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**A Study of Change Management Whilst Implementing
Total Quality Management Within the
Dubai Police Force**

By
Saeed Al Suwaidi

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Philosophy

Supervisor: **Derek Hill**

Co-Supervisor: **Dr. Ed Doran**

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Dedication

In these last moments before my dream comes true, I have to say that getting a PhD degree was my childhood dream. Since I was a child I have been planning for this goal. In 1997, I graduated from the Dubai Police Academy, then worked for three years in the Total Quality Department of the Dubai Police Force. In 2001, I asked my then boss, **Dr. Mansour Al Awer**, to help me to get the green light from **Lt. General Dahi Khalfan Tamim**, Commander General of the Dubai Police, to study for a master's degree, which was approved that year. **My father, my mother, my brothers & sisters** were all sad that I would be away from them for years, but at the same time they were very proud of me for remembering and following my dream. They supported me all the way.

In 2001, I went to the USA to study for a master's degree in Public Administration. In mid-2005, a few months before graduating, I called my friend **Salah Taher**, who was studying for a PhD at Salford University, asking him to help me to applying for a PhD. He recommended **Prof. John Sharp**, an expert in quality management, to start my research with. Thanks to God, I was lucky and received approval from the **Dubai Police** to start my doctoral degree in 2006.

For several years, I was away from my country, my family and my friends, which was really difficult, but there are five people who have covered me with love and support, who have been with me step by step, second by second, through good times and bad. They are my lovely wife **Khoula**, my three beautiful daughters **Shaikha, Haya** and **Mariam**, and my handsome son **Abdullah**. To those whom I love I send a special dedication.

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Abbreviations

AVL	Automatic vehicle locator
CIA	Central Intelligence Agency
DP	Dubai Police
GCC	Gulf Cooperation Council
GDP	Gross domestic product
IT	Information technology
IWE	Islamic work ethic
Lt	Lieutenant
OD	Organisational development
PWE	Protestant work ethic
SWOT	Strengths, weaknesses, opportunities, threats
TQM	Total quality management
TQM Dept	Total Quality Department
UAE	United Arab Emirates
UNDP	United Nations Development Programme

Abstract

In the United Arab Emirates (UAE) today, the Dubai Police considers itself the most forward thinking and progressive Arab police force. Comprising its ranks are fifteen thousand personnel of the highest educational standard of any organisation (Dubai Police, 2011). The UAE is one of the fastest growing countries in the world, a dynamic, changeable and culturally diverse country, always seeking to move from a good to a better level. For this reason, investigating the factors affecting the implementation of total quality management is very important today, especially in this part of the world.

The main reason for undertaking this research study was to acquire additional knowledge and understanding based on the findings, which would add to the existing theories in the area of change & TQM management in the public sector, in security organisations and in a Middle-Eastern context. Therefore, the main aim of this research is to investigate and identify the factors affecting the implementation of total quality management by the UAE Police Force.

A case study was conducted, consisting of an empirically-based systems analysis of one governmental organisation in the UAE. Substantial fieldwork was undertaken using a qualitative approach. Semi-structured interviews, documentation, direct observation and archival records were used to collect the data in order to achieve triangulation, to explore factors that affecting the implementation of total quality management and to provide a deep understanding.

Seven unique factors affecting the implementation of total quality management were identified, including Islamic values (among religious employees), and uniformed vs. non-uniformed female employees. This research is the first study in the public and security sector in UAE mentions those two unique factors. The whole findings of the present research will strengthen the existing literature on total quality management implementation in the public sector and will reduce the gap in knowledge applying to UAE studies in particular and to Arab studies in general.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter sets out the need for the research, states the aim, objectives and research questions, outlines the intended contribution of the study and gives a brief account of the research methodology.

1.1 The need for the research

The results of this research will provide new information for future researchers, who may prefer to consider different themes or factors affecting the implementation of change management and total quality management in governmental organisations located in the Middle East, where references to this topic are rare because most of the literature in this field has focused on Western organisations.

Senior & Fleming (2006) state that most people who are asked about organisational life today agree that it is becoming ever more uncertain as the pace of change quickens and the future becomes more changeable; in order to understand and adapt to these changes in the environment, a clear understanding of change management and total quality management is emphasised in this study, which seeks to investigate and identify the factors affecting the implementation of total quality management by the United Arab Emirates (UAE) Police Force.

In addition, Smith (2011) reports that the success rate of change efforts is not good: between 50 and 70 percent of change efforts are reported as failing – either fully or partly – to achieve their objectives. This statistic makes worrying reading for any manager undertaking or considering a change initiative. It seems that some organisations are good at predicting the need for change; they benefit because they have the time to study the emerging dilemma or opportunity and decide how best to react. Others, by contrast, lack this ability (Hayes, 2002). Thus, identifying factors is very important in order to guide managers and workers towards achieving organisational goals and high performance.

The UAE is a most important example of cultural diversity both at the country level and at the level of most public and private organisations (Alserhan *et al*, 2010). Schoepp &

Forstenlechner (2010) note that the UAE appears relatively favourable as an expatriate destination and can be distinguished from many other countries on expatriation in two key ways: its citizens are a minority amongst the population and are barely represented in the private sector workforce. The UAE thus has a very unusual demographic setting.

Gröschl (2011) cites recent studies in diversity such as those by Kossek *et al.* (2006) and Mor-Barak (2005), who have listed a number of benefits of diversity, including improved decision-making, reductions in costs associated with turnover and lawsuits, increased productivity, quality improvements, enhanced creativity and innovation, and being better able to meet the needs of diverse customers. Hence, one aspect of the importance of the proposed study lies in its aim to address factors affecting the implementation of total quality management against the background of the ethnic and cultural diversity of the employees of governmental organisations. Brown and Harvey (2001, p.46) note that the individual members of organisations have “*unique values, beliefs, and motivations. So, organisation effectiveness can be increased by creating a culture that achieves organisational goals and at the same time satisfies members’ needs*”.

1.2 A dearth of empirical studies

The above discussion of the need for the research makes it clear that there are theoretical and practical reasons for examining change management and total quality management in the context of the public sector in the UAE and its police force in particular. The dearth of empirical research into the practices of change management in developing countries including the UAE is a prime motive for conducting this study in this particular developing country. Therefore, this study represents an attempt to fill in part a gap in the literature on security organisations and to add to knowledge in this area.

In addition, the few studies concerning the factors that affect the implementation of total quality management in Arab countries have mostly been conducted in the private sector. The present study will attempt to narrow the gap that this represents by contributing new knowledge concerning the public sector. This will provide a deeper and better understanding of the public sector environment.

1.3 Research outline

Collis and Hussey (2009) assert that while the purpose statement explains the general direction of the study, the research questions or hypotheses develop this by providing detail. This is a critical stage in the research. Hence, this section sets out the research outline in order to conceptualise the study and the relationships among its stages.

