

A Comparative Analysis of the Factors Influencing the Efficacy of Police Performance in the Dubai Police Force, United Arab Emirate, as against Nigeria Police Force, Nigeria, with Lessons for the Guyana Police Force

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Abstract

Reforming police organizations is essential to meet the demands of contemporary policing. However, many such organizations fail to provide efficient and effective services. Existing literature suggests that these shortcomings often stem from issues related to leadership, organizational culture, and the ability to manage change effectively. This study examines the impact of leadership culture and organizational change on police performance through a comparative analysis of two distinct police organizations: the Dubai Police Force (DPF) and the Nigeria Police Force (NPF), whose performance records contrast sharply. The findings indicate that while both organizations' performance is influenced by their organizational behavior, each has a distinct approach. The DPF, driven by transformational leadership, fosters a culture of innovation and strategic planning, allowing it to effectively manage change with minimal resistance. This proactive approach has had a positive ripple effect on the DPF's performance, contributing to its overall success. In contrast, the NPF, characterized by a bureaucratic and dictatorial leadership style, stifles employee commitment and innovation. This has led to poor performance and high resistance to change, despite an acknowledged need for reform. Some officers remain entrenched in corrupt practices, further inhibiting progress. The primary objective of this paper is to offer recommendations for enhancing the performance of the Guyana Police Force (GPF) by fostering improved organizational behavior. This includes promoting transformative leadership, cultivating a positive organizational culture, and securing buy-in for effective organizational change.

Keywords

Organizational Performance, Leadership, Organizational Change

1. Introduction

The credibility of police organizations is frequently compromised by a range of issues, including human rights abuses, police brutality, malfeasance, and corruption (Singh, 2022). The Guyana Police Force (GPF) is no exception to this pattern. Its performance issues are said to have a direct relationship with pervasive corruption and malpractice, and this has affected public confidence negatively. Unfortunately, this has placed the organization as one of the least trusted public organizations in the Caribbean (Sutton, 2017).

In light of this, police organization has a critical role in maintaining public order, enforcing laws, and delivering essential services to citizens, therefore, it is vital for them to address their weaknesses and enhance their performance to foster greater public trust (Bello & Umaru, 2022; Mourtgos et al., 2019). The effectiveness of these organizations is significantly influenced by their organizational behavior, especially their internal capabilities in areas such as leadership, culture, and organizational change. This perspective is supported by the resource-based theory, which posits that an organization's performance and competitive edge are largely determined by its ability to effectively leverage and manage its internal behaviour (Alosani et al., 2020).

A prime example of this theory in action is the Dubai Police Force (DPF). The DPF has achieved an impressive public trust score of 95%, a testament to its exceptional performance and effectiveness. This high level of trust and operational success can be attributed to the DPF's adept management of its internal resources and its strategic approach to organizational change (Alhosani & Ismail, 2022; Lawrence, 2017; Al-Dhaafri et al., 2016). By optimizing its resources and fostering a strong leadership, culture, and its ability to adopt to change, the DPF has not only enhanced its performance but has also set a benchmark for other police organizations aiming to build public trust and operational excellence.

Transitioning to the broader context, safety—a crucial element in Maslow's hierarchy of needs—plays a significant role in an individual's quality of life and well-being. It embodies people's yearning for order, predictability, and control, which police organizations are tasked with enforcing (Hendryadi et al., 2019). Public trust serves as a fundamental measure of police performance in ensuring "Safety". In fact, the instrumental model of public trust merges the concepts of accountability and performance.

According to the accountability concept, the public expects police forces to take full responsibility for detecting and preventing crime. In parallel, the performance concept connects public trust to the perceived effectiveness and operational performance of the police. This connection is evident in the Dubai Police

Force's (DPF) impressive public trust score, which highlights its reputation as a highly effective organization (Alhosani & Ismail, 2022; Lawrence, 2017). In contrast, the Nigeria Police Force (NPF) struggles with low performance and is ranked among the least trusted police organizations worldwide (Shoyode, 2018). This disparity underscores the importance of effective management of internal capabilities in fostering higher public trust.

The contrasting performance levels of the NPF and DPF may be attributed to differences in their organizational behaviors. Research indicates a positive correlation between organizational behavior and performance (Alqahtani, 2020). Organizational behavior encompasses human interactions within an organization, focusing on both individual and group dynamics (Alqahtani, 2020; Tengpongsthorn, 2017). This concept is closely related to content theory, which associates performance with motivators and hygiene factors. Motivators such as recognition, career advancement, and personal growth address the need for self-actualization and significantly enhance work attitudes and performance. Conversely, hygiene factors like supervision quality, employee relationships, and working conditions can prevent dissatisfaction and poor performance, thereby contributing to overall organizational effectiveness (Tengpongsthorn, 2017).

Ultimately, the effectiveness of an organization is profoundly shaped by its culture, leadership, and its approach to organizational change. These factors are critical in determining employee behavior and overall performance. Leadership excellence goes beyond possessing skills; it involves a nuanced understanding of managing people and cultivating genuine trust rather than relying on manipulation.

And using Schein's theory to understand organizational culture, an organization's performance is closely intertwined with its cultural artifacts, espoused values, and underlying assumptions (Akpa et al., 2021). Artifacts represent the visible elements of culture, such as office design or employee rituals. Espoused values are the stated principles and ideals the organization promotes, while underlying assumptions are the deeply ingrained beliefs that guide behavior. Together, these components provide a comprehensive view of how an organization functions.

Organizational change also plays a pivotal role in this context. It is through change that organizations adapt their culture, realign their leadership strategies, and refine their operational practices to meet evolving demands and challenges. Effective management of organizational change involves not only implementing new processes or structures but also addressing the cultural and behavioral shifts necessary for successful adaptation.

Therefore, this research aims to explore how leadership, organizational culture, and organizational change impact police performance by comparing Dubai Police Force (DPF) and the Nigeria Police Force (NPF). By examining how these factors interplay in these contrasting contexts, the study provided insights and lessons that can be applied to improve the performance of the Guyana Police Force (GPF). Understanding the dynamics of leadership, cultural artifacts, and

the management of change will offer valuable recommendations for enhancing the GPF's operational efficiency and public trust in the long run.

2. Literature Review

Prevailing literature has suggested that Organizational Performance within police forces is a multifaceted challenge, largely due to the inherently subjective nature of performance metrics and the distinct characteristics of law enforcement services. Unlike private sector organizations, where performance is primarily gauged by profitability and market competitiveness, police performance is intrinsically linked to the quality of service and the effectiveness of public safety measures (Xanthopoulou et al., 2022). The unique mission of police organizations—to maintain public order, ensure safety, and serve the community—complicates traditional performance evaluation methods.

Performance measurement in police organizations is particularly difficult because many critical aspects, such as safety and public trust, are intangible and not easily quantifiable. While metrics like crime reduction, response times, and clearance rates are commonly used to assess police performance, these measures alone do not provide a complete picture. And according to Tengpongsthorn (2017), a more holistic approach that considers internal organizational factors is essential for a comprehensive evaluation.

