



## INVESTIGATING THE ROLE OF TOTAL QUALITY MANAGEMENT, ENTREPRENEURIAL ORIENTATION, AND ORGANIZATIONAL EXCELLENCE IN DETERMINING THE ORGANIZATIONAL PERFORMANCE IN DUBAI POLICE

Saleh Almazrouei<sup>1</sup>, Norziani Dahalan<sup>2\*</sup>

<sup>1</sup> School of Distance Education, Universiti Sains Malaysia-Penang (Malaysia)

<sup>2</sup> School of Distance Education, Universiti Sains Malaysia-Penang (Malaysia)

Email: [norziani@usm.my](mailto:norziani@usm.my)

\* Corresponding Author

### Article Info:

#### Article history:

Received date: 25.06.2022

Revised date: 01.08.2022

Accepted date: 15.08.2022

Published date: 01.09.2022

#### To cite this document:

Almazrouei, S., & Dahalan, N. (2022). Investigating the Role of Total Quality Management, Entrepreneurial Orientation, and Organizational Excellence in Determining the Organizational Performance in Dubai Police. *International Journal of Law, Government and Communication*, 7 (29), 135-147.

DOI: 10.35631/IJLGC.729011.

This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)



### Abstract:

The purpose of this study is to examine the role of total quality management, entrepreneurial orientation, organizational excellence towards organizational performance from the context of Dubai Police. A sample of 453 valid responses through online survey questionnaire was collected and analyzed. More specifically, descriptive statistics, correlational and demographic analyses and both measurement model and structural model was assessed. The study findings through measurement model confirm the reliability, validity, internal consistency, and discriminant validity of the latent constructs. Finally, the findings through PLS-SEM approach confirms that direct and significant relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance, respectively. Besides, some useful policy implications and study limitations are also discussed to determine the future directions of the upcoming studies.

### Keywords:

Quality Management, Talent Management, Organizational Excellence, Organizational Performance, Dubai Police

### Introduction

Since last couple of decades, increasing the performance of the government departments has been observed as a mainstream effort in the field of administration research and public policy as well (Al Ahabbi, Singh, Balasubramanian, & Gaur, 2019; Kearney, 2018). As per the

research findings of Ashour (2004) it is found that various governments around the world are searching the ways to improve their performance through utilization of the resources, satisfying the needs of their society, enhancing the participation of the citizens, and many other dimensions. In the current time, organizations are facing various challenges due to rapid increase in the new products and services, technological innovation, and higher level of preferences from their customers (Alosani, Yusoff, Al-Dhaafri, & Review, 2019). Meanwhile, the change in the market environment and related threats have also challenged the survival of various organizations. However, for increasing the performance under such environment where there is higher level of competition, and market forces are working together is of main interest for all types of public and private organizations (Alosani et al., 2019). This would reasonably stress the need for increasing the performance for both public and private firms. During the end of the last decade, authors like De Waal (2010) has provided the view regarding the idea that governmental organizations can increase their performance while focusing on the various dynamics. He further explains that the factors like core competence of their public sector firms, solidification the resoluteness of the management, improving the efficiency of the performance management system, increasing the process management within their organization and increasing the quality of their workforce are those dynamics through which higher performance can be observed. Weibel, Rost, and Osterloh (2010) focus on the performance in the public sector organization while analyzing hidden cost as associated with it.

In addition, Van der Hoek, Groeneveld, and Kuipers (2018) claim that with the rise of the performance management in the public sector, there is a significant change of the work as well. It is believed that there is a big transformation in the form of decentralization and managing such sector in more horizontal context (Gavkalova & Kolupaieva, 2018). However, organization have been working to implement a range of innovative strategies to excel their performance measures for the purpose of getting better position comparatively to their rivals . Performance management is identified as a systematic effort to enhance the performance with the help of an ongoing process of establishing desired results, setting some performance standards, and finally reporting on the stream of data to increase both individual and collective performance (Shane, 2010). In this regard, Policing has started to adopt such approach while motivating their employees towards common organizational objective (Shane, 2010). Additionally, the OP for the Police department is rightly scrutinized by the public and private stakeholders. However, the need to explore the performance of this department still exists due to changing conditions and uncertain events in the global world.