1.3.1 Research aim

The main reason for undertaking the research study was to acquire additional knowledge and understanding based on the findings, which will be added to the existing theories in the area of change & TQM management in the public sector, in security organisations and in the Middle East. The main aim of this research is to investigate and identify the factors affecting the implementation of total quality management by the UAE Police Force.

1.3.2 Research objectives

The main objectives of this research are:

1. To review the literature on the common factors that affect the implementation of total quality management in different organisations and countries, in order to list and understand these factors in the context of the Dubai Police (DP).
2. To gain an in-depth understanding of the factors that affect the implementation of total quality management in the DP.
3. To explore and identify the factors affecting the implementation of total quality management in the DP by conducting a comprehensive literature review and case study.

1.3.3 Research questions

- 1- What factors affecting the implementation of total quality management within a governmental organisation in the UAE: the Dubai Police Force?
- 2- How and why do these factors affecting the implementation of total quality management in the DP?

1.3.4 Contribution to knowledge

This study has been successful in investigating and identifying the factors affecting the implementation of total quality management in the DP, which adds to knowledge in this area. The few studies of organisational change and implementing the total quality management in Arab countries have been conducted in the private sector. Thus, the present study has attempted to narrow the gap in knowledge concerning security organisations in the public sector, providing an empirical understanding of the phenomenon within this environment.

One of the study's main contributions to knowledge is the identification of seven unique factors affecting the implementation of change management and total quality management (TQM) in the UAE public security sector. These factors are: Islamic values (among religious employees), uniformed vs non-uniformed female employees, ranking, Dubai's history, the Dubai government's excellence programme, the private sector, and the establishment of a total quality department (TQM Dept) at the DP. These factors, which are not mentioned in the literature reviewed for this thesis, are explained in section 5.2.2.

Since studies of factors affecting the implementation of change management and TQM have mainly been undertaken in different cultural contexts, another contribution to knowledge has been to examine the existing theory in a new culture, that of the UAE, which constitutes an important example of cultural diversity both nationally and at the level of most public and private organisations (Alserhan *et al.*, 2010).

In addition, as the majority of the existing literature concerns change management and TQM from a Western viewpoint, this research will provide balance by adding knowledge pertaining to a Middle-Eastern context. Thus, the research confirms the factors identified by some other researchers in Arab countries, such as Sidani (2008), Ali & Al-Kazemi (2007), Abdallah & Hmaidan (2010), Al Kharouf & Weir (2008) and Al-Ali (2008). These factors are leadership, Islamic values, organisational culture, women in the workplace and multinational expatriate workers.

The present study also offer a binary classification of the factors affecting the implementation of change management and TQM: some factors, such as leadership, Dubai's history, the private sector, ranking and multinational employees, were identified before implementation, while some others arose during the process of implementation, such as establishing the TQM Dept (Table 5.3).

Finally, Table 5.2 summarises the factors affecting the implementation of change management and TQM. Those factors which are discussed in detail in the data findings chapter can be classified into three main categories: internal, external and cultural. These findings have not been reported in the literature and will thus broaden the existing literature on change management and TQM in the public sector, in the Middle East and in security organisations.

1.4 Originality of the research

To the best of the researcher's knowledge, this study is the first to be carried out in the UAE into the factors affecting the implementation of change management and TQM. It is also the first academic study of the Dubai Police Force and no case study research into this topic in the UAE is mentioned in the literature. Furthermore, the study identifies seven unique factors affecting the implementation of total quality management in a public security organisation in the UAE. Therefore, it is hoped that it provides the basis for the development of scientific research in this area.

Moreover, this research will add to knowledge in this field because it concerns the implementation of TQM in a Middle-Eastern policing organisation. The few studies of the implementation of TQM have been set in the private sector, whereas the present study has identified factors affecting the implementation of TQM in the public sector. It thus contributes original knowledge to the field of TQM implementation, concerning factors related to government organisations, and narrows the gap in this field.

1.5 Research methodology

There is no definite rule as to which methodological paradigm to select when doing research, as the most appropriate one will depend on the nature and scope of the study. The phenomenological research philosophy was chosen in the present case, for the following reasons:

- The nature of the research is social, as it deals with the beliefs, perceptions of reality, attitudes and experience of people regarding the factors affecting TQM implementation in a particular context. This orientation is supported by Collis and Hussey (2009).
- The researcher was involved in the context of the study, which refers to the subjective aspects of human activity, focusing on meaning rather than measurement. This approach has been adopted by authors such as Creswell (2003), Patton (2002) and Allison *et al.* (1996).
- In this study, a theoretical framework is developed and presented to help the researcher with a clear understanding of structure that provides focus to all the areas being investigated. Collis and Hussey (2009) say theoretical framework is important in many studies because it provides explanations for what is observed. However, Miles and Huberman (1994) say the framework will act as the current version of the researcher's map of the territory being investigated; and therefore will not be tested in this research (see section 3.2).

Within the phenomenological paradigm, qualitative methods were considered appropriate for this aspect of the study, for two reasons. First, the research seeks to provide rich descriptions and a deep understanding in their natural setting of certain phenomena related to the circumstances affecting the implementation of TQM; this justification is supported by Naslund (2002), Patton (2002) and Bell (1999). Secondly, this is an exploratory study investigating the meaning and experience that people bring to a process, which requires the researcher to explore real-life perceptions of why and how these obstacles occur in the UAE context; this reasoning is supported by Denzin and Lincoln (1998), Amaratunga (2002) and Gummesson (2000).

The research follows both deductive and inductive approaches, the former in listing the factors affecting the implementation of TQM derived from the literature and the latter in applying them to the topic in order to achieve the research aims.

Among the different strategies adopted in social science research are experiments, surveys, histories, analysis of archival information and case studies (Yin, 2009). The case study strategy was chosen here for the following reasons:

- A case study is conducted if the researcher wishes to obtain rich descriptions and gain a deep understanding of the context; it is a worthwhile way of exploring existing theory and enables the researcher to immerse himself in real life, which can provide powerful insights (Saunders *et al.*, 2009; Bell, 1999; Amaratunga, 2002). This corresponds with the third objective of this research, which is to investigate the factors affecting the implementation of TQM in the DP.
- Yin (2009) lists three conditions which can be used to select the appropriate strategy for research: the type of research question posed, the extent of control an investigator has over actual behavioural events and the degree of focus on contemporary as opposed to historical events. According to this analysis, the present research explores these factors by addressing ‘how’ and ‘why’ questions, while focusing on contemporary events in the DP, thus answering the ‘what’ question.

Yin (2009) affirms that the single case study approach can be used when investigating a *representative* or *typical* case. The single case can be used to determine whether a theory’s propositions are correct or whether some alternative set of explanations might be more relevant. These conditions apply to the present research and therefore the exploratory single case study approach was entirely appropriate. In addition, Saunders *et al.* (2009, p.146) assert that “*a single case may be selected because it is typical or because it provides you with an opportunity to observe and analyse a phenomenon that few have considered before. Another important aspect of using a single case is defining the actual case*”. Yin (2009) adds that the great advantage of the exploratory case study approach is that focusing on a single case allows it to be intensively examined, even when the research resources at the investigator’s disposal are relatively limited. A further justification for selecting a single case is that the researcher had access to a situation previously inaccessible to scientific observation (Yin, 2009).