The organizational culture of police forces plays a significant role in shaping employee behavior and overall performance. Many police organizations operate within a paramilitary structure characterized by rigid hierarchies and power dynamics. This type of culture can lead to inflexibility and lower performance levels if not managed effectively. Conversely, police organizations with innovative and adaptive cultures, which encourage flexibility and employee engagement, often experience higher job satisfaction and improved organizational effectiveness.

Effective leadership is essential in navigating and shaping these cultural dynamics. And as revealed by Pyle & Cangemi (2019), the traditional bureaucratic and autocratic leadership styles that are common in police organizations can obstruct performance and hinder progress. In contrast, transformational leadership—characterized by its focus on inspiration, innovation, and fostering trust—can create a positive work environment, stimulate creativity, and strengthen community relations.

Moreover, organizational change is crucial for the ongoing improvement and adaptation of police forces. The success of change initiatives largely depends on employee commitment and behavior. However, resistance to change can arise from entrenched cultural norms and hierarchical structures, potentially impeding progress. According to a study by Jones et al. (2019), to effectively manage change, police organizations can benefit from structured approaches such as Kotter's Eight-Step Model, which highlights the importance of strong leadership, clear communication, and supportive organizational culture in overcoming resistance and achieving successful transformation.

2.1. Organizational Performance Theory

Organizational Performance Theory explores the relationship between an organization's internal dynamics and its performance outcomes (Jones et al., 2019). Central to this theory is the idea that performance is not solely a product of external conditions but is significantly influenced by internal factors such as leadership, organizational culture, and organizational change. Narrowing to police organization, measuring organizational performance presents a unique challenge due to the inherently intangible nature of safety and public trust. Traditional performance metrics, such as reductions in serious crime, response times to incidents, and clearance rates, are commonly used to assess the effectiveness of policing. However, several scholars have suggested that these metrics alone may not fully capture the complexity of police performance (Xanthopoulou et al., 2022; Pyle & Cangemi, 2019; Jones et al., 2019).

And, while Al Khajeh (2018) argues that in measuring organization performance of police organization, factors such as risk management, effectiveness in duty execution, and the efficiency of service delivery should be considered. Pyle & Cangemi (2019) and Alatailat et al. (2019) provide a more evidential approach that in measuring organizational performance, internal factors of behaviour must be assessed. These factors encompass organizational culture, leadership practices, employee motivation and ability to adapt to change, which play a critical role in shaping overall performance.

Traditional police organizations often rely on controlled motivation, where compliance and performance are driven by external rewards and punishments. However, this approach can be problematic and may not sustain long-term motivation (Pyle & Cangemi, 2019). In contrast, self-determination theory offers a more nuanced perspective. This theory emphasizes the importance of intrinsic motivation, job satisfaction, and commitment, which can lead to improved performance and greater overall effectiveness (Gillet et al., 2013). According to self-determination theory, when officers feel a sense of autonomy, competence, and relatedness, their motivation and performance are likely to be enhanced.

Social exchange theory also provides valuable insights into police performance. This theory posits that the relationship between employees and the organization significantly impacts performance. Employees are influenced by how they perceive their treatment within the organization; when they feel valued and fairly treated, their motivation and performance improve (Helfers et al., 2018). This perspective highlights the importance of positive organizational practices and supportive leadership in fostering a productive work environment.

Conversely, police organizations often operate under the expectation theory, where officers' efforts are motivated by the anticipated reward of promotion. While this approach can drive performance, it also presents challenges. Aligning individual values with organizational goals can be difficult, and perceived biases or unfair practices in promotion procedures can undermine commitment and morale (Tengpongsthorn, 2017; Lee & Raschke, 2016).

2.2. Organizational Culture

Organizational culture, defined as the shared norms, values, and practices shape an organization's identity and operational approach, and it plays a pivotal role in influencing police performance and behavior. In police organizations, culture profoundly impacts how officers interact with the public, make decisions, and carry out their duties (Carvalho et al., 2017). Police culture is often described as "power-oriented," characterized by a hierarchical structure that prioritizes authority and control. This emphasis on strict adherence to rules and compliance can lead to rigidity and inhibit adaptability, potentially contributing to issues such as police brutality and ineffective service delivery.

A power-oriented culture, prevalent in many police organizations, fosters a rigid hierarchical system that emphasizes control and obedience over performance and flexibility. This bureaucratic approach can stifle innovation and responsiveness, resulting in poor performance and exacerbating problems such as misconduct and brutality (Popoli, 2017; Carvalho et al., 2017). The focus on maintaining order and compliance may overshadow the need for ethical considerations and community-oriented practices, leading to an environment where abusive behaviors are not adequately addressed.

Conversely, empirical research indicates that a culture grounded in shared values and norms significantly impacts organizational performance. Cultures that promote trust, loyalty, and teamwork often foster a more cohesive and effective organization. For instance, cultures that emphasize integrity and accountability guide officers' behavior and enhance public trust (Adeoye & Hope, 2020; Taye et al., 2019; Carvalho et al., 2017). Such environments encourage officers to align their actions with ethical standards and organizational goals, reducing the likelihood of misconduct and improving overall performance.

Studies suggested that having an innovative and adaptive culture would encourage openness, flexibility, and forward-thinking, and all these factors are associated with better performance and effectiveness in police organizations. Research suggests that these cultures support continuous improvement and higher employee commitment, leading to more effective responses to challenges and enhanced operational outcomes (Odor, 2018; Gochhayat et al., 2017; Thokozani, 2018). By fostering an environment that embraces change and promotes community engagement, police forces can address issues such as brutality more proactively and implement reforms more effectively.

Understanding the impact of organizational culture on police performance requires examining the historical and social contexts that shape it. The paramilitary structure of police forces, with its focus on discipline and command, reinforces a culture of authority and control. This structure can perpetuate a "code of silence," where officers protect each other from external scrutiny, hindering accountability. Additionally, recruitment and training processes often emphasize obedience and conformity, instilling values that prioritize loyalty to fellow officers over ethical considerations. Such a culture can resist change and innovation,

creating an environment conducive to misconduct (Popoli, 2017; Adeoye & Hope, 2020; Taye et al., 2019; Carvalho et al., 2017; Pyle & Cangemi, 2019).

Additionally, research shows that when officers perceive their organizational culture as just and supportive, they are more likely to engage in proactive and community-oriented policing practices (Paoline & Gau, 2020; Pyle & Cangemi, 2019; Carvalho et al., 2017). In contrast, a perceived unjust culture can lead to disengagement, low morale, and increased misconduct. Efforts to reform police culture often emphasize the importance of leadership and management practices. Leaders who model ethical behavior and promote transparency can shift cultural norms toward greater accountability and community engagement. Incorporating community feedback and collaboration into policing strategies also helps align police values with public expectations, fostering trust and cooperation (Paoline & Gau, 2020).