Organizational performance (OP) is to be considered as an ultimate dependent variable among the researchers specifically in the field of organizational management. Factors like market competition for the customers and inputs make the title of OP essential for the survival and success of any organization (Richard, Devinney, Yip, & Johnson, 2009). All the departments like marketing, competition, operation, finance, and human resource are judged by their contribution to OP (Alagaraja, Cumberland, & Choi, 2015; Patiar & Wang, 2016). Since last couple of decades to recent time, the significance of OP is essential while allowing the researchers to evaluate the specific actions as taken by the management and how firm evolve and perform over time (Richard et al., 2009).

Despite the continuous effort of study to increase performance, organizational performance still becomes an issue for most organizations. The central problem to be researched in the proposed study is the gap which is mainly observed from the context of study variables like

organizational excellence, total quality management, entrepreneurial orientation in defining the trends in performance specifically for the public organizations like Dubai Police. As the study's basis, the researcher identified four critical issues related to organization performance that need further investigation. Therefore, following research questions are under consideration:

1. Is there any relationship between total quality management and organizational performance in the Dubai police?
2. Is there any relationship between organizational excellence and organizational performance in the Dubai police?
3. Is there any relationship between entrepreneurial orientation and organizational performance in the Dubai police?

## Literature Review

### *EO and Firm Performance*

There are various studies have been found to examine the relationship between EO and firm performance. For instance, McGee and Peterson (2019) have conducted a multivariate analysis while examining EO's lagged effect on the firm performance over five years. Their study's findings indicate that EO positively impacts the firm performance, but there is a differential effect of entrepreneurial self-efficacy on firm performance.

Poudel, Carter, and Lonial (2019) have argued that although there is mature literature about EO, EO's theoretical aspect and its impact on the firm performance is very limited. Furthermore, they have claimed that technological capability is assumed to be as central in significance for organizational growth and financial performance. Their empirical findings have reasonably justified the relationship between EO, and firm performance based on several theoretical backgrounds.

Wardi, Susanto, Abror, and Abdullah (2018) aims at analyzing the effect of entrepreneurial proclivity on the performance of SMEs in West Sumatera, Indonesia. The survey findings reveal that entrepreneurial proclivity has an important impact on SMEs' performance dynamics in Indonesia. However, there is no evidence for the significant moderating effects of the market and technologies turbulence on SMEs' entrepreneurial orientation.

Applying a survey approach, Zeebaree and Siron (2017) have examined the relationship between EO, competitive advantage and SMEs financing support. The study sample consisted of 680 managers who were working in different SMEs. The structural equation modelling technique reveals a significant and positive EO's influence on selected firms' competitive advantage.

Shirokova, Bogatyreva, Beliaeva, and Puffer (2016) explore the connection between entrepreneurial orientation (EO) and business performance with different environmental hostility levels and market growth. The study used hierarchical regression analysis for 163 small and medium-sized ventures. The study results reveal that EO is significantly and positively related to business performance.

### ***Organizational Excellence and Firm Performance***

Dawabsheh, Hussein, and Jermittiparsert (2019b) have tested the triangular relationship between TQM, organizational excellence and firm performance. The results of their study show that there is a significant relationship between TQM, organizational excellence and firm performance.

Mohamed et al. (2018b) have examined the impact of organizational excellence and employee performance on the health sector of UAE's productivity dynamics. A total of 256 employees working in the health sector were involved and analyzed through SEM technique. The result indicates that organizational excellence is positively impacting organizational productivity and employee productivity is also affecting the health sector's productivity.

Pinar and Girard (2008) have analyzed the association between organizational excellence and organizational performance, leadership dynamics as a mediating variable. A total of 200 managers of different firms working in the Turkish economy were involved in this study. The study's findings reveal the fact that there is a significant and positive relationship between organizational excellence and organizational performance. Additionally, leadership dynamics also play a mediating role in the relationship between organizational excellence and organizational performance.