The final methodological decision to be made was the choice of data collection methods; it was decided to use semi-structured interviews, documents, archival records and direct observation. Yin (2009) states that no single source of data has a complete advantage over all others, while multiple sources of evidence can help in clarifying the real meaning of a phenomenon. Silverman (1993) and Denzin and Lincoln (1998) encourage researchers to use more than one method and recognise the value of using

multiple methods to corroborate findings and to improve the validity of data. The use of different methods also enables the researcher to overcome the possibility of bias associated with a single method approach (Collis and Hussey, 2009).

1.6 Development and application of the interview protocol

The process of developing the interview protocol began with the literature review, which was the main source of the content of the interview questions. The second step was to prepare the interview protocol, which was then translated from English to Arabic (transcripts being later translated back into English). The third step was to apply for ethical approval, according to the rules of the University of Salford, before the field study could be conducted. Next, six pilot studies were conducted and their results used to develop more valid and reliable instruments. The fifth step was to conduct the full case study. There were a total of 63 interviewees, comprising employees from top and middle management and from the lower ranks. A number determined according to the following considerations: what was agreed between the researcher and the DP authorities, the availability of each candidate, and the amount of repetition in the answers. This point will be explained more in section 3.8.6

1.7 Validity and reliability of data

Validity and reliability were strengthened by the use of the multiple sources of evidence listed above. A draft transcript of each interview was validated by asking interviewees to confirm that it reproduced accurately what they had said during the interview. In addition, the researcher attended a number of training courses held by the Business School at the University of Salford. The use of a case study protocol and the development of a case study database were among other tactics adopted to ensure the validity and reliability of this research.

1.8 Data analysis

The researcher used explanation-building tactics to analyse the data gathered. The following factors were considered in the analysis. The aim and objectives of the study were considered at all stages. It was ensured that all material collected from interviews, direct observations or original documents were properly referenced and that any oral notes were transformed into written records. The data was next compartmentalised,

classified and coded. This technique allowed the researcher to store, retrieve and reorganise data, placing it in the appropriate category while reducing and rearranging it into a manageable and comprehensive form. Subsequently, the researcher wrote a summary of findings of various stages of the study to build up an overview against which he could compare existing theories or construct new ones. Finally, he was able to identify and list the factors affecting the implementation of TQM by the UAE Police Force.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The following literature review was conducted to enable the researcher to understand the fundamental concepts and theories of change management and total quality management in general. The exercise also helped him to identify the common factors affecting the implementation of TQM in governmental organisations, which provided guidance in investigating the factors applicable to the Dubai Police Force, which is the main aim of this study.

This chapter has three parts, the first of which discusses the research background, considering in turn the UAE, the Emirate of Dubai and its police force, i.e. the case study organisation. Part two examines the concept of organisational change, the importance of change management and its relationship with quality. The final part investigates the factors affecting the implementation of change management and total quality management in organisations.

2.1 Research Background

2.1.1 United Arab Emirates

According to the homepage of Sheikh Mohammed Bin Rashid Al Maktoum (2011), the UAE is a federation of seven sheikhdoms located in the south-eastern corner of the Arabian Peninsula, bordered by the Sultanate of Oman and the Gulf of Oman to the east, by Saudi Arabia to the south and west, and by the Arabian Gulf to the north. Its total land area, including 20 islands, is 83,000 sq km. The seven emirates are Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Qaiwain, Ras Al Khaimah and Fujairah. The capital and the largest city of the federation, Abu Dhabi, is located in the emirate of the same name. Figure 2.1 is a map of the UAE.

The estimated population of the UAE was 5.6 million in 2007. Arabic is the official language and Islam is the state religion. The currency is the Arab Emirates dirham (\$1 US is equivalent to around 3.6 dirhams). The UAE has one of the world's highest standards of living and the average life expectancy is 72 years (Al Maktoum, 2011).



Figure 2.1: Map of the UAE

Source: Central Intelligence Agency (CIA, 2011)

According to the homepage of Sheikh Mohammed Bin Rashid Al Maktoum (2011), the UAE was formerly known as the Trucial States or Trucial Coast. From 1820 onwards, Britain established its presence in the region with the signing of several agreements including a maritime truce, which gave the area its name. In 1968, having maintained its presence in the Gulf for well over a century, Britain declared its intention to withdraw by the end of 1971. Having known that the UAE was British protectorates during the nineteenth and twentieth centuries, the legacy of British administration remains strong (Al-Omar, 1997).

The late Sheikh Zayed bin Sultan Al Nahyan and the late Sheikh Rashid bin Saeed Al Maktoum, Ruler of Dubai and later UAE Vice President and Prime Minister, took the initiative to form a federation among the Trucial sheikhdoms. Qatar and Bahrain originally intended to join the seven emirates in the new federation, but in the end they

opted for separate statehood. On December 2, 1971, the flag of the UAE was raised for the first time, marking the beginning of a new era (Al Maktoum, 2011).

According to the homepage of Sheikh Mohammed Bin Rashid Al Maktoum (2011), the highest political authority in the federal government is the Supreme Council, which is made up of the seven rulers of the emirates. In addition to creating UAE policy, the Supreme Council elects a president for a five-year term. There is no limit to the number of terms a president may serve. Sheikh Zayed bin Sultan Al Nahyan served as President from the creation of the federation until his death in late 2004, when Sheikh Khalifa bin Zayed Al Nahyan became ruler of Abu Dhabi and was elected President. The current Vice President and Prime Minister is Dubai's Ruler, Sheikh Mohammed bin Rashid Al Maktoum, who has been in post since 5 January 2006. The Prime Minister is responsible for selecting the government's cabinet ministers.

He adds, the UAE also has a Federal National Council, which consists of forty members, drawn from each of the seven emirates. The number of representatives from each emirate is proportionate to its population. The Council upholds the political tradition of consultation, which has been a feature of the emirates' leadership throughout their history.

Also, Al Maktoum (2011) says the Federal Judiciary is an independent body, as outlined in the UAE Constitution. It consists of the Federal Supreme Court (five judges appointed by the Supreme Council) and the Courts of First Instance.

Each emirate also has its own local government, consisting of municipalities and departments, so that each one retains a good deal of political and financial autonomy, a fact that has contributed greatly to the remarkable success of the federation.

Oil is the major source of income for the UAE with Abu Dhabi leading the emirates in oil production. The country's proven oil reserves make up about one-tenth of the world's total. In addition to petroleum and petroleum products, other industries have grown in importance, including aluminium production, food processing, and paint and clothes manufacturing. Export crops include seafood, strawberries and vegetables. In recent years, there has been a huge increase in the number of tourists who visit the

UAE. Visitors are attracted by award winning hotels, sports facilities, extensive beaches and a mild winter climate (Al Maktoum, 2011).

