what they've learned in their leadership roles. Academic women leaders, as evidenced by the findings, are hesitant to take chances. This could be attributed in part to male leaders running the women's sections, and given that males have lower perceptions of female leaders' empowerment, this could lead to even more perceptual shifts that women leaders are capable. Universities should embrace and modify leadership training programmes and incentives, whether financial or psychological, to include academic women leaders, fulfil their unique requirements, and foster creativity. Finally, higher education officials at Saudi universities should take advantage of academic women leaders' high self-confidence by assigning them difficult tasks, which will increase their psychological empowerment and, as the findings show from both female and male perspectives, lead to increased administrative creativity.

### **The study of empowering women as an academic leadership (Abrar Abdulmanan Bar 2016)**

The goal of this research was to look into the notion of women's empowerment in top management positions in Saudi Arabian and Japanese higher education institutions. The goal of the research was to learn more about the current state of women's university administration, as well as supporting factors, challenges and hurdles, and strategies. The qualitative research design and case study technique of analysis were used to carry out this research. In-depth interviews with men and women in higher management positions at various universities are conducted as part of the qualitative method. Qualitative research focuses on individuals and their circumstances in order to better understand how people come to comprehend an issue or phenomenon. By comparing women's higher education management situations in Saudi Arabia and Japan, this paper offers a comparative analysis of case studies of women empowerment in Japanese higher education institutions.

The goal of the research was to look into the idea of women's empowerment in higher education management in Saudi Arabia and Japan. The study looked into a variety of characteristics of women's empowerment in these countries. The researcher investigated the current state of women's empowerment in Saudi Arabia and Japan in order to acquire a more comprehensive understanding of women's roles in management. The researcher who helped build the study's proposal system looked into the hurdles and obstacles that women might

face on their journey to empowerment. The study also aimed to learn about the tactics employed by both countries' higher education institutions in order to achieve empowerment. There is a paucity of general theoretical literature on women's empowerment, particularly in the context of higher education management in Saudi Arabia and Japan. The majority of the studies are focused on economic and political issues. These studies investigate the disparities in workplace productivity between men and women, as well as the value of women's input in decision-making. Women in education are rarely discussed in studies; instead, they tend to focus on the impacts of education and their importance in empowering women. Other studies concentrate on themes such as gender equality and the Millennium Development Goals. It's also worth noting that the majority of the research emphasises the barriers, problems, and negative aspects that hinder women's empowerment. There are few studies that concentrate on the elements or procedures that have helped women gain empowerment. The study's result is presented in this chapter. The major findings of the study's summary and analysis will be presented by the researcher. Finally, theoretical and policy consequences are given and addressed.

The goal of the study was to create a proposal system that was based on an Islamic worldview to overcome difficult situations. To recap, the study's goals were to:

1. Describe the obstacles, possibilities, and limits that woman in the academic sector face before moving into middle management jobs.
2. Describe the women's experiences with concerns involving various roles and responsibilities as they pertain to the topics described before.
3. Research women's management and leadership experiences at Saudi Arabian and Japanese universities.
4. Using the research findings, develop a set of suggestions and a system reform proposal. This move aims to help academic women leaders and managers at Saudi Arabian and Japanese universities.

Many practical ramifications of the study's findings were highlighted during the study. These implications are directed at leaders, managers, and other stakeholders in higher education institutions who are concerned about the institutions' development and progress. The following are some of our recommendations:

1. Developing a long-term strategy to support women of all ages and skill levels in Saudi Arabia and Japan through their work-life balance policies. The importance of establishing a positive work-life balance culture, procedures, and policies.
2. Providing networking and training opportunities for women to help them stay motivated

and recognise their abilities.

3. Creating a society that values diversity by allowing more women to hold leadership positions in the workplace. Increasing awareness that the country requires more female managers by giving chances for women, which will lead to increased corporate innovation and worldwide competitiveness. Saudi and Japanese communities and individuals should be able to comprehend the necessity for more women to be involved in institutions in order to improve productivity and diversity.
4. Establishing a list of collaborating institutions with particular goals, then monitoring and following up on their progress. Both governments should consider taking affirmative action against institutions that do not provide women and men with equal chances and pay. Developing a clear vision, timeline, and deadline for university-based projects aimed at women's empowerment.
5. Rethinking the old working concept, which promotes lengthy working hours as a desirable trait. The importance of considering a person's productivity rather than their labour hours.
6. Bringing attention to the accomplishments of women in positions of leadership.
7. Raising awareness about the need of women having more self-confidence in their skills.
8. Recognizing the significance of instituting a quota system in higher education. The necessity of ensuring a fixed number or ratio of female-to-male positions. It is felt to be necessary to have a large number of women in quota to offer their perspectives, ideas, experiences, and concepts.
9. Developing social infrastructures in universities to support female workers in areas such as childcare and after-school care.
10. Working with the media to raise awareness of women's empowerment among Saudi and Japanese society members. Specifically, by emphasizing how empowerment may enhance women's roles in society and institutions. It is critical that all elements of society, especially university students' families, comprehend and accept this process.
11. Creating excellent research facilities at Japanese universities dedicated to women's empowerment studies.
12. Establishing a ministry dedicated to women and children's needs.
13. Create a job title for "Gender Equality Managers" within the university.

When considering these suggestions, it is critical to remember that none of them will solve the problem on their own. Furthermore, there will hardly ever be any reasons to resist implementing them. Obstacles, on the other hand, are entirely within the hands of the

workplace's manager and leader. To put it another way, whether the manager or the leader is subjected to changing workplace norms and models.

### **Study of finding the Executive Leadership Gender Gap in the UAE (Sumaya M Al Shaer and Ashly 2010)**

The findings of a study in which 115 participants from various industries and backgrounds in the United Arab Emirates (UAE) shared their perspectives on women and leadership in the UAE are presented in this study. A quantitative survey instrument was administered to 115 survey participants as part of the study. It assesses the competency similarities and differences between gender groups in the UAE, explores the expectations of male and female leaders, studies the situational similarities and differences between gender groups with regard to the obstacles and challenges they have encountered in their leadership roles, and identifies the barriers that potentiate women's ability to be successful in leadership roles.

This study looked at a wide range of topics in order to better understand the situation for Emirati women in leadership roles, as well as the barriers to and supports for them. It encompasses a wide range of perspectives from men and women, nationalities and non-nationals, government and non-government sectors, generations, and jobs, among other differences. According to the findings of this survey, there are numerous signs that women in the UAE would continue to aspire to and attain top positions. **The study's findings are as follows:**

1. Education is a key aspect in advancing to the highest levels of management in the UAE, and prospective female leaders should take advantage of the numerous leadership training programmes available. This will assist women in learning key leadership skills such as how to cope with various personality types and how to look at things from various angles. Aspiring female leaders should be aware that they may face obstacles to achieving senior positions in some settings, particularly in the form of assumptions that leadership is only the province of men, or assumptions that women's family commitments preclude them from assuming positions of leadership.
2. There was no discernible difference in the leadership styles of Emirati women and Emirati men, according to the participants.
3. There is no doubt that men and women leaders in the UAE have different expectations of them in leadership roles, which might provide specific impediments and problems for women in some situations. Women, if not men, believe that achieving leadership roles is

more difficult for women than for men. This study not only explains why, but also provides ways to improve such experiences.

4. It was discovered, however, that women in the UAE possess the necessary abilities to attain the most senior positions, that exclusion from important social or professional networks is not a factor, and that they are not hampered by a lack of access to management/leadership training, a lack of desire to reach senior positions, a lack of careful career planning or international or leadership experience, or a lack of appropriate mentoring or cooperation from people in positions of authority (e.g., family members). Culture, on the other hand, must be contested, and it is critical to emphasize that this is a cultural issue. The UAE's culture is evolving, particularly among younger Emiratis, who favors women's ascent to higher positions. They are becoming more accepting of, and even enthusiastic about, women in positions of leadership.

### **The study of women leadership challenge (Amanda Sinclair 2008)**

This analysis adds to our knowledge of why women continue to be underrepresented in leadership positions in Australian businesses. It was discovered that a focus on the existing leadership culture was required to comprehend women's exclusion from corporate leadership. Senior managers of both genders are frequently reticent to discuss roadblocks on their way to leadership, and talking to women only gives you a partial picture of the workplace dynamics. Many women are finding fewer, narrower, more risky, and personally costly avenues to the top because of these changes. They also have far-reaching consequences, jeopardising the very capacity and quality of company leadership. However, the study also demonstrates how important inventive and devoted leadership can be. The research offers practical guidance on how leaders may foster circumstances that allow talented women to thrive in positions of leadership. The data demonstrate that barriers to female advancement are caused by a variety of interconnected factors. Short-term business drivers, cultures that undermine female presence through restrictive concepts of "cultural fit" and masculine leadership paradigms that exclude women, complicated dynamics around managing strategic partnerships, and work/life balance challenges are just a few of them. According to the findings, mainstream corporate Australia's tacit rules and practices impose exceptionally restrictive leadership constraints. **The usual profile of a good corporate leader reflects conventional masculine characteristics.**

1. A left-brain bias that favours hard skills like reason, efficiency, and numeracy (usually associated with masculinity) over less quantifiable, soft skills like relationship building is encouraged by preoccupation with immediate financial achievement. Bullish

'command and control' communication is tolerated more readily in these societies.

2. A winning mentality emerges from a competitive culture. Individuals aspire to be successful and are afraid of being marginalized. Critique is avoided, and differences are frequently ignored. Individual needs, particularly those of women, can be suppressed in an attempt to fit in.
3. Teamwork in a competitive, results-oriented atmosphere necessitates the ability to build strategic relationships and navigate organizational politics, which frequently necessitates the separation of personal and professional lives. Men and women who are not good at 'playing the game' have a harder time succeeding.
4. A 24/7 work ethic, especially at the senior level, has a poor tolerance for the confluence of the commercial and residential worlds. A "round-the-clock" culture struggles to accommodate parenthood, which has a negative impact on women who are the primary caregivers. The talents and attributes associated to the feminine do not correspond with business needs when viewed through a restricted masculine prism. Furthermore, gender stereotypes keep women out of leadership positions.
5. The correlation between numerical ability and intelligence, combined with the gender stereotype that women are numerically less capable, creates a gender divide.

Women are viewed as having a natural lack of business understanding. Women's communication and decision-making approaches, such as inclusiveness and collegiality, are considered as incompatible with desired leadership attributes such as decisiveness and expediency. Women's unwillingness (or inability) to engage in a game of strategic survival and aggressive personal politics is viewed as a sign of weakness and lack of ambition. Due to a work structure and culture, that does not support their demands, working mothers are excluded from critical roles, projects, and opportunities.

**The following facts are discovered in the report:**

1. When it comes to achieving success, most women encounter a slew of societal issues. A restrictive female archetype dominates the economic world, putting women in a cultural "straight jacket." Few women are able to negotiate the workplace with ease. Women are scrutinized in ways that go beyond their performance. They are evaluated based on their physical appearance and conversational style. Because of a perceived lack of cultural fit, very bright women can be sidelined and excluded from leadership roles.
2. Australian businesses are taking steps to address professional women's need for flexibility. Indeed, large private businesses are establishing a reputation for their flexible work programmers' design and implementation. Nonetheless, incorporating diversity

into the workplace remains a big difficulty. The structure of workforce contribution is underpinned by the full-time worker paradigm. Flexibility implies a lower level of engagement with the workers. Senior female talent's needs for flexibility aren't being met. According to research, women often shoulder a disproportionate share of household and family responsibilities. There is minimal cultural tolerance for the junction of the commercial and domestic worlds where a 24/7 imperative drives an organization's work ethic. Time spent at work is still viewed as a major indicator of work dedication, with implications for men and women's home lives, health, and productivity.

3. Women are sceptical about the effectiveness of diversity efforts to help them advance to leadership roles, according to the survey. This is especially true in mostly male, monoculture environments, where traditional notions about leadership incumbency, leadership behaviour, and gender relations impact the notion of talent and merit assessment. While there are exceptional women who effectively negotiate all aspects of corporate culture, they are the exception rather than the rule. Several women in mainstream corporate Australia earn seniority through compliance and favor, according to the survey. A fundamental cultural aversion to female authority prevents a genuine female presence. While many successful leaders can adapt, women need more latitude to be honest if they are to be truly effective leaders.
4. When it comes to achieving success in a variety of corporate contexts, women encounter several cultural problems. Attempting to fit in with the restricting female image that dominates the restricted business environment significantly hinders female contribution and authority. In addition, attempting to fit within the male leadership style invites suspicion and scorn from peers. Women encounter unspoken impediments to revealing their true worth.
5. Managing relationships is an important part of the job. Women must be able to navigate a variety of difficult situations and interactions with both men and women in order to advance in their careers. Women at all levels of management recognise the professional benefits of mentorship and networking, but they do not take full advantage of these opportunities. The fact that women are a minority creates a number of circumstances that undercut their power and limit their ability to develop effective partnerships. Awareness of minority/majority dynamics in the workplace can help strengthen interventions to help women advance in their careers. Women's progress requires mentorship and effective networking. It boosts women's confidence and skill, and most importantly, it gives them access to the "power corridors." Indeed, mentorship and networking are rapidly being

viewed as the most effective developmental methods for integrating diversity.

6. According to the report, hard work and sacrifice alone will not guarantee women a leadership position in mainstream Australian business. Women who rise to positions of power and control do so through patronage and obedience. An honest female contribution is hampered by a profound level of cultural aversion to female presence. While many successful leaders can adapt (Kram & McCollom, 1998), women need more room to be honest if they are to be truly effective leaders. More than a seat at the executive table is required for women. To accomplish major and long-term business results, they must command respect and loyalty from their peers. To this purpose, a clearer understanding of the various 'looks' of female power is required (Sinclair, 2004b: Meyerson & Fletcher, 2000).

Leadership expectations must be made explicit throughout managerial levels, drilled down through organisations, and supported by precise performance indicators and incentives that affect behaviour, according to the study. The issues stated below are among the areas that should be investigated.

What forces are at work in this organisation that led to a male-dominated culture? What exactly does 'male-dominated culture' implies? In this organisation, what does cultural fit mean? Is the concept of cultural fit promoting homogeneity and, with it, women's exclusion?

**Leadership** – The perception of corporate leadership excellence needs to be reconsidered. This necessitates defying the rules that define who is qualified to lead. Are there any factors that promote a male-dominated leadership structure that excludes women? What is the foundation for these forces?

**Gender relations** - Do traditional ideas about gender relations contribute to workplace gender inequality? Do work environments discriminate against women? Is there a correlation between management qualities and gender stereotypes, such that male qualities like competitive spirit and technical proficiency are prioritized over female qualities like care, consultation, and teamwork?

**Work-life balance** – What affects does a trend toward longer work hours have on work-life balance and the use of flexibility options?

Senior management must commit to on-the-ground activities that see diversity incorporated into core business activity as part of a concerted effort by senior leadership to

raise awareness of barriers to women's work experience and to improve women's advancement opportunities.

1. Collect data to assess the impact of flexible workplace alternatives to the bottom line, as well as measure the opportunity cost of under-use and failure to recruit and retain women, and develop risk mitigation plans.
2. Make diversity efforts a priority in your business plan. Integrate diversity as a key performance indicator throughout the organization, with managers responsible for connecting diversity to business success.
3. Provide for flexible working arrangements with realistic deadlines. Take steps to overcome deeply ingrained misconceptions that link diversity programs to negative business outcomes, such as the assumption that part-time labour entails less commitment.
4. Explore solutions to make traditional masculine industries more appealing to CEOs (both men and women) with families by providing flexible and family-friendly working circumstances.
5. Give women the same opportunity as males to take on mainstream leadership roles in operational jobs and assist and mentor them in those roles. Manage the early stages of this endeavor, when women are prominent and potentially exposed to unwarranted scrutiny, so that a mistake is interpreted as a failure rather than a chance for learning.
6. Enforce proper management behaviors and standards that address professional inclusion, meeting dynamics, and communications and language protocols.
7. Establish growth opportunities and support the usage of mentors for women at various phases of their careers. These should be modelled at the highest levels of the organization, and every opportunity should be taken to communicate standards and behaviors throughout the organization.
8. Strive for a 'critical mass' of women in management positions to avoid isolation, maintain confidence, encourage emerging women leaders, and limit minority/majority dynamics; and recognize that both men and women may resist cultural change initiatives. While moving forward, manage resistance through continual communication and awareness raising.

### **4.3 Studies Related to Women Empowerment in the Policing Sector**

#### **Study on ideal leadership personnel behavior, (Andreescu, V. & Vito, G. F):**

In this study, the qualities of optimal leadership staff conduct, as well as their talents and abilities, are examined in police organizations. It is based on a poll of 126 police

managers from 23 US states who attended the Southern Police Institute's Administrative Officer's Course in 2007-2008. The primary goals of this exploratory study are to rank the importance of leadership characteristics based on police officers' perceptions, to develop a typology of preferred leadership styles, and to identify the demographic factors most likely to influence differences in opinions about the behavior of an ideal police leader. Although the officers' comments in this survey cannot be regarded indicative of all police managers in the United States, they can be considered the voice of the police profession's future leaders. In this study, police managers who took part in the survey believed that ideal leaders should be able to reconcile competing demands and eliminate systemic disorder. Leaders should be able to persuade, persuade, and set the organization's vision. Leaders should also clearly explain their function and that of their subordinates, set an example, and respond to the expectations of their followers. They should look after their employees, integrating them into the company and promoting their well-being. The qualities of the questionnaire were chosen based on those that were selected in a research on effective leadership's positive attributes.

A "production emphasis" is least significant to the police managers interviewed. According to the participants in this survey, leaders should only use pressure to reach numerical goals on rare occasions. The study respondents appear to seek the best of both worlds from their ideal leaders. They want competent and efficient leaders. They want them to be in control while simultaneously looking after their following. They do not want to be pressured into producing anything. The latter trait could be interpreted as an attempt to avoid having to work harder. According to the findings, survey participants are more inclined to believe that effective leadership varies and is a result of the leader's ability to respond to diverse situations. As a result, the study participants appear to prefer a 'situational' type of leader who can adapt not only to the tasks at hand, but also to the qualities, needs, and expectations of the group.

The findings also suggest that gender and race play a significant impact in determining leadership preferences. Female officers do not appear to differ from men in their preferences for task-centered and structured leadership; however, women appear to prefer (1) a type of leader that can be considered "transformational" or (2) a more democratic, worker-oriented leader, who would allow subordinates freedom of action and respond well to followers' concerns more than men do. These leadership preferences appear to be consistent with the majority of female managers' leadership styles in various workplaces. Female leaders, in particular, have been adamant about favouring interactive leadership.

Females were more likely than men to adopt transformational leadership and contingent incentive behaviours, according to a meta-analysis of the variations between men and women's leadership styles. African American police officers, in comparison to whites and other racial minorities, prefer a structured task-centered leadership orientation or a transformational leadership style. Individual individuals, talents, and abilities can affect not only managing styles, but also leadership preferences, according to this study. This finding could be useful to police managers who are striving to meet the expectations of their employees by taking into account the impact of socio-demographic characteristics on their views and behaviour.

### **A Study to find the major problems affecting police Women's in the decision making Position and leadership in Ethiopia (Dessaegn Kebede Kedida 2020)**

The goal of this study is to evaluate the empowerment of women police in Ethiopia, with a focus on the Oromia regional state police commission. Its goal was to determine the elements that influence police women's ability to assume leadership roles. 160 female police officers were chosen from the region's force. The data is analyzed and interpreted using descriptive statistics. Women police are underrepresented in higher-level leadership positions, according to the study. The women police in this study found a tough role model and lacked confidence in their ability to lead. This research revealed the primary issues affecting police participation. Women's participation in decision-making The following are the positions and leadership of the Oromia police commission:

#### **Lack of recommendation:**

The lack of recommendation, i.e. the commission has a rule, policy, and procedure to leadership posts through competition, is one of the reasons for the low representation of women police in higher level leadership positions of the Oromia police commission, according to this study. However, competition did not always play a role in implementation. According to the report, unfilled positions are filled through competition, and advancement policies encourage women police through affirmative action. Furthermore, promotion at the police department head and directorate levels is dependent on recommendation, implying that the police commission assigns leadership positions solely on the basis of recommendation rather than competition. Because the majority of police leaders and senior officers make their recommendations for male police officers rather than female police officers, this produces a significant imbalance in the representation of women police in leadership positions; also, the suggestion is subjective by nature.

**Lack of delegation:**

According to the study, delegation is critical in the Oromia police commission's ability to become a leader or process owner. When a police officer spends the majority of their time delegating a job, they have a better chance of being promoted to a leadership position since they have the necessary expertise or exposure. The majority of the time, male police officers are delegated rather than female police officers by leaders and process owners. This issue is exacerbated by police officers' misconception that, unlike men, women police are unable to dedicate their full time and energy to paid employment because of family responsibilities and ability. As a result, the study indicates that women police are losing their chances of becoming police commissioners.

Employers' notion that women, unlike males, are unable to dedicate their full time and attention to paid work because of their family and social duties exacerbates the situation. Because the majority of executives and officers are males, they will immediately propose male employees, and they will also have the option to form an informal group to discuss the situation openly. This study suggests that male dominance has had an impact on gender roles and achievement, as well as being a reason in the Oromia police commission having less women police in decision-making positions.

**Lack of knowledge:**

Transparency assumes that authority actions, whether regular or concerning the importance of workers, are transparent to police officers, who may have benefited or been harmed by such decisions. In this study, all decision-making positions in the organisation are filled by recommendation rather than formal notification of a vacant post or by competition, and this is done without the knowledge of the full police force. Aside from the fact that some male coworkers refuse to share information, this leaves women police with no knowledge about open opportunities. As a result, female officers are unable to obtain information necessary to apply for posts, but male officers have a greater possibility of doing so, giving male cops a competitive edge.

Another factor for the limited participation of women police in leadership positions, according to the study, is that the number of women police in general is low in comparison to male police officers, which may have occurred during entry time or during recruitment.

**Empowering Female Police Officers as a Leadership Study (David B. Muhlhausen,2019).**

The National Institute of Justice (NIJ) hosted nearly 100 sworn and civilian law enforcement officers, leading policing researchers, representatives from professional organizations and foundations, and federal partners on December 3-4, 2018 to discuss the state of research on women in American policing and identify priority questions to form a research agenda on the topic moving forward. The participants at the Women in Policing Research Summit identified essential research questions that were grouped into the following themes:

Charting a Course, Culture, Performance, Recruitment and Retention, and Promotion are all topics that need to be addressed.

**Theme 1: Charting a Course**

Despite the fact that women are significantly underrepresented in law enforcement in the United States, there is little research on why this disparity persists. Women make up more than half of the population in the United States, however just 13% of law enforcement officers are female. Women officers are more prevalent in large law enforcement agencies, urban locations, and places with a diverse racial and ethnic population. Attendees at the NIJ summit emphasised that when women's representation in law enforcement does not reflect their proportion of the community, trust in law enforcement may suffer as a result.

**The following are some of the findings of the study:**

1. Many of the hurdles to women in policing are not unique to policing; rather, they are symptomatic of broader societal issues that will take time and effort to address.
2. More study should be done to determine what elements within agencies that have achieved progress on gender parity have been the drivers of change, taking into account both internal (e.g., visionary leadership or internally driven policy changes) and external variables (e.g., lawsuits or consent decrees).
3. Data gathering must enable for the investigation of race, gender, and other demographic parameters such as rank, background, economic status, sexual orientation, and gender identity.
4. Any research on women and policing must consider intersectionality between race and gender, and all research must be conducted in a fashion that allows for analysis across race and ethnicity.
5. Diverse workforces are more successful, innovative, and resilient than homogeneous workforces, and teams with diverse perspectives make better decisions and solve

challenges. According to studies, having a police force that reflects the diversity of the community it serves has a high value.