Al-Dhaafri, Al-Swidi, and Al-Ansi (2016b) have also analyzed the relationship between organizational excellence and performance dynamics for the Dubai Police. For addressing the study objective, data was collected through questionnaires with a final sample of 250 respondents while applying the SEM approach. The study findings have provided both theoretical and some practical significance. However, in practical sense, their study has increased the decision-making capabilities among the key officials in the policy department who are directly or indirectly responsible for the higher organizational performance as observed through organizational excellence.

### ***TQM and Organizational Performance***

Few researchers have addressed the relationship between TQM dynamics and organizational performance. For example, Fotopoulos and Psomas (2010) have reviewed and empirically tested the structural relationship between the TQM factors and organizational performance. A total of 370 Greek companies involved in the survey approach. The key measurement for TQM is the top management quality practices, employee's involvement in the quality process, data quality management. The result indicates a significant impact of these factors on the organizational performance of the selected companies. Findings conclude that those companies that will adopt quality assurance standards may enjoy higher organizational performance along with a competitive advantage in the market.

Fuentes-Fuentes, Albacete-Sáez, and Lloréns-Montes (2004) have examined the relationship between environmental characteristics, TQM and organizational performance. Based on a literature review, most of the research studies focus only on several types of performance indicators. There is a lack of study that investigates the relationship between TQM, environmental factors and organizational performance. Using data comprising of 273 respondents of quality managers in different Spanish firms, the finding indicates that TQM has their significant impact on organizational performance

Ketikidis et al. (2006) has determined the critical factors of TQM, which influence SMEs' organizational performance in the Turkish textile industry. Applying a self-administrative questionnaire to the 500 SMEs in the textile industry in Istanbul, Turkey, the result indicates a strong positive relationship between the TQM practices and organizational performance. Based on the above literature, following hypotheses are developed:

H0: There is no significant impact of total quality management on organizational performance in Dubai Police.

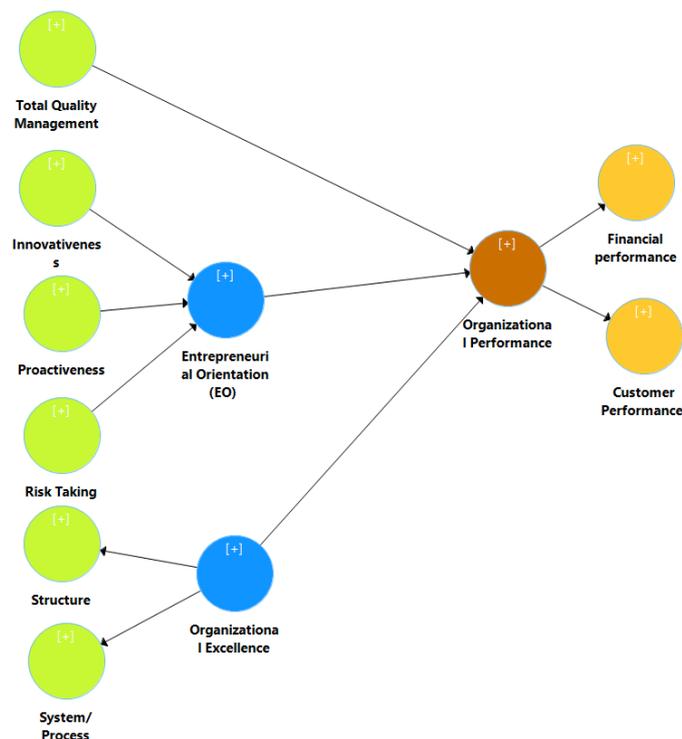
H1: There is a significant impact of total quality management on organizational performance in Dubai Police.

H0: there is no significant impact of organizational excellence on organizational performance in Dubai Police.

H2: There is a significant impact of organizational excellence on organizational performance in Dubai Police.