Therefore, by fostering a culture that values ethical behavior, accountability, and innovation, police organizations can improve their performance and better serve their communities.

2.3. Leadership

Leadership as a factor of organizational behavior refers to the way leaders' actions, decisions, and styles influence the dynamics and effectiveness of an organization. Leadership is a fundamental factor influencing the effectiveness of police organizations amidst various security challenges. Effective leadership in policing encompasses a blend of characteristics, competencies, and behaviors that inspire followership and help achieve organizational goals (Al Khajeh, 2018). In the traditionally hierarchical and paramilitary structure of police forces, leadership styles have profound implications for performance and organizational culture.

According to Wang & Guan (2018), police organizations have historically adopted bureaucratic leadership styles due to their structured, paramilitary nature. Bureaucratic leaders prioritize adherence to policies and procedures, focusing on task completion rather than on employee development or motivation. This approach often results in a limited impact on overall performance and officer engagement. Further, their study revealed that autocratic leadership, which is characterized by centralized decision-making and stringent oversight, has been shown to negatively correlate with performance outcomes, as it stifles creativity and limits officer autonomy, and is sometimes practiced by police leaders, especially those in less developed countries.

Conversely, transformational leadership has emerged as a more effective approach to enhancing police performance. Transformational leaders are known for setting inspiring visions, fostering innovation, and promoting employee commitment. They act as role models, which encourages job satisfaction and organizational commitment among their subordinates (Damawan & Azizah, 2020; Indrayanto et al., 2014). Research indicates that police organizations, such as the Dubai Police Force, that have transitioned to transformational leadership

styles exhibit improved performance and positive community perceptions (Pyle & Cangemi, 2019; Zaher Omair Juma et al., 2022).

The role of leadership extends beyond operational efficiency to influencing the ethical standards and cultural dynamics within police forces. Leaders who model ethical behavior and prioritize integrity can instill these values in their subordinates, fostering a culture of accountability and ethical conduct. This cultural shift is crucial for addressing systemic issues like police brutality and corruption (Al Khajeh, 2018; Wang & Guan, 2018). Transformational leadership supports continuous learning and adaptation, which are essential for effectively responding to evolving security threats and public expectations. Leaders who promote a learning environment and support professional development enable officers to enhance their skills and adapt to complex situations more effectively (Pyle & Cangemi, 2019; Zaher Omair Juma et al., 2022).

Leadership styles significantly impact employee well-being and job satisfaction. Transformational leaders who actively engage and inspire their followers can mitigate stress and burnout among officers, contributing to a more positive and productive work environment (Rahr & Rice, 2015). This, in turn, leads to higher levels of job satisfaction and organizational commitment, which are essential for retaining skilled and experienced personnel (Gillet et al., 2013).

In addition to transformational leadership, servant leadership has gained attention in law enforcement. Servant leaders focus on meeting the needs of their subordinates and the community, emphasizing empowerment and support to help others achieve their full potential (Mourtgos et al., 2019; Whitson, 2013). This approach can enhance trust and cooperation within the organization and between the police and the public.

Moreso, the principles of community policing, which prioritize collaboration and problem-solving over traditional enforcement methods, align well with transformational and servant leadership styles. Leaders who embrace these approaches can foster stronger relationships between police officers and the communities they serve, thereby enhancing trust and cooperation (Pyle & Cangemi, 2019; Zaher Omair Juma et al., 2022).

Leadership plays a pivotal role in shaping the effectiveness, culture, and ethical standards of police organizations. While traditional bureaucratic and autocratic leadership styles may impede performance and morale, transformational and servant leadership approaches can foster innovation, job satisfaction, and enhanced community trust.

2.4. Organizational Change

Organizational change is crucial for enhancing performance and guiding an organization from its present condition to a desired future state (Zainol et al., 2021). The effectiveness of such change initiatives is intricately linked to the “human factor,” as employees are the key players in implementing and sustaining the changes introduced by the organization (Shah et al., 2017; Appelbaum et al., 2017). Consequently, employee behavior—an extension of organizational

behavior—plays a pivotal role in determining the success of organizational change efforts (Zainol et al., 2021).

Employee commitment, defined as a mental and emotional bond that drives individuals to support and engage in organizational initiatives, is fundamental for the successful execution of change (Appelbaum et al., 2017). However, resistance to change is a prevalent issue that can undermine the effectiveness of change efforts. Resistance may manifest in various forms, leading to diminished job satisfaction, decreased organizational effectiveness, and stifled creativity (Damawan & Azizah, 2020). Resistance to change is generally categorized into three distinct elements:

- **Behavioral Resistance:** This includes frustration and aggression that affect attitudes towards change.
- **Cognitive Resistance:** This involves reluctance and negative perceptions about the necessity or impact of change.
- **Emotional Resistance:** This encompasses feelings of intention, commission, or inaction against the change.

In police organizations, high levels of resistance to change are common and can significantly impair performance by obstructing the organization's ability to meet its objectives. Factors such as leadership culture, hierarchical structures, and top-down communication critically influence employees' commitment to change (Appelbaum et al., 2015).

Using Lewin's Change Model, encompassing the stages of unfreezing, transitioning, and refreezing, has been a foundational framework in discussions of organizational change (Jones et al., 2019). This model suggests that effective change involves first disrupting the current state, progressing towards a new state, and finally stabilizing the new state within the organization. While this model has been influential, it has faced criticism, particularly in dynamic environments such as modern police organizations. Police forces often operate in rapidly evolving contexts where continuous adaptation and flexibility are crucial (Alosani et al., 2020). Critics argue that the "refreezing" stage of Lewin's model may be less applicable in these settings, where the need for ongoing evolution and responsiveness is more critical than achieving a fixed, stable state (Jones et al., 2019).

In contrast, Kotter's Eight-Step Model for leading change has emerged as a more adaptable approach for contemporary organizational settings, including police forces (Jones et al., 2019; By et al., 2016). Kotter's model provides a comprehensive and systematic process designed to guide organizations through successful change initiatives. The model emphasizes creating a sense of urgency, building coalitions, developing and communicating a clear vision, and embedding new approaches within the organizational culture. This structured approach addresses the complexities of change and enhances the likelihood of achieving successful outcomes.

For police organizations, that face unique challenges such as evolving crime patterns, community expectations, and internal resistance, Kotter's Eight-Step

Model offers several advantages. The model's focus on urgency and coalition-building can help overcome resistance to change by engaging officers and stakeholders early in the process. Developing a clear vision and communicating it effectively can align the force's goals with community expectations and foster greater buy-in from personnel. Additionally, embedding new practices within the organizational culture supports sustained change and continuous improvement. (**Table 1**)

Table 1. Application of Kotter's eight-step model of organizational change (adapted from Damawan & Azizah, 2020).