6. The need of involving males in subsequent discussions, particularly those aimed at finding answers.
7. Men will play an important role in the push for gender equity in policing. Men often have positions of higher authority and influence in police than women, according to attendees, and are frequently the messengers who raise awareness and motivate action.

## **Theme 2: Culture**

Women officers encounter obstacles and barriers in workplaces where they are not valued, welcomed, or perceived as equals, according to researchers. Women officers endure sexual harassment and discrimination on a regular basis, according to a small body of qualitative data. According to research, certain regulations disproportionately discourage women from becoming police officers. Although research on law enforcement culture has begun, more research and nationally representative surveys are needed to scientifically understand policing culture and its impact on women officers' well-being. They recognised the following significant research topics related to policing women's culture:

1. Changing the culture of a department or a whole field can be a long and arduous process. Investigating the effectiveness of interventions aimed at making women more integral and integrated in policing culture would aid law enforcement executives and agencies in developing policies that will promote this transformation.
2. Some aspects of today's American policing culture are harmful to women. Research that identifies the factors that contribute to a toxic environment for women will allow these factors to be handled more effectively.
3. While many female police officers stated that they had not experienced sexual harassment, they did state that they had witnessed certain behaviour that could be considered harassment.
4. American police academies' curricula and requirements do not reflect the abilities and capabilities that officers will need after graduation. They also agreed that women's academy experiences aren't always planned with them in mind, which is one of the key contributing causes to a culture that doesn't always respect and encourage female officers.
5. Being an advocate for gender parity in policing takes guts and strength. Attendees believed there were currently insufficient incentives for department leadership and other people to commit to increasing equity and improving women's experiences inside their

organisations.

### **Theme 3: Performance**

The results of research on gender disparities in performance have been varied. In several areas, individual studies have found no gender differences. Other findings, such as a research that revealed men cops utilised more "supporting" actions than women officers, have defied gender norms (Cara Rabe-Hemp 2008). Despite these varied results, meta-analyses have indicated that female officers are less likely than male officers to use force and that male officers are much more likely than female officers to engage in police misconduct. There is no evidence that women lack the skills and talents to perform the duties of a police officer, according to study. **Attendees at the Research Summit recognized the following significant research concerns pertinent to women's performance in policing on Women in Policing:**

1. To better grasp the importance of expanding the number of women in law enforcement, we must first comprehend how women affect police departments.
2. Research can help us better understand if female and male cops function and perform differently.
3. When they are the only female officer in a unit, some female officers report feeling alone. Other officers claimed that their department grouped women together in units, reducing women's presence across the department's units.

### **Theme 4: Recruitment and Retention**

According to recent studies of undergraduate students, women see policing as a hostile environment and believe it is more difficult to obtain respect as a female officer than it is for their male counterparts. This may have an impact on the chances of these kids pursuing a career in law enforcement (Josie F Cambareri and Joseph B. Kuhns 2018). According to research, the only major predictor of a law enforcement department recruiting more women is a budget increase. Overall, there are no standardized, empirically validated programs to boost women's representation in law enforcement.

#### **The researcher noted the following main research topics:**

1. Women who decide not to pursue a career as a police officer might assist law enforcement agencies in changing their recruitment strategies in order to better attract and retain top talent. Attendees from the law enforcement community spoke at length about why many of them had considered pursuing a career in a field other than law enforcement or had considered leaving the profession.

2. Women make far fewer applications to law enforcement agencies than men. Understanding the issues that discourage women from applying can aid agencies in attracting more female candidates.
3. Knowing how these backgrounds affect law enforcement can help agencies aim their recruitment efforts more effectively. Attendees agreed on the need of bringing in people from all backgrounds and industries. "We shouldn't just recruit from criminal justice programmes," one attendee stated.

### **Theme 5: Promotion**

The advancement of female officers to higher ranks has not been thoroughly researched. According to the limited evidence available, many qualified female applicants encounter disproportionate impediments to advancement when compared to their male counterparts. Women officers were regarded as tokens, sexually harassed, and told by male supervisors that their promotions would be based on their gender rather than their credentials and merit, according to studies. According to additional research, women may be hesitant to pursue advancement chances due to a lack of confidence, as well as a lack of structured assistance for maintaining a personal life and raising children while juggling the responsibilities of a policing job.

### **The Researcher identified the following crucial research findings concerning the advancement of female officers.**

1. Women are underrepresented in law enforcement, especially in positions of leadership. A greater empirical grasp of the precise representation of women throughout ranks, both within departments and across the country, will serve as a benchmark against which progress may be measured.
2. Women did not apply for these roles, resulting in a lack of women in leadership positions. According to research in related sectors, women are more hesitant than males to apply for promotions and are more inclined to doubt their qualifications.
3. Women officers were widely believed to encounter discrimination in the promotion process. The promotion process was subjective and discriminatory toward women. The way men and women interpret power and ambition has an impact on how women officers are perceived and, ultimately, their capacity to accomplish their jobs successfully.
4. Despite being successful leaders, women law enforcement executives claimed they had consistently earned less respect than their male counterparts throughout their careers had because they did not fit to these macho stereotypes.
5. Women officers have access to a variety of training and professional development

programs. The comments of the attendees on these trainings were mixed. Despite the fact that the majority of women thought the women-specific, trainings were beneficial.

6. Research into promising and effective techniques will aid in the recruitment of more women into law enforcement leadership roles. Measuring the impact of women in leadership positions on individual officers, law enforcement agencies, and communities will be equally vital.

The study reveals that, despite efforts to boost representation, the number of women in law enforcement has remained relatively stable over the last few decades. Women make up fewer than a quarter of all officers, and a far lower percentage in leadership posts. There is little empirical study on how to increase the number of women in law enforcement, improve the recruiting of great women officers, and boost the retention and promotion of exceptional women officers. In addition, there is a lack of research into the unique obstacles that female officers experience and how to best mitigate or overcome them. The present level of study on women in policing in the areas of culture, performance, recruiting and retention, and promotion is documented in this report. It also lays out the research agenda that the attendees prioritised. A number of promising practises were noted by the attendees, which are listed below.

Mentorship and sponsorship should be encouraged.

Nearly all of the attendees believed that having excellent role models, advocates, and mentors (including women and men) among law enforcement leaders was critical to a woman officer's professional success. They emphasised the necessity for national or statewide mentoring networks for female officers who may not have female leaders to look forward to inside their own organisations.

**Make policies that are adaptable and family-friendly.**

According to the findings, agencies with higher procedural, distributive, and interpersonal justice are more efficient and effective. Standards that promote equality and equity for all personnel must be identified and adopted by law enforcement agencies. Policies that have a disproportionately negative impact on a particular set of employees should be reviewed and adjusted.

**Harassment policies should be improved and enforced.**

Beyond the immediate harm caused by a harassment episode, speakers discussed the numerous challenges that women encounter when filing sexual harassment complaints.

**Physical fitness criteria should be re-examined.**

Physical fitness criteria were mentioned as one of the main reasons why female recruits did not complete academy training, although speakers pointed out that these standards were not founded on research and did not represent the job's physical demands. Reexamining and updating these standards to more truly reflect the physical demands of the job has the potential to boost the number of women in law enforcement considerably.

**Issue briefings on current research should be published.**

Attendees indicated a desire for easy-to-digest issue briefs that compiled all relevant studies on a given topic in one location.

**Use what you have learned through other people's study.**

Women in medicine confront enormous obstacles, just as they do in police.

**Reframe the debate on women in law enforcement.**

Women in police encounter many hurdles, and discussions regarding how law enforcement agencies might better accommodate their female staff are common. Instead, focusing on how agencies can make the best use of their talent pool reframes the discussion to include potential for departments to improve their resource allocation.

**Study to examine the perceptual challenges faced by female police officers as a leadership (Brinser, Kadee Lynn 2016)**

By measuring perceptual obstacles related with their profession, this study looked into the culture and personal lives of female police officers. The study's goal was to gain a better understanding of the dynamics of female police officers in a traditionally male-dominated profession, as well as to analyze the culture of female police officers by measuring perceptual obstacles related with their job. The findings revealed that there are gender-related barriers for female police officers. Female policing challenges have improved, but not to the point of equality. Challenges were measured in this study using quantitative data analysis of self-reporting online surveys. Females made up the entire sample. The purpose of this study was to examine the culture and dynamics of female police officers by examining their views and perceptions of a career in a male-dominated field. Males were not included in the study because the purpose of the study was to examine the culture and dynamics of female police officers by examining their views and perceptions of a career in a male-dominated field. Out of a total of 218 female police officers who replied to the online poll, 110 (51%) were female.

**Because of the findings, the following difficulties have been identified:**

**Gender equality is present.**

According to the study, there is no gender equality between male and female police officers. In today's environment, female police officers face challenges. These difficulties are based on gender and are solely applicable to female police officers.

**The current difficulties.**

Physical restrictions, family, policing being a "man's job," approbation from male police officers, lack of acceptance by society, promotion procedure, and administration were among the present challenges mentioned by more than one female police officer participant. There were two types of challenges: organizational and personal.

**Organizational:**

Female police officers confront organizational issues because of problems or impediments arising from police organizations, such as police administration, police officers, or other job-related significance. Other parties create these problems, and the female police officer has no control over them. Physical restrictions, policing as a "man's job," approval from male police officers, lack of acceptance by society, and intra-gender interactions are among the organizational challenges experienced by female police officers in today's culture.

**There are several physical constraints.**

The physical challenges addressed physical agility assessments, which cause female applicants to drop out. During the hiring process, most police departments require a physical agility test. The physical requirements for the agility training, according to telephone participants, do not correctly match the physical needs needed on the job as a police officer. Females are weaker in the upper body than their male counterparts. As a result, if the agility test includes substantial upper body strength exams, female applicants are more likely to fail. As a result, many qualified female applicants may miss becoming police officers. This reduces diversity within police departments as well. Due to physical specifications that may not be reflective of actual performance, this obstacle can prohibit police departments from selecting persons with potential.

**Policing is considered a "man's job."**

Participants identified police as a "man's job" as the second organizational challenge. Associating the role of a police officer with masculine gender-role qualities was described by the respondents. Females are often seen as feminine, and as a result, they are thought to be incapable of doing professional obligations effectively.

### **Male police officers have given their approval.**

Male police officers' approbation is another organizational obstacle. This problem is linked to the male conception of policing as a "man's job." Participants responded that women must demonstrate to their male employees that they are capable of doing the job. In order to accomplish so, individuals must work harder to demonstrate that they possess the essential abilities and talents to serve as a police officer.

### **Society's lack of acceptance.**

The lack of societal acceptance is the fourth organizational problem mentioned. This issue is similarly linked to police as a "man's job," although it focuses primarily on cultural perception. Because police forces must portray diversity within their departments whether through the media or other ads, this difficulty was characterized as an organizational challenge. Citizens would then regard police officers, male or female, on a same footing.

### **The procedure for promotion.**

Next, female police officers mentioned the promotion process and administration as two organizational obstacles that directly relate to advancement. Despite some claims that females have no barriers to advancement because of their gender, numerous participants noticed gender disparities in promotion through the ranks in their police department. According to the study, they would not have been promoted if the promotion procedure had not been fair, and that the testing process was only relevant for a particular rank, and that appointment was used for the remaining ranks. Males, when appointed, are more likely to receive recognition and favors than females. Women may believe that they have hit their limit in terms of promotion in their police department because of actions like these.

### **Administration.**

Finally, the survey found that "old-school" management and generational disparities contribute to obstacles for women in the workplace. Advances in gender equality have been acknowledged, although pronouncements have indicated the need for administrative adjustments, including a shift away from previous standards and a greater acceptance of female police personnel, particularly in supervisory posts. As tenured police officers dealt with female police officers in the past, generational discrepancies were noted. As a result, the growth in females in policing may not be well received by the experienced and male-dominated administration, particularly in small police departments.

Personal: Personal issues are non-organizational concerns or hurdles that female police officers experience. For a female police officer, they may arise from her personal life outside of the workplace. Because they are not directed by the organisation, the female police officer

may have some power over these issues. To begin with, balancing personal and work life is challenging while raising a family with children. This issue is primarily caused by shiftwork, as evidenced by interviews and surveys. As a result, if another parent figure is not around to provide assistance, this problem may become more difficult. Furthermore, loss of sleep caused by shiftwork can be exhausting for females who may be unable to attend their children's extracurricular activities.

The study found that female officers' perceptions of policing changed once they were pregnant. Females' priorities shift as a result of the risky atmosphere, contact with criminals, and long hours. For female police officers, personal barriers still exist. For females in policing, family life, particularly the problem of raising children while working shifts, is present.

According to the findings of this study, traditional gender roles are acknowledged and emphasised by the gender role theory, which is present in obstacles such as policing being a "man's job," approbation from male police officers, lack of acceptance by society, promotion, and administration. Gender role theory continues to be an issue for some female police officers, with perceptions of females keeping traditional gender norms, attributes, and personalities.

### **Study of empowering Female Police Officers' (Arlether Ann Wilson 2016)**

This study adds to the body of knowledge about women's personal experiences with law enforcement. The findings are in line with previous research findings and are related to the motivations of the participants in this study. The importance of female police officers supporting one another, as well as factors affecting career longevity, were discussed in this study. The purposive sample, which included 8 full-time female police officers, was made up of female participants from three police agencies. Feminist theory aided in the clarification of the women's experiences' created meanings in this study. Feminist theory considers normative or ethical problems such as whether a society's gender arrangements are fair, as well as attempts to analyse and explain how gender systems work (R. Tong 2001). The study's general findings are stated below:

#### **Aspirations to join the police force.**

According to the findings, the female police officer's perceived objectives for becoming a cop were to provide for their children, to help others, to form relationships with other officers, to retire, and to receive enough income. Inadequate pay was highlighted as a motivator for seeking work at other agencies in this study. Women and men both enter the

profession for the same reasons, according to this survey. Financial security, job security, and support from family and friends, according to researchers, are all important motivators for women to join the police force.

### **Promotional roadblocks**

According to the survey, female police officers continue to experience obstacles while obtaining promotions. The research revealed that there are distinct issues with earning promotions at their company. "Female cops reported less trust in their colleagues than their male counterparts," according to the study's findings. According to the findings, some participants applied for promotions, but the majority of them expressed mistrust in the administrators who made the decisions. A lack of formal procedures, a lack of seniority, and general difficulties were also cited by the female police officer participants as barriers to advancement at their agency. Females hold a small percentage of top managerial and supervisory roles in the majority of police departments.

### **Job happiness is influenced by a number of factors.**

According to the findings of this study, female police officers experienced restricted support and limited promotion prospects as reasons for considering a career change. In addition, the survey found that while family responsibilities were a factor in their decision to change careers early in their careers, they all stayed in the field. None of the participants in this study thought that gender harassment had a negative impact on their job happiness. Another issue that experts believe may affect female police officers' job satisfaction is stress. According to several researchers, the work environment in which female police officers operate may contribute to higher levels of stress and job unhappiness. According to the study, issues in the workplace, such as a lack of departmental support and limited prospects for growth, can have a negative impact on a female officer's performance. The report also claims that police agencies' management styles use discriminatory practises and estrangement to prevent women from entering the profession.

### **The study of Empowering Pakistan Women police (Robert M. Perito and Tariq Parvez 2013)**

Given the threat of violent extremism and organised crime, Pakistan's government and international donors must continue to train and equip special counterterrorism teams, as well as give ordinary police with more powerful weapons, body armour, and armoured vehicles. Current police station construction, refurbishment, and hardening efforts should be

expanded to incorporate more of the police system's deteriorating infrastructure. These programmes are critical in transforming the provincial police force into a contemporary, professional force capable of defending communities from violent assaults. At the same time, Pakistan's political leadership, senior provincial police officers, and foreign donor governments should recognise that building police-community relations through the provision of police services is a previously overlooked strategy of combating violent groups. Studies of the role of police in combating terrorism, insurgency, and violent crime demonstrate that when citizens call police for assistance, they are rewarded with information on the whereabouts and activities of those who pose a threat to both the police and the public. Governments that support this type of police behaviour gain increased legitimacy as a result of having well-equipped police forces. 4 This is not to argue that changing police officers' conventional attitudes toward the community is simple, as Pakistan's policing history shows.

Pakistan's current policing techniques support entrenched political and economic interests while also compensating for flaws in the judicial system, as well as police pay and conditions of service. Improving police-community relations, on the other hand, has the potential to provide outcomes while working within existing legislative frameworks and with present manpower and material resources. Within the confines of their power and resources, innovative police officers adopted innovations that yielded excellent effects. These reforms could be used as a model in all provinces, with necessary adjustments for local conditions. Where these innovations were undertaken, the missing component was not success, but the political will to institutionalise the improvements after the officer who initiated them was reassigned. When the political leadership, police officials, police rank and file, and civil society all supported an initiative, it had the best chance of succeeding. As a result, the following suggestions are made:

1. Change the police culture. Efforts to enhance police-community relations must start at the police station, which is Pakistan's most important policing institution. The majority of the PSP members' inventions aimed to make police stations less intimidating and more approachable, as well as to improve the services given to members of the public who contacted the cops. This work must go beyond improved treatment and efficiency—which are critical—to the more challenging challenge of investigating and solving crimes. Improvements in police capability for basic law enforcement will pay off in a variety of ways, including the ability to prosecute potential terrorists who commit ordinary crimes in order to gain money or supplies for future terrorist operations. Improving working conditions in police stations is also critical to changing the culture

of the force.

2. Involve civilians in police operations. When members of the public and the police work together to solve problems and solve crimes, real improvements in police-community relations occur. Creating citizen committees to manage personal disagreements, marital issues, property disputes, and business disputes relieved the police of a burden and involved residents in resolving actual problems that threatened community stability. The number of people responsible for protecting public safety rose as citizens became involved in providing security for public events. By involving influential citizens in these committees, the police acquired a valuable constituency for dealing with political pressure and as a potential source of financial support for police organisations and activities.
3. Demonstrate that change is beneficial to everyone. Change resistance is an element of human nature and a trait of police forces all over the world. Reformers should show both political leaders and police constables that enhancing policecommunity relations reflects favourably on the government and makes the police's work simpler when pushing change. Terrorist violence is a constant threat to police in many parts of Pakistan, so this approach to policing may be tough to sell. Security forces that are subjected to violent attacks have a tendency to retaliate with even more brutality, according to past experience. Experience has shown, however, that police forces that resist the urge to retaliate violently and instead focus on creating connections and protecting the community may eventually bring terrorist violence under control.
4. Police reform in Pakistan should aim to empower police officers to protect and serve the public. PSP members' innovations that have proven successful and can be institutionalised should be used in the reform effort. The police leadership's strong desire for reform is a plus, enhancing the chances of success. This is by no means a complete solution, but it can be a significant step forward.

#### **4.4 Barriers Influencing Women Police Worldwide**

Based on the researcher's extensive investigation into the historical background of women in the policing sector, analysis of related research studies, and personal experiences in the police sector, the researcher concludes that women police face significant hurdles. Despite the large number of facilities and resources accessible to women working in the security sector in the country, this is the case. There is still discrimination in wage and promotion concerns, and there is no unified framework to bring all FPOs together. Her commitment on providing support for FPOs led to the formation of EWPA, which she

founded because she believes that female officers in the police force need to be rewarded and rewarded. FPOs strive to safeguard and maintain homeland security as a result of their location in the middle of this machine. It's because police work is demanding and necessitates perseverance, patience, and strength.

In general, according to Enotes (2014), the major problems that female law enforcement officials face are stereotypes about gender differences. It's because "there's no denying that the average female police officer is physically weaker and shorter in stature than her male counterpart." When physically subduing male suspects, this feeling can be difficult to overcome. When addressing male suspects, especially considerably larger and stronger suspects who may be under the influence of drink or narcotics, and the officer's back-up has not yet arrived on the scene, it might represent a major threat to female cops" (ibid, 2014). FPOs, on the main, have behaved admirably on the streets and are recognised with using more effective tactics that have eliminated the need for physical confrontations. They also "tend to be more effective in the areas of oral and physical communications, which compensates for their physical strength disadvantage" (ibid, 2014). Prejudice exists not only among their male peers, but also among their superiors. "Women have struggled for hundreds of years to be treated equally to men, and that struggle continues to this day in many professions, including law enforcement," according to the statement. Even after demonstrating proficiency on par with MPOs, women are nevertheless subjected to harassing and humiliating behaviour that persists despite every effort to eradicate the assumptions that underpin such behaviour" (ibid, 2014). Women are thought to be less capable, and only recently have their female colleagues seen promotions based only on merit rather than culture, and law enforcement is one of the few professions mired in male-dominated cultures (Whittemore, 2018).

FPOs also face a more difficult problem in the realm of secret operations. "When infiltrating criminal organisations or conducting surveillance of criminal suspects, they are a great asset" (Enotes, 2014). When "lone female undercover police are confronted with the inevitable sexual advances of male suspects to whom they have grown close in the course of their job," the problem arises. Before the FPO is required to carry out any such activity, which could raise the suspect's suspicion, the inquiry must be terminated or amended" (ibid, 2014). The current situation is improving marginally, and many of these difficulties are being recognised and addressed appropriately. It has recently been discovered that the benefits of female undercover agents much outweigh the modest threat of sexual pressure from criminal suspects (Whittemore, 2018). FPO concerns about indicators of prejudice appear to be in the

minority. They are "far more likely than their male counterparts to be obligated to file a civil suit against their superiors and departments for discrimination, and the tendency among many males to treat females differently even when that difference is well-intended, such as when protecting female colleagues, the distinctions make it harder for women to succeed in this particular workplace," according to the report (Enotes, 2014).

Despite WP's tremendous accomplishments and successes in several parts of policing, there are numerous obstacles and roadblocks that hinder them from progressing to higher ranks in the police force. The following are the barriers, according to the researcher:

#### **4.4.1 The Psychological Barrier**

Not only in underestimating their skills and capabilities, but also in their function as FPOs, the main hurdle could be psychological and attitudinal. The FPOs are subjected to a level of psychological stress that their male counterparts are not subjected to (Terrill and Paoline, 2007). This desire to be known as a good officer is tremendously motivating and inspirational for one's development. However, if an FPO is unable to achieve the degree of success she expects, she may become dissatisfied and demotivated. Some people feel that men are physically stronger, and that they are more capable and courageous when confronted with criminals. This stereotype is disproved by the fact that FPOs now compete with men and do admirably in the tasks they are assigned. The concept here is that an FPO's psychological approach and attitude toward her is more important than her physical strength (Gottschalk, 2011). FPOs work harder than MPOs because they insist on proving their abilities. When they are under strain and believe they are unable to match their own and others' expectations, they may crumble or commit suicide (Gottschalk, 2011).

No country on the planet can guarantee gender equality in the workplace, particularly if physical strength is a must. This circumstance is a little worse than others in law enforcement institutions. Another issue that women face in police is peer acceptance. Women are subjected to racist and sexist statements, as well as other sorts of sexual and verbal harassment, which make them feel uncomfortable, as well as misled and demoralised. Every now and then, women encounter double standards, particularly when senior-aged men are present (Gottschalk, 2011). With the passage of time and culture, the younger generation's attitude toward the FPOs with whom they work has shifted. When a senior old person comes around, however, his or her opinions and mental process are imbued in the behaviour of the new generation of male cops as well. When peers are alone, they act differently than when they are in a group. Even if they respect the coworker and her efforts while alone, they are more likely to make fun of or make comments about the friend they

had previously appreciated (Renz, 2016). It's a one-on-one battle with a large number of opponents. Whereas FPOs are required to demonstrate their ability on a regular basis, their male counterparts would just show up and be given due credit.