However, according to the CIA (2011), the UAE has an open economy with a high per capita income and a sizable annual trade surplus. Successful efforts at economic diversification have reduced the proportion of gross domestic product (GDP) based on oil and gas output to 25%. Since the discovery of oil in the UAE more than 30 years ago, the UAE has undergone a profound transformation from an impoverished region of small desert principalities to a modern state with a high standard of living.

The government has increased spending on job creation and infrastructure expansion and is opening up utilities to greater private sector involvement. In April 2004, the UAE signed a Trade and Investment Framework Agreement with Washington and in November 2004 agreed to negotiate a full free trade agreement with the USA, but these talks have not moved forward. The country's free trade zones, offering 100% foreign ownership and zero taxes, are helping to attract foreign investors (CIA, 2011).

The global financial crisis, tight international credit and deflated asset prices slowed GDP growth in 2010, although the UAE authorities tried to blunt the crisis by increasing spending and boosting liquidity in the banking sector. The crisis hit Dubai hardest, as it was heavily exposed to depressed real estate prices. Dubai lacked sufficient cash to meet its debt obligations, prompting global concern about its solvency. The UAE Central Bank and Abu Dhabi-based banks bought the largest shares. In December 2009 Dubai received an additional \$10 billion loan from the emirate of Abu Dhabi. The economy is expected to continue a slow rebound. Dependence on oil, a large expatriate workforce and growing inflation pressures are significant long-term challenges. The UAE's strategic plan for the next few years focuses on diversification and creating more opportunities for nationals through improved education and increased private sector employment (CIA, 2011).

2.1.2 Emirate of Dubai

Sheikh Mohammed (Al Maktoum, 2011) mentions in his website that there are several theories as to how Dubai was named. One is that the name is a combination of the Farsi words for 'two' and 'brothers', referring to Deira and Bur Dubai (see below). Others

believe that Dubai was so named by people who considered its souk a smaller version of a thriving market named *Daba*. Another possibility is that the name came from a word meaning money; people from Dubai were commonly believed to have money because it was a prosperous trading centre. It is worth mentioning that there is another town named Dubai in the Al Dahna' region of Saudi Arabia, between Riyadh and Ad Dammam.

Al Maktoum (2011) adds in the 18th century, Dubai was a small fishing and trading village inhabited by members of the Bani Yas. The Al Maktoum family settled in Dubai in 1833 when members of the Al Bu Falasah seceded from Abu Dhabi. Although he was young, Sheikh Maktoum bin Buti ruled Dubai effectively and it grew into a flourishing coastal town. As the population grew, Dubai branched into three distinct areas: Deira was the largest and the main commercial centre, while on the western bank, Bur Dubai and Shindagha were separated by a wide stretch of sand called Ghubaiba, which would flood during high tide. Shindagha, situated on a narrow strip of land separating the sea from the creek, was the smallest area and the main residential district. The ruling sheikhs traditionally lived here and the late Sheikh Saeed's house is still standing. Shindagha was probably the site of the original Bani Yas village (see Appendix 1).

Dubai has historically been associated with trade. Nowadays, More than 80 percent of the UAE's AED 510 billion (US\$139 billion) merchandise trade is conducted through Dubai (Rahman, 2007b). Dubai is currently the third largest re-export centre in the world serving a massive regional market (DMCC, 2007). Balakrishnan (2008) mentions Dubai's strategic location is not only geographical but also in terms of time zones as it falls more comfortably between Europe and the Far East which makes it a potential financial centre. He adds Dubai government's vision as outlined in the 2015 strategic plan, which is to make Dubai a "globally leading Arab city" and a "Global City" with services being a key contributor to its growth. Dubai has identified tourism, transport, trade, construction and financial services as the key drivers of its economy in its 2015 strategic plan.

2.1.3 The Dubai Police Force (DP)

2.1.3.1 History

According to the Dubai Police website (2011), the DP is the most forward thinking and progressive Arab police force today. Its fifteen thousand personnel meet the highest educational standards of any organization and its slogan is 'Quality'. The force, which comes under the direction of the Ruler of Dubai, was established on June 1st, 1956 in Naif Fort, which still operates as a police station. In 1973 its headquarters moved to its present location, in Al Etihad Street in the Al Towar area.

The Dubai Police maintains excellent performance standards and has highly defined descriptions of its tasks, duties and jurisdictions. It has developed institutional performance criteria in the application of strategic planning, simplifying procedures and managing its human and financial resources more proficiently. The force takes pride in its creative initiatives, appreciates personal excellence and works as a single team.

According to Dubai Police (2011), the DP was the first Arab force to apply DNA testing in criminal investigations, the first to use electronic fingerprinting and the first to implement the paperless department concept. It has won many prizes in recognition of these achievements, both locally and internationally. The Dubai Police was among the first in the Gulf to utilize an automatic vehicle locator (AVL) system using Loran C signals, which it adopted in the mid-1980s, even before many European and American countries. It was also the first to use satellite and global positioning technology in conjunction with AVL. Its policy is to stay one step ahead in applying electronic services, particularly in the Arab world, so that now anyone can renew their registration from anywhere in the world.

The DP was also the first force to adopt a community policing programme and to establish a human rights department. Appendix 2 outlines its organisational structure (Dubai Police, 2011).

2.1.3.2 Dubai Police strategy 2008-2015

The Dubai Police (2011) states its vision thus: *"Security is the pillar of development. Let us ensure security and safety for our community and let us maintain public order at world-class efficiency, professionalism, and excellence levels."*

The Dubai Police mission is *“To strengthen the feeling of security, and protection of rights, and to provide a service that will win people’s satisfaction.”*

Dubai Police values are:

- Integrity and loyalty.
- Honesty and transparency.
- Justice and fairness.
- Proficiency in work.
- Brotherhood and cooperation.
- Politeness.
- Recognition and rewarding of individual contributions.

The DP is committed to:

- answering emergency calls within 10 seconds; it has achieved a 95% success rate at 3 rings per call.
- attending emergency incidents within 15 minutes and non-emergency incidents within 30 minutes; it has achieved a 90% response.
- making an officer available on site in the following incidents:
 - 1- Important and troubling reports
 - 2- Accidents involving fatalities
 - 3- Accidents involving severe casualties
 - 4- Issues affecting the state’s security
 - 5- Strikes and riots
 - 6- Major incidents
 - 7- Crises and disasters
- updating victims with information on their cases within 7 working days; it has achieved 90% of this commitment.
- being transparent in the dissemination of facts and information in a timely manner unless the public interest requires otherwise.
- responding to correspondence within 5 working days; it has achieved 90% of this commitment.
- providing customer service at its offices within 15 minutes of receiving the request; it has achieved 90% of this commitment.

The Dubai Police Force was in 1998 the first public security organisation in the Arab world to establish a TQM Dept, which was the main reason for choosing the DP as a case study for this research (see Appendix 4).