H0: There is no significant impact of entrepreneurial orientation on organizational performance in Dubai Police.

H3: There is a significant impact of entrepreneurial orientation on organizational performance in Dubai Police.



**Figure 1: Framework of the Study**

### Research Methods

Dubai police (DP) is comprised of 30 main police departments having 767 sub-sections. Every sub-section has a “head section officer” who is accountable for a group of employees who are doing parallel jobs. In this perspective, “in charge officers” play an intermediating role between

the employees and supervisors. Thus, they are accountable for the policies regarding quality, system, and management. Moreover, they have an idea about the implementation phases of ERP system i.e., “whether there are successes or problems in the system”. Meanwhile, they are also responsible for creating EO to improve the performance and efficiency among the employees. Furthermore, a detailed review of the Dubai Police has made it clear that currently there are 21,000 total employees who are working in different departments and sections (DPF, 2022). Out of this 21,000, 15,000 are working in the lower rank (Dubai Police Force, 2022). Therefore, the population under present study consist of 15,000 employees of Dubai Police as working in the lower rank. More specifically, under present study as stated earlier, the total population for the lower ranked police officers as working in Dubai Police are 15000, therefore, based on the consideration of Krejcie and Morgan (1970), the sample size 375 respondents under presents. For the measurement of the variables, different items were extracted from existing literature to develop a questionnaire. After the development of the questionnaire, data was collected through online survey. A final valid sample of 453 respondents from online survey was collected and empirically analyzed through measurement model and structural model assessment.

### Data Analysis

Table 1 covers the cross tabulation for the demographics of the study with the help of gender, age, and qualification, respectively. The results show that there is total 106 respondents from both male and female categories and coming from different age ranges. Furthermore, through cross tabulation, the rest of the categories are also integrated in Table 4.13.

**Table 1: Gender \* Age \* Qualification Crosstabulation**

Qualification	Gender Details		Age				Total
			20-25	25-30	30-35	Above 35	
12 Years	Gender	Male	12	30	12	13	67
		Female	9	9	7	14	39
	Total		21	39	19	27	106
14 Years	Gender	Male	38	40	19	16	113
		Female	7	19	12	11	49
	Total		45	59	31	27	162
16 Years	Gender	Male	18	15	12	8	53
		Female	6	10	8	2	26
	Total		24	25	20	10	79
Above 16 Years	Gender	Male	20	21	14	13	68
		Female	10	6	9	13	38
	Total		30	27	23	26	106
Total	Gender	Male	88	106	57	50	301
		Female	32	44	36	40	152
	Total		120	150	93	90	453

### Analysis of Measurement Model

This study main focuses on Smart PLS 3.0 version for examining the measurement model or outer model. In this regard, several statistical outcomes are generated in order to examine the reliability and validity of the constructs, internal consistency, and discriminant validity of the model. In existing body of literature, various steps have been observed while applying the Smart PLS for the measurement model assessment (Ali, Rasoolimanesh, Sarstedt, Ringle, &

Ryu, 2018). More specifically, under outer model assessment, the value of Cronbach's alpha and composite reliability of the study latent constructs have been examined along with the study items. The theoretical support for both Cronbach's alpha and composite reliability is observed from the research contribution as provided by (Hair, Hult, Ringle, & Sarstedt, 2014). Meanwhile, both of these measures help in analyzing the internal consistency of the model.