As a woman's instinct is to accept things rather than ask questions about things she doesn't feel comfortable doing, handling, or comprehending. She is not even regarded an active member of any key decision-making process as a good student who simply follows directions, until she is in a position where nothing can happen without her authority (Gottschalk, 2011). Discrimination is seen even in the recruiting of female police officers. For example, in Australia, attrition is uneven at practically every level. FPOs were rejected in greater numbers than MPOs in different states. With the passage of time, the examining authorities believe that physical tests administered during the selection process should be revised. This could lead to a reduction in the number of women interested in joining the police or military.

#### **4.4.2 The Behavioural Approach**

Females' tendency of dealing with problems differs from that of men since they delve deeper into the matter, and several departments are now adjusting their ways of functioning or addressing criminals through new forms of inquiry and interrogation (Kharasova and Blazhenkova, 2015). Rather of being forceful, aggressive, or involved in a fight, FPOs prefer to deal with the situation rather than having a conversation (Mills, 2003). This is known as "community policing," and it is a modern technique to dealing with situations in police departments over the phone (Terrill and Paoline, 2007). This type of behaviour aids in dealing with young individuals who engage in minor crimes such as drug use, suicide attempts, stealing, assaulting someone, and abusing others, as well as dealing with non-criminals (Mills, 2003). This method can be used to figure out what a person in control is thinking. Men treat all criminals the same way, however women treat them differently based on the motive or the crime committed (Pituch, et al. 2015). The aim for males is to keep the law and order in the neighbourhood, and they do not get carried away with the crime scenario. This forbearance is viewed as less convenient behaviour that does not correspond to the nature of police work or the types of crimes they investigate.

#### **4.4.3 Being a Mother**

Working women, like police officers, strive to strike a balance between work and home. The situation becomes more problematic when a woman decides to become a mother, particularly if she works in a career that requires physical strength and movement. Mufti and Cruze (2014) state that the department thinks twice about assigning jobs to pregnant women.

They may encounter suspects who can hurt her while on duty, for example, if they are inebriated. The expecting mother must be assigned to a specific set of responsibilities. Because the foetus must be protected in all circumstances, these jobs must be safe and stress-free (Bolton, 2003). It also distracts male colleagues who are unable to fully concentrate on their work because they must secure the safety and well-being of the female members of the squad. FPOs frequently abandon up and leave working in policing when they are unable to cope with the pressures of the job. This occurs as a result of a scarcity of qualified childcare (Mufti and Cruze, 2014). Part-time or flexible working hours for FPOs, working from home, or taking parental leave are some of the most frequent ways to overcome these barriers and make this career a viable option for women. Some departments have a couple of these facilities, but they aren't employed because they're afraid of being questioned or since such leniency could negatively effect performance in the long run (Mufti and Cruze, 2014). As a result, top management must consider ways to assist FPOs in balancing their workloads and ensuring that they are treated fairly.

#### **4.4.4 Gender Discrimination**

Boys and girls have been taught the gender roles at home, school, the playground, and everywhere else since childhood. Ordinary people, as a result, grow up with certain preconceived notions and views about what men and women are capable of. They become prejudiced in their thinking (Haarr, 2005). Even while upbringing youngsters, society has been biassed, and these rules are observed everywhere (Haarr, 2005). An FPO may encounter criminals that are large or stronger in appearance, or who are under the influence of drugs, while on the job. If backup does not arrive, these circumstances may be difficult for female cops to handle, and the criminal may take advantage of the weakness (Mengo, et al. 2017). The efficacy of women police officers is shown in their verbal and physical communication, which serves as a mask for their physical weaknesses. Women have fought for respect and equitable treatment from their coworkers and superiors throughout history (Haarr, 2005). Promotion possibilities are more difficult to come by because of comparisons and judgments (Haake, 2017). Women police officers are typically promoted inside women's departments. Not just during promotions, but also throughout the hiring process in mixed departments, they are awarded points and compared to male qualities and aptitude (Haake, 2017). When it comes to promoting FPOs, administrators have the same mentality, and their judgement is occasionally based on the promoted officer's gender (Haake, 2017). They compare FPOs to male cops during promotions. To reduce FPO attrition and provide a discrimination-free work environment, the same criteria used for promotions should be applied for assigning job

assignments and hiring (Haake, 2017). Assigning responsibilities or changing job assignments would provide FPOs with equal opportunity for advancement by allowing them to get expertise in a variety of sectors.

#### **4.4.5 Type of Assigned Duties**

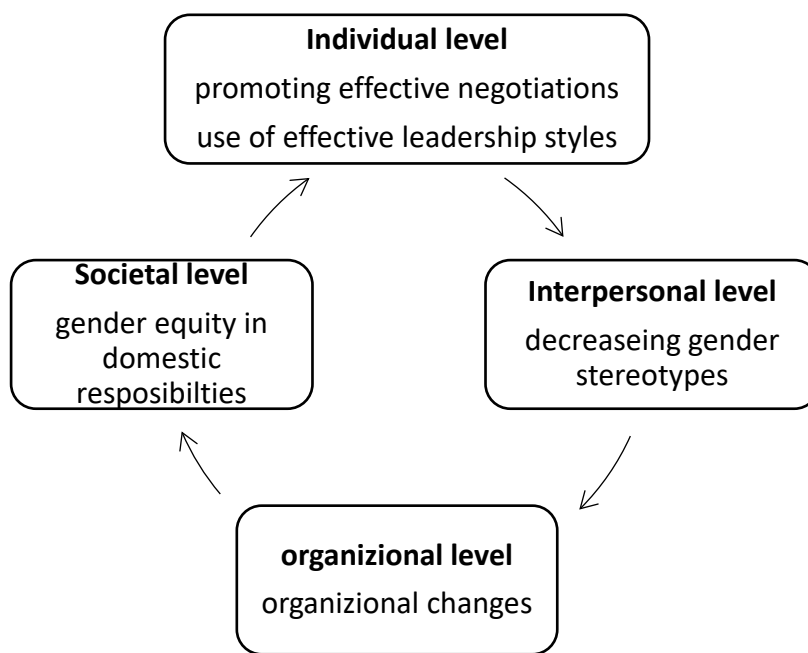
A large number of women could join police forces to assist and contribute to their role as responsible citizens and members of society. Being a woman in a male-dominated field attracts a lot of attention (Lee and Lee, 2011). FPOs are beneficial in specific types of occupations, such as solving a case as a secret agent. They're utilised to extract crucial information from the culprit. Unlike their male colleagues, they are more at ease in any scenario (Kayode, 2014). Sexual advances from male suspects are commonly witnessed while playing their roles, since when you are in a role where you are near to the suspect, this kind of stuff tends to happen (Kayode, 2014). To deal with this issue, the inquiry is brought to a halt, or the female's leaving is staged so that the suspect's suspicions are not aroused. This puts female policing at a disadvantage. Women have been allocated patrolling officer duties in recent years (Kayode, 2014). They must be on the road at all times, dealing with alcoholics, domestic violence, teen fights, mafia drug dealers, and a variety of other professions or events that occur on the streets. To deal with the daily unforeseen occurrences, they must be extremely alert, cautious, and work with mental presence (Kayode, 2014). They must also work together with various resources to disseminate information about a location or a problem.

FPOs are subjected to sexual prejudice at all times and must strive hard to be considered seriously by their coworkers (Lee and Lee, 2011). FPOs, unlike their male counterparts, are required to sue the department for discrimination. Such a move might result in harsh retaliation against FPOs, as well as serve as a "career eraser" (Golding and James, 2011). Some women even choose to resign rather than face the pressures.

#### **Women's Barriers: What's Driving It?**

The number of women who succeed in navigating the maze is increasing (Eagly & Carli, 2007). This rise in effective female leaders can be attributed to a variety of variables (Figure 4.1). Organizational changes are making it simpler for women to rise to the top. While the barriers outlined in the preceding sections are primarily aimed at women, the labyrinth can also be used to other nondominant groups such as ethnic, racial, and sexual minorities. There are several compelling reasons to remove these barriers to advancement in the higher echelons of management. First, it will deliver on the promise of equal opportunity

by allowing everyone, from the boardroom to the Senate floor, to assume leadership responsibilities. This broader and more diversified pool of candidates not only makes it easier to locate brilliant people, but it also helps organisations achieve greater levels of success. Second, promoting a diverse group of women into leadership positions will not only help to make societal institutions, businesses, and governments more representative, but it will also help to create more ethical, productive, innovative, and financially successful organisations with higher levels of collective intelligence and fewer conflicts (Miller & Del Carmen Triana, 2009; Nielsen & Huse, 2010). Despite these obstacles, women are increasingly occupying positions of leadership. We are likely to see more women in elite leadership roles as workplace norms and developmental opportunities for women change; greater gender equity in domestic responsibilities; greater women's negotiation power, particularly in regard to work–home balance; the effectiveness and predominance of women-owned businesses; and changes in the incongruity between women and leadership.



**Figure (4.1) Promoting Leadership Effectiveness**

#### **4.5 Why this study is distinguished?**

Despite the diversity of experiences that women police have, the majority of worldwide research on their careers has concentrated on the challenges they have experienced in attaining acceptability in a traditionally male-dominated industry. Despite the fact that there is a lot of research on women's struggles as tokens, only a few studies have focused on Empowering Women Police, and none deals with empowering women as leaders

in the police sector. Women cops, according to worldwide research, rely on a style of policing that utilises less physical force, are better at defusing and de-escalating potentially violent confrontations with civilians, and are less likely to become involved in issues involving the use of excessive force. Women police also have superior communication skills than their male counterparts, making them better suited to foster the cooperation and trust needed to establish a community policing strategy (Aigi Resetnikova 2006).

In most sectors of police service, female officers are considered at least equal to male officers. Furthermore, research shows that female officers are equally capable as their male colleagues in terms of work performance, with no consistent disparities in the quality of their street policing performance. The prior findings can be used to refute the claim based on women's lack of physical strength. No research has proved that physical strength is related to the ability to properly manage dangerous situations, according to Bell (1982). Furthermore, the mere presence of women in the field will frequently result in policy and practise changes that benefit both male and female officers.

The findings prove some of the common beliefs about reasons for women police lack of advancement in their policing duties, as the analysis indicates that gender differences in length of tenure and organisational commitment can be discounted as possible explanations for lack of advancement in these two police forces, based on the literature review and previous studies. Overall, the findings demonstrate that female police are equally as committed as male, cannot be used to justify a lack of advancement in their careers. In addition, despite the large number of women entering the police force and the growing number of women in mid-level and administrative jobs, leadership posts remain as elusive to women today as they were more than a decade ago. Working in a workplace dominated by male decision-makers and leaders, as well as their established practises, women police face a number of obstacles that obstruct their advancement to top positions.

This study employs exploratory research to shed insight on empowering women police by examining the various aspects that influence women's ability to assume leadership roles. This study looked into a key question: why aren't more women police promoted to leadership positions during their careers at ADPGHQ? The goal of this study was to figure out why so few women police officers apply for leadership positions at ADPGHQ. The investigation of the following topics is the focus of this dissertation's research: (1) the impact of empowerment (economic, human and social, personal, and cultural) on leadership aspects,

and (2) the impact of empowerment (economic, human and social, personal, and cultural) on leadership of women police officers in the ADPGHQ.

As previously mentioned, there has been a lot of study done on the difficulties that women face in the police force, but none of it has looked into the barriers that women police face when it comes to holding a leadership role. In addition, past research did not examine the influence of empowerment implementation on women police skills and talents. As a result, the study is the first in the Middle East to focus on empowering women as leaders in the police sector, using ADPGHQ as a case study. There have been attempts in this dissertation to remove the impediments to women's progress as leaders and possible advancement in police work. The findings of this study could serve as the foundation for a framework to help police agencies around the world support its women police as they progress through the promotion process to positions of leadership in the future.

#### **4.6 Conclusion**

This chapter provided a broad overview of the study; however, the following chapter delves deeper into the profile of women police officers, the challenges they face in different countries, how they are treated by their superiors and male counterparts, and the personal challenges they face that prevent them from performing their duties to the best of their abilities. It may be required to highlight that the purpose of the presentation of prior studies review is not just to provide a critical discussion on how different researchers approach the topic in different circumstances. It may be necessary to emphasise that this study has limitations that are similar to those found in the few studies on women police in Arab countries and around the world. This analysis could serve as a springboard for further research into the position of women police officers in various parts of the world, as well as the extent to which their role can be strengthened and promoted.

This chapter presented literary research on women's empowerment based on several concepts of women's empowerment in general and in the police sector. The majority of the research centred on women's empowerment and representation in law enforcement. The core issue of this research, the representation of women police officers in leadership positions, is discussed in this chapter. The findings of this study could serve as the foundation for a framework to help police agencies around the world support its women police as they progress through the promotion process to positions of leadership in the future.

In addition, this chapter discusses the various responsibilities played by women police officers around the world, as well as the obstacles they encounter in various locations. There may be some common characteristics associated to women's nature and their incapacity to engage in hard, risky tasks. The volume to which women succeed in obtaining a high rank, breaking down barriers and discrimination, and creating diverse and broad chances for future generations of women police officers will demonstrate the possibility for sustainable change in the evolution of the police force. The findings of this chapter may serve as the foundation for a framework to help police agencies around the world support its women police as they progress through the promotion process to positions of leadership in the future.

## CHAPTER FIVE

### Methodological Framework of the Study

#### 5.1 Introduction

This chapter presents the research methodology, upon which the study is based, by presenting the approach used in it, and an explanation of its community and its sample. In addition, it includes a presentation of the study tool and its implications for validity and reliability. To answer the research questions of the study, a quantitative method was used. This chapter describes the approaches and procedures followed in data collection process. In addition, it examines the methods used in evaluating and analyzing the data including statistical procedures followed.

#### 5.2 Questions of study

Before going over the methodological processes, it is a good idea to go over the research questions to see how the methods utilized can help with the major concerns. The following research questions led this study:

1. To what extent the principles of empowerment are implemented of women police in the ADPGHQ?
2. What is the impact of empowerment implementation on leadership of women police in the ADPGHQ?
3. What is the impact of empowerment implementation on skills of women police in the ADPGHQ?
4. What is the impact of empowerment implementation on Abilities of women police in the ADPGHQ?

#### 5.3 Study Hypothesis

Based on the current questions and objectives, the following hypothesis will be formulated

##### **Main hypothesis:**

**(H01):** The effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment) on dimensions of leadership.

**H01.1:** The effect of **empowerment** in skills of women police in the ADPGHQ.

**H01.2:** The effect of **empowerment** in Abilities of women police in the ADPGHQ.

**(H02):** The effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment) on leadership of women police in the ADPGHQ.

**H02.1:** The effect of **Economic empowerment** on **leadership** of women police in the ADPGHQ.

**H02.2:** The effect of **(Human and social empowerment)** on **leadership** of women police in the ADPGHQ.

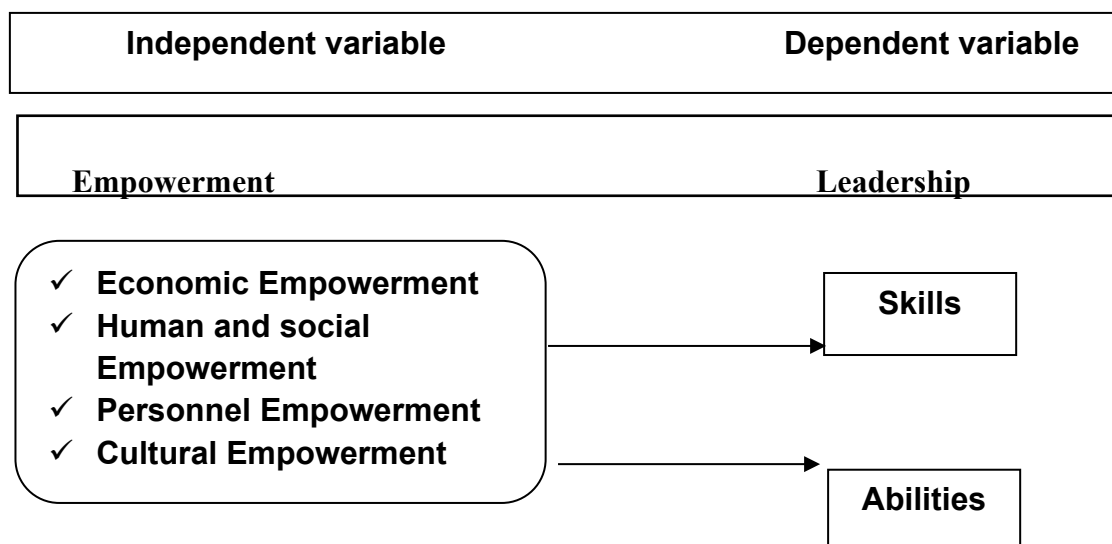
**H02.3:** The effect of **(Personal empowerment)** **leadership** of women police in the ADPGHQ.

**H02.4:** The effect of **(Cultural empowerment)** on **leadership** of women police in the ADPGHQ.

### 5.4 Study Model

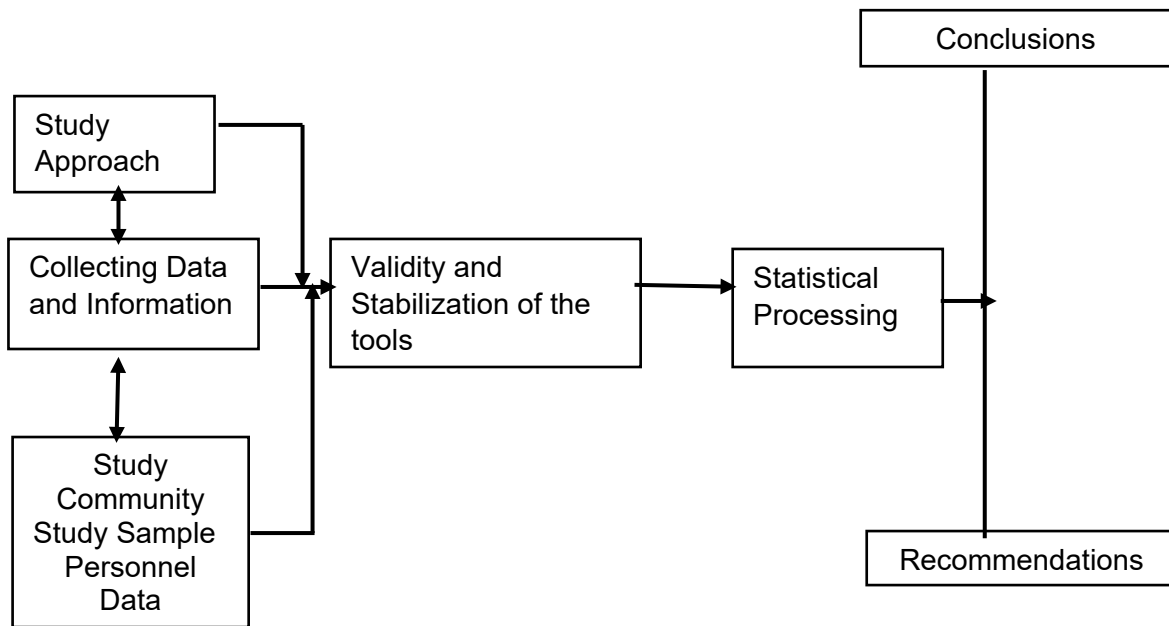
Figure (5-1) illustrates the study model, which shows two variables, Independent including the principles of **empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment)** to **leadership** of women police in the ADPGHQ.

Dependent variable including **dimensions of leadership at skills and abilities**



**Figure (5-1) Study model**

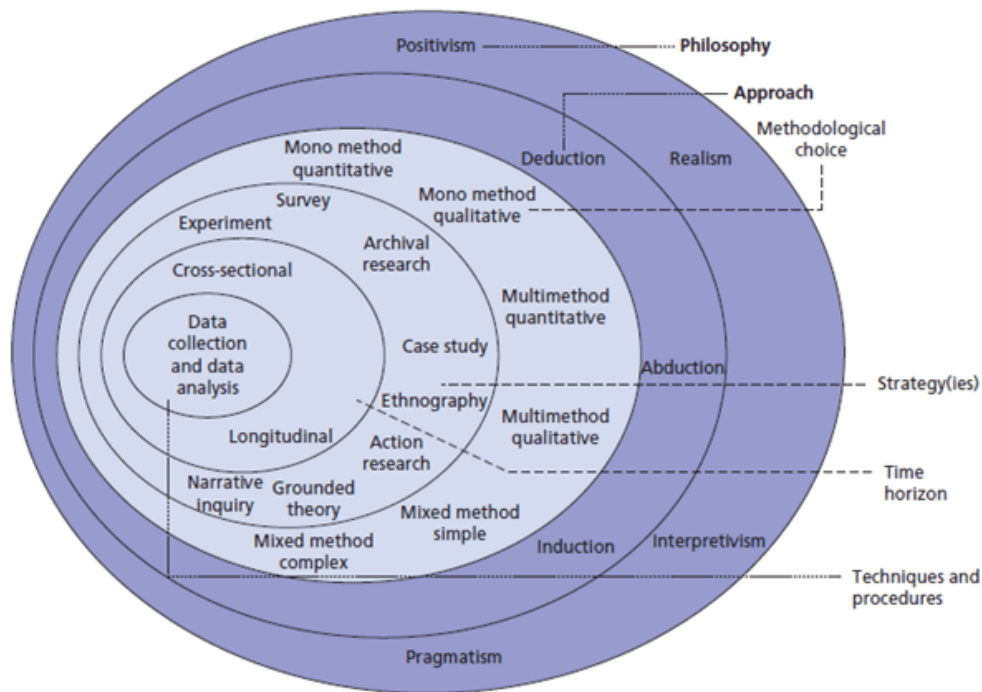
## 5.5 Structure Methodology Design



**Figure (5.2) The structure of the methodology design**

## 5.6 Study Approach

Approach is described as a set of general systems and rules that work to get to truth in science, or as the path that leads to the detection of truth in science through a set of general rules that work on determining the process of accessing the result of information. It is also a technique for testing assumptions in the approach, where it is produced and achieved. (Abdel Hamid, 15th of April, 2004). The researcher has followed the Research Onion in order to form the overall methodology. As explained by Saunders et al. (2009), the research onion consists the following:



**Figure 5-3: Research Onion for Research Methodology (Saunders et al., 2009)**

There are different parts of the overall research. The above diagram shows that the researcher would follow particular steps for data collection and analysis of data for carrying out the overall research. This study is a descriptive and analytical analysis, the researcher will apply the descriptive and the analytical analysis through the study sample by gathering the required data and analyzing the variables that were identified through the theoretical framework by using the mean, standard deviation and the frequencies. For studies that explore the description, construction, and makeup of the mass media audience, as well as their patterns of behaviour, the descriptive and analytic technique through sample survey is regarded one of the most appropriate scientific research approaches. Quantitative data, such as survey scores, provides quantitative data that can be statistically analysed to give results that can be used to determine the frequency and amplitude of trends (Creswell, 2012). In other words, if you need to describe trends affecting a large group of individuals, quantitative data can help. Qualitative researchers choose volunteers based on their traits and expertise of the research questions under consideration.