2.2 Change management

2.2.1 Background

This section reviews the concept and history of change management and discusses factors that affect change management and TQM in different organisations and cultures. The intention is to achieve a deep understanding of the research topic.

Today's organisations in both public and private sectors work in very changeable conditions; change management has become a valuable tool in adapting to this dynamic environment. However, Thurlow & Mills (2009, p. 459) warn that "*the language of change is often coached in a context of fear or failure, and the motivation to 'embrace' change is often borne of a fear of being destroyed by the change if unable to adapt to it*". Therefore, experts in the change management field claim that change, while being "*an accelerating constant*" (Clarke, 1994, p. 1), is difficult. Mabey & Pugh (1995, p. 85) argue that "*bringing about major change in a large and complex organisation is a difficult task. Policies, procedures, and structures need to be altered. Individuals and groups have to be motivated to continue to perform in the face of major turbulence*".

Notwithstanding these difficulties, "*in a dynamic environment, organisations must have the capacity to adapt quickly in order to survive*" (Brown & Harvey, 2001, p. 162). The reason for change in any organisation is to improve its efficiency or even to ensure its continued existence. According to Brown & Harvey (2001), most organisations, or units of major corporations, find that they must start moderate organisational changes at least once a year and major changes every four or five years. The change management authors note that change is hard to achieve and resistance can be expected whenever a change involves an important impact on the traditional behaviour, power, culture, and structure within an organisation. Indeed, "*organisation members may have a psychological resistance to change because they seek to avoid uncertainty*" (Brown & Harvey, 2001, p. 170).

Cameron & Green (2004) point out that the rate of change and innovation outpaces individual capability to keep up with it, as the organisations that people work in or rely on to meet their needs and wants are also changing significantly, in terms of their strategies, their structures, their systems, their boundaries and of course their expectations of their staff and their managers.

Change management is an essential tool in a region such as the Middle East and in the UAE in particular, because it is rich in oil and expects recent additional economic diversification to draw in more financial and banking firms. More specifically, change management became an urgent tool to help organisations to adapt to a number of different aspects of the financial crisis which began in 2008, most importantly to the security implications.

2.2.2 The concept of change management

Kovoor-Misra (2009, p. 494) asserts that “*Crisis and change have increasingly become an integral part of today’s work environment.*” Similarly, Cameron & Green (2006, p.1) observe that

“the world we live in continues to change at an intense rate. Not a day goes by, it seems, without another important discovery or boundary-pushing invention in the scientific fields. The economics of globalisation seems to dominate much of our political and corporate thinking, while the shadow side of globalisation – refugees, exploitation, terrorism and the like – develops at an equally alarming pace.”

Thus, Cameron & Green (2006), Clarke (1994) and other change management experts recognise the importance of change management and related concepts such as change, organisational change and individual change, whose definitions are essential to this study.

2.2.2.1 Defining organisational change

Change has many guises: “*transformation, development, metamorphosis, transmutation, evolution, regeneration, innovation, revolution and transition*” (Stickland, 1998, p. 14).

Organisational change may be defined as “*new ways of organising and working*” (Hughes, 2006, p. 2), while Watson (2002, p. 59) offers the following definition: “*work arrangements involving relationships, understandings and processes in which people are employed, or their services otherwise engaged, to complete tasks undertaken in the organisation’s name*”.

Others are concerned to define organisations themselves and to explain the need for them to change. Thus, Mabey and Mayon-White (1993, p. 207) cite Nigel Nicholson as stating:

“Organisations are systems of action for managing our environment and fulfilling our needs. They structure effort and allocate functions, to create order out of uncertainty and stability out of turbulence. At the same time, from their internal and external environments, organisations are confronted with pressures to change, which, if ignored, may lead to their downfall. Change is therefore a foremost concern of organisations, and is always problematic”.

Similarly, as Senior and Fleming (2006, p. 4) explain:

“Organisations are defined as systems comprising elements of formal organisational management and operations as well as elements of more informal aspects of organisational life. The organisational systems themselves are conceptualised as operating in three types of environment. There are temporal, external and internal environments whose elements interact with each other to form the ‘triggers’ of change that are significant in bringing about organisational change”.

2.2.2.2 Defining individual change

Hayes (2002) writes that when thinking about managing change, some people suppose that organisations are well-integrated entities within which everyone works harmoniously together in order to accomplish a set of shared goals. They appear to consider that decisions are made logically and rationally, that people share similar views of the world around them and that they act to support the interests of the organisation as a whole. The reality is often very different, despite the beliefs described by Konosuke Matsushita (1988), he says you firmly believe that sound management means executives on one side and workers on the other, on one side men who think and on the other men

who can only work. For you, management is the art of smoothly transferring the executives' ideas into the workers' hands.

Bridges (1995) contends that in considering the concept of individual change, a distinction should be made between change and transition. Hayes (2002) explains that this means that changes are situational: a new site, a new boss, new team roles and a new policy. On the other hand, transitions are the psychological processes that people go through to come to terms with the new situation. The difficulty with such a distinction is that it focuses narrowly upon the psychological processes of change and ignores the organisational and social context of change and how change is managed. In Hayes's view, individual change is concerned with the psychological processes of changing, the changes themselves, and the interplay between individual change and organisational change.

2.2.2.3 Defining change management

Duck (1998) writes that managing change means managing the conversation between the people leading the change effort and those who are expected to implement the new strategies, managing the organisational framework in which change can take place and managing the emotional connections that are vital for any transformation. Change management is about "*modifying or transforming organisations in order to maintain or improve their effectiveness*" (Hayes, 2002, p. 1).

However, Hughes (2006, p. 2) prefers to define change management as "*attending to organisational change transition processes at organisational, group and individual levels*". This definition involves all employees in the change process, rather than a single change manager, although the amount of participation may vary considerably at different hierarchical levels. Also, the definition acknowledges that change may be planned or developed. 'Attending to' is preferred to 'managing' as an acknowledgement of different approaches to change ranging from education and communication through to explicit and implicit coercion (Kotter and Schlesinger, 1979).

2.2.3 History and change management

The importance of a historical perspective is emphasised by Watson (2002, p, 36):

“What we are and what we do in the present must always be understood in the light of where we have come from historically. If we do not do this, we will fail to see that the way things are for us in the world is not the only way it can be”.

This section considers how history informs and misinforms understanding about change management. Abrahamson (2000. p, 79) notes that *change “has been with us forever, and it always will be, but the idea of change itself is changing.”* Indeed, Morgan (1986) cites Heraclitus writing about change in 500 BC, while Burke (2002. p, 19) asserts that organisational change *“is as old as organisations”*, citing examples of building projects such as the Egyptian pyramids and the Great Wall of China. Thus, Hughes (2006) notes that focusing upon the past century is believed to provide an informed understanding of the emerging concept of change management, although Dawson (2003) warns, while acknowledging the emergence of a large body of knowledge about change management over the past 100 years, that this work has provided few if any lasting answers.