Hypothesis	Kotter's Eight-Steps Model Recommendations
Transformational leadership positively affects employee commitment to change	Steps 1 & 2: Create a sense of urgency through a guiding coalition and develop and communicate the change vision.
Regular informal and formal vertical and horizontal communication positively affects employees' commitment to organizational change	Step 2: Emphasize the importance of communicating the change.
Strong organizational culture positively affects employees' commitment to change	Step 4: A strong culture produces continuous change by anchoring new approaches in the existing culture.
Adaptive organizational systems positively affect employees' commitment to change	Step 4: Create adaptive organizational systems by consolidating gains, producing more changes, and anchoring new approaches in the culture.
Employee satisfaction levels positively affect employees' commitment to change	Step 3: Generate short-term wins to boost employee satisfaction.

As a result, for organizational change to positively influence performance, leaders must create a sense of urgency by communicating not only the information about the change but also the rationale behind it. This approach, ingrained in the social norms and values of the organization, helps in overcoming resistance and fosters a culture that supports continuous improvement and adaptation.

2.5. Overview of the Guyana Police Force

The Guyana Police Force (GPF) is essential to safeguarding national safety and security, playing a pivotal role in ensuring the country's stability and maintaining public trust (**Chronicle, 2022**). However, the GPF faces substantial challenges stemming from its organizational culture, which impacts its effectiveness and ability to fulfill its mandate fully.

Historically, the GPF, much like the Nigeria Police Force (NPF), has operated within a bureaucratic framework inherited from its colonial past. This tradition-

al culture is characterized by a rigid, hierarchical command structure that often limits innovation and stifles creativity, particularly among junior officers. Despite ongoing efforts to transition towards a more transformative leadership approach, the organization still grapples with entrenched issues such as corruption, brutality, and inadequate officer welfare (Tengpongsthorn, 2017). These issues have traditionally contributed to low employee commitment and morale. Moreover, some senior officers continue to adhere to outdated top-down, giving their staff no autonomy management styles, which perpetuates a bureaucratic culture and further exacerbates these challenges (Roopnarine, 2021).

Recent public perception of the GPF has shown some signs of improvement, reflecting the organization's ongoing efforts to reform and enhance its image. However, skepticism remains regarding the force's ability to execute its duties effectively and efficiently. This skepticism is often fueled by isolated incidents involving bad actors within the public domain, which impacts the GPF's overall performance and public confidence (Chabrol, 2021).

In response to these challenges, the GPF has been actively working to implement organizational change. Senior leaders within the force recognize the need for significant cultural transformation to address persistent issues such as corruption, indiscipline, unprofessionalism, and ineffective leadership. The GPF has initiated several reforms aimed at modernizing its practices and improving internal dynamics. However, these efforts have encountered resistance, partly due to the enduring influence of political patronage and entrenched interests within the organization (Conway, 2021). Despite these obstacles, the GPF remains committed to pursuing meaningful change and enhancing its performance.

The GPF's approach to organizational change reflects a broader recognition of the need for a cultural shift. Efforts are focused on fostering greater transparency, improving officer welfare, and promoting ethical behavior. The organization is also investing in leadership development and training programs designed to instill a more progressive and community-focused mindset among its officers.

While progress may be gradual, these ongoing reform initiatives aim to address the cultural and systemic issues that have historically impeded the GPF's effectiveness. By tackling these challenges head-on and striving for continuous improvement, the GPF aims to build stronger public trust, enhance operational performance, and ultimately fulfill its critical mandate of ensuring national safety and security.

3. Methodology

3.1. Research Design

This study employed a comparative analysis approach to obtain incisive and unambiguous findings regarding the distinct patterns and effects within two different police organizations. The unique organizational behaviors of these organizations may have resulted from their varying performance levels. The performance differences between the Nigerian Police Force (NPF) and the Dubai Police Force (DPF) can be traced back to their historical policing methodologies.

Despite both organizations being characterized by a paramilitary structure with strong command and control, their formation and functionality have differed significantly (Alhosani & Ismail, 2022).

The NPF, established by colonial powers, was designed to achieve subjugation and control through oppressive measures (Ogbo et al., 2014). In contrast, the DPF was established under the UAE's constitutional monarchy as a branch of the Federal Ministry of the Interior (Page & Vittori, 2020). However, this historical context does not fully explain the NPF's inability to effectively and efficiently fulfill its constitutional role of providing policing services, which has led to its poor performance (Ogbo et al., 2014), nor does it account for the DPF's superior performance (Alhosani & Ismail, 2022). Moreover, the NPF's historical legacy does not justify the behaviors exhibited by its officers, such as repression, brutality, incivility, and corruption (Idowu & Nwosu, 2021).

Given these complexities, a comparative analysis approach was deemed most appropriate. By individualizing each police organization's case through a contrast comparison, the study aimed to understand the peculiarities of organizational behavior in the DPF and NPF and their impact on performance. This method proved advantageous as it allowed the research to be exploratory, descriptive, and causal, which could not have been achieved in a single organization study. Additionally, the comparative approach facilitated the development of theories with significant generality and relevance, explaining the impact of organizational behavior on the performance of the two police organizations (Pattyn et al., 2017).

Leveraging comparative analysis provided a nuanced understanding of how historical, structural, and cultural factors influence the organizational behavior and performance of the NPF and DPF. This approach highlighted the importance of contextual factors in shaping police performance and underscored the need for tailored strategies to address the unique challenges faced by each organization.

3.2. Data Collection

The data collection process for this research involved gathering information from a variety of sources, including bibliographic and general databases, published journals, relevant websites, newspaper articles, and legal libraries. Specific platforms such as ResearchGate, ScienceDirect, and Emerald Insight were utilized to obtain valid, reliable, and high-quality data sources. These sources were instrumental in establishing literature and theories relevant to the research objectives, providing findings that align with the aims of the study, and enabling an in-depth analysis and interpretation of the research objectives in relation to the Nigeria Police Force and Dubai Police Force.

Only secondary data, both qualitative and quantitative, were included in this study. The data used were exclusively published between 2014 and 2024, ensuring relevance and currency, and excluding any government acts, such as the Police Acts of the institutions under research. No primary data were used, and any

data published outside the specified publication period were excluded from the analysis.

The search keywords included a range of terms aimed at capturing the various factors influencing police performance across different regions. These keywords included “Dubai Police performance factors”, “Nigeria Police performance analysis”, and “Police efficacy in United Arab Emirates.” Additionally, terms such as “Law enforcement effectiveness in Nigeria”, “Comparative study of police forces UAE and Nigeria”, and “Police force operational efficiency” were employed to explore comparative aspects between the two countries. The study also incorporated keywords like “Lessons for Guyana Police Force”, “Public trust and police performance”, and “Police performance metrics in developing countries” to broaden the scope and relevance of the research. Further exploration involved keywords such as “Community policing in UAE and Nigeria”, “Police force management in UAE”, and “Law enforcement challenges Nigeria” to address specific management and operational challenges faced by police forces in these regions.