To answer questions through surveys, a quantitative method was ideal for investigating the correlations between variables (Creswell, 2014). Dillman (2000) asserted that surveys can be used to directly acquire information from individuals. Furthermore, a survey approach can yield a wide range of data from one or more groups of people (McMillan & Schumacher, 2006; Leedy & Ormrod, 2005). The researcher selects volunteers for a questionnaire to collect data using this research approach. In this study, women police

officers in Abu Dhabi Police GHQ were polled at all levels, from lieutenant to brigadier general, and included department, section, and branch supervisors.

This is accomplished through gathering the essential and sufficient data about the study's subject and its source, as well as assessing and interpreting the phenomena in question in its current state. This is accomplished by a series of protocols and routine steps that identify the type of data, as well as its sources and methods of acquisition.

This study, "The Impact of Women Police Leadership Empowerment in the Abu Dhabi Police General Head Quarter ADPGHQ," is part of descriptive and analytical studies, which are considered one of the best methods of research in measuring public opinion on a specific topic, and are based on describing the nature and characteristics of a specific community, an individual, group, or situation, and the frequency of occurrence of the dysfunctional occurrence. (Hussein, 1999, p. 123). The survey was conducted in the following manner: It is a systematic endeavour to examine and understand a particular phenomenon, usually via the status of a social system or a particular group. The purpose of the survey is to collect data for future use. Barjas define the survey method as a scientific study of a society's problems and requirements with the goal of producing results that contribute to the construction of a constructive programme with its social presentation. Also, evaluating it in order to draw beneficial conclusions, whether to fix, update, complete, or develop the current situation. (2006, Hejab) The purpose of this study is to describe the impact of female police leadership empowerment in the ADPGHQ.

This study used a descriptive analytical approach to survey a sample of women police officers in the ADPGHQ, as well as the degree of their happiness and acceptance of the leadership of women police officers in the ADPGHQ.

## **5.7 Collecting Data and information**

The questionnaire is a widely used and important research tool (Middlewood, Coleman and Lumby, 2001). The organisation of surveys is the most suitable way to studying a large sample size during the procedure of information gathering, which is confined by time and expense (Gray, 2013). The technique aids in the testing of validity, whereas reliability is concerned with the measurement of test findings (Boswell and Cannon, 2007). As a result, data gathered from valid data and a trustworthy survey could be valuable in answering the study questions. For a few weeks, the surveys were publicized and disseminated throughout all sectors and departments. Data from primary and secondary sources were used in order to meet the study's objectives. The core data came from an investigation of the role of female

police officers in the Abu Dhabi Police Force. This information was by questionnaires. Published and unpublished information on leadership positions in various sectors was used as secondary data in the study. The study's background was created using secondary data, as were the areas that needed to be improved. For this study, the researcher gathered data and information from the following two key sources:

**1. Primary Sources:** To address the analytical components of the research issue, the researcher gathered primary data using a questionnaire as the study's major tool, which was expressly prepared for this purpose, and distributed it to a study sample of 625 questionnaires, with the following axes:

- ✓ **Economic empowerment**
- ✓ **Human and social empowerment**
- ✓ **Personal empowerment**
- ✓ **Cultural empowerment**
- ✓ **Leadership**
- ✓ **Skills**
- ✓ **Abilities**

**2. Secondary Sources:** The researcher relied on secondary data sources for the theoretical element of the investigation, which included appropriate Arabic and foreign books and references, as well as magazines, articles, reports, and prior research and studies on the subject of the study. She also looked at several websites on the internet.

## **5.8 Community of Study**

The women police officers in the Abu Dhabi Police General Headquarters ADPGHQ served as the study's sample community. Research is seen as a process that is carried out in accordance with a variety of rules, procedures, methodologies, and laws (Gerrish and Lacey, 2010). No harm should be done to research participants, according to research ethics. With this in mind, the current study was conducted in accordance with all research ethics, from getting authorization to ensuring participants of their right to privacy and confidentiality. The researcher was required to write a participant information sheet, commonly known as a plain language statement, and a permission form for each sector of participants as part of the ethics approval process. The study's objective, potential advantages and how the data and findings will be used were all mentioned in the plain language statement. Participants' rights to participate willingly, withdraw their consent, or terminate participation at any time without giving a reason were specified on the consent form. In addition, the researcher

promised to follow ethical data collection, processing, and storage guidelines. The Human Resources Sector Manager at Abu Dhabi Police General Headquarters granted permission.

### **5.9 Research Sample**

A sample is a subset of the entire population. This subset has been chosen to reflect the overall population. It has all of the mother population's relevant traits. The procedure for selecting the given sub-group is called sampling. It is the process of selecting a group of people to participate in a study. The people chosen represent the large group from which they were chosen. The sample frame for this thesis contained a representative sample of both general and Abu Dhabi Police women officers. Sampling is an important part of the investigation. The nature of the investigation and the sample size utilised influence sample selection. The investigator can investigate a tiny sample of the target population while still having access to data that is typical of the entire population thanks to sampling. As a result, the researcher takes the time needed and provides quick responses depending on the sample. There are a variety of sampling procedures available, including:

**Sampling at random:** Random sampling is a simple method of sampling. Each member has an equal chance of being designated inadvertently. It has been noted that selecting the exact sample size in a big population is more difficult. Random sampling was used in this investigation. To acquire respondents for the surveys, the study used random sampling. The survey was allowed to investigate the relationship between reward and job satisfaction among female Abu Dhabi police officers. Advanced analytical approaches employed in social research have emerged as the most common method for analysing survey data (Wilson, 2010). The survey can be useful for describing the population and formulating models for assessing those features when measuring population characteristics. Views, feelings, and opinions about people can be employed as goals in and of themselves, or they can be used to support a suggested argument (Quinlan, 2011).

### **Questionnaire design and procedure**

This study relied on a well-designed questionnaire to aid in data collection in order to answer the research questions and objectives. As a result, the following factors were taken into account when crafting the questions:

1. Each questionnaire item should have a clear purpose.
2. Within each of the four scales, each question group should aim to test a specific variable.
3. Before including an item, decisions should be made about how responses will be

analysed and which statistical techniques will be used, as well as consideration given to publishing or presentation.

Every survey question was carefully reviewed for response validity, using wording and terminology pertaining to respondents' views and perceptions. • Inquiries should be clear and unambiguous, employing recognisable vocabulary, concepts, and terms, according to some of the suitable standards used to create questions.

- ✓ For the respondent to choose an answer, a simple scale should be used.
- ✓ Avoid questions with a bias that invites a one-size-fits-all response.
- ✓ Questions should be brief and direct in order to encourage responders to participate and avoid misunderstandings.
- ✓ Wording that is ambiguous should be avoided.
- ✓ Negative, perplexing questions should be avoided.

These standards were followed in order to create the best possible research tool. On the other hand, certain guidelines were followed during the questionnaire's development, as listed below:

- ✓ The clustering of comparable themes together created a logical flow. The first segment dealt with demographic data, while the second dealt with content that addressed the study questions.
- ✓ Initial, general inquiries were followed by more particular topics that had been decided by the respondent's initial response.
- ✓ The initial questions were constructed in such a way that they assisted to eliminate hesitancy.
- ✓ The initial questions were made simple to answer, and the researcher stressed that the researcher was interested in the respondent's opinions rather than testing them.
- ✓ All of the questions were tailored to the respondents' needs.

Obtaining permission to conduct the research was a necessary first step. The survey was sent out according to ADHGHQ's hierarchical structure, which included all sectors and departments. Female police officers of all grades, from lieutenant to brigadier general, who head or manage a branch, department, or any police unit were among the participants. All of the women police officers at ADPGHQ, a total of 4961 people, were included in the study. The respondents for this study were chosen using the stratified random sampling method, with the sample stratified by women police officers from each sector and department. The suitable sample size for the target population is about equivalent to 500 individuals, according to the table for determining sample size (Krejcie & Morgan, 1970). 1000 invites

were sent out in order to get this amount of responses. This survey garnered 650 responses, or a response rate of 65 percent. The initial distribution was used to calculate the response rate.

As a result, a detailed survey of 650 female police officers in Abu Dhabi Police GHQ was done, including all grades from lieutenant to brigadier general, as well as department, section, and branch supervisors. Because of the inconsistency of the data, 25 people were removed from the sample, resulting in a total of 625 people. Because this sample is differentiated by its ease of acquisition, the researcher chose a simple random sample, which gives all units of the sample in the study community an equal chance to be represented inside the study sample. (1989, Abu Asba). The researcher was able to retrieve all questionnaires from the study sample of women police officers in the ADPGHQ after distributing (650) questionnaires to the persons in the sample.

Number of total questionnaires	Retrieved Sample that is valid for analysis	Number of returned and canceled	Percentage
650 questionnaires	625 questionnaires	25	100%

## 5.10 Statistical Processing of the Study

### Personal Data

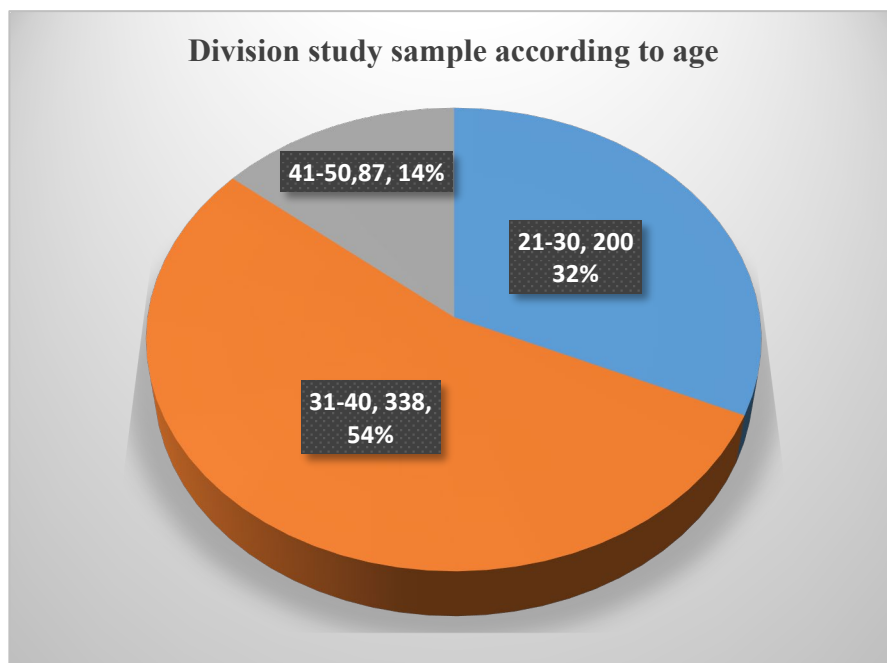
The questionnaire was developed with likert scale responses: 4= frequently, if not always; 3= fairly often; 2=Sometimes; 1= Once in a while; 0= Not at all. The following is a presentation of the study sample according to personal data:

#### 1. Division study sample according to age

**Table (5.1) Division study sample according to age**

Age	Frequency / number	Percentage
21 - 30	200	32%
31-40	338	54%
41-50	87	14 %
Total	<b>625</b>	100.0

As shown in Table No. (5.1) and Figure (5.4): The most prominent occurrence of the age variable was for the age group (31-40) as it was (338) with a percentage of (54%). Then the age group (21-30) with a frequency of (200) and a percentage of (32%). Whereas, the lowest age group (41-50) was (87) with a percentage of (14%).

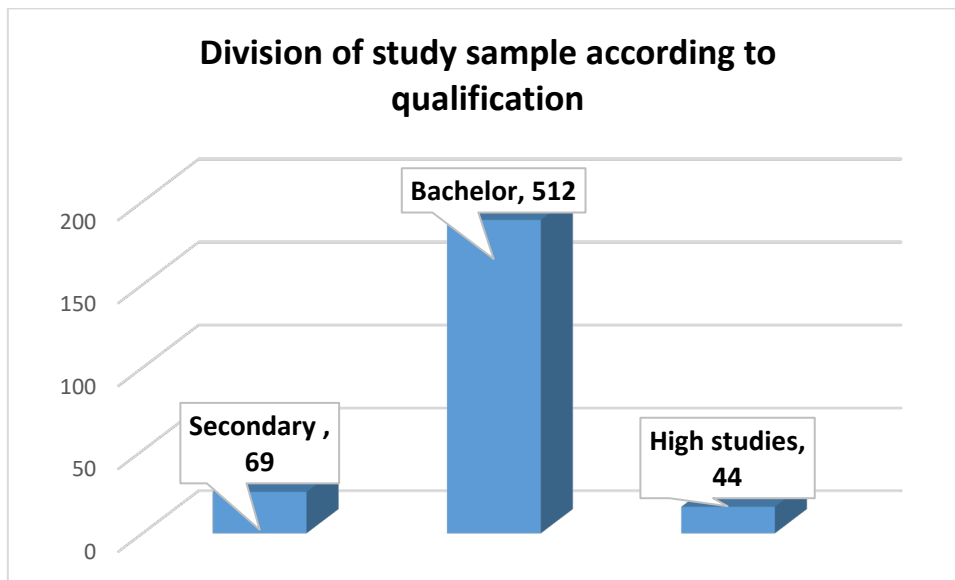


**Figure (5.4) Division study sample according to age**

## 2. Division of study sample according to qualification

**Table (5.2) Division of study sample according to qualification**

Qualification	Frequency / number	Percentage
Secondary	69	11%
Bachelor	512	82%
High studies	44	7%
<b>Total</b>	<b>625</b>	<b>100.0</b>



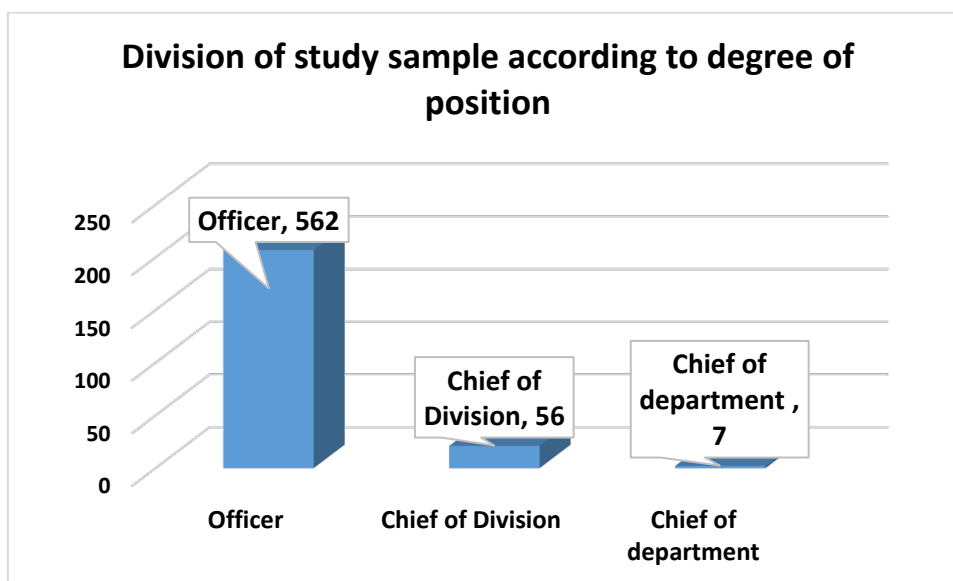
**Figure (5.5) Division of study sample according to qualification**

It appears from the table (5.2) and Figure (5.5) that the most prominent frequency of the variable of qualification was for (Bachelor), where it was (512) with a percentage of (82%). Then the (Secondary) level with a frequency of (69) and a percentage (11%). And the fewest number was for the educational level (High studies), with a frequency of (44) and a percentage of (7%). On studying the qualification of the individuals working at the Abu Dhabi Police General Head Quarter, it can be seen that a great number of women hold University degree and postgraduate degrees. This percentage is significantly increasing due to the intrinsic satisfaction of Female police to hold high academic degrees that improve their performance and support their position in the society in general and in the police sector in particular. However, the figures also show that not all holders of bachelor or licentiate degrees are officers. Some of these work in civil and service duties pertaining to the police work.

### 3. Division of study sample according to degree of position

**Table (5.3) Division of study sample according to degree of position**

Degree of utilization	Frequency / number	Percentage
Officer	562	90%
Chief of Division	56	9%
Chief of department	7	1%
<b>Total</b>	<b>625</b>	<b>100.0</b>



**Figure (5.6) Division of study sample according to degree of position**

It appears from the table (5.4) and Figure (5.6) that the most prominent occurrence of the **position** variable was officer (off) as it was (562) with a percentage of (90%). Then came the degree of **Chief of Division** with a frequency of (56) and a percentage (9%). And the fewest number was for the degree of **Chief of department** with a frequency of (7) and a percentage of (1%). Obviously it shows that male-dominated implying that police direction is largely determined by one gender group while impacting the tasks, dynamics and operational actions of both men and women. It is clear from the figures, there is a lack of female leadership representation at Abu Dhabi police GHQ. In addition, it identifies the forms of discrimination against women employed in the police and women police officers testified about a wide range of stereotypes which burdens their position within the police organisation.

The high percentage of holders of graduate and postgraduate degrees, reflects an implication about the embedded Emirati Culture that does not mind offering women roles and duties in keeping the social security. Nevertheless, it also implies that there is still an internal belief and satisfaction that women are incapable of holding senior and leadership positions that should only be occupied by their male counterparts. The shrinking number of FPOs occupying high ranks has been reflected on their number in the leadership and decision-making positions in Abu Dhabi Police.

## 5.11 Studying tools

The questionnaire tool was used to collect information for the investigation. This seeks to excite respondents in a methodological fashion by presenting facts, thoughts, or opinions inside the context of data related to the study's subject and objectives, without the researcher intervening in the respondents' self-reporting of these data (Abdel Hamid, 353, 2004). It's also a useful tool for gathering primary, direct, or basic data from the chosen sample, or from the entire research community. This is accomplished by asking a group or a series of pre-prepared questions with the goal of identifying facts or information, as well as the respondents' perspectives and directions, as well as the motivations, influences, and causes that drive people to specific behaviours (Hussein, 206, 1999).

To answer the study's research questions, two existing survey tools were used. The first instrument, derived from Spreitzer (1995), was designed to collect data in order to present an accurate picture of women police managers' perspectives of leadership empowerment in their branches and departments. The second adapted questionnaire from Zhou and George (2001) was designed to collect data in order to obtain correct perceptions from other female police officers in order to empower them as leaders. As a result, Spreitzer's (1995) and Zhou and George's (2001) surveys were adapted for this study since they are so closely related to the study's goal; also, they have been tested by numerous researchers in a variety of settings. A number of steps were made to adapt these instruments to the current study's objectives and environment. First and foremost, it was necessary to establish the consistency and accuracy of questionnaires administered by specialists in the field. Following that, additional meetings were held at the ADPGHQ, as well as a phone conversation to explain the questionnaire, the study's objective, and its purpose. The questionnaire will also include personal meetings to discuss the hypotheses, followed by data collection via e-mail or personal collection. The questionnaires were then distributed via the ADPGHQ internal electronic communications system.

By relying on the study's objectives and variables, referring to past research, and soliciting the opinions of experts and professionals in the area, the questionnaire was created on "The impact of empowerment of leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)."

## 5.12 The tool's validity and stability

"The extent of its ability to measure what the study genuinely intends to measure, so that the information collected through it conforms to objective facts," says the validity test of the data collecting instrument. (Hussein, 1999, p. 314) "If it is capable of achieving the objective for which it was designed," Abdel Hamid remarked. 429, 2004 (Abdel Hamid). Stabilization refers to a study tool's capacity to produce the same outcome after multiple uses.

### 1. Tool Validity (Questionnaire):

The validity of the questionnaire means that the questions measure what was put in place to measure it, and the validity of the questionnaire has been verified by the researcher through a validity test, in which the researcher presented the questionnaire to a group of arbitrators made up of (6) faculty members and specialists. In light of the presented proposals, the researcher responded to the arbitrators' opinions and made the appropriate deletions and amendments.

### 2. Tool Stabilization:

To ensure that the study tool (the questionnaire) was stable, the Cronbach alpha formula was applied to all study regions and the tool as a whole, as shown in Table (5.4).

**Table (5.4) Stability coefficients for questionnaire areas**

NO	Axis	The number of items	Cronbach alpha formula
1	Empowerment	25	0.820
2	Economic empowerment	8	0.854
3	Human and social empowerment	7	0.831
4	Personal empowerment	5	0.779
5	Cultural empowerment	5	.0865
6	Skills+ Abilities	5	0.768
7	leadership	5	0.768

Table (5.4) shows that the stability coefficients of the axes of “**The impact of empowerment of leadership of women police in the ADPGHQ.**” ranged between (0.768-0.865). The greatest number in it was of the axis " Economic empowerment " followed by the axis of " **Human and social empowerment** " With a stability coefficient of (0.831), then the axis of “Empowerment” with a stability coefficient of (0.820), and lastly came the axis

of “**leadership**”. The stability coefficient of the instrument as a whole is (0.768), which is a high and acceptable value for the purposes of the study application.

### **5.13 Data Analysis**

The Statistical Program for the Social Sciences was used to analyse the data (SPSS). The data needed to answer the study questions was analysed using SPSS. The survey data was then directly loaded into an Excel spreadsheet and finally into SPSS. The purpose of this phase is to eliminate transcribing errors between the survey data and the SPSS data input. The following statistical treatments were employed in the SPSS programme to examine the study hypotheses:

1. Individual response frequencies and percentages in the study sample.
2. Arrange the arithmetic averages and standard deviations in order of importance.
3. (Chi-square) to identify differences in people's responses to the research variables.
4. To determine the stability of questionnaire items, use the (Cronbachs alpha) test.

### **5.14 Conclusion**

The research methods utilised in this chapter were justified, and the study's general research design was provided. The procedures used in participant selection, as well as the general methodologies used to perform the study (including data collection and analysis methods), were also discussed. This chapter also looked at how the chosen approaches could be used to solve the research questions in ADPGHQ on empowering policewomen.

## CHAPTER SIX

### Analysis of the Data

#### 6.1 Introduction

The researcher used five axes to test the study hypotheses, with the first two axes being improvement and leadership, which are principles of improvement, and the fourth axis being "Economic empowerment, Human and Social Empowerment, Personal Empowerment, Cultural Empowerment," and the table below shows the axes and the order of the paragraphs in the questionnaire.

Field	Item numbers	Items Arrangement
Economic empowerment	8	6-13
Human and social empowerment	7	14-20
Personal empowerment	5m	21-25
Cultural empowerment	5	26-30
Skills+ Abilities	5	1-5

To explain the replies of the sample, the researcher used an analysis of the averages and standard deviations of the study items and axes, where the items were grouped into axes according to the previous table. And, as a result of the analysis, a reading of the sample responses according to the axes appeared.

#### 6.2 Economic Empowerment

**Table (6.1) Averages and standard deviations for Economic empowerment**

No	Rank	Paragraph	Mean	Std. Deviation
6	1	Senior managers offer opportunities for women police to excel in their work.	3.24	1.144
7	2	Empowering women police requires allowing them to occupy all positions.	3.16	1.175
8	3	Empowering women police means respecting their skills and abilities.	3.04	1.097
9	4	Empowering women police requires understanding their household responsibilities	3.02	1.070

10	5	Empowering women police allows for introducing new ideas and experiences.	3.02	.907
11	6	Empowering women police means having promotion opportunities equal to male ones.	3.02	1.125
12	7	There is discrimination between male and female officers in job rewards & benefits.	3.00	1.219
13	8	Women police are often assigned administrative and less critical tasks.	2.94	1.141
<b>Total</b>			<b>3.02</b>	

Table (6.1) shows the results of the researcher's questionnaire, which were used to analyse the paragraphs in the topic of Economic Empowerment. The table shows the arithmetic averages and standard deviations for the number of elements on the Economic Empowerment axis, which totaled eight. According to the questionnaire, it was ranked eighth out of thirteen items, with an arithmetic average of 3.24. While the analysis revealed the existence of the eighth item, which is "in second place, with an arithmetical average of 3.16," paragraph No. 13 "Women police officers are frequently assigned administrative and less critical tasks." came in last place, with an arithmetic average of 2.86, and the total arithmetic average for all items of the Economic Empowerment Axis was 3.02.