More specifically, the checking for individual items' reliability is conducted through their relative loadings. The relative loading of every single item is presented in Table 2. Therefore, each and every single item in the model is considered for the factor loadings. In this regard, a threshold level of 0.50 for the factor loadings have been suggested (Hair et al., 2014; Joe F Hair et al., 2011). These authors have recommended the fact that factor loading for every single item should be at least equal to 0.50 or above to claim the individual item's reliability. It is found that those loadings have their relative score of less than 0.50 were deleted from the measurement model assessment. More specifically, it is observed that the factor loadings for the items under customer performance was found as 0.917, 0.898, 0.797 for the CP1, CP2, and CP3. Similarly, the factor loadings for the financial performance through two items were recorded as 0.839 and 0.849 for FP1 and FP2. Meanwhile, the factor loadings for the three items of innovativeness were observed as 0.861, 0.870, and 0.792 ranging from IN1 to IN3. Meanwhile, it is observed that entrepreneurial orientation was measured through three latent constructs where the items loadings for the proactiveness was found as 0.839, 0.863, 0.865 for PRO1 to PRO3, respectively. Moreover, the loadings for the three items of risk taking were 0.761, 0.758, and 0.721 which were entitled as RT1 to RT3. Additionally, the factor loadings for the individual items of two items of total quality management were found to be 0.928 and 0.929. It is very important to note that due to lower factor loadings, some items were deleted from the model. These items were named as TQM3, TQM4, TQM5, FP1, and CP4, respectively. The values of the above stated items were below 0.50 so therefore, these items were removed from the measurement model.

In addition, the finding under Table 2 reports that reliability analyses were observed through Cronbach's alpha and composite reliability or CR. This would claim that none of the latent construct has shown an alpha score of below 0.70, hence confirming the existence of reliability for the latent construct. Similarly, composite reliability also helps in justifying the similar argument for the reliability of the latent constructs where it is found that financial performance, innovativeness, organizational competency, individual competency, proactiveness, risk taking, structure, system and process, and total quality management have shown the relative score of composite reliability above 0.70. Therefore, no problem for the second measure of model reliability.

In addition, the findings under Table 2 also covers the value of average variance extracted (AVE) where it helps to examine the amount of variance as captured by a latent construct in relation to the amount of variance due to measurement error. The threshold level of AVE reflect that it should be at least 0.50 is found to be as acceptable (J. Hair, Black, Babin, Anderson, & Tatham, 2010). This value of AVE reflects the convergent validity of the latent construct. Therefore, it is claimed that convergent validity between the latent constructs exist by all means.

**Table 2: Measurement Model Assessment**

First Order Constructs	Second Order Constructs	Items	Loadings	Cronbach's Alpha	rho_A	CR	(AVE)
Customer Performance (CP)		CP1	0.917	0.861	0.876	0.915	0.783
		CP2	0.886				
		CP3	0.815				
Financial Performance (FP)		FP1	0.797	0.781	0.780	0.873	0.695
		FP2	0.886				
	Entrepreneurial Orientation (EO)	---	---	0.833	0.837	0.873	0.563
Innovativeness (IN)		IN1	0.844	0.839	0.853	0.903	0.756
		IN2	0.867				
		IN3	0.812				
	Org. Performance (OP)	---	---	0.712	0.863	0.826	0.572
	Organizational Excellence (OE)	---	---	0.862	0.863	0.897	0.592
Proactiveness (PRO)		PRO1	0.839	0.804	0.807	0.884	0.718
		PRO2	0.863				
		PRO3	0.865				
Risk Taking (RT)		RT1	0.745	0.766	0.781	0.867	0.687
		RT2	0.769				
		RT3	0.734				
Structure (ST)		ST1	0.841	0.832	0.836	0.902	0.750
		ST2	0.900				
		ST3	0.818				
System/Process (S&P)		S&P1	0.829	0.821	0.823	0.894	0.737
		S&P2	0.887				
		S&P3	0.831				
Total Quality Management (TQM)		TQM1	0.928	0.912	0.914	0.938	0.790
		TQM2	0.929				

### *Analysis of Structural Model*

After investigating the validity of the measurement model, current section mainly considers the analysis for the structural model output. As stated earlier, this research considers the role of talent management as a key mediator on the relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance. Therefore, for analyzing the direct relationship between the study variables, findings are presented with the help of sub sections/