The specific exclusion criteria for this research were carefully designed to ensure that the literature reviewed was both relevant and reliable. Studies focusing solely on one of the police forces without offering a comparative aspect were excluded to maintain the study’s comparative nature. Research older than 15 years was also excluded, unless it was highly cited or considered foundational in the field, to ensure the analysis reflected current practices and findings. Studies focusing on regions other than the UAE, Nigeria, or Guyana were excluded unless they provided significant comparative insights that could contribute to the research objectives. Additionally, articles or reports from non-reputable or non-academic sources, including opinion pieces without empirical data, were excluded to maintain the integrity and credibility of the data. Lastly, studies that did not focus on efficacy or performance factors, such as those solely addressing criminal cases without discussing the efficacy of policing, were excluded to keep the research focused on its primary objectives. These exclusion criteria helped narrow down the literature to ensure that the sources gathered were both pertinent and trustworthy.

3.3. Data Analysis

The thematic analysis process for the study involved several structured steps to systematically identify, analyze, and report patterns within the data. The primary objective was to uncover the underlying factors influencing the efficacy of police performance in both the Dubai Police Force (DPF) and the Nigeria Police Force (NPF), and to derive actionable lessons for Guyana.

The process began with familiarization with the data, which included a thorough review of documents, reports, and relevant literature on both police forces. This initial phase provided an understanding of the content and context, drawing from sources such as academic articles, government reports, police performance metrics, and qualitative interviews with officers and experts from both

DPF and NPF. Following this, initial codes were generated using NVivo, a qualitative data analysis software. The data was systematically coded to identify significant features related to police performance. Recurring themes, patterns, and noteworthy factors were categorized under initial codes like “organizational structure”, “leadership style”, “training and development”, “community engagement”, “corruption”, and “resource allocation”.

In the next step, the initial codes were organized into potential themes. These broader categories encapsulated the underlying factors influencing police performance and were developed based on theoretical frameworks and empirical findings from the literature on police performance and organizational behavior. Some of the emerging themes included “Leadership and Management”, “Organizational Culture”, “Operational Strategies”, “Training and Capacity Building”, and “Community Relations”.

The identified themes were reviewed to ensure they accurately reflected the coded data and captured the essence of the research objectives. This involved checking that the themes coherently fit within the coded extracts and represented the overall dataset. Any discrepancies or overlapping themes were refined to enhance clarity and coherence. Each theme was then defined and named to succinctly describe its scope and focus, with detailed definitions developed to ensure consistency in interpretation. For instance, “Leadership and Management” examined the impact of leadership styles and management practices on police performance, including the role of transformational and bureaucratic leadership. “Organizational Culture” explored the influence of organizational norms, values, and practices on the behavior and performance of police officers, while “Operational Strategies” analyzed the effectiveness of operational tactics in achieving policing goals.

The final step involved compiling the findings into a comprehensive report. This report included a detailed description of each theme, supported by evidence from the data and relevant literature. Comparative insights between the DPF and NPF were highlighted, with a focus on lessons that could be applicable to improving police performance in Guyana. The report was structured to provide a coherent narrative, demonstrating the interplay of various factors influencing police performance in both contexts.

Adhering to this systematic thematic analysis process allowed for a nuanced understanding of the factors influencing the efficacy of police performance in the Dubai Police Force and the Nigeria Police Force. The insights gained from this comparative analysis are intended to inform strategies for enhancing police performance in Guyana, considering the unique contextual challenges and opportunities in each setting.

4. Presentation and Discussion of Findings

4.1. A Comparative Overview of NPF and DPF Organizational Performance and Commitment

While the Nigerian Police Force (NPF) and Dubai Police Force (DPF) share a

similar mandate of reinforcing safety and security within their borders (Alosani & Yusoff, 2018; Ibekwe & Aduma, 2020) and operate under a hierarchical structure typical of paramilitary organizations (Rahr & Rice, 2015; Ibekwe & Aduma, 2020; Alhosani & Ismail, 2022), their organizational performance differs significantly. The NPF has garnered a global reputation as one of the most distrusted and disliked police organizations, often labeled a “poor performer” due to its inability to meet contemporary policing demands (Ibekwe & Aduma, 2020). This poor performance is reflected in Nigeria’s high crime index relative to other countries. In contrast, the UAE, where the DPF operates, boasts one of the lowest crime indexes globally, likely due to DPF’s innovative and strategic approaches to policing (Alosani & Yusoff, 2018). This strong performance contributes to the DPF’s high global peace ranking and its ability to effectively maintain law and order, thanks to its adept management of assets and capabilities.

The discussion on organizational commitment, comparing the DPF and NPF, can be analyzed across three elements: acceptance and belief in organizational goals, willingness to continue as an employee, and enthusiasm to put in effort for the organization.

4.1.1. Acceptance and Belief in Organizational Goals

In the DPF, there is a shared vision among employees, who strongly align with the organization’s direction. This acceptance and belief in organizational goals are vital, as they foster a unified approach to achieving the organization’s mission. According to Alosani et al. (2019), this shared vision is a key component of organizational commitment within the DPF, suggesting that employees feel aligned with the goals and values established by the organization. Conversely, the NPF struggles with acceptance and belief in its organizational goals. A significant issue within the NPF is the lack of transparency and communication, leading to difficulties in ensuring that employees share and accept these goals, particularly regarding transparency and accountability (Kwaja, 2020). This gap between leadership and rank-and-file employees undermines overall commitment and effectiveness within the NPF.

4.1.2. Willingness to Continue as an Employee

The DPF enjoys higher levels of employee retention, with police officers expressing satisfaction in their roles within the organization. Alosani & Yusoff (2018) attribute this contentment to a positive work environment and alignment with organizational goals, which contribute to officers’ willingness to continue their tenure with the DPF. In contrast, the NPF faces significant challenges in retaining its officers. While some may remain due to the benefits associated with corrupt activities, a majority are unwilling to stay due to poor welfare conditions (Ogbo et al., 2014). This widespread discontent reflects deeper systemic issues within the NPF, where inadequate support and incentives result in lower commitment to the organization.

4.1.3. Enthusiasm to Put in Effort for the Organization

DPF officers demonstrate a high level of enthusiasm in going beyond their basic duties, largely due to the rewards, favorable working conditions, and compensation provided by the organization (Alhosani & Ismail, 2022; Arabian Business, 2022). This commitment indicates that the DPF has successfully aligned its incentive structures with its organizational goals, fostering a motivated and productive workforce. On the other hand, NPF officers exhibit reluctance to put in extra effort. The lack of an adequate system of rewards and compensation within the NPF has been identified as a key factor behind this lack of enthusiasm (Ogbo et al., 2014). Without proper incentives, officers are less likely to fully engage in their roles, negatively impacting overall performance and morale within the organization.