### 6.3 The employee providing the service

**Table (6.2) Averages and standard deviations for skills and Abilities**

No	Rank	Paragraph	Mean	Std. Deviation
1	1	Women police contribute greatly in keeping the security system.	3.30	.902
2	2	Women police can do the same tasks and duties male police officers do.	3.29	1.084
3	3	Women police are more efficient than male ones in interrogation and investigation.	3.28	.983
4	4	Women police can deal with women and children cases very sincerely and effectively.	3.28	.919
5	5	Women police have all the skills and abilities to occupy high-level leadership positions.	3.12	.921
<b>Total</b>			<b>3.29</b>	

Table (6.2) shows the results of the researcher's questionnaire, which were used to analyse the paragraphs in the subject of talents and abilities. The arithmetic averages and

standard deviations of the number of items connected to the employee delivering the service axis, which was 5 items, are shown in the table. It was graded from 1 to 5 on the questionnaire, with 1 being the most important and 3.30 being the arithmetic average. While the analysis revealed that item number 1, "Women police contribute greatly in maintaining the security system," was in first place with an arithmetical average of 3.30, paragraph No. 5 "Women police have all the skills and abilities to occupy high-level leadership positions." was in last place with an arithmetic average of 3.12, and the total arithmetic average for all items of the skills and Abilities Axis was 3.29.

#### 6.4 Human and social empowerment

**Table (6.3) Averages and standard deviations for Human and social empowerment**

No	Rank	Paragraph	Mean	Std. Deviation
14	1	Women police face more pressure and blame from their seniors	3.35	1.020
15	2	Women police cannot dedicate their attention to police work due to family responsibilities.	3.33	.972
16	3	Women police are not aware of the latest enacted police laws	3.32	1.045
17	4	The inappropriate physical stamina hinders women police from promotion opportunities	3.32	.850
18	5	The emotional instability of women police hinders their participation in decision-making	3.30	.875
19	6	Women police are not qualified to take critical immediate decisions like male ones.	3.27	.977
20	7	Women police lack knowledge of dealing with Cyber Crimes and Anti-Human Trafficking.	3.15	.989
<b>Total</b>			<b>3.28</b>	

Table (6.3) shows the results of the researcher's questionnaire, which were used to analyse the paragraphs in the field of human and social empowerment. The table shows the arithmetic averages and standard deviations of the items on the Human and Social Empowerment axis, which had a total of 7 elements. It was scored from 14 to 20 on the questionnaire, with item 14 "Women police officers endure more pressure and blame from their superiors" coming in first with an arithmetic average of 3.35. While the investigation revealed the existence of item number 15 "Women police officers are unable to devote their focus to police work owing to family obligations," Paragraph No. 20 "Women police lack knowledge of dealing with Cyber Crimes and Anti-Human Trafficking." came in bottom position with an arithmetic average of 3.15, while the total arithmetic average for all items of the Human and Social Empowerment Axis was 3.28.

## 6.5 Cultural empowerment

**Table (6.4) Averages and standard deviations for Cultural empowerment**

No	Rank	Paragraph	Mean	Std. Deviation
21	26	The overall profile of women police is improving among citizens in the UAE.	3.51	.870
22	27	Women police can contribute much to enhance the police image among citizens	3.42	.929
23	28	Citizens in the street trust to ask for help from women police.	3.42	1.132
24	29	Women police can reform unpleasant social behaviour in a peaceful manner.	3.40	1.025
25	30	The prevailing virile culture hinders women police from occupying decision-making jobs	3.35	1.070
<b>Total</b>			<b>3.30</b>	

Table (6.4) shows the results of the researcher's questionnaire, which were used to analyse the paragraphs in the topic of Cultural Empowerment. The table illustrates the arithmetic averages and standard deviations of the number of items on the axis of efficacy of the service provided, which was 5 items. It was ranked first with an arithmetic average of 3.51, according to the questionnaire, where it was item number 21 "The general profile of women police is improving among citizens in the UAE." While the analysis revealed the existence of item number 22 "Women police can contribute significantly to improving the police image among citizens," which came in second place with an arithmetic average of 3.42, paragraph No. 25 "The prevailing virile culture prevents women police from occupying decision-making jobs" came in last place with an arithmetic average of 3.07, and the total arithmetic average for all items of the Cultural Empowerment Axis was 3.30.

## 6.6 Personal empowerment

**Table (6.5) Averages and standard deviations for Personal empowerment**

No	Rank	Paragraph	Mean	Std. Deviation
26	1	The lack of training hinders women police from occupying decision-making positions.	3.08	.999
27	2	Women police should be integrated in decision-making to gain practical experience.	3.06	1.010
28	3	Women police should exchange experience with women police in other countries.	3.04	1.001

29	4	Women police should be offered equal promotion opportunities like male ones.	3.05	1.003
30	5	Senior managers should support women police when they make mistakes.	3.06	1.004
<b>Total</b>			<b>3.06</b>	

Table (6.5) shows the results of the researcher's questionnaire, which were used to analyze the paragraphs in the topic of Personal Empowerment. The arithmetic average of the items and the standard deviations of the number of items associated to the axis of Personal empowerment, which was 5 items, are shown in the table. It was graded from 1 to 5, with item 1 at No. 26 "A lack of training prevents women police from taking decision-making positions." with an average score of 3.08, and item 27 "Women police should be integrated in decision-making to gain practical experience." with an average score of 3.08. With an arithmetic average of 3.06, it is ranked second. With an arithmetic average of 3.04, paragraph No. 3 "Women police should exchange experience with women police in other countries." came in last, while the total arithmetic average for all items on the Personal Empowerment Axis was 3.06.

## 6.7 Testing Hypotheses

In this chapter, the researcher used multiple linear regression and simple linear regression analysis to examine the primary study hypotheses as well as the subordinate hypotheses.

**H01 (main hypothesis):** The application of empowerment concepts (economic empowerment, human and social empowerment, personal empowerment, and cultural empowerment) to leadership aspects has no statistically significant effect at the significance level (0.05).

**(6.6) Table:** The results of a multiple linear regression analysis to assess the effect of empowerment (economic empowerment, human and social empowerment, personal empowerment, and cultural empowerment) on, with aspects of leadership as the dependent variable.

R	R Square	F	Sig.
.153 <sup>a</sup>	.024	1.977	.118 <sup>b</sup>

**Table (6.6)** shows the impact of the application of the effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment

,Cultural empowerment) to., **whereby the dependent variable is dimensions of leadership.**, where the results showed that there was a statistically significant effect of using the application of principles the effect of empowerment on **dimensions of leadership**, if the correlation coefficient (R) reached (0.153), while the determination coefficient was (0.024), that is, the value of the change in **dimensions of leadership** equals 0.024 resulting from the change in the application of empowerment principles, just as the value of the degree of F is 1.977, and the previous results confirm that the first main hypothesis is incorrect, and therefore the alternative hypothesis is stipulated that:

**There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for applying the principles of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment) to wherebv on dimensions of leadership**

**H01.1:** The effect of empowerment in skills of women police in the Abu Dhabi Police General Head Quarter ADPGHQ.

**Table (6.7):** Results for a simple linear regression analysis to test the effect of H01.1: There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to principles of empowerment in skills of women police in the ADPGHQ.

**Table (6.7)**

<b>R</b>	<b>R Square</b>	<b>F</b>	<b>Sig.</b>
<b>.007<sup>a</sup></b>	<b>.000</b>	<b>.011</b>	<b>.918<sup>b</sup></b>

There is no statistically significant influence at the significance level (0.05) to principles of empowerment in the skills of women police in the ADPGHQ, **as shown in Table (6.7).** When the correlation coefficient (R) reached (0.007) and the determination coefficient reached, the results showed that there was no statistically significant effect of employing the empowerment in skills of women police in the ADPGHQ (0,000) As a result of the change in the application of skills women police in the ADPGHQ, the value of the change in empowerment equals 0,000, and the prior results corroborate the validity of accepting the first sub-hypothesis, which states:

**There was no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the application in empowerment to skills women police in the ADPGHQ.**

**H01.2:** There is no statistically significant influence of empowerment principles in the ADPGHQ's Abilities of Women Police at the significance level ( $\alpha \leq 0.05$ ).

Table of contents (6.8) A simple linear regression analysis was used to test the effect. H01.2: There is no statistically significant influence of empowerment principles in the ADPGHQ's Abilities of Women Police at the significance level ( $\alpha \leq 0.05$ ).

R	R Square	F	Sig.
.074 <sup>a</sup>	.005	1.352	.246 <sup>b</sup>

**Table (6.8)** shows the effect of there is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to principles of **empowerment** in Abilities of women police in the ADPGHQ, as results showed a statistically significant effect of using the application of an **empowerment** variable in Abilities of women police in the ADPGHQ, if the correlation coefficient (R) reached (0.074), and the determination coefficient reached (0.005), i.e. The value of the change in Abilities of women police in the ADPGHQ equals 0.005 resulting from the change in the application of **empowerment**, and the value of the degree of F is 1.352, and the previous results confirm that the acceptance of the second sub-hypothesis is incorrect,

**There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to apply empowerment in abilities of women police in the ADPGHQ.**

**(H02):** When the concepts of empowerment (economic empowerment, human and social empowerment, personal empowerment, and cultural empowerment) are applied to the leadership of women police officers in the ADPGHQ, there is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ).

**Table (6.9)** Results of a multiple linear regression study to see if empowerment (economic empowerment, human and social empowerment, personal empowerment, and cultural empowerment) has an impact on women's leadership in the ADPGHQ.

R	R Square	F	Sig.
.122 <sup>a</sup>	.015	1.233	.298 <sup>b</sup>

**Table (6.9)** shows the impact of the application of the principles of **empowerment (Economic empowerment ,Human and social empowerment, Personal empowerment ,Cultural empowerment)**to **leadership** of women police in the ADPGHQ where the results showed that there was a statistically significant effect of using the application of principles of **empowerment** on **leadership** of women police in the ADPGHQ, if the correlation coefficient (R) reached (0.122), and the determination factor was (0.015) ), That is, the value of the change in **leadership** equals 0.015 resulting from the change in the application of **empowerment**, just as the value of the degree of F is 1.233, and the previous results confirm the incorrectness of accepting the first main hypothesis, and therefore the alternative hypothesis is stipulated that:

**There is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) to apply the principles of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment) to leadership of women police in the Abu Dhabi Police General Head Quarter ADPGHQ.**

**H02.1:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **Economic empowerment** to **leadership** of women police in the ADPGHQ.

**Table (6.10) Results of a simple linear regression analysis to test the effect** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **Economic empowerment** to **leadership** of women police in the ADPGHQ.

<b>R</b>	<b>R Square</b>	<b>F</b>	<b>Sig.</b>
<b>.018<sup>a</sup></b>	<b>.000</b>	<b>.082</b>	<b>.775<sup>b</sup></b>

**Table (6.10)** shows the effect of the There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **Economic empowerment** to **leadership** of women police in the ADPGHQ, where the results showed that there was no statistically significant effect of the use of the **Economic empowerment** variable application on **leadership** of women police in the ADPGHQ, if the correlation coefficient (R) reached 0.018, while the determination coefficient reached ( 0,000), meaning that the value of the change in **leadership** equals 0,000 as a result of the change in the application of **Economic**

**empowerment**, as the value of F was 0.82 and the previous results confirm the validity of acceptance of the first sub-hypothesis, and therefore it is approved, which states:

**There was no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the application for the Economic empowerment to leadership of women police in the ADPGHQ.**

**The second sub-hypothesis:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to apply continuous improvement in the effectiveness of the service provided.

**H02.2:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to **(Human and social empowerment) to leadership** of women police in the ADPGHQ.

**Table (6.11) Results of a simple linear regression analysis to test the effect of H02.2:**

There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to **(Human and social empowerment) to leadership** of women police in the ADPGHQ.

R	R Square	F	Sig.
.097 <sup>a</sup>	.009	2.374	.125 <sup>b</sup>

Table (6.11) shows the effect of **H02.2:**There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to **(Human and social empowerment)to leadership** of women police in the ADPGHQ, as results showed a statistically significant effect of using the application of **H02.2:**There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to **(Human and social empowerment)to leadership** of women police in the ADPGHQ, if the correlation coefficient (R) reached 0.094, and the determination coefficient reached (0.009), That is, the value of the change in the effectiveness of the **leadership** is equal to 0.005 resulting from the change in the application of **Human and social empowerment**, just as the value of the degree of F is equal to 2.374, and the previous results confirm that the acceptance of the second sub-hypothesis is incorrect, and therefore the alternative hypothesis is stipulated that:

**There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) to apply (Human and social empowerment) to leadership of women police in the ADPGHQ.**

**H02.3:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the application of the employee providing the service in the effectiveness of the service provided.

**Table (6.12): Results of a simple linear regression analysis to test the effect of H02.3:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **(Personal empowerment)** to **leadership** of women police in the ADPGHQ.

R	R Square	F	Sig.
.049 <sup>a</sup>	.002	.604	.438 <sup>b</sup>

**Table (6.12)** shows the effect of the **H02.3:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **(Personal empowerment)** to **leadership** of women police in the ADPGHQ, where the results showed that there was a statistically significant effect of using the application of **H02.3:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **(Personal empowerment)** to **leadership** of women police in the ADPGHQ, if the correlation coefficient (R) reached 0.049, while the determination factor was ( 0.002), i.e. the value of the change in effectiveness of the **leadership** equals 0.002 resulting from the change in the application of **Personal empowerment**, just as the value of the degree of F is 0.604, and the previous results confirm that the acceptance of the third sub-hypothesis is incorrect, and therefore the alternative hypothesis is stated that:

**There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the application of (Personal empowerment) to leadership of women police in the ADPGHQ.**

**H02.4:** There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **(Cultural empowerment)** to **leadership** of women police in the ADPGHQ.

**Table (6.13): Results of a simple linear regression analysis to test the effect of no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the (Cultural empowerment) to leadership of women police in the United Arab Emirates (UAE).**

R	R Square	F	Sig.
.107 <sup>a</sup>	.011	2.875	.091 <sup>b</sup>

**Table (6.13)** shows the effect of There is no statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the **(Cultural empowerment) to leadership** of women police in the United Arab Emirates (UAE), where the results showed that there was a statistically significant effect of using the application of the **Cultural empowerment the leadership** of women police in the ADPGHQ, if the correlation coefficient (R) reached (0.107), and the determination factor was (0.011) That is, the value of the change in **leadership** equals 0.11 resulting from the change in the application of **Cultural empowerment**, as the value of the degree of F is equal to 2.875, and the previous results confirm the incorrectness of acceptance of the third sub-hypothesis, and therefore the alternative hypothesis is stipulated that:

**There is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) for the (Cultural empowerment) to leadership of women police in the ADPGHQ.**

### Items of the Scale

NO	Items
<b>(A) Skills and Abilities</b>	
1	Women police contribute greatly in keeping the security system.
2	Women police can do the same tasks and duties male police officers do.
3	Women police are more efficient than male ones in interrogation and investigation.
4	Women police can deal with women and children cases very sincerely and effectively.
5	Women police have all the skills and abilities to occupy high-level leadership positions.
<b>(B) Economic empowerment</b>	
6	Senior managers offer opportunities for women police to excel in their work.
7	Empowering women police requires allowing them to occupy all positions.
8	Empowering women police means respecting their skills and abilities.
9	Empowering women police requires understanding their household responsibilities.
10	Empowering women police allows for introducing new ideas and experiences.
11	Empowering women police means having promotion opportunities equal to male ones.
12	There is discrimination between male and female officers in job rewards & benefits.
13	Women police are often assigned administrative and less critical tasks.
<b>(C) Human and social empowerment</b>	

14	Women police face more pressure and blame from their seniors.
15	Women police cannot dedicate their attention to police work due to family responsibilities.
16	Women police are not aware of the latest enacted police laws.
17	The inappropriate physical stamina hinders women police from promotion opportunities.
18	The emotional instability of women police hinders their participation in decision-making.
19	Women police are not qualified to take critical immediate decisions like male ones.
20	Women police lack knowledge of dealing with Cyber Crimes and Anti-Human Trafficking.
<b>(D ) Cultural empowerment</b>	
21	The overall profile of women police is improving among citizens in the UAE.
22	Women police can contribute much to enhance the police image among citizens.
23	Citizens in the street trust to ask for help from women police.
24	Women police can reform unpleasant social behaviour in a peaceful manner.
25	The prevailing virile culture hinders women police from occupying decision-making jobs.
<b>(F) Personal empowerment</b>	
26	The lack of training hinders women police from occupying decision-making positions.
27	Women police should be integrated in decision-making to gain practical experience.
28	Women police should exchange experience with women police in other countries.
29	Women police should be offered equal promotion opportunities like male ones .
30	Senior managers should support women police when they make mistakes.

## **CHAPTER SEVEN**

### **Discussion of Findings**

#### **7.1 Introduction**

The study's contributions and implications, which are based on the proposed approach, add to the literature by providing a better understanding of women's empowerment in the ADPGHQ police sector. The study's findings contribute to a better knowledge of the issue in a variety of ways. We will be able to gain more from empowered women in policing and other sectors as a result of building an atmosphere that fosters the birth of qualified women as leaders in police sectors. Indeed, increasing women's presence in law enforcement leadership positions will pave the way for the emergence of successful female managers at the Abu Dhabi Police General Headquarters (ADPGHQ). Furthermore, it is generating generations of women who will graduate from police academies run and leased by women, imposing the image of women as leaders in society. The presence of female police executives will undoubtedly encourage female workers and officers to take on leadership roles.

The study's findings contribute to a better knowledge of the issue in a variety of ways. This research promotes the development of new principles at ADPGHQ that support and encourage the acceptance of women as leaders. The study's findings backed up and strengthened police attempts to adopt policies that provide equal chances for both men and women. The research revealed how women can achieve empowerment by establishing high-level corporate leadership for gender equality, treating all women and men fairly at work – respecting and supporting human rights and non-discrimination, and promoting education, training, and professional development for women. Furthermore, as a consequence of the study, several other female police officers may be encouraged and empowered to take leadership positions once they have the necessary abilities and skills. The researcher discovered expanded theoretical reinforcements using the research's empirical findings.

#### **7.2 Empirical Findings by Research Questions**

We will be able to gain more from empowered women in policing and other sectors as a result of building an atmosphere that fosters the birth of qualified women as leaders in police sectors. Indeed, increasing women's presence in law enforcement leadership positions will pave the way for the emergence of successful female managers at the Abu Dhabi Police General Headquarters (ADPGHQ). Furthermore, it is generating generations of women who will graduate from police academies run and leased by women, imposing the image of

women as leaders in society. The presence of female police executives will undoubtedly encourage female workers and officers to take on leadership roles. The study's findings will be compared to the study's stated objectives and research questions, which can be found in Chapter 1. It's critical to draw some conclusions depending on whether the study findings are adequate to answer each of the research questions given in chapters 1 and 5.

**“To what extent are the concepts of empowerment implemented by women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)?” is the first research question.**

The study's contributions and implications based on the research questions add to the body of knowledge about women's empowerment in the ADPGHQ. The study's findings contribute to a better knowledge of the issue in a variety of ways. This research promotes the development of new principles at ADPGHQ that support and encourage the acceptance of women as leaders. The study's findings backed up and strengthened police attempts to adopt policies that provide equal chances for both men and women. The research revealed how women can achieve empowerment by establishing high-level corporate leadership for gender equality, treating all women and men fairly at work – respecting and supporting human rights and nondiscrimination, and promoting education, training, and professional development for women. Furthermore, as a consequence of the study, several other female police officers may be encouraged and empowered to take leadership positions once they have the necessary abilities and skills.

**“What is the impact of empowerment implementation on the leadership of women police officers in the Abu Dhabi Police General Head Quarter (ADPGHQ)?” is the second research question.**

The researcher discovered expanded theoretical reinforcements using the research's empirical findings. As a consequence of the study, women can and do advocate for other women's interests; but, not all powerful women do so, and even then, not always. Even if women's leadership lacks substantive authority and is opposed by a large number of men and women, it can have significant symbolic consequences on ideas, expectations, and aspirations. Women's leadership may be questioned at first, but gains credibility with time, according to the researcher's experiences in the field of police work.

The extension of women's legal rights and policy reform is the most common, and possibly most noticeable, contribution of women's leadership to gender equality. There is a

definite link between the power of women's organisations and the activities of the government. The gender balance policy is one of the policies that should be implemented with the goal of bolstering the existence of women's police and reinforcing their role in women's empowerment. Another policy effect is ADPGHQ's policy supporting women's leadership. Having a policy that emphasises that women should lead will open up numerous doors for women to take on leadership roles. As a result, this strategy greatly encourages the empowerment of women. The relationship between women in formal positions and legal/policy results is less well understood. According to the findings, boosting women's leadership representation results in more gender-friendly policies and outcomes.

Furthermore, all police officers, regardless of gender, must have served a particular number of years in the police force and must meet the specified requirements for police officers in order to advance in rank and position. Another effect of the study is that it has increased interest among policewomen in pursuing high management and leadership roles, as well as support from top-level police officials at ADPGHQ.

**"What is the impact of empowerment implementation on the skills of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)?" is the third research question.**

The researcher shows how a variety of factors can work in women's favor in the police force and in the communities they serve.

**Women police are proven to be as competent as their Male counterparts.**

In terms of patrol activities and productivity, commitment to law enforcement organisations, response to violent conflicts, and performance evaluations obtained both at the academy and on the job, the findings show no significant differences between male and female officers. Female cops were shown to be more adaptable, emotionally independent, outspoken, self-assured, proactive, and innovative than their male counterparts. Male and female police officers are clearly equally capable of meeting the rigours of the law enforcement profession. "Not all women are capable of doing all police positions — but neither are all men," the researcher remarked.

**Female Officers Are Less Likely to Use Excessive Force.**

Police work used to be similar to that of a labourer; the only condition was that you be tough. That's not what we're looking for right now. Knowing how to communicate with people is essential for a police officer. By talking things out, a good police officer can calm

the situation. A "good police officer" uses communication skills in every part of their job, according to the researcher, and may often decrease the need for force by de-escalating potentially violent situations. Women certainly make "excellent police officers" and lead to positions of leadership based on this criterion. Female police officers, according to the researcher's experience, use a less authoritarian style of policing that relies less on physical force, despite research showing that women respond to similar calls and face similar dangers on the job, and are just as effective as their male counterparts in performing police duties.

### **Female Police Officers Can Assist in the Implementation of Community-Oriented Policing**

Community policing is a novel approach to modern law enforcement that emphasises informal issue solutions as well as communication and cooperation with citizens. As a result, it's crucial to emphasise that female cops obtain higher ratings and receive fewer public complaints than their male counterparts.

### **"What is the impact of empowerment implementation on women's abilities?" is the fourth research question.**

Based on what the researcher noticed during the study journey and the designed system that empowers women police officers as leaders, it is projected that women police officers around the world will benefit from the following.