### *Total Quality Management and Organizational Performance*

The findings under Table 3 provides the direct relationship between the independent and dependent variable named as organizational performance. The results are compiled through sample coefficient value, standard deviation in the coefficient, t-value and p-values, respectively. More specifically, the direct impact of total quality management on organizational performance is 0.484 with the standard deviation of 0.46. This would employ that 1% change in the value of total quality management practices, there is a change of 0.464% in the value of organizational performance and vice versa. The value of t-score through coefficient and standard deviation is 10.52 which reflects a significant p-value as less than 5%. It means that

there is a significant and positive impact of total quality management on the organizational performance in the Dubai Police, UAE. During the recent years, various quality management and related practices. These quality management practices are in the form of providing valuable services to the citizens, securing the life of the general public, controlling the crime and illegal activities, working through online portal named as e-crime, providing medical treatment, protecting children and women, criminal status of financial cases and many others (Dubai Police, 2022). All of these services are adding some valuable support to overall success of the Police department. In the existing body of literature, various studies have provided both theoretical and empirical evidence to claim a positive and direct association between total quality management and organizational performance. Ngambi and Nkemkiafu (2015) focus on the manufacturing firms as working in the Republic of Cameroon for analyzing the relationship between total quality management and organizational performance. For measuring organizational performance, dimensions like employee satisfaction, cost reduction, social responsibility, and financial performance were under consideration. Their findings confirm that total quality management practices in the targeted industry is positively and significantly linked with the organizational performance.

### ***EO on Organizational Performance***

The second independent variable under present study is entitled as entrepreneurial orientation which is measured through three latent constructs named as innovativeness, proactiveness, and risk taking, respectively. The result through structural equation modelling under Table 3 show that 1% change in the value of EO is leading towards a change of 0.142 or 14.2% in the value of organizational performance. The positive indication of coefficient reflects that more EO practices in the Dubai Police is beneficial towards achieving higher level of organizational performance and vice versa. However, the deviation in the study coefficient is 0.048 with the t-score of 2.958. This would cover that there is a significant and positive impact of EO towards the organizational performance as found in the present study. The term EO covers the idea that through focusing on innovation, proactiveness and risk-taking approach, organizations strive to achieve better market position while working through various available market opportunities. Rauch, Wiklund, Lumpkin, and Frese (2009) have conducted a meta-analysis to examine the relationship between EO and organizational performance. Their study considers 51 studies while taking a sample of 14259 companies from different economies around the globe. The study findings cover that there is a moderate correlation between EO and organizational performance. Wiklund and Shepherd (2005) has applied a configurational approach for investigating the relationship between entrepreneurial orientation and organizational performance. Authors claim that both the literature of entrepreneurship and strategic management support that entrepreneurial orientation works for the improvement of organizational performance.

### ***Organizational Excellence and Organizational Performance***

The third explanatory variable under current study is entitled as organizational excellence which is measured through structure and system and process dimensions. The impact of organizational excellence on organizational performance is also reflected under Table 3. The findings show that there is a positive impact of 0.234 on the value of organizational performance as observed through structural equation modelling technique when the mediating role of talent management is entirely omitted from the model. Furthermore, the coefficient of 0.234 indicates that there is a positive impact of organizational excellence on organizational performance where more efforts towards organizational excellence means more organizational

performance as reflected through customer performance and financial performance too. More specifically, the value of standard deviation for the coefficient of 0.234 is observed 0.062 with the T-value of 3.746. This t-value provides the p-score of less than 1% which confirms that there is a significant and positive impact of organizational excellence on organizational performance among the Police Department. In this regard, literature support is also available for the direct impact of OE on OP. For example, Mohamed et al. (2018a) cover the role of organizational excellence and employee performance towards organizational outcome through productivity dimension for the health authority in Abu Dhabi, UAE. Data was collected through 256 employees as working in the health industry and analyzed through Smart PLS SEM approach. The study findings confirm the existence of significant and positive impact of organizational excellence on organizational productivity.

**Table 3: Direct Relationship of the Variables**

Path	Original Sample (O)	SD	T Statistics ( O/STDEV )	P Values
<b>TQM-&gt;OP</b>	0.484	0.046	10.52	0.000
<b>EO -&gt; OP</b>	0.142	0.048	2.958	0.003
<b>OE-&gt;OP</b>	0.234	0.062	3.746	0.000

TQM; Total quality management, OP; organizational performance, EO; entrepreneurial orientation, OE; organizational excellence.