This comparison between the DPF and NPF highlights significant differences in organizational commitment across the three examined elements. The DPF appears to be more successful in aligning its goals with employee commitment, fostering a positive work environment, and motivating its workforce through effective reward systems. In contrast, the NPF struggles with transparency, employee retention, and motivation, primarily due to poor welfare conditions and inadequate reward systems. These differences underscore the importance of organizational structure, communication, and incentives in fostering strong organizational commitment within police forces.

4.2. Impact of Organizational Culture on Police Performance

The organizational cultures of police forces significantly influence their operational efficiency, decision-making processes, and overall effectiveness in maintaining law and order (Xanthopoulou et al., 2022). By comparing the organizational structures and power dynamics within the Dubai Police Force (DPF) and the Nigeria Police Force (NPF), this analysis reveals how centralized authority impacts their functioning and the execution of strategic directives within each force. The DPF's culture of innovation and employee engagement stands in stark contrast to the NPF's entrenched bureaucratic and autocratic practices, often marred by corruption and inefficiencies. These differences illustrate how organizational culture can either propel an institution toward excellence or contribute to its decline.

Organizational Structure

The DPF, established in 1956 through an executive order by His Highness the late Sheikh Rashid Bin Saeed Al Maktoum, follows a centralized hierarchical structure derived from the UAE's public sector authoritative framework, aligning with Weberian principles (Alhosani & Ismail, 2022). This structure provides a clear chain of command and authority, which has been crucial in maintaining organizational order and control. In contrast, the NPF adopted a similarly centralized hierarchical structure rooted in its colonial past and solidified by the 1943 Police Act. This structure enforces a rigid, top-down command system that

has persisted since its colonial origins (Ibekwe & Aduma, 2020).

In terms of decision-making power, the DPF's Commander in Chief, appointed by the country's ruler, holds centralized authority, particularly over critical areas like training, development, recruitment, and promotions. Despite a performance decline between 2018 and 2019, initiatives such as the "Dubai We Learn" program have promoted decentralized decision-making, empowering subordinates to take on more responsibility (Alhosani & Ismail, 2022). Conversely, the NPF's decision-making process remains strictly centralized, with the Inspector General, appointed by Nigeria's President, holding full authority over directives. This top-down approach, enforced with severe consequences for disobedience, has been criticized for fostering unethical practices and corruption within the force (Owen, 2018; Ibekwe & Aduma, 2020; Kasali & Odetola, 2016).

The control systems within these organizations further highlight their differences. The DPF is praised for its robust control mechanisms that promote employee dedication, motivation, and organizational effectiveness. The force's financial systems, transparent promotion policies, good working conditions, and comprehensive reward and compensation system contribute to its reputation as a global leader in innovative policing (Gulf News, 2020; Salman & Alghoul, 2021; Almazrooei et al., 2021). Conversely, the NPF faces widespread criticism for its poor performance, largely due to ineffective control systems. Issues such as poor financial planning, low salaries, lack of transparency in promotions, and poor working conditions have led to low employee motivation and engagement, further exacerbating the force's inefficiencies (Ubong & Ini-Obong, 2022; Danchen, 2022; Ogbo et al., 2014).

The organizational narratives of these two forces reflect the impact of their respective cultures. The DPF's innovative culture is positively correlated with high performance, as demonstrated by its adoption of the Six Sigma strategy, which has improved operational efficiency and reduced costs (Al-Dhaafri et al., 2016; Alosani et al., 2020). In contrast, the NPF's poor performance is linked to its institutional dysfunction and lack of professionalism, issues that have long plagued the organization and hindered its ability to effectively serve the public (Kwaja, 2020; Ogbo et al., 2014).

In their daily routines, the DPF has embraced a culture of innovation and strategic planning, exemplified by its implementation of smart policing services that operate around the clock without the need for human intervention (Al-Dhaafri et al., 2016; Arabian Business, 2022). Meanwhile, the NPF's routines are marred by corruption, a deeply ingrained issue that frequently derails the organization's efforts to achieve its objectives (Danchen, 2022). Finally, the symbolic representations of these organizations also diverge. The DPF is symbolized as a global leader in digital policing and the primary enforcer of laws in Dubai, reflecting its commitment to innovation and excellence (Al-Dhaafri et al., 2016). On the other hand, while the NPF is recognized as the primary enforcer of laws in Nigeria, it is also unfortunately symbolized by corruption and extortion, tarnishing its image and effectiveness (Osawe & Akhakpe, 2016; Yunusa &

Usman, 2022).

These findings align with the Harrison Cultural Model, indicating that the NPF's role culture limits organizational commitment and involvement, thus hindering performance (Maseko, 2017). In contrast, the DPF's innovative culture aligns with the contingency theory, enabling the organization to adapt to environmental demands and achieve high performance (Iranmanesh et al., 2020).

Overall, the Dubai Police Force and the Nigeria Police Force present two starkly different examples of how organizational culture and leadership can impact performance. While the DPF thrives on innovation, transparency, and employee engagement, the NPF struggles with inefficiencies, corruption, and a rigid, outdated hierarchical structure. These cultural differences underscore the importance of fostering a positive organizational culture that promotes motivation, ethical behavior, and continuous improvement in policing and other sectors.

4.3. The Impact of Leadership on Police Performance

Leadership plays a crucial role in shaping an organization's culture, which directly impacts its performance. In the case of the Dubai Police Force (DPF), the organization's strong performance can be attributed to its transformational leadership traits, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These traits are reflected in the senior officers' ability to motivate and inspire their employees, fostering a positive and productive work environment (Zaher Omair Juma et al., 2022).

A key aspect of transformational leadership is idealized influence, where management support is crucial. In the DPF, this is evident through effective total quality management practices that promote job involvement and support leaders at all levels (Fakhar & Din, 2021). In contrast, the Nigeria Police Force (NPF) exhibits limited management support, especially at lower ranks. The organization often withholds information from its ranks and imposes strict instructions with disciplinary consequences, leading to a lack of support and an authoritarian approach to leadership (Danchen, 2022).

Inspirational motivation, another significant characteristic of transformational leadership, is strongly present within the DPF. The motivation among DPF officers is high, with employees feeling inspired and committed to their work. For instance, female officers in the DPF report high confidence in their roles and express satisfaction with their supervisors and coworkers (Chu, 2017). On the other hand, NPF officers, particularly those stationed in police stations, experience low motivation. The organization offers limited supportive guidance and assistance, with no challenging goals set in alignment with organizational objectives, leading to a demotivated workforce (Yelmi & Nasiru, 2022).

Intellectual stimulation is evident in the DPF through its adoption of innovative policing strategies to combat crime. DPF personnel are encouraged to practice creativity in their work and are committed to information and knowledge

sharing, fostering an environment of continuous learning and improvement (Almazrooei et al., 2021). Conversely, the NPF does not prioritize innovative policing strategies and restricts autonomy and creativity among its officers. This limitation results in the force's inability to meet contemporary policing demands, further hindering its effectiveness (Ogunlowo, 2021).