#### **Women's empowerment leads to national empowerment.**

Women who are empowered contribute to the advancement of their families and societies. If the world is to be managed sustainably, women must be empowered as police leaders, natural resource decision makers, and contributors to socioeconomic growth. This notion of women's empowerment is based on the human capability approach, in which individuals are liberated to choose their own functional area in which they can feel most valuable. Sustainability is a concern that has been incorporated into the concept of the linked world. Many different entities must work together to achieve sustainability. Women account for half of the world's population, so their importance in achieving sustainability goals cannot be overstated.

#### **Women's empowerment ensures global sustainability.**

According to research, environmental sustainability and women's empowerment are inextricably linked in global sustainable development. Women are the primary leaders of all

significant natural resources, as well as coercive change agents. Women have always been and will continue to be major players in the green transformation and sustainability movement. Women are frequently more directly reliant on natural resources and managing them efficiently through the effort of securing fuel, housing, food, and water to maintain their families, according to various studies. Gender equality is actually defined as the most important component of any nation's long-term success. Women are made for being locked behind four walls, can only do household work, can only do menial employment, and must obey male directives like god's orders, according to one of the most entrenched standards in the primitive civilization. This global gender norm, however, is changing. Gender norms are being contested, bent on, and eased, but they are not being completely destroyed and replaced. Women working in corporate sectors, business centres, and offices, on par with males, have increased family incomes, garnered respect for their technical abilities, and begun to normalise women's work outside the house. Working for gender equality on a global scale strives to raise awareness of unfair gender norms that limit women and men, as well as transgender and intersex people. It is a worldwide problem. The truth is that true gender equality models do not exist.

### **Empowered Women Ensures Global Gender Equality**

Property and land rights are essential for women's empowerment, as are property rights for entire communities. Land rights offer people a lot of power over themselves and others, and they influence how people see and interact with the world. As a limited natural resource, a tool of human functioning, a strong demarcation of power relationships, and a source of income, security, status, and recognition, land is one of the most essential kinds of property. Since "empowerment" entails equal rights in land and economic participation, this paper goes on to argue that "empowerment of women" entails changing gender relations that discriminate against women and put them in a disadvantageous position, as well as state commitment to changing policy, law, institutional mechanisms, and social structures.

### **Empowered Women Foster the progress of Economic Development**

Women's empowerment and economic development are intertwined: in one direction, development alone can play a significant role in reducing gender disparity; in the other, empowering women may boost development. Discrimination against women exists in varied degrees in every culture and community. It manifests itself in a variety of areas of life and action, including the economic, social, political, and religious. Women's status is subordinate to men as a result of gender discrimination, and they have limited access to

education, food, nutrition, health care, employment, and earnings. Women's empowerment entails raising their standing in the family, community, and society. It ensures women's access to modern development resources and increases their participation in social, economic, and political decision-making processes. Now that we have emerged from the dark days of women's oppression, there is a need for a powerful movement to fight for women's rights and to ensure that they receive all of the rights that men enjoy, or in other words, a movement for women's empowerment. Economic empowerment of women for the benefit of the family and community entails providing women with equal access to education, resources, and financial wealth, as well as harnessing their creativity, aptitude, and determination for the benefit of the family and community. This is a great goal in and of itself, and the advantages of involving all citizens (particularly women) in development are well-established. Financial empowerment for women is the process of gaining equal access to and control over economic resources, as well as the ability to use those resources to exert greater control over other aspects of their lives. For women's economic security and household economic development, access to and control over physical and financial assets and possessions is critical.

### **Educationally Empowered Women Leads to an Educated Nation**

Educationally empowered women in every corner of the globe are critical for a prosperous nation and a secure future. Every girl's education increases her chances of making education a priority for her children. This produces a cascading impact of positive development in society and the country. If a family or society provides adequate support to empower a woman by investing in her education, health, financial means, security, or overall social growth, the nation benefits from good fertility, well-controlled population growth, reduced infant and child mortality, improved family health, and an educated nation. This, in turn, leads to increased women's participation and long-term societal development.

### **7.3 Summary of Findings by Research Hypotheses**

The results of checking the research hypotheses are stated as follows:

**1. Research Hypotheses 1) states that “The effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment on dimensions of leadership)”.**

The results of the study in chapter 6, validated the sub-hypotheses H01.1 and H01.2. Moreover, as indicates in chapter 6, the statistical regression model is highly significant,  $F = 1.977$  and  $R = .153^a$  and with significance level ( $\alpha \leq 0.05$ ), therefore, variables (Economic

empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment)) significantly influence the dimensions of leadership. Moreover, the researcher has observed that there is a need not only to bring change in status and image of women but also in the attitude of society towards them. There is a demand to create awareness among the women to gain confidence. In the stage of building the proposal system for supporting and enhancing the situation of women police at ADPGHQ, the proposal system included a function (No. 2) to increase women police skills and abilities. The main objective of sub-system 2 and 3 is to develop the women police skills, abilities, and strength them to boost the women empowerment with high productivity. Skills lead to confidence among them to be more innovative. Furthermore, the proposed system suggests a training mechanism to rehabilitation women police as a leadership. Based on the above findings, this hypothesis is recognized as validated.

**2. Research Hypotheses 2): “The effect of empowerment (Economic empowerment, Human and social empowerment, Personal empowerment, Cultural empowerment) on leadership of women police in the Abu Dhabi Police General Head Quarter (ADPGHQ)”.**

According to the results in chapter 6, confirm the validity of acceptance of the sub-hypothesis. The analysis of this hypotheses seeks to show the effect of the principles of empowerment, including Economic empowerment, Human and social empowerment, Personal empowerment, and Cultural empowerment to leadership of women police in the Abu Dhabi Police General Head Quarter ADPGHQ. In this regard, the results showed that correlation coefficient (R) reached (0.122), the value of the degree of F is 1.233, with a significance level ( $\alpha \leq 0.05$ ). This results confirm the incorrectness of accepting the first main hypothesis, and therefore there was a statistically significant effect of using the application of principles of empowerment on leadership of women police in the ADPGHQ. Furthermore, the justification for this hypotheses was evident in both the findings of this study and the conceptual frameworks (proposed system) established for this study. At ADPGHQ present certain longstanding cultural challenges that creates gender imbalance at the leadership level. The intent of this study is to examine this dilemma and to review work that has considered or been informed by women’s leadership and self-assessment in the police environment. Social and economic development should be encouraged to secure the women police as equal partners with men in the all police sectors, equal access to all positions of employment, and equal opportunities for education and vocational training. It is worth reconfiguring the negative aspects of culture, social and human, economics and personal reconstructing and

reconstructing them so that they can be more enhancing of as a leader. In the stage of building the proposal system for supporting and enhancing the empowerment of women police at ADPGHQ, the researcher included a main function to build a new environment that empower women. This new environment indeed open doors for many opportunities for women. Also, developing social infrastructures in ADPGHQ has a way of offering support for women police workers such as areas concerning childcare and after school care facilities. The need to provide a proper supportive workplace culture, procedures, and measures that encourage work-life balance. Encouraging opportunities and training programs that help in keeping women police motivated and honoring their skills. Furthermore, forming a society that embraces diversity by welcoming more women at work as leaders, and spreading awareness of the need for women to be more confident about one's own abilities. Looking at the above findings, it is highly consistent with this hypothesis and recognized as validated.

## CHAPTER EIGHT

### Recommendations and Conclusions

#### 8.1 A Conceptual Framework for Empowering Policewomen in leadership at Abu Dhabi Police GHQ

The purpose of this section is to examine the study's findings in light of the literature discussed in previous chapters, as well as to offer a strategy for empowering police women as leaders within the Abu Dhabi Police General Headquarters. Despite massive attempts to improve women's roles in many societies, women over the world continue to face obstacles in maintaining their positions and rights. In terms of the barriers that prevent women from progressing in the police force in Abu Dhabi, the situation is similar to that of women in other nations. These issues included women's desire to hold high-ranking positions, work-life balance, stereotyping, and a variety of other issues. Women, on the other hand, continue to face underrepresentation in high management and leadership roles in the police force. Women police officers hold high-level decision-making and leadership positions in certain international countries. In Western countries, having a female Minister of Defense or Police has become commonplace. The situation in the UAE, on the other hand, is quite different from that in Western countries. Women are permitted to get advanced degrees and hold minor posts in the police force, but women are not permitted to hold positions of leadership. As stated in the methodology chapter five, this concern is the major goal of this study.

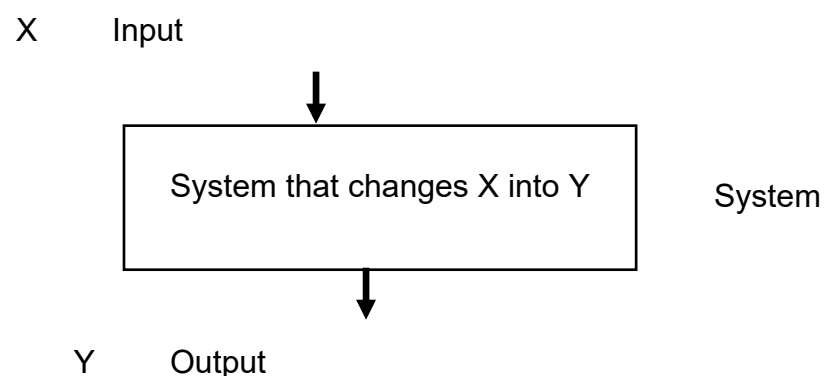
In comparison to research on women's empowerment, the majority of these studies focused on the social, economic, education, and political aspects of the issue. Few studies have looked at the problem of women's empowerment from a police standpoint. The study's goal is to learn more about the state of women's empowerment in the ADPGHQ police force. Based on the empirical findings of the research, a proposed method was designed to improve the status of women police empowerment as a leadership in ADPGHQ. The steps of designing a proposal system will be discussed in this chapter, as introduced by Nadler's Work Design Method (1966). To understand the entire proposal system, each phase in the design will be addressed separately.

Women may succeed in leadership roles when they have a sense of purpose, believe in their own abilities, are confident in their resolve to advance to senior positions, and think that their efforts will have an impact. Fluency, which is the ability to access many solutions; originality, which is the ability to come up with new ways to solve problems; flexibility,

which allows choice and variety in finding and arriving at solutions to any type of problem; and sensitivity to problems, which is the ability to rely on instinct and logic to solve problems. Accepting risk is the final important component of creativity, which entails developing new techniques without regard for the consequences (Dunbar & Kinnersley, 2011).

The Work Design Method was utilised to create the proposal system design. Nadler proposed this strategy for creating tasks in the early stages of development (Nadler, 1966). After that, the Break through thinking approach will be employed, which was derived from the Work Design Method (Nadler and Hibino 1998). Following the work design method phases, this section presents the proposal system for empowering women police in the leadership of Abu Dhabi Police General Head Quarter, which includes: (1) problem definition, (2) keywords of problem, (3) function expansion, (4) output decision, (5) input decision, and (6) proposed system design.

In the Work Design Method, there are two ways to problem solving. First, the writer's intention is explained in the objective expansion. Second, choose one of the chosen objectives' outputs and inputs, and begin constructing the proposed system. Finally, the intended proposal mechanism is put into action. The two methodologies contained in the Work Design Method are explained in Figure (8.1). (Bukhary, 2008). X (input) and Y (output) are shown in the diagram (output). We would create a system that can produce the output Y because of the input X. This system will describe the following sections of the chapter, which will cover the various phases of the Work Design Method used in developing a proposal to improve women's empowerment.



**Figure 8.1 The Model system that changes X into Y**

### **8.1.1 Problem Definition**

Despite massive attempts to improve women's roles in many societies, women over the world continue to face obstacles in maintaining their positions and rights. In terms of the hurdles that prevent women from progressing in the police sector at ADPGHQ, their status is similar to that of women in other nations. Women's be in positions of leadership, work-life balance. In comparison to research that focused on women's empowerment, the majority of these studies focused on: Gender discrimination, Male police prejudices and biases, Work/life balance, Leadership Style Differences, Lack of Job Satisfaction, and Promotion in Policing.

#### **Discrimination against Women**

In traditionally male-dominated professions like the police and the military services, gender-based job disparities are regarded to be significantly bigger than in traditionally female-dominated professions like teaching and nursing (Sahgal, 2007). Men in masculinized occupations are rewarded and compensated more than their female colleagues (Gurpreet randhawa and komal narang 2013). According to (Gurpreet randhawa and komal narang 2013): policing is one of the world's most masculinized professions, with women facing a variety of discriminations and hardships as a result of their gender. They are rarely given major roles or the chance to undertake crucial tasks, denying them the opportunity to gain notoriety and share influence (Sahgal, 2007). Women are not assigned to routine police duties. However, the reality is that most women in the police force (save those seeking to flee challenges) desire to be treated equally to their male counterparts in order to have a fair chance to prove their usefulness. Women in law enforcement desire the same selection criteria, training requirements, rewards, and work schedules as their male counterparts.

#### **Male Police Officers' Prejudices and Biases**

The male colleagues in the police force have not recognised the potential and capacities of female officers. Male co-workers do not accept female employees as full professional colleagues. Despite the fact that policewomen are required to execute responsibilities and roles that are comparable to those of policemen, there are discrepancies in terms of women's motivation levels as well as male peers' and decision-makers' negative attitudes (Sahgal, 2007). Because of a number of misconceptions regarding women's talents in the police force, male officers frequently fail to recognise their female counterparts. Women are thought to be physically incapable of dealing with gangsters in brawls due to a

lack of physical strength, stamina, height, and weight. The predominance of males has resulted in a culture where male behaviour patterns are believed to be the standard, and women sometimes find it difficult to be regarded as equals by their male colleagues, even when they are well qualified and experienced (Steph, 2006).

### **Work-life balance is important.**

Leadership must recognise the legitimate junction of work, family, and community interests in order to create a climate that accommodates the workforce's flexibility demands and maximises the contribution women can make to businesses. Working-life balance necessitates a rethinking of old business ideas. It necessitates challenging existing value systems and providing fresh perspectives on long-term employment planning, social capital, and community duty. The 24/7 culture and its ramifications must be firmly established as a corporate and social agenda item, as well as a problem of workplace sustainability. Health, relationships, and community are all affected, therefore the impact on men and women and their families cannot be overlooked. When the corporate structure is entrenched in a mindset that prioritises work life over private life and structures, taking advantage of flexibility options has its limits. Developing solutions to help women balance family and work goes a long way toward assisting women, but it ignores the larger implications of a work structure that is still rooted in a traditional legacy that views gendered duties segregated. Virtual work locations can now exist in cafes and lounge rooms thanks to more advanced mobile and electronic technology, blurring the line between work and non-work. This makes it tough to negotiate private life since the line between private and public life blurs, especially at senior levels where work relationships blur into personal ones. This emphasizes and exacerbates the gendered repercussions of a 24/7 culture, which operate against many women who prefer to keep work and home apart. The 24/7 culture has an impact on both men and women's decisions.

### **Difference Leadership Style**

The majority of leadership research have discovered that men and women lead in different ways. Women are under-represented in top positions within the police force, as one might assume (Osterlind and Haake, 2010). Women in the police face a number of challenges, including leadership (Steph, 2006). Because of their socialisation, women are supposed to be more people-oriented; they are expected to lead in more democratic, participatory, holistic, and interactive ways, whereas men are thought to be more task-oriented (Jacobs and Schain, 2009). Women are more concerned with strong police officer-

to-police officer relations, open communication, conversation, and group dynamics. Women's people-oriented leadership styles are thought to be less likely to inspire.

### **Lack of job Satisfaction**

A pleased workforce is essential to an organization's capacity to deliver services effectively and efficiently (David B. Muhlhausen, 2019). Women join the police force for a variety of reasons. The most common variables are work security, responsibility, respect and recognition, promotion chances, and salary. However, the majority of female cops are dissatisfied with their advancement chances and working circumstances (Grogan, 2008). As a result, it's obvious that female police officers who are dissatisfied with their professions will be less driven to complete important tasks, have poorer productivity, take more time off, and have higher turnover intentions. Despite tremendous career advancement, studies demonstrate that women still encounter challenges in advancing to senior leadership positions, particularly in gendered organisations.

### **Promotion in the police force**

While several industries claim major changes in the advancement and recognition of women employees, the police force appears to have maintained a two-tiered development pattern along gender lines. Male police officers have traditionally had the expectation and experience of rising up the ranks, with males eventually taking the most senior and dominant posts. Men have formed and developed police over the years, resulting in male-dominated organisations, frameworks, and practises. Maintaining these has not only fostered gender inequity but also solidified a culture in which males dominate the organisation. Despite the fact that women match their male counterparts in both competence and competitiveness, there is a constant battle in male-dominated police organisations with the idea that women are sick or poorly qualified for leadership posts. According to researchers (Acker 2012), the historical growth process of policing not only supports and legitimises the current quo, but also shows that men are more appropriate and capable of holding leadership roles than women. Similarly, feminine management and leadership methods and styles are viewed as weak and inferior to masculine management and leadership approaches and styles, which are used as a yardstick during promotion and appraisal procedures. Despite the fact that a number of female cops have achieved success, the majority of them are stuck in between middle and top management. Through a series of subtle norms and interpretations employed in judging their capacities, the researcher discovers a bias against police women.

The goal of the study was to learn more about the situation of women's police empowerment as a leadership at ADPGHQ. The study's goal is to create a proposal system to help women overcome and improve their difficult conditions, based on two factors: the strategic tools presented to empower policewomen, and the outcomes of this research. It is critical to establish the problem's keywords before constructing a proposal system for the problem.

### **8.1.2 Expansion of Functions**

In the Work Design Method, this is the initial problem-solving strategy. The proposed system's aims will be clarified in this step by identifying each objective in the next stage of the function expansion. Figure (8.2) depicts the actions taken by ADPGHQ leadership to expand a planned system for women's police empowerment. According to the diagram, "Main Function" is the most important component of the system aimed at creating a new police environment that promotes women's leadership empowerment. The new environment that would empower women is described in the following functions. As a result, women's representation in top positions in the police sector will improve. As a result, more women are expected to be encouraged and inspired to pursue leadership roles. As a result, demonstrating effective models of women's leadership in the police sector would be easier. As a result, a culture that supports women's empowerment in societies will emerge, which will also develop women's empowerment in the public and private sectors. As a result, gender disparity in societies would be avoided. The ultimate aim of the Work Design Method's function expansion, which is the happiness of all people, will certainly be reached through these function steps.

**Main Function: Creating a new polices' environment that support the empowerment of women police as a leadership.**

**Function 1:** To create a new policing atmosphere, that empowers women



**Function 2:** To improve leadership skills and competencies.



**Function 3:** To increase the number of qualified female police officers in positions of leadership



**Function 4:** To encourage women to be in leadership positions

**Figure 8.2 The Proposed System for Women's Police Empowerment Function Growth as a Leadership at ADPGHQ.**

**Main Function: Creating a new polices' environment that support the empowerment of women police as a leadership.**

Women's empowerment in the police force is seen as a "new" leadership style that can assist create new career aspirations. It aids in the framing of an employee's expectations and the setting of goals to achieve the main aim of their employment. It will empower a woman to take charge of her career and utilise skills she had no idea she possessed. The following are four possible approaches that GHQ Leadership could take to promote police women officers' empowerment.

**Confidence:**

Make it clear that you support police officers' efforts and that you are capable of handling difficult duties. It is critical for a lady to know that you value her opinion and respect her.

**Listen:**

It's critical to pay attention to your police officers and try to comprehend their challenges and worries. They will be able to trust you and feel as if they have a voice as a result of this.

**Growth Paths:**

A woman officer's career development path provides certainty. The career plan will focus on women's needs for advancement and what it takes to get to the next level of management.

**Responsibility:**

Allow a female police officer to take on new projects. Giving them power will allow them to take on more duties and achieve their objectives.

**Function 1: To create a new policing atmosphere, that empowers women**

It is important to note that women's police empowerment as a leadership at ADPGHQ necessitates a variety of policies and tactics to support women's police empowerment as a leadership. However, adopting and implementing UAE national strategies to empower Emirati women will be required to create an atmosphere that encourages the birth of qualified women leaders in the police sector. As a result, empowered women police officers in the police sector will be able to benefit societies and countries more. First, the following are the important words used in Abu Dhabi Police General Headquarters strategies:

**Empowerment:**

It is the goal of the plan to remove all cultural, legislative, social, economic, political, administrative, and other barriers to women's participation in many areas, as well as to limit their possibilities of development and life. It's also the process of achieving our goals and honing our own strengths. With the goal of contributing positively to the economic, social, and political development of his own life and that of his community.

**Gender balance:**

Equal distribution of resources and possibilities for living between men and women, as well as equal representation of men and women

**Equal opportunity:**

That every employee of the Abu Dhabi Police General Command has the same rights as the rest of the employees in terms of promotions, leaves, delegations, courses, and so on, in accordance with the law and in an objective, fair, and transparent manner.

**Policy on Empowerment:**

The policy of job empowerment and distributing authority to women cops is carried out using modern scientific methodologies as shown in the diagrams below:

**Leadership style based on empowerment:**

This method, which is based on the role of the leader or manager in empowering employees and focusing in particular on delegating powers or authorities from top to bottom, was adopted by empowering women as one of the modern leadership methods that contribute to increasing the effectiveness of performance in the ministry's sectors.

**Method of People Empowerment:**

This strategy is based on the concept of "self-empowerment," which revolves around the individual. When the cognitive factors of the female component begin to shift towards accepting responsibility and independence in decision-making, this is when empowerment is highlighted.

**Approach to team empowerment:**

Team empowerment is consistent with the diversity of structural levels in leadership in terms of expanding the scope of supervision and giving the team a greater role in improving performance levels, and team empowerment is a method used to empower employees and a justification for developing their capabilities and enhancing institutional performance, and team empowerment is consistent with the diversity of structural levels in leadership in terms of expanding the scope of supervision and giving the team a greater role in improving performance levels.

Based on the national strategy for women's empowerment and leadership, the goal is to increase women's participation in various fields in both quantity and quality, as well as the percentage of women in positions of authority and decision-making, in order to improve the image of Emirati women at all levels. Herein, the UAE National Strategies to Empower women:

### **1. The Gender Balance Policy**

The political empowerment curriculum, the strategy of the fifth ten-year plan to empower citizens, and the national strategy for the advancement of women, which coincided with the strategies and the international platform for the advancement of women, are all part of the development projects in the country, and in recognition of this, the Council of Ministers issued a decree on December 9, 2014 requiring women to be represented on the boards of directors of all government agencies. The Emirates Council for Gender Balance was established at the federal level in 2015.

### **2. The National Strategy for Women's Empowerment 2015**

Her Highness Sheikha Fatima bint Mubarak, President of the General Women's Union, Supreme President of the Family Development Foundation, and President of the Supreme Council for Motherhood and Childhood, launched the National Strategy for Women's Empowerment and Entrepreneurship in the United Arab Emirates 2015-2021 AD to provide a general framework of reference and guidance for all government (federal and local), private, and civil society institutions in developing plans and strategies.

### **3. Equality and participation**

#### **A. Gender equality in the appointment of women and men to positions of leadership:**

The Abu Dhabi Police General Command is committed to creating an attractive and encouraging work environment that contributes to developing the competencies of its employees and empowering them through promotion to higher positions, which helps them to complete the tasks assigned to them, through its policy of appointing to positions and leadership positions while taking gender equality into account. At the Abu Dhabi Police General Headquarters, the principle of gender equality is applied to the rules of appointment, promotion, and granting of seniority to employees of the police and security forces, as well as citizens of the Abu Dhabi Police General Headquarters (Ministerial Resolution No. (97) of 2012).