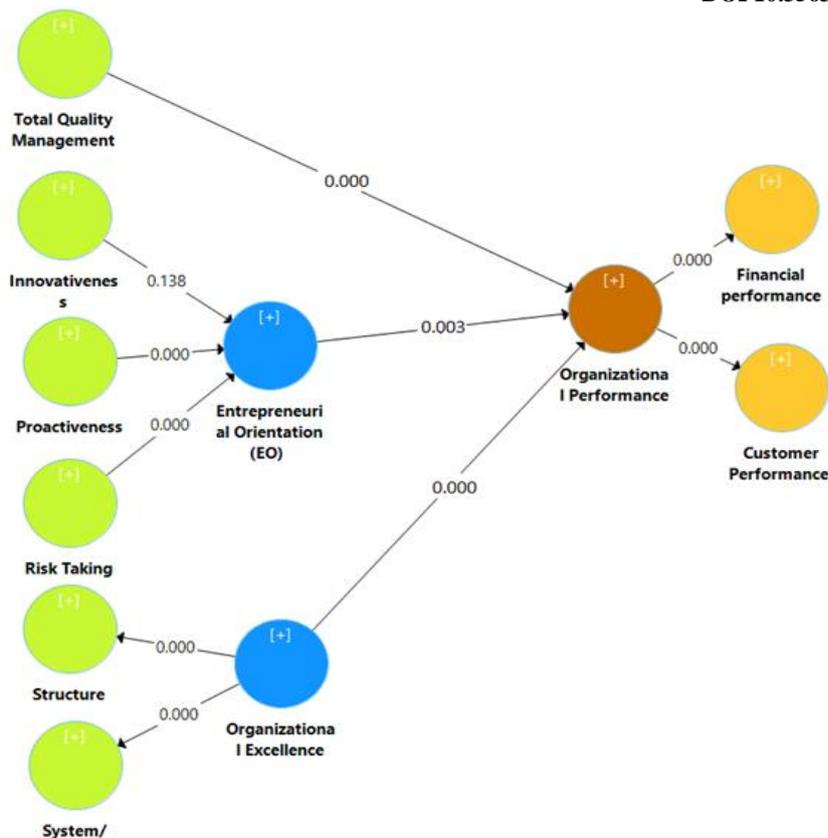


Figure 2: Structural Model Output

## Conclusion

This study aims to examine the role of total quality management, organizational excellence, and entrepreneurial orientation on organizational performance. More specifically, the measurement model in any research helps in analyzing the reliability and validity of the latent constructs through Cronbach's alpha, composite reliability, convergent validity in terms of average variance extracted, discriminant validity through Fornell-Larcker Criterion and through loadings and cross loadings respectively. The study findings confirm that through Cronbach's alpha value all the latent variables are showing their relative score of above 0.70. Similar case is observed in terms of composite reliability where the study variables provide enough evidence to infer that there exists reliability of the latent constructs. Meanwhile, the value in terms of AVE covers the convergent validity infers that all the latent constructs have their relative scores of above the threshold level of 0.50; therefore, convergent validity exists between the variables. Additionally, the study findings through Fornell-Larcker Criterion covers the fact that the square root of AVE is greater than the relative off-diagonal values. This would indicate the existence of discriminant validity. Similarly, the loadings and cross loadings have provided another fact to claim that relative loadings of study items are greater than the off-loadings; therefore, discriminant validity exists.

In the final step, structural model output is also provided under chapter four for which the testing of direct and indirect relationships between the variables was conducted. In the very step, direct relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance was examined. It is found that there is a significant and positive impact of total quality management, organizational excellence, and

entrepreneurial orientation on organizational performance for the Dubai Police. The direct association between the study variables has provided the claim for testing the mediating effect of talent management on the relationship between independent and dependent variables. The mediation testing was conducted based on the Barren and Kenny's approach. The addition of talent management on the relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance reflect that the direct path between independent and dependent variables was turned insignificant outcome.