2.2.4 Understanding change management historically

This section considers major approaches to reaching an understanding of change management and competing explanations of its origins.

2.2.4.1 Approaches to understanding change management

One approach to understanding change management is the recognition of major schools of thought (Hughes, 2006). Burnes (2004) identifies three schools of thought upon which he believes change management is based:

- The individual perspective school
- The group dynamic school
- The open systems school.

The first explains change management in terms of individual behaviour, while group dynamics emphasises change through groups and teams, and open systems approaches advocate whole organisation interventions. For Hughes (2006), the implication is not that one school of is superior to another, but that theorists believe that change management is best understood and explained in a certain way.

In understanding these approaches, there are equivalences between approaches to management and organisational behaviour in general and to change management in particular (Hughes 2006). Paton and McCalman (2002) consider management and change as synonymous. Hamlin (2001) offers a typical overview of the mainstream theoretical perspectives to understanding organisation. The strength of his classification is the specification of change strategies arising out of each perspective, which may be summarised as follows:

- Structural functionalism: change structure and functions in order to reduce conflict.
- Human relations: facilitate change to more readily meet needs of individuals.
- Psychodynamic: facilitate the individual to realise the implications of defensive behaviour.
- System theory: change will have systematic effects on the other parts of the organisation making up the whole.
- Contingency theory: change the contingencies within the system to develop the most appropriate management system and structure.
- Action frame of reference: change the rules which inform behaviour so as to change and transform the meaning of the organisation for the individual.
- Cultural, ethnographic and metaphorical: change the meaning of the symbols within the culture of the organisation.

Often, theorists are associated with a particular approach. For example, Mayo (1933) is associated with the human relations approach, which emerged from studies during the mid-1920s and early 1930s known as the Hawthorne experiments (Hughes, 2006).

Hughes (2006) suggests that another means of understanding these different approaches would be in terms of their historical evolution. The earliest writers preferred structural functionalism, whereas more contemporary writers have often favoured more cultural, ethnographic and metaphorical approaches. However, it would be inappropriate to believe that the most modern theories are always the most effective. Hughes (2006) reports that Fayol (1916) was an influential classical philosopher who led the very early development of organisational analysis. Huczynski (1996) identifies Fayol as the most popular management writer. One of his most important contributions was the

categorization of organisations' activities as technical, commercial, financial, security, accounting and managerial. Finally, Burke (2002. p, 20), acknowledging that "*scholars have only recently become interested in organisational change*", traces important forerunners to the present-day study of organisational change.

2.2.4.2 The origins of the concept of change management

Because change management builds upon a number of social science disciplines, tracing its origins is difficult (Burnes, 2004). Hughes (2006) offers three potential explanations for the origin of change management, which are discussed below.

First, Lewin (1951) introduced one of the most well-known models of the change process, suggesting three stages of change: unfreezing, moving and refreezing. The second explanation for the origins of change management is as an evolution of organisation development (OD). Cummings and Worley (2005. p, 1) offer the following definition of OD:

"Organisation development is a system wide application and transfer of behavioural science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organisation effectiveness".

The third explanation of the origins of change management may be regarded as a challenge to the claim that change management originated out of OD. Warren *et al.* (1999. p, 283) offer this explanation of the emergence of change management:

"Our comparison between traditional OD and change management defined by major consulting firms suggests that change management represents a new approach: there are differences with regard to underlying theory and analytical framework, the role of the change agent, and the preferred intervention strategies".

In conclusion, Hughes (2006) declares it impossible to offer a single answer to the important historical question of the specific origins of the concept of change management.

2.2.5 The importance of change management

Smith (2011) mentions that the reported success rate of change efforts is not good: between 50 and 70 percent of change efforts are reported as failing, either fully or

partly, to achieve their objectives. This statistic makes worrying reading for any manager undertaking or considering a change initiative. Notwithstanding this poor outlook, Allan *et al.* (1998) believe that most managers and executives would agree that change has become a constant phenomenon which must be attended to and managed appropriately if an organisation is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced. Thus, for Hayes (2002, p, 64), *“Recognising the need for change is an essential step in starting the change process. A leader might want to reflect on his own experience and consider how good his unit or organisation has been at recognising the need for change”*.

There is a view that an avalanche of change is upon us and that most people are absolutely unprepared to cope with it. Tomorrow’s world will be different from today’s, calling for new organisational approaches. Organisations will need to adapt to changing market conditions and at the same time handle the need for a renewing rather than a reactive workforce. Every day, managers face enormous and accelerating change. Brown & Harvey (2001, p. 2) sound a warning: *“Call it whatever you like – reengineering, restructuring, transformation, flattening, downsizing, rightsizing, a quest for global competitiveness – it’s radical and it’s arriving every day at an organisation near you”*. They add that in the future, the only winning organisations will be those that respond quickly to change. Preparing managers to cope with an accelerating rate of change is an essential concern of these organisations. The modern manager must not only be flexible and adaptive in a changing environment, but also be able to diagnose problems and implement change programmes. Finally, Brown & Harvey (2001, p. 165) consider the purpose of change, which for them is *“to increase organisational effectiveness or even to ensure survival”*.

2.2.6 Change management and quality management

Oakland (2003) lists seven steps explaining the integration between change management and quality management:

- Gaining commitment to change
- Developing a shared mission or vision of the desired change
- Defining the measurable objectives

- Identifying the critical success factors of the mission
- Understanding the key processes
- Breaking down the key processes into sub-processes
- Monitoring and adjusting these processes.

Tushman and Anderson (1997) state that managing change involves moving an organisation from its current state to its desired state within a transition period. Thus, it is very important to understand the management implications of changes in quality systems. Culture serves as the foundation for an organisation's management system; a good idea from management will not work if it does not fit the culture (Pool, 2000).

2.3 Total Quality Management

2.3.1 Introduction

Elhees (2008) mentions that there are many experts, consultants, writers, and educators who have written about the notion of TQM and its concepts. However, there are some particular writers who are well-known specialists in the TQM field and their propositions are the foundation for understanding the concept of TQM. In particular, there are five gurus on quality: W. Edwards Deming, Joseph M. Juran, Philip B. Crosby, Armand V. Feigenbaum and K. Ishikawa. Such experts have had an enormous influence on the development of TQM. Moreover, one of the well-known TQM experts nowadays is John S. Oakland, who, over the last 20 years is consulted in all aspects of business improvement and quality management. In the following the researcher will focus on quality definitions, total quality management, total quality management in service organisations, and the total quality management in police organisations.

2.3.2 Quality definitions

There are a number of quality definitions from well-known quality gurus. Juran and Gryna (1988, p.2.8) define quality as "*Fitness for purpose or use*". Deming (1986, p.5) defines quality, as "*Quality should be aimed at the needs of the consumer, present and future*". Feigenbaum (1991, p.7) defines quality as "*The total composite product and service characteristics of marketing, engineering, and manufacture and maintenance through which the product and service in use will meet the expectation by the customer*". Crosby (1996, p.24) defines quality as "*Conformance to requirements and it is conforming to specifications*".

In addition, quality requirements involve availability, delivery, reliability, maintainability and cost effectiveness (Oakland, 2003). He adds a convenient definition of quality as “*meeting the customer’s requirements*” (Oakland, 2003, p.4). That the perception of quality has shifted over the past 30 years is clear. Quality was previously measured by an allowable level of defect, or assumed to exist with measurable defects. It is now defined as not only meeting customer requirements but also going beyond expectations (Withers and Ebrahimpour, 2001).

Yong and Wilkinson (2002) point out that quality has emerged as a strategic competitive tool for organisational success. Quality is an ambiguous term and difficult to define, as a variety of interpretations have been placed on its use and meaning. Galloway and Ho (1996) consider quality an unusually slippery concept which is easy to visualize yet exasperatingly difficult to define. None of these many definitions of quality should be considered wrong; they simply emphasize different properties or dimensions of the concept (Christiansen, 2011).

The quality movement can trace its roots back to the early stages of humankind’s life. The history of humanity is illustrative of human striving to improve the quality of life, including products and services. For example, in ancient Egypt, Pharaohs used advanced techniques to construct the pyramids and codifiers of laws in ancient Babylonia had their work compiled by Hammurabi. In addition, through different stages of human history, the quality of hunting tools and means of communication ways were developed and improved. However, these efforts were not formalised until Taylor carried out studies in 1919 when he conducted observations on the physical effort of work and the role of workers (Martin, 1993).

It is important to mention W. Edwards Deming (1900-1993), described variously as a revolutionary, “the man who discovered quality” (Gabor, 1992), and a quality pioneer (Aguayo, 1991). His life encompassed most of the twentieth century, and for half of that time he espoused and developed his conceptualization of quality. Deming started his professional life in the 1930s as a statistician, first with the US Department of Agriculture, then Bell Labs, and then the US Census Bureau (Walton, 1985). For the last 40 years of his life, Deming was an independent consultant. After World War II, in the early 1950s, the Japanese invited him to help them improve the quality of their products (Stephen *et al.* 2009).

Deming lays out 14 principles of quality as included in his quality manifesto, *Out of the Crisis* (Deming, 1986):

- (1) Create constancy of purpose toward improvement of product and service.
- (2) Adopt the new philosophy.
- (3) Cease dependence on inspection to achieve quality.
- (4) End the practice of awarding business on the basis of price tag.
- (5) Improve constantly and forever the system.
- (6) Institute training on the job.
- (7) Institute leadership.
- (8) Drive out fear.
- (9) Break down barriers between departments.
- (10) Eliminate slogans and exhortations.
- (11) Eliminate quotas.
- (12) Remove barriers that rob people of pride of workmanship.
- (13) Institute education and self-improvement.
- (14) Put everybody to work to accomplish the transformation.

Collectively, Deming's 14 points distill his systemic, integrated approach to quality improvement, and they represent the salient contribution which most firmly established his legacy (Stephen *et al.* 2009).

2.3.3 Total Quality Management

Total quality management (TQM) is a standard set for improving performance through quality management. Gunasekaran and McGaughey (2003, p.361) define TQM as "*a management philosophy that encourages cost reduction, the creation of high quality goods and services, customer satisfaction, employee empowerment, and the measurement of results*". TQM works because it creates a goal directed connection between customers, managers and workers (Grant *et al.*, 1994). On the other hand Logothetis (2002) stated that TQM needs the establishment of the following three fundamental characteristics:

- Commitment (to never-ending quality improvement and innovation).
- Scientific knowledge (of the proper tools and techniques for the technical change).

- Involvement (all in one team, for the social change).

Based on the stated definition of TQM, Alhaj (2006) says the main philosophy involves all people at all levels in different functions and responsibility with the organisation. Such definitions strongly highlight the crucial need of continuous improvement factors. Consequently, TQM is a long-term strategy concerned with cultural changes in a business as a whole and with creating mission, vision, values and objectives for the organisation.

2.3.4 Total Quality Management in Service Organisations

Quality has always been a major topic of interest in the dealings of businesses (Dale *et al.*, 2000) and a popular topic in marketing and management research (Demirbag *et al.*, 2006). According to Escrig-Tena (2004), TQM is one of the most internationally recognized superior approaches to attain high levels of quality, leading to better quality products and services being offered (Waldman, 1994), and resulting in better organizational performance (Cook and Verma, 2002).

Since the late 1980s, there has been an increased interest in the provision of quality service (Lewis, 1989), as evidenced in numerous publications explaining total quality improvement applications in the service sector (Dotchin and Oakland, 1994). The application of TQM practices to the major service industries has proven to be increasingly attractive as such practices facilitate companies' delivery of high quality service and attainment of higher levels of customer satisfaction.

According to Zakuan *et al.* (2010), the adoption of quality management practices has not occurred at a similar rate in different parts of the world. The early adopters of TQM began in Japan, the United States, Europe, and were followed by the developing nations. Firms in the developing nations also need to implement TQM practices, its tools and techniques in all aspects of their industries in order to compete in the global arena.

2.3.5 The Total Quality Management's Principles

Billy *et al.* (2012) insist that organisations are similar in that they are all keen to adopt best practices in work settings. The International Organization for Standardization

(2010) reports that 982,832 organizations have been certified to ISO 9001 in 176 countries and economies and the number of certificates issued to public organizations has been increasing steadily over the past two decades (Billy *et al* 2012).

However, Reed *et al.* (1996) have identified customer satisfaction and focus, team working, cost reduction, continuous improvement, top leadership commitment, training and education, and having an appropriate work culture as key contents of a TQM approach.

2.3.6 Total Quality Management in Police Organisations

The complexity of modern police work will require the deployment of a range of initiatives, beyond traditional roles and resources, in order to meet future challenges (Laing and Richardson, 1999). The New Zealand Police Service (NZP) implemented the TQM programme in 2000 to improve efficiency and effectiveness (Duncan *et al.*, 2001).

There are only a few studies of implementing TQM in policing organisations such as Duncan *et al.*, 2001, Drummond *et al.*, 2000 and Laing and Richardson, 1999. One good example of TQM in practice is The Institute of Law Enforcement Studies and Training at the Bundeskriminalamt – Deutschland. The Institute published a Quality Management Manual which describes the QM system introduced at the Institute of Law Enforcement Studies and Training as well as the underlying quality policy.

According to The Institute of Law Enforcement Studies and Training (2009) the QM system was established in order to implement, substantiate and adequately document:

- The transparent outline of relevant workflows
- The continuous enhancement of our service
- The methodical implementation of the targets and goals
- The resource-friendly handling of available resources
- The simplified induction of new staff members
- The easier accessing and guaranteed relevance of the necessary work documents.

Despite the unique nature and culture of law enforcement organisation (Frewin and Tuffin, 1998), the researcher believes the security sector organisations must respond quickly in order to adapt to new challenges and changes by implementing TQM principles.