## **B. Gender equality in job advancement and military ranks:**

Herein, the researcher highlights the policies to reduce the gender gap across police and military sector:

- ✓ The principle of gender equality is applied to the civil service in the General Command of Abu Dhabi Police at the Abu Dhabi Police General Headquarters (Federal Law No. (1) of 2008).
- ✓ In the Abu Dhabi Police General Headquarters, the idea of gender equality is applied to the system of appointing non-citizen civilian staff in the leadership (Ministerial Resolution No. (78) of 2009).
- ✓ At the Abu Dhabi Police General Headquarters, the principle of gender equality is applied to the rules of appointment, promotion, and granting of seniority to employees of the police and security forces, as well as citizens of the Abu Dhabi Police General Headquarters (Ministerial Resolution No. (97) of 2012).
- ✓ The Cabinet of the United Arab Emirates (UAE), also known as the Council of Ministers, is the UAE's top executive body, consisting of 34 ministries. There are twelve ladies (29.4%) in the leadership position among them.

### **Function 2: To improve leadership skills and competencies at ADPGHQ**

While education and training have always been important components of law enforcement, they are even more vital in today's culture. Advanced training technologies and approaches have the potential to provide police women with the correct mix of information and skills, allowing them to be more effective. Agencies agree that education and training are critical needs; however, keeping up with an onslaught of new and updated policies while keeping up with changes in training perspectives that strengthen the representation of qualified women police officers in leadership positions at ADPGHQ can be a challenge.

Such leadership shifts are becoming more inclusive in terms of promoting differences, synergies, and learnt behaviours. A transformation may be achievable without critical mass, thanks to advances in Emotional Intelligence research, demographic shifts, talent drain, higher educational attainment, and the transfer of policing organisations into more business-style models, as well as globalisation effects. The move will be from a reactive to a proactive approach (focused on female law enforcement's self-efficacy and self-actualization). With a channeled focus on creating environments where women in law enforcement can aspire and gain power to assume executive leadership roles, opportunities themselves constitute critical mass conducive to decreased reliance on legislative changes, pressure on organisational structures and cultures, and a channeled focus on creating

environments where women in law enforcement can aspire and gain power to assume executive leadership roles.

### **Training approach:**

The ultimate goal of developing females in law enforcement must be accomplished through excellent female executive development beginning early in their careers and based on certain competencies and inventory. Self-efficacy and internal locus of control, self-esteem, assertiveness, emotional resilience, life balance and energy management, self-identification of personal leadership styles, mentoring and coaching, and the formation of sustainable networks are among the abilities covered. These skills will be merged to form a lifetime learning mission, which will help to eliminate middle-level female management stagnation and the focus on stereotypes, tokenism, family-work guilt, behavioural double blindness, and Pygmalion effects. The overarching goal of leadership competency training has been to provide delegates with the chance, confidence, and skills they need to succeed, with the following specific goals:

1. Identifying and discussing enablers and barriers to minority group advancement within the Police Service.
2. Developing a strategic awareness of the current position of minority groups in the Police Service at the senior and top officer levels, as well as the political forces for change.
3. Investigating their personal strengths, preferences, and skills in depth in order to facilitate their evolution and development.
4. Increasing personal and professional influence
5. Discussing the importance of mentorship and coaching in achieving personal success and being able to apply what you've learned in the workplace.
6. Developing a nuanced grasp of their role as leaders, role models, and champions, as well as the personal and organisational obstacles that this entails.
7. Maximizing potential by stretching, challenging, and stretching.
8. Creating personal action plans to help them advance in their careers and growth.
9. Effective mentoring programmes, according to both (Maxwell and Ogden 2009) and (Holmes 2005), contribute to improved levels of skill and confidence in engaging with higher-ranking colleagues, and hence have the potential to improve mentees' career prospects. Hagberg and Leider (1998) suggest three types of mentoring models to interpret the various levels of mentoring:
  - ✓ **An "associate" model**, mostly skill-based, in which the mentor establishes the

development goals and results, as well as monitors and evaluates performance at the program's conclusion. This paradigm is based on dependency and emphasises the mentor's role as a teacher.

- ✓ **The "adaptive" model is a relational approach** in which the mentor and mentee have an asymmetrical relationship that evolves to meet the demands of police work, and the essential skills are acquired to fulfil those expectations. The end result is both professional and personal growth.
- ✓ **A "reflective" paradigm** in which both the mentor and the mentee provide and receive feedback on personal and professional development without regard to time limits and with mutual benefit. This paradigm emphasizes the concept of interdependence.

The three models discussed above have diverse outcomes and approaches, therefore finding a long-term solution to the promotion issues faced by women in gendered organisations in any of them is improbable, simply because the challenges are complicated and specific to each individual.

### **Function 3: To increase the number of qualified female police officers in positions of leadership at ADPGHQ**

Line-level law enforcement professionals must be leaders in order to meet the challenges of community-based policing in the twenty-first century. As a result, leadership development is a top priority, particularly for efficient operations and succession planning for supervisory and executive positions. Ortmeier identified and classified leadership qualities for line officers in a community-policing setting as communications and interpersonal, problem solving, motivation, planning and organising, and actuation or implementation (Stephen A. Morreale 2004). Despite the fact that most police training and education programmes encourage the development of cognitive, procedural, and technical skills, Ortmeier discovered that most programmes do little to develop the affective competencies required for effective leadership. According to Ortmeier, most police academy programmes do not devote enough attention to developing communication, human relations, critical thinking, motivation, and problem-solving skills. A police officer's ability to lead can help to establish a process by which a community can assist itself in identifying and developing solutions to problems. As a result, it is critical to recruit, select, and train police officers based on their potential for leadership, as well as to provide a vehicle for the development of leadership skills among those already on the force (Meese and Ortmeier 2002).

Making decisions is an important aspect of policing leadership. Police commanders' decisions are not the same as cops' decisions in the field. Most of the time, there is enough time to think, analyse, and gather evidence to make better decisions. When using a systematic decision-making process, collecting and evaluating facts, allowing other participants to evaluate and provide feedback, and researching prior best practises in organisational decision making can all be beneficial (Bond B. et al 2003).

### **A tool for leadership development**

The US Department of Personnel Management developed the Leader Skill and Behavior Inventory, which is a useful tool for developing leadership talent. It's used to determine what an executive's basic qualities are (ECQs). The executive core qualifications (ECQs) were created by the US Office of Personnel Management to help explain the skills and qualities needed to create a federal leadership culture. The ECQs provide a framework for identifying and developing executives who will achieve objectives, serve customers, and establish effective teams and internal and external coalitions. The ECQs can be used to choose personnel, evaluate performance, and develop leadership competency for those pursuing management and executive positions. As leaders, managers and executives should be able to display ECQ abilities. ECQs include the ability to (1) lead change, (2) lead people, (3) drive results, (4) business acumen, (5) form coalitions, and communicate.

### **Leading Change**

This core competency focuses on the ability to define and implement a strategic vision for the organisation that includes goals, priorities, and values. This competency includes the ability to maintain focus, intensity, and persistence in the face of adversity, as well as the ability to balance change and continuity, to constantly strive to improve customer service and programme performance within the basic organisational framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence in the face of adversity. One of the competencies is the ability to:

1. Demonstrate leadership and motivate managers to incorporate vision, strategic planning, and quality management elements into all aspects of the organization's operations; encourage creative thinking and innovation; influence others toward a service mindset; and design and implement new or cutting-edge programmes and processes.
2. Recognize and incorporate important organisational issues such as political, economic, social, technological, and administrative concerns.
3. Recognize the roles and interdependencies of the various actors involved in policy

development and implementation, such as community leaders, state and local governments, and interest groups, and devise effective ways to balance competing interests while remaining true to the organization's mission.

4. Be open to new information and change; tolerate ambiguity; adapt behaviour and work techniques in response to new knowledge, changing situations, or unforeseen obstacles; and respond swiftly to new problems that need attention and solutions.
5. Show initiative, effort, and commitment to public service; be proactive and goal-oriented; be self-motivated; explore self-development; and seek criticism from others as well as opportunities to learn new things.
6. Handle pressure well; maintain focus and energy while being tenacious even in the face of adversity; bounce back quickly from setbacks.

### **People leading:**

In order to fulfil the organization's vision, purpose, and objectives, this core competency relies on the ability to develop and implement strategies the ability to perform the following:

1. Take the lead in setting the expected performance levels of the workforce in connection strategic objectives; inspire, motivate, and guide people to reach their goals; and empower employees by sharing power and authority.
2. Enhance quality by utilising the organization's performance management system
3. Value diversity and other differences; foster an environment in which employees from all backgrounds can collaborate to accomplish goals of the company.
4. Evaluate individual development needs of employees and provide growth opportunities that maximise talents while also contributing to company goals; and foster leaders in the others through coaching and mentoring.
5. Foster dedication, team, confidence, respect, and a sense of connection, and take precautions to avoid situations that might lead to unpleasant disputes.

### **Driving Result:**

This core certification places great emphasis on responsibility and continuous progress. It includes the ability to make informed judgments and accomplish desired outcomes through strategy development, programme and policy implementation, and evaluation. Key ECQ 3 competencies include the ability to do the following:

1. Understand and apply specialised knowledge processes, rules, laws, and policies; recognise the link between administration capabilities and mission requirements; and

keep up to date on technological concerns, practices, and procedures.

2. Put a premium on outcomes by creating strategic programme plans that assess policy and programme sustainability and include attainable short- and long-term mission and targets.
3. Use good judgement while planning and organizing work, defining priorities, balancing client interests, and readjusting priorities as needed to fulfil customer expectations.
4. Anticipate and identify potential or real issue areas related to programme operation and goal attainment; choose among various courses of remedial action; and carry out developed contingency plans.
5. Create standards; keep self and many others accountable for reaching them; take fast action to adjust standards in order to increase customer service, programme and policies excellence.

### **Business Acumen:**

This core competency comprises the ability to obtain and manage, financial, material, and informational resources in a way that builds public trust, accomplishes the organization's goals, and utilises technologies to optimize decision-making. One of the basic ECQ 4 competencies is the ability to do following:

1. Determine current and future personnel requirements based on organisational goals and budget restrictions; and, utilising merit principles, develop, select, and manage a diverse workforce.
2. Oversee the allocation of financial resources, identify cost-effective approaches, and establish and assume the use of internal financial system controls.
3. Oversee the financial transaction, including budget development and justification, as well as budget implementation, in compliance with organization and governmental regulations; and master the marketing expertise required to ensure adequate funding levels.
4. Make certain that procuring and contract processes and procedures are adhered to.
5. Plan and coordinate logistical efforts.

### **Creating alliances and communicating**

This core competency comprises the ability to persuade others to understand, advocate for, and articulate facts and ideas, as well as the ability to interact with people and organisations both locally and globally. It also necessitates the capacity to establish a significant professional network with other organisations, as well as the ability to recognise

internal and external politics that affect the organization's operations. One of the ECQ 5 competencies is the ability to do the following:

1. Represent and speak for the organisational unit and its activities to people both inside and outside the unit; make clear and convincing oral presentations to individuals and groups; listen effectively and clarify information; and encourage an open exchange of ideas.
2. Establish and maintain working relationships with internal organisational units (e.g., other programme areas and staff support functions); approach each problem situation with a clear understanding of the organization's and political realities; use contacts to build and strengthen internal support bases; and gain understanding and support from superiors.
3. Develop and expand external alliances, take part in cross-functional activities, and find common ground with an increasing number of stakeholders.
4. Collaborate in groups and teams; organise briefings and other meetings; engage others' assistance in gathering information and attaining goals; and encourage win-win outcomes.
5. In diverse situations, consider and respond appropriately to people's needs, feelings, and abilities; and be courteous and respectful of others.

#### Women Leadership Skills of Emeriti Police Officers

Based on the UAE culture and the Abu Dhabi police GHQ aim to promote women as leaders, the researcher recommends six leadership characteristics that all police personnel who undertake leader roles must achieve. The researcher establishes five levels based on the established evaluation procedures: advanced, efficient, under development, basic, and limited. The table below explains these stages in detail.

The level	Description
advanced	<ul style="list-style-type: none"> <li>✓ A role model for others</li> <li>✓ Known to be fluent in a range of subjects</li> <li>✓ Has the ability to apply his experience and analytical skills to deal with new situations</li> <li>✓ He/she has the ability to see the possibilities and predict future developments</li> </ul>
Efficient	<ul style="list-style-type: none"> <li>✓ Demonstrates a clear and noteworthy understanding in relation to the topics</li> <li>✓ He/she has a holistic view of the situations and can identify the most important elements of the problem.</li> <li>✓ Can work independently and be successful in most situations.</li> <li>✓ The ability to support and develop the least experienced colleagues.</li> </ul>

Under development	<ul style="list-style-type: none"> <li>✓ The ability to work and succeed under limited supervision and supervision in routine circumstances</li> <li>✓ He/she can recognize the elements of the problem when it is divided into basic parts</li> <li>✓ He/she can take charge of the initial planning process and establishing routine procedures</li> </ul>
Basic	<ul style="list-style-type: none"> <li>✓ A general understanding of the specific tasks</li> <li>✓ The ability to implement routine activities with supervision and follow-up</li> <li>✓ Desire to continue development</li> </ul>
Limited	<ul style="list-style-type: none"> <li>✓ Simple or limited understanding of specific tasks</li> <li>✓ Inability to carry out routine competency tasks</li> <li>✓ Exposes behaviors that may be against the interest of achieving competence</li> </ul>

**Due of the sensitivity of the position, the researcher only evaluates the advanced level as a leader or top management:**

**A. Thinking in terms of strategy**

The ability to develop an operational strategy for the Abu Dhabi GHQ and create a future direction through an expanded holistic view that includes long-term strategic goals as well as each of the GHQ's strengths, weaknesses, threats, and potential opportunities is what strategic thinking is all about. Strategic planning, planning and organising, strategic harmonisation, and decision-making abilities are all characteristics that a leader should possess. **The leader should do the following:**

1. Be able to provide a clear, long-term strategic direction that is backed up by well-defined policies and processes.
2. Be able to ensure the implementation of performance measurement in order to track progress and evaluate the strategic objectives' accomplishments and successes.
3. Have the ability to evaluate performance against an external standard and consider this when deciding on strategic priorities and establishing future course.
4. Possess the capacity to make plans and budgets for future resources.
5. Possess the capacity to create achievable targets while still instilling a sense of challenge, based on a customer-centric approach and the strategy's priorities.
6. Have the ability to do risk analysis on a regular basis to determine the likelihood of success and, as a result, potential dangers.

**B. Taking the lead on development**

The ability to create an environment that allows employees to enhance and develop leadership potential through professional development and creating leadership opportunities

is defined by the researcher as "the ability to create an environment that allows employees to enhance and develop leadership potential through professional development and creating leadership opportunities." Not only will this environment focus on increasing staff capacities, but it will also provide possibilities for capacity building within GHQ." The following abilities are required: (1) Research and study preparation, (2) project management, (3) key performance indicator establishment, (4) institutional growth, (5) work team leadership, and (6) delegation skills

**The following are the responsibilities:**

1. Develop and direct talented workers who have contributed to the GHQ operations' success.
2. Ensure that professional development plans are created, that the required support is provided, and that they are reviewed on a regular basis to assess progress.
3. Determine and assess future needs, as well as establish plans to improve an employee's ability to meet those needs.
4. To ensure that all personnel are in the correct place, that difficult chances are created as they should be, that their strengths are utilised, and that advancement prospects are provided.
5. To choose a qualified officer to make decisions and implement system enhancements.
6. Work closely with the General Director of Human Resources to provide an educational and development environment that is aligned with Abu Dhabi GHQ's strategic goals.

**C. Delegation and empowerment**

It is the ability to create an environment that allows others to make decisions and achieve success through delegating authority. This includes allocating responsibilities as needed and instilling a sense of accountability in others, as well as encouraging the giving and accepting of constructive comments. Preparing studies and research, project management, establishing key performance indicators, institutional growth, leading work teams, and delegation abilities are all advised.

**The following responsibilities should be carried out by a leader:**

1. The capacity to develop and lead talented people who have contributed to the GHQ operations' success.
2. Be able to guarantee that professional development plans are created, that the

required support is provided, and that the plans are reviewed on a regular basis to assess progress.

3. The ability to determine and assess future demands, as well as establish plans to improve an employee's ability to meet such needs.
4. The ability to ensure that all personnel are in the proper place, that difficult possibilities are created as they should be, that their strengths are utilised, and that advancement prospects are provided.
5. The capacity to delegate decision-making authority to a qualified officer who is also capable of implementing system enhancements.
6. To be able to work with the General Director of Human Resources to provide the support of an educational and development environment, as well as its integration with the Abu Dhabi Police GHQ's strategic objectives.

#### **D. Institutional Planning and resource use**

It is characterized as the capacity to set realistic, attainable objectives, priorities, plan, and track progress. As a result, identifying and allocating the required resources (people, time, suppliers, facilities, technology, money, and assets) to meet the objectives. (1) Evaluating institutional performance, (2) Institutional development, (3) Planning and organizing, (4) Decision-making, (5) The art of dealing with administrative risks, and (6) Managing available resources are the primary talents of the leader.

#### **The leader should be capable of doing the following tasks:**

1. Recognize how to work with other departments and when it is appropriate to offer staff with regular or extraordinary information.
2. To restore confidence in the police mission is decision-making
3. be able to incorporate various risks and trends into normal planning as needed, as well as exploit opportunities when they arise.
4. To check that the action plan is operating well, to discuss the resources required to achieve effective results, and to provide updates on crucial choices.
5. To find the finest resources (people, money, property, and time) and to connect their utilisation to achieve outcomes, forecast, and manage expenses accurately.
6. To successfully manage operations, information, and tools in order to produce results and to understand how work will progress in the future.

#### **E. Management of crises and disasters**

The ability to respond to crises by developing and implementing specific strategies and steps to adapt to changes in assumptions due to emergencies and problems, as well as

the ability to return to normal after the occurrence of severe accidents at the lowest possible cost, such as the time required to respond and situations of confusion, is referred to as crisis and disaster management. For this competency, the researcher identifies the leader's skills as (1) crisis/disaster management, (2) event art, (3) responsiveness, and (4) effective communication.

**The leader's responsibilities include:**

1. Responding to crises involves planning and implementing specific tactics, as well as taking the required steps to adapt to any changes that may arise as a result of emergencies. Furthermore, the leader has the potential to quickly return to normal following serious incidents at the lowest feasible expense.
2. Developing and implementing strategies based on his extensive experience in dealing with changes in emergency situations and the ability to manage security disasters, as well as developing ideas to reach appropriate solutions for any emergency, as well as communicating with all relevant authorities and holding regular meetings.
3. Creating a future vision in order to build strategies and plans for completing the required tasks, as well as to prepare the chores necessary for success.
4. Gaining expertise in the field of work (offering support to various security agencies / operations) in order to adapt to changes in assumptions as a result of an emergency situation involving a specific problem.
5. Providing training and support to staff who have little or no experience managing crises and security events.

**F. Project Management**

It is the capacity to successfully lead projects by developing business plans, balancing priorities, and managing resources with excellent organisational abilities. (1) Planning and organising, (2) Strategic Planning, and (3) Establishing key performance indicators are the skills required to retain advanced project management qualifications.

1. Monitoring project progress within the scope of responsibility
2. Providing feedback and take corrective actions based on project performance evaluation.
3. Supervising and manage all activities and workflow when supervising successful projects.
4. Being prepared to manage risks before they occur, in order to avoid consequences.
5. Creating some sort of alignment between different projects across all departments

of the Abu Dhabi Police GHQ.

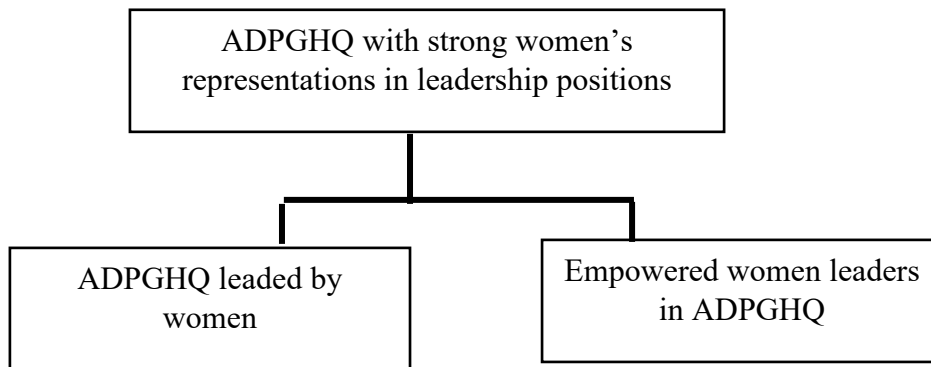
#### **Function 4: To encourage women in leadership positions at ADPGHQ**

The researcher states the following ways to attract and retain the officers of police women as Leaders:

1. Address the problems and competencies required of women in leadership positions. Ensure that female leaders have the opportunities and resources they need to learn what they need to know.
2. Use the power of choice to your advantage. Women must be deliberate in their job choices and development as leaders.
3. Women frequently neglect their ability to make choices. Encourage female leaders in the police force to:
  - ✓ Have more say in the decisions they make.
  - ✓ Take the initiative in guiding dialogues about their future development.
  - ✓ Assume more responsibility for their job choices.
  - ✓ Develop a plan for personal leadership growth.
4. Rethink systems and put your assumptions to the test. Examine how unconscious bias in the workplace affects women's prospects and motivation.
5. Scheduling networking and mentorship opportunities, as well as reconsidering and improving social norms and talent in upper management procedures, are some potential avenues for improvement.
6. Consider a leadership development programme for women only. It's a good thing that a female-only programme or campaign doesn't reflect the real world of employment.
7. Make the appropriate connections. The correct connections and contacts can help you acquire access to information, promotions, and opportunities.
8. To influence others and achieve objectives, effective leaders rely on essential networks and trusted partners.

#### **8.1.3 Outputs Decisions**

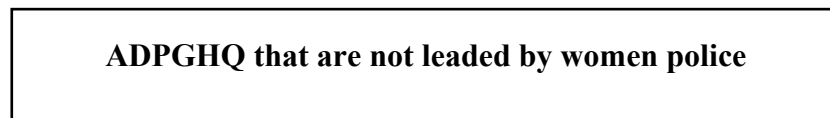
Figure (8.3) depicts the output process based on the proposal system design's above functions. The functions of having an ADPGHQ with strong women's participation in police leadership posts, as shown in the figure, provided two outputs: an ADPGHQ atmosphere led by women, and empowered women leaders in their sections.



**Figure 8.3 The Output of Proposed System**

#### **8.1.4 Decisions of Inputs**

In this area of the fifth step of the Work Design Method, the input that been agreed to be part of the proposal system has been chosen. According to Figure (8.4), non-women-led police sectors (in our case study, ADPGHQ) will be involved in the development of the proposal system.