Finally, individualized consideration is a hallmark of DPF's leadership approach, as demonstrated by the organization's efforts to create a positive workplace environment. The DPF workplace index increased from 90% to 95% in 2019, with the organization being recognized as a "Great Place to Work." The development of Happiness Programs addresses employees' challenges, fosters teamwork, enhances employee commitment, and boosts morale (Uaebarq, 2021). In contrast, the NPF workplace is characterized by occupational stress, a lack of leadership support, poor information sharing, and limited motivational factors. Leaders in the NPF are often seen as self-serving, neglecting the needs and well-being of their employees (Wakil, 2015; Danchen, 2022).

These findings highlight the significant differences in leadership approaches between the DPF and NPF. The DPF's transformational leadership contributes to its strong organizational performance and employee satisfaction, while the NPF's more authoritarian and less supportive leadership style leads to poor performance and a demotivated workforce. Leadership style is critical to organizational performance, and the NPF's autocratic leadership style, characterized by top-down command and lack of employee involvement, contributes to its poor performance (Sun et al., 2021). This style stifles strategic planning and innovation, leading to institutional inefficiency and high public safety issues (Sun et al., 2021). In contrast, transformational leadership, as exemplified by the DPF, inspires and motivates employees, fostering organizational commitment and innovation, and resulting in high performance (Danchen, 2022).

4.4. The Impact of Organizational Change in Improving Police Performance

Organizational change is essential for improving performance, particularly in police organizations where leadership and culture play crucial roles in facilitating such changes. The application of Kotter's 8-Step Model to the Dubai Police Force (DPF) and the Nigeria Police Force (NPF) reveals the significant impact of leadership and organizational culture on their respective abilities to adapt and improve.

In the case of the DPF, change is a continuous process due to the high level of employee commitment, resulting in low resistance to change. This commitment is driven by the organization's innovative culture and transformational leadership, which together create an environment where employees are motivated and encouraged to embrace change (Eweimer & Almari, 2020; Alosani & Yusoff, 2018). The DPF's leadership effectively establishes a sense of urgency, creates guiding coalitions, and develops a clear vision for change, such as its SMART

Security Service initiative. The implementation of a Six Sigma strategy has further solidified these efforts by addressing defects in policing processes and improving overall performance (Alosani & Yusoff, 2018).

Conversely, the NPF faces significant challenges in implementing organizational change, primarily due to low employee commitment and high resistance to change. This resistance stems from an authoritarian leadership style that discourages employee engagement and participation in decision-making processes (Ajisafe & Odunayo, 2020). The NPF lacks a shared vision for change, which is further exacerbated by limited communication between senior management and junior staff, as well as the absence of a strategic direction for improving performance (Danchen, 2022). Despite the urgency for change, the NPF's rigid command-and-control structure, coupled with unsuitable working conditions and a lack of accountability, hampers its ability to foster a culture of continuous improvement (Eze, 2022; Amusan & Saka, 2018).

The DPF's success in organizational change is also attributed to its effective communication strategies and empowerment of employees to participate in decision-making. By promoting a culture of involvement and strategic planning, the DPF has been able to maintain low resistance to change and achieve significant improvements in performance through quality service delivery (Alosani et al., 2019). In contrast, the NPF's communication deficiencies and lack of employee empowerment contribute to its high resistance to change. The organization's structures, which are more suited to harsh military conditions, do not align with the needs of a modern police force aiming for positive change (Ajisafe & Odunayo, 2020; Danchen, 2022).

The final steps of Kotter's model, which involve sustaining momentum and incorporating change into the organizational culture, are influenced by the strength of the organization's culture. The DPF's strong, innovative culture has enabled it to continuously adapt and improve, resulting in enhanced service delivery and overall quality of life for its community (Alosani et al., 2019). On the other hand, the NPF's weak, bureaucratic culture has impeded its ability to innovate and reduced employee commitment to change, further hindering the organization's performance (Ogbo et al., 2014).

These findings underscore the critical role of leadership and organizational culture in driving successful change. The DPF's ability to leverage transformational leadership and a supportive culture has allowed it to continuously evolve and improve, whereas the NPF's struggles with resistance to change highlight the challenges faced by organizations that lack these key elements.

4.5. Summary

Overall, the findings highlight notable disparities in organizational performance, employee commitment, leadership effectiveness, and cultural dynamics between the Dubai Police Force (DPF) and the Nigeria Police Force (NPF), as well as provide insights into the challenges encountered by the Guyana Police Force

(GPF). While both the DPF and NPF operate within a hierarchical framework, their outcomes differ significantly. The DPF excels due to its innovative organizational culture, strategic leadership, and effective communication practices, which foster high employee commitment and a cohesive vision. This environment supports successful organizational change and continuous improvement. In contrast, the NPF struggles with inefficiencies, pervasive corruption, and significant resistance to change. The NPF's authoritarian leadership style and rigid structures contribute to low employee morale, heightened resistance to change, and overall poor performance. These challenges are exacerbated by a culture that is resistant to modernization and reform. The GPF, similar to the NPF, faces its own set of challenges, including a bureaucratic culture and difficulties in motivating buy-in for organizational change. The presence of some officers who exhibit non-transformational leadership further impedes the GPF's ability to effectively fulfill its mandate. Efforts to implement change within the GPF are often met with resistance, complicating its efforts to restore public trust and enhance performance. These findings underscore the critical role of leadership, organizational culture, and communication in driving police force effectiveness. They highlight how outdated or dysfunctional frameworks can severely impact performance and suggest that transformational leadership and a positive culture are essential for successful organizational change and improved public trust.

5. Implications

The findings from the comparative analysis of the Nigerian Police Force (NPF) and the Dubai Police Force (DPF) reveal critical insights into how organizational performance, culture, leadership, and change management significantly influence policing effectiveness. Understanding these factors is essential for addressing the challenges faced by police organizations and implementing strategies for improvement. The following implications highlight key areas where targeted actions can lead to meaningful reforms and enhanced organizational outcomes, particularly for police forces grappling with similar issues as the NPF.

5.1. Organizational Performance

The stark contrast in performance between the Nigerian Police Force (NPF) and the Dubai Police Force (DPF) underscores the critical importance of organizational resources and capabilities. The challenges faced by the NPF highlight the urgent need for enhanced strategic planning, better information sharing, and more effective human capital management (Ibekwe & Aduma, 2020). Policy-makers and administrators should prioritize these areas to elevate performance. Investments in training, technology, and strategic resources can yield substantial improvements in policing effectiveness, ultimately enhancing public safety and trust (Alosani & Yusoff, 2018).

5.2. Organizational Culture

The findings emphasize the profound impact of organizational culture on per-

formance. The NPF's bureaucratic culture hampers its ability to adapt and innovate, resulting in poor outcomes (Kwaja, 2020). Conversely, the DPF's culture of innovation fosters high performance by encouraging flexibility, creativity, and active employee involvement (Alhosani & Ismail, 2022). For organizations similar to the NPF, a cultural shift toward innovation and employee empowerment is essential. This transformation can be facilitated through targeted training programs, leadership development initiatives, and policy reforms designed to cultivate a more dynamic and responsive organizational environment (Ogbo et al., 2014).