2.4 Main factors affecting the implementation of TQM

2.4.1 Organisational culture

2.4.1.1 Introduction

In management literature, culture is seen as having an important effect on practice. The degree of influence of culture in general and more specifically of the subdivisions of national, organisational and occupational culture has been the subject of much discussion over the last few decades (Mohamed, 2005). Hofstede *et al.* (2010) see the world as characterised by confrontations between people, groups and nations who think, feel and act differently, but who are at the same time exposed to common problems that demand cooperation for their solution. Ecological, economic, political, military, medical and meteorological developments do not stop at national or regional borders.

2.4.1.2 Culture & organisational culture definition

Many authors note that there are several definitions of culture itself in current use. Adler and Jelinek (1986, p. 74) describe culture as “*a set of taken-for-granted assumptions, expectations, or rules for being in the world. It is a paradigm, map, frame of reference, interpretive schema, or shared understanding*”. Hofstede (1991, p. 180) suggests that culture is “*the collective programming of the mind which distinguishes the members of one group or category of people from another*”. Here, ‘group’ denotes a number of people in contact with each other and ‘category’ a number of people who, without necessarily having contact, have something in common.

Schein (1985, p. 3) offers a definition of organisational culture as

“the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, which have worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

Williams *et al.* (1993) see organisational culture as the commonly held and relatively stable beliefs, attitudes and values that exist within an organisation, while Brown (1998) states that it refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history and which tend to be manifested in its material arrangements and in the behaviours of its members. Therefore, it can be defined as the existing pattern of beliefs, attitudes, values and procedures in an organisation. It is the ways of thinking, feeling and reacting shared by the organisation's members.

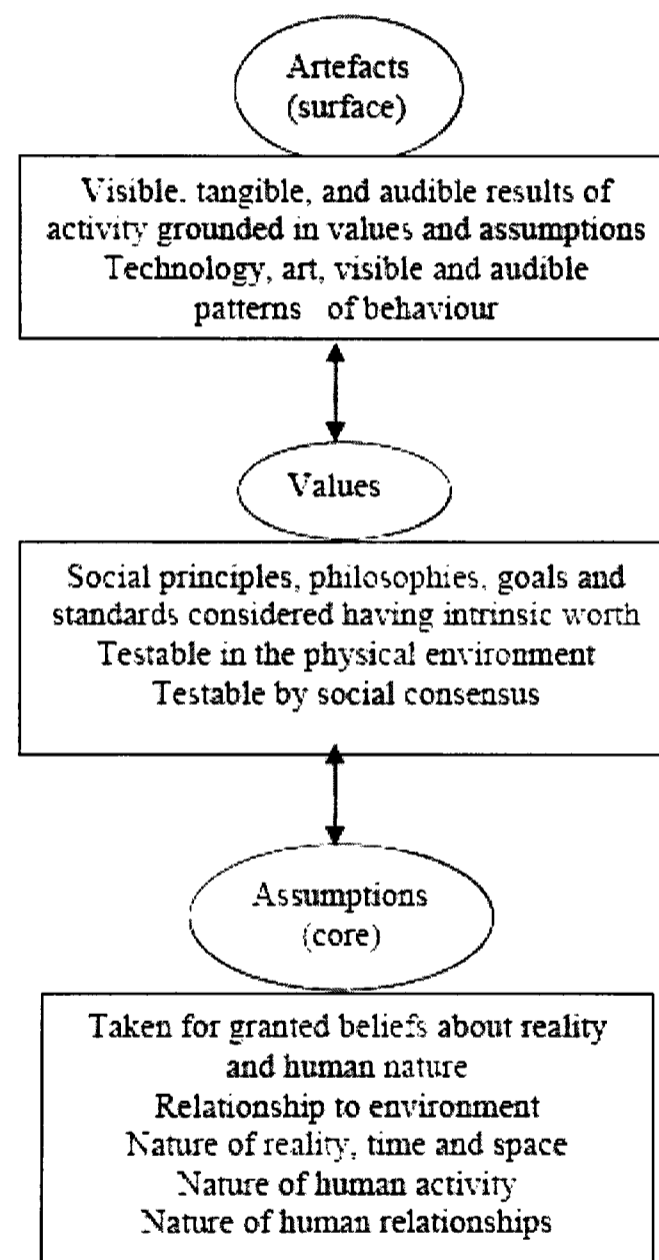


Figure: 2.2: The three levels of organizational culture

(Adapted from Schine, 1985, p.3)

On the other hand, Schine (1985, p. 3) proposes a three-level model of organisational culture, shown in Figure 2.2. The three levels are artefacts (surface), values and assumptions. Schine argues that within organisations, culture exists simultaneously on

each of these three related levels and that in order to describe a culture all of them need to be considered.

2.4.1.3 Arab culture and management systems

Al-Khalifa (2000) holds that the national culture represented by the shared values of a society or country influences organisational culture and thus quality implementation. he cites work by Elashmawi and Harris comparing the most important cultural values of the USA, Japan and Arab countries. Table 2.1 shows many differences between these three cultures, in terms of values and of their relative priority. These can affect technology transfer, managerial attitudes, employees' performance etc.

Table 2.1: Priorities of Cultural Values

United States	Japan	Arab World
1. Freedom	1. Belonging	1. Family security
2. Independence	2. Group harmony	2. Family harmony
3. Self-reliance	3. Collectiveness	3. Parental guidance
4. Equality	4. Age/seniority	4. Age
5. Individualism	5. Group consensus	5. Authority
6. Competition	6. Cooperation	6. Compromise
7. Efficiency	7. Quality	7. Devotion
8. Time	8. Patience	8. Patience
9. Directness	9. Indirectness	9. Indirectness
10. Openness	10. Go-between	10. Hospitality

Note: 1 represents the most important cultural value, 10 the least

Source: Al-Khalifa (2000, p.54)

Hofstede's research (1991) on cultural differences and their impact on management suggests that Arab countries have a highly collectivist orientation; Arab countries were ranked in 26th place of 27 with an index of 38 with respect to the "value" dimension of individualism/collectivism. A highly collectivist orientation means that there is a preference for group as opposed to individual decision-making, while group harmony, consensus and cooperation are valued more highly than individual initiative. In collectivist societies, there is emphasis on compliance, obedience and shared responsibility, along with a preference for consultative and participative decision-making styles that maintain and reinforce consensus. Rewards are based on tenure and

loyalty to the group, while motivation derives primarily from a sense of belonging. The role of leadership is to foster a supportive atmosphere and group culture, thereby facilitating team effort and integration.

2.4.1.4 Religion as a source of culture difference

Mohamed (2005) cites Hofstede (1991), who minimises the cultural relevance of religion. He sees religious affiliation by itself as less culturally relevant than is often assumed. On the other hand, Humphreys (1996) sees religion as the major source of cultural perspective, while Ahmed (1992) argues that since Islam encompasses such a large area of the world with significant populations, Western society can no longer serve its own