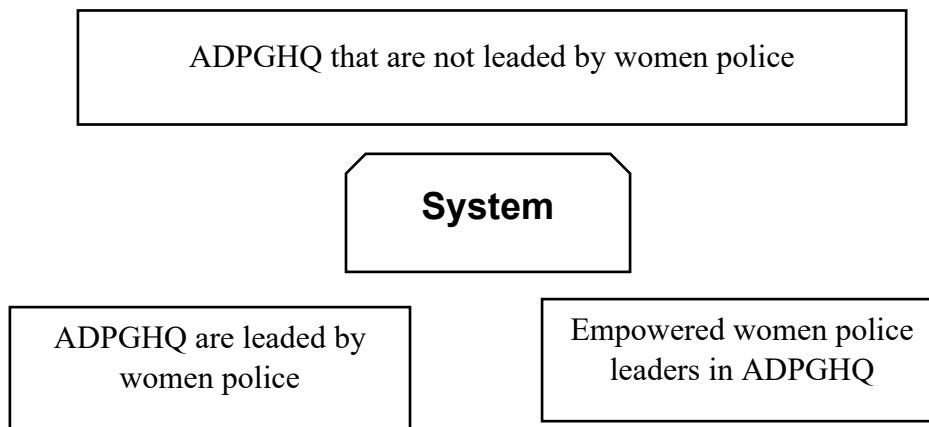


**Figure 8.4 The Input of Proposed System for women police Empowerment**

Following that, the proposal system design, the final component of the Work Design Method, will be investigated and presented.

#### **8.1.5 Proposed System Design**

This section will present the proposal system design created using the Work Design Method. Before the entire system is, Figure (8.5) depicts the basic architecture of the proposed system for women's police empowerment at ADPGHQ. Depending on the above input, the system intends to introduce the following outputs, including, in general, police sectors led by women and empowered women leaders in police sectors (ADPGHQ that are not led by women police).



**Figure 8.5: The Basic Design for the Proposed System of Empowering Women Police**

**Explanation of the proposal systems is showing as follows:**

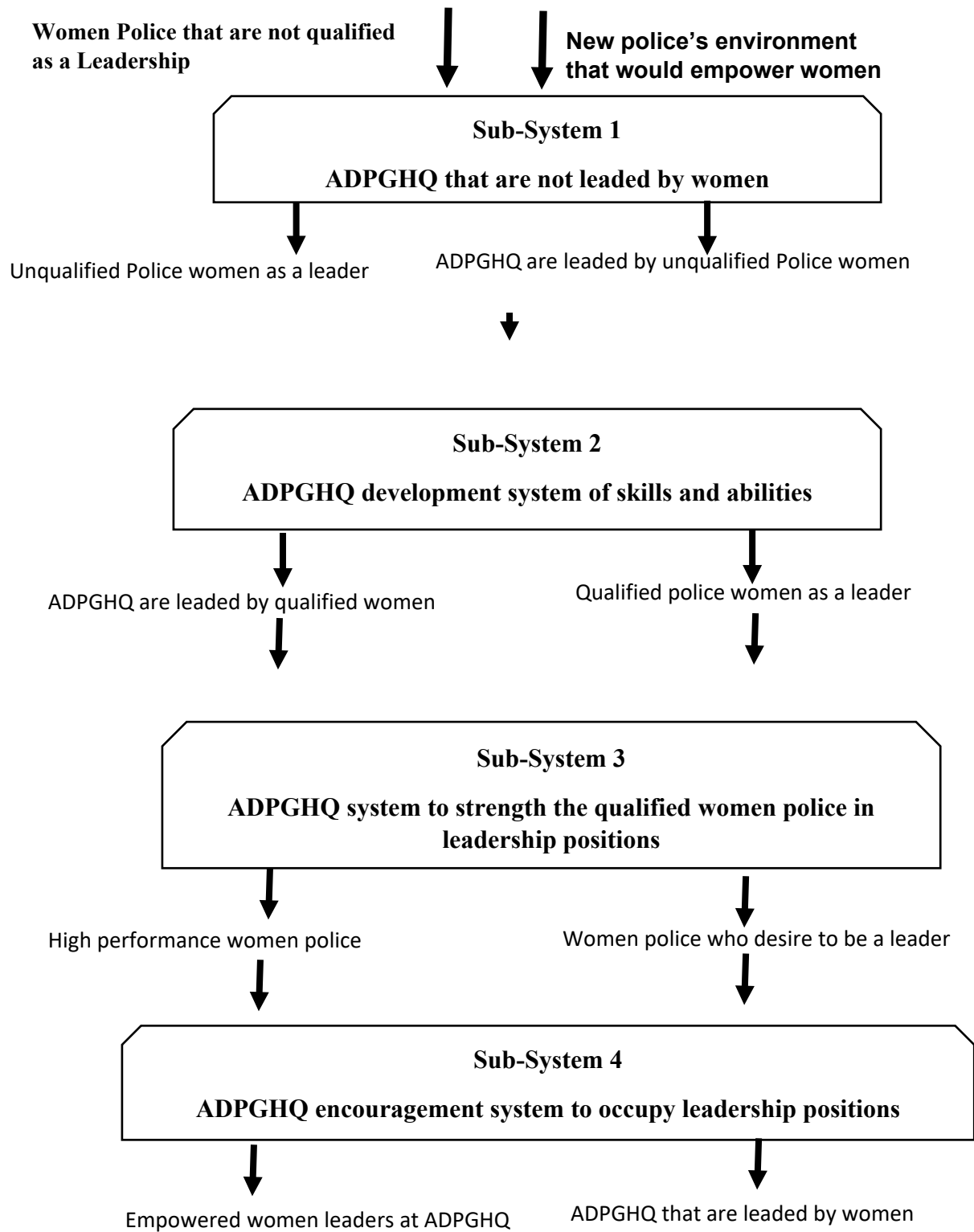
More emphasis is being paid than ever before to the need to train and promote more female police officers. The positive movement toward a more equal public safety force is being fueled in part by a rising recognition of the distinctive and valuable professional characteristics that women typically bring to the job. Such characteristics are thought to improve ADPGHQ's potential to have a beneficial impact on the communities they serve. With a dearth of qualified women in leadership roles, sub-system 1 (ADPGHQ that are not led by women) would support movements to create a new environment to strengthen the representation of women in leadership positions at ADPGHQ. As a result of sub-system 1, it is projected that unqualified police women will serve as leaders, as well as a police sector led by unqualified women.

It is planned to develop the leadership skills of untrained women in sub-system 2 (ADPGHQ development system of skills and abilities). This can be accomplished by introducing intense executive-level training while also recruiting well-experienced consultants to assist new female leaders. The concept is akin to what has been dubbed "On the Job Training." On-the-job training, or OJT, is a hands-on technique of teaching police woman the skills, abilities, information, and competences they'll need to do a certain job in the workplace. Face the obstacles that arise while performing the work is an important part of on-the-job training. Women police officers learn in an environment where they will be required to put their newly acquired abilities and skills into practice. This training is for police officers at the managerial level, where the senior or manager provides orders to the immediate subordinate to carry out day-to-day operations. Women's ambition to hold leadership positions in ADPGHQ is increased when developmental and training programmes

are made available to them. Furthermore, tackling obstacles on the field would be the ideal leadership exercise. The outcome of sub-system 2 would be qualified police women as a leader, and qualified women would command ADPGHQ.

Despite the fact that women match their male counterparts in both competence and competitiveness, there is a constant struggle in male-dominated police organisations with the idea that women are poorly suited for leadership jobs. According to researchers (Acker 2012; Billing 2011), the historical development process of policing not only supports and legitimises the current quo, but also shows that men are seen more appropriate and capable of holding leadership roles than women. Similarly, feminine leadership styles and methods are viewed as inadequate and inferior to masculine leadership styles and approaches, which are used as a yardstick during promotion and appraisal activities. Qualified women are intended to develop and raise their performance rate to high levels, according to sub-system 3 (ADPGHQ system to strengthen qualified women police in leadership positions). It goes without saying that this phase will take time. The results are expected to serve as role models for high-performing female leaders and female police officers who aspire to be leaders.

The outputs of sub-system 4 (ADPGHQ encouragement system for occupying leadership positions) are empowered women as leaders and ADPGHQ that are led by women. However, in today's world, such products are still seen as undesirable and unpleasant in society. Though, if suitable women are given the opportunity to hold senior positions, it will be a powerful demonstration of women's potential and success in the policing industry. In order for women to be qualified and capable of occupying the highest positions in ADPGHQ, it is critical to support them in balancing life and work. Women will be able to take on leadership roles and play an important part in society's stability. The society in which the proposal system will be implemented is expected to accept the notion of female leaders, to introduce ADPGHQ led wholly by women, and to empower female leaders in various policing areas around the world.



**Figure 8.6 Proposed Systems for Empowering Police Women in the leaderships at ADPGHQ**

## 8.2 Recommendations

This section provides recommendations towards improving women police officer's leadership in Abu Dhabi Police GHQ as the case study; however, it can implement as a conceptual framework worldwide.

### 1. Modifying the Abu Dhabi Police Organizational structure.

Creating a new organizational unit at Human Resource Sector that deals with women's police affairs as given in Figure (8.7)

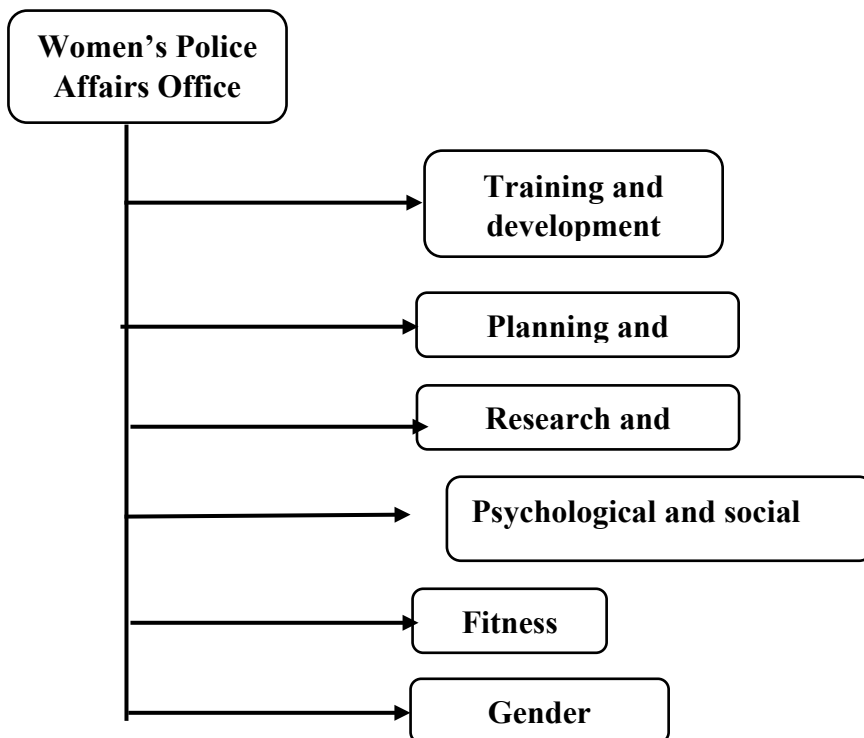


Figure (8.7) The structure of women police affair unit

**This unit has a general mission as follows:**

1. Preparing policies and programs supporting women's police empowerment and following up on their adoption and implementation.
2. Follow up on the academic qualification of the women police and encourage them to complete studies and obtain high qualifications and degrees, in coordination with the relevant authorities.
3. Participate in raising the competencies of women police and developing their personal and leadership skills.
4. Participating in preparing programs for investing the creative and innovative capabilities

- of the women police in coordination with the concerned authorities.
5. Follow up on the implementation of international laws, regulations, decisions and agreements related to women to ensure their implementation at the level of the women's police.
  6. Implementing the directions of the Abu Dhabi government plan to support and empower women.
  7. Activating the principles contained in the Emirates Council, gender balance, and setting appropriate mechanisms for that in cooperation and coordination with the competent authorities.
  8. Follow up the implementation of international laws, regulations, decisions and agreements related to women to ensure their implementation in a manner that achieves non-discrimination against women
  9. Focusing on career diversity for women police and implementing projects and initiatives that support gender balance
  10. Establishing systems and policies that support equal opportunities for men and women in various fields at the functional levels (leadership and decision-making positions).
  11. Preparing studies and analytical research for the social and psychological problems of the women police and proposing appropriate solutions for them.
  12. Effective communication with female police officers, identifying the problems they face, and working to find appropriate solutions for them in coordination with the relevant authorities.

## **2. Building women police officer's skills and abilities**

Building women's capabilities to ensure broadening the scope of their developmental participation with best practices in the field of empowering women and raising the level of women's participation in quantity and quality in various fields and the percentage of their representation in positions of authority and decision-making. Raising the level of women's participation, in terms of quantity and quality, in various fields and the percentage of their representation in positions of authority and decision-making in a way that enhances the image of Emirati women in all levels.

### **Leaders' initiatives actions**

The Abu Dhabi Police General Command's experience in promoting women's empowerment and the accomplishments made by the leadership in this respect at the local, regional, and worldwide levels through the policies and enablers listed below. The leadership aimed to develop a plan to support and empower Emirati women in all sectors, including a

periodic analysis of the reality of female police officers working in leadership, diagnosing their strengths and weaknesses, proposing development solutions, and preparing a complete strategic vision for the role of women police in the Abu Dhabi Police General Command, with the goal of providing a stimulating work environment for all of its human resources. Women of various levels and job categories, which assists them in completing tasks and achieving the maximum levels of performance. Senior management must commit to on-the-ground activities that see diversity incorporated into core business activity as part of a concerted effort by senior leadership to raise awareness of barriers to women's work experience and to improve women's advancement opportunities.

1. Collect data to determine the impact of flexible workplace alternatives to the bottom line, as well as the potential cost of underutilization and inability to attract and retain women, and develop risk mitigation strategies.
2. Pursue diversity programmes as a major element in corporate strategy.
3. Facilitate flexible working arrangements that set realistic objectives by incorporating diversity as a key performance indicator throughout the firm and holding managers accountable for relating diversity to business outcomes. Take action, in particular, to address deeply ingrained assumptions that link diversity initiatives to negative business outcomes, such as part-time work being associated with less commitment.
4. Seek interventions to improve the attractiveness of traditional male industries to executives (men and women) with families by providing flexible and family friendly working conditions.
5. Provide women with opportunities to rise to mainstream leadership positions in traditional male industries.
6. Identify development opportunities and facilitate the use of mentors for women at various stages of their careers.
7. Manage the early stages of this initiative when women are visible and potentially vulnerable to undue scrutiny, such that a mistake is construed as a failure rather than a learning opportunity.
8. Establish acceptable management practises and norms for professional inclusion, meeting dynamics, and communication and linguistic protocols. These should be modelled at the highest levels, and every opportunity should be taken to communicate standards and behaviours throughout the organisation.
9. Aim for a "critical mass" of women in management positions to avoid isolation, maintain confidence, encourage emerging women leaders, and limit minority/majority dynamics;

and Recognize that both men and women may resist cultural change initiatives. While moving forward, manage resistance through continual communication and awareness raising.

### **3. Building an empowerment strategy that Targets Women**

To build a specialised strategy to promote and empower women in the security and police forces, police leaders should encourage and boost career development by giving opportunities for growth, progression, and leadership for women. Leaders should also implement a strategy of support and empowerment for women in the Abu Dhabi Police Force, as well as develop a national strategic plan for empowering and leading women in security and law enforcement. In addition, a focus on women's career diversity and the inclusion of strategic indicators for promoting women in leadership positions are important considerations. As a strategy, the ADPGHQ should encourage women who share the community's and the ADPGHQ's values and vision. ADPGHQ must seek out and promote the positive—police women officers who possess the values, character attributes, and competencies necessary for leadership. The first stage is to define exactly what features and characteristics they want in their leadership officers. These are the leadership qualities and competencies that were reviewed in Chapter 4. Integrity, service orientation, empathy, communication and human relations abilities, self-control, team orientation, problem-solving skills, and making the hiring process more efficient are among the fundamental attributes that forum participants noted.

**The following is a suggested plan for implementing the strategy:**

#### **✓ Empowering Women in Positions of Authority**

According to the study, one of the greatest barriers to women's advancement in higher positions is a lesser sense of self-confidence than men. ADPGHQ should make plans to assist police women officers who have self-confidence in their abilities with further training and assistance in police work, allowing them to better practise leadership. It also needs to empower women in positions of power by allowing them to make crucial decisions and making them more accountable for outcomes.

#### **✓ Forming a Recruitment Committee**

A committee should be formed to assist in the establishment of a programme that empowers women. Targeting success necessitates the committee's active support and resource commitment from the ADPGHQ's top brass. A recruitment committee should ideally be

made up of people who are committed to boosting the number of female police officers in law enforcement, such as:

- a) Specialists in equal employment opportunity/affirmative action
- b) Persons knowledgeable in the testing process (for example, a civil service representative or a human resources manager from a major corporation in the community).
- c) Representatives who primarily serve women are examples of people who could be on a recruitment committee.

#### **4. Rehabilitation of women police for leadership**

Pursuing the goal in the development of women in the police field through excellent female executive development starting in their career based on specific competencies and stock. Self-efficacy and internal locus of control, self-esteem, assertiveness, emotional resilience, life balance and energy management, self-definition of personal leadership styles, mentoring and coaching, and building sustainable networks are all examples of these competencies (i.e. those that increase career goals). These skills will be combined to form a lifelong learning task, which will help eliminate mid-level female management stagnation and focus on stereotypes, codes, familial guilt, behavioral double blindness, and Pygmalion influences. Women in law enforcement will be able to demonstrate their sense of self-fulfillment in the same way that successful female leaders in corporate groups do, and such concerns will not be the focus of discussions. For female police officers to be effective leaders, they must receive appropriate training.

To improve women's presence in senior management and leadership, the researcher recommends a new curriculum called Positive Action Leadership Programme (PALP) for female police officers. PALP's overarching goal has been to provide delegates with the chance, confidence, and skills they need to succeed, with the following specific goals:

1. Identifying and discussing enablers and barriers to the advancement of female police officers within the Police Service.
2. Creating a strategic knowledge of the status of women police officers at senior and leadership levels in the Police Service in order to enhance it.
3. Investigating their personal strengths, preferences, and skills in depth in order to facilitate their evolution and development.
5. Increasing personal and professional influence
6. Discussing the importance of mentorship and coaching in achieving personal success

and being able to apply what you've learned in the workplace.

7. Developing a nuanced grasp of their role as leaders, role models, and champions, as well as the personal and organisational obstacles that this entails.
8. Creating personal action plans to help them advance in their careers and growth.

In order to improve ethical, democratic, and socially equitable policing, the Palp program's educational purpose is to bring the most advanced leadership curriculum offered to its community. If the programme is effective, it will be available to female officers who want to reach or advance in senior leadership roles. As a result, it is critical that the new program's design and content be thoroughly scrutinized. Palp's enabling objectives will assist leaders in achieving the following:

1. Identify and identify the primary hurdles to women's advancement in law enforcement executive development.
2. List techniques to improve their own feeling of self-efficacy.
3. Describe their own strengths and limitations.
3. Recognize their individual personal leadership approaches.
4. As it relates to law enforcement, explain the importance of emotional intelligence and the disparities in emotional intelligence components between males and females.
5. Develop impulse control, conflict resolution, and negotiating methods.
6. Recognize the importance of assertiveness and assess their own assertiveness level.

### **8.3 Further Research**

1. Research on how to inspire males to help women in their departments is critical, one attendee stated. The significance of integrating men in solutions was widely agreed upon, but attendees also emphasized the importance of engaging men without putting them on the defensive. They proposed that this be accomplished by focusing on fixing a broken system rather than fixing the people that make up that system. Attendees speculated that their male colleagues may be uninformed of the scope of the issues that women in policing confront, making them less willing to work with them to solve the problem. Extensive study can aid in the empirical demonstration of the problem.
2. Research might look at how departments with a growing proportion of female officers in leadership and ranks have evolved over time. To assess and evaluate impact, we need to look at what women in positions of power are doing for police agencies, as well as agencies that do not have women in these roles.
3. Research on how to better cultivate this courage can help to motivate more change

advocates. One participant stated that these duties should be required in department leader job descriptions, and that their execution (or lack thereof) should be factored into their performance evaluations. Can we cultivate the fortitude to take responsibility for enhancing women's representation and experiences in law enforcement?

#### **8.4 Limitations of the Study**

This research has run into a number of obstacles. At ADPGHQ, one of challenges is the procedure of empowerment women's. The study solely looks at the police leadership of an Abu Dhabi police General Head Quarter (GHQ), not the entire female police force in the UAE. The study's main disadvantage was the lack of generalizability, because the participants were only selected from among (4961) female police officers at the Abu Dhabi Police GHQ without considering the entire UAE female police officers. Another constraint was that as Colonel, there were only (six) high-ranking officers. Indeed, in the case of the UAE police sector, obtaining research authorization from such sectors across seven emirates, in things such as conducting case studies, surveys, and other activities, is a major challenge. Furthermore, working at ADPGHQ for 21 years – until now – allowed the researcher a greater understanding and a broader vision of the environment from an inside-out perspective, which was one of the reasons the researcher opted to examine ADPGHQ. As a result, the findings of the study may differ in different UAE police sectors. However, because the police system is led by His Highness Sheikh Khalifa bin Zayed, president of the United Arab Emirates, who is responsible for deciding on policies for promoting officers to high ranks (beginning with lieutenant colonel), there are unlikely to be significant differences in police leadership policies. Furthermore, because the number of female police personnel in the Abu Dhabi police GHQ is tiny in contrast to males, gathering highly reliable data on their qualities is limited. As a result, the findings do not apply to larger police forces in the UAE. The findings of this study could help academics better understand the elements that influence female police officer job satisfaction in future quantitative and qualitative investigations.

#### **8.5 Conclusion**

This chapter looked at how to construct a proposal system utilising Nadler's Work Design Method, which he developed in 1966. The researcher offered a strategy based on the research's empirical findings, as well as a number of other initiatives aimed at strengthening women in positions of leadership. Each phase of the proposal system was discussed and explained separately. The entire proposal system was introduced and studied after each phase

was explained. The goal of this research was to look into the concept of women's empowerment in ADPGHQ. The study looked at women police empowerment from a variety of perspectives. Also looked at the current state of empowerment women police at ADPGHQ in order to get better understanding of women police in leadership roles in the police force. In ADPGHQ, the researcher looked into the aspects that might aid women's empowerment. The researcher also looked at the hurdles and obstacles that women would face on their way to empowerment, helped to design proposal system. Also attempted to learn about the tactics utilised at ADPGHQ to achieve empowerment in the police force. Following the explanation of each process, the entire suggested system was presented and examined.

Major leadership roles are disproportionately dominated by men. The leadership labyrinth refers to the obstacles women face on their path to leadership. Equal opportunity, access to the largest talent pool, and diversity, all of which have been connected to organisational performance, will be made possible by removing these barriers. The leadership gender gap can be explained in a variety of ways. Women's lack of human capital investment in education, training, and work experience is one set of explanations. There is no empirical support at Abu Dhabi Police GHQ for the claims that women are less educated than men, or that they are more inclined to quit their careers or choose the motherhood path. There is evidence that women shoulder disproportionately more family responsibilities, resulting in less job experience and more career interruptions. In addition, women receive less formal training and have fewer prospects for professional advancement than men.

Another set of hypotheses for the gender gap focuses on gender differences. Women are no less capable of leading, committed to their work, or eager to rise to positions of leadership than men. Women, on the other hand, are less likely than men to market themselves and to initiate negotiation, which is a vital tool for all leaders to access the correct opportunities and resources in both the professional and domestic arenas. Finally, while there are certain differences in traits between men and women, they benefit both men and women in leadership roles. Significant organisational transformation, such as improvements in workplace norms, organisational culture, women's career development, effective mentorship opportunities, and women holding more strategic positions leading to higher leadership roles, will make it easier for women to reach top positions.

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