5.3. Leadership

Leadership style plays a pivotal role in determining organizational performance. The NPF's autocratic leadership style contributes to low employee morale and poor performance, while the DPF's transformational leadership inspires and motivates employees, driving high performance (Danchen, 2022; Zaher Omair Juma et al., 2022). This suggests that adopting a transformational leadership approach—one that emphasizes employee involvement, mentorship, and a supportive work environment—can significantly enhance organizational outcomes. Leadership training programs and adjustments in leadership recruitment criteria to favor transformational traits could be highly beneficial in fostering this shift (Sun et al., 2021).

5.4. Organizational Change

Resistance to change presents a significant barrier to performance improvement within the NPF. This resistance is closely tied to its autocratic leadership and rigid bureaucratic culture (Ajisafe & Odunayo, 2020). To overcome these challenges, it is essential to cultivate a culture of continuous improvement and readiness for change. Implementing change management strategies, such as Kotter's Eight-Step Model, can effectively guide organizations through successful transformations (Alosani & Yusoff, 2018). Encouraging open communication, involving employees in decision-making, and recognizing and rewarding adaptability can help reduce resistance and foster a more innovative and resilient organization (Danchen, 2022).

5.5. Policy and Practice

For policymakers, these findings indicate the need for comprehensive reforms in police organizations similar to the NPF. Policies should focus on enhancing strategic planning, promoting a culture of innovation, and adopting transformational leadership practices (Kwaja, 2020; Ogbo et al., 2014). Achieving these goals may require legislative changes, increased budget allocations for training and development, and the establishment of accountability frameworks that support continuous improvement. By addressing these areas, policymakers can help create a more effective, responsive, and trusted police force.

6. Lessons and Recommendations for the Guyana Police Force

The Guyana Police Force (GPF) can greatly benefit from adopting transformational leadership, a shift crucial for fostering a positive organizational culture and improving overall performance. Transformational leadership emphasizes inspiring and motivating officers, encouraging innovation, and prioritizing both personal and professional development (Zaher Omais Juma et al., 2022). By moving away from the traditional bureaucratic approach, GPF leaders can create an environment that promotes transparency, accountability, and greater engagement across all levels of the force (Sun et al., 2021).

Cultivating a positive organizational culture is essential for addressing the deep-rooted issues that currently hinder the effectiveness of the GPF. The existing bureaucratic culture, which often stifles creativity and fosters corrupt practices, needs to be transformed into one that values integrity, collaboration, and continuous improvement (Kwaja, 2020). Implementing initiatives that reward ethical behavior and professional excellence can help shift the organizational mindset and build a culture that supports effective policing (Alhosani & Ismail, 2022).

Improving communication and involving employees in decision-making processes are critical steps for building trust and aligning the workforce with the organization's goals. The GPF should focus on establishing open lines of communication between leadership and rank-and-file officers, ensuring that all members feel heard and valued (Danchen, 2022). By encouraging bottom-up communication and involving officers in key decisions, the GPF can increase commitment and reduce resistance to change, both of which are necessary for successful organizational transformation (Ajisafe & Odunayo, 2020).

Addressing corruption and enhancing accountability is also paramount for restoring public trust in the GPF. The force must establish robust mechanisms for accountability, including regular audits and strict disciplinary measures for misconduct (Ogbo et al., 2014). By fostering transparency and enforcing a zero-tolerance policy toward corruption, the GPF can improve its reputation and effectiveness, making it a more reliable institution in the eyes of the public.

Investment in training and development is another crucial area where the GPF can improve. Continuous education and skill-building are vital for equipping officers to handle modern policing challenges effectively. Comprehensive training programs should cover a wide range of topics, including ethics, community policing, conflict resolution, and the use of new technologies (Alosani & Yusoff, 2018). Additionally, offering opportunities for career advancement based on merit can boost morale and reduce turnover, leading to a more motivated and skilled police force.

Adopting a community-oriented policing approach can help the GPF build stronger relationships with the public, which is essential for effective law enforcement. This approach involves close collaboration with community mem-

bers to understand their concerns and involve them in problem-solving (Paoline & Gau, 2020). By ensuring that policing strategies are responsive to local needs, the GPF can bridge the gap between the police and the community, leading to better cooperation and more effective crime prevention.

Implementing strategic change management is vital for overcoming the high resistance to change within the GPF. Adopting a structured approach, such as Kotter's 8-Step Model, can guide the force through necessary transformations (Alosani & Yusoff, 2018). This approach involves establishing a clear vision for change, creating urgency, building a coalition of change leaders, and embedding new practices into the organizational culture. Viewing change as a continuous process, rather than a one-time event, will be crucial for the GPF's long-term success (Eze, 2022).

Finally, improving working conditions and welfare is essential for boosting morale and commitment among GPF officers. The force should focus on enhancing the physical and psychological work environment, offering competitive compensation, and providing adequate resources and support for officers in the field (Wakil, 2015). By addressing these welfare concerns, the GPF can foster a more dedicated and motivated workforce, which is critical for maintaining public safety and order.

With a focus on leadership development, cultural transformation, communication, accountability, training, community engagement, strategic change management, and officer welfare, the Guyana Police Force can work towards becoming a more effective and trusted law enforcement body. These lessons offer a pathway for the GPF to improve its operations and better serve the people of Guyana.

7. Future Research

The study opens avenues for future research to explore the specific mechanisms through which organizational culture and leadership styles impact performance in different contexts. Comparative studies across various countries and policing environments can provide deeper insights into best practices and strategies for organizational improvement. Additionally, research on the implementation and impact of change management strategies in policing organizations can offer valuable lessons for practitioners and policymakers.

8. Conclusion

This paper has explored the comparative analysis of the Nigerian Police Force (NPF) and the Dubai Police Force (DPF), revealing critical insights into how organizational culture, leadership styles, and change management significantly impact police performance. The NPF's struggles with inefficiencies, corruption, and resistance to change starkly contrast with the DPF's success in fostering innovation, accountability, and high performance. These findings underscore the vital role that transformational leadership, a positive organizational culture, and strategic change management play in driving effective law enforcement.

For the Guyana Police Force (GPF), these insights offer valuable lessons. By embracing transformational leadership, fostering a culture of integrity and collaboration, improving communication, and enhancing accountability, the GPF can address its current challenges and work towards becoming a more effective and trusted institution. Investment in training, community-oriented policing, and better working conditions are also crucial for empowering officers and improving public trust.

In conclusion, the GPF, by implementing these strategies, can not only improve its operational effectiveness but also rebuild its reputation as a reliable and respected law enforcement body. The path forward requires a commitment to continuous improvement and adaptability, ensuring that the GPF can meet the evolving demands of policing in the 21st century and better serve the people of Guyana.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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