Based on the theoretical discussion and empirical findings, current study is linked with the range of contributions for which details are given below:

The very first contribution as linked with the present study is that it covers the theoretical association between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance. The existing body of literature has made it clear that although these variables are under the consideration of the researchers; however, most of the studied are missing while covering their relationship is a single framework. Therefore, this study has provided the association between TQM, EO, OE, and OP from the context of one framework.

The second contribution of this research specifies that it provides the theoretical and empirical outcomes for the talent management as a mediator on the relationship between TQM, EO, OE, and OP specifically from the context of Dubai Police. A detailed review of the literature indicates that none of the existing studies have covered the mediating role of talent management between TQM, EO, OE, and OP for which this research provides a major theoretical contribution.

## References

- Al Ahababi, S. A., Singh, S. K., Balasubramanian, S., & Gaur, S. S. (2019). Employee perception of impact of knowledge management processes on public sector performance. *Journal of Knowledge Management*.
- Alagaraja, M., Cumberland, D. M., & Choi, N. (2015). The mediating role of leadership and people management practices on HRD and organizational performance. *Human Resource Development International*, 18(3), 220-234.
- Alosani, M. S., Yusoff, R., Al-Dhaafri, H. J. I., & Review, M. (2019). The effect of innovation and strategic planning on enhancing organizational performance of Dubai Police.
- Ashour, A. (2004). *Concept Paper 3: Integrity, transparency and accountability in public sector human resources management*. Retrieved from
- De Waal, A. A. (2010). Achieving high performance in the public sector: what needs to be done? *Public Performance Management Review*, 34(1), 81-103.
- Gavkalova, N. L., & Kolupaieva, I. V. (2018). Decentralization of public administration in the process of building a democratic society. *Public Policy Administration*, 17(2), 216-225.
- Kearney, R. (2018). *Public sector performance: management, motivation, and measurement*: Routledge.
- McGee, J. E., & Peterson, M. (2019). The long-term impact of entrepreneurial self-efficacy and entrepreneurial orientation on venture performance. *Journal of small business management*, 57(3), 720-737.

- Patiar, A., & Wang, Y. (2016). The effects of transformational leadership and organizational commitment on hotel departmental performance. *International Journal of Contemporary Hospitality Management*.
- Poudel, K. P., Carter, R., & Lonial, S. (2019). The Impact of Entrepreneurial Orientation, Technological Capability, and Consumer Attitude on Firm Performance: A Multi-Theory Perspective. *Journal of small business management*, 57(sup2), 268-295.
- Richard, Devinney, Yip, & Johnson. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, 35(3), 718-804. doi:10.1177/0149206308330560
- Shane, J. M. (2010). Performance management in police agencies: a conceptual framework. *Policing: An International Journal of Police Strategies Management*.
- Shirokova, G., Bogatyreva, K., Beliaeva, T., & Puffer, S. (2016). Entrepreneurial orientation and firm performance in different environmental settings. *Journal of Small Business and Enterprise Development*.
- Van der Hoek, M., Groeneveld, S., & Kuipers, B. (2018). Goal setting in teams: Goal clarity and team performance in the public sector. *Review of public personnel administration*, 38(4), 472-493.
- Wardi, Y., Susanto, P., Abror, A., & Abdullah, N. L. (2018). Impact of entrepreneurial proclivity on firm performance: The role of market and technology turbulence. *Pertanika J Soc. Sci. & Hum*, 26, 241-250.
- Weibel, A., Rost, K., & Osterloh, M. (2010). Pay for performance in the public sector—Benefits and (hidden) costs. *Journal of public administration research and theory*, 20(2), 387-412.
- Zeebaree, M. R. Y., & Siron, R. B. (2017). The impact of entrepreneurial orientation on competitive advantage moderated by financing support in SMEs. *International Review of Management and Marketing*, 7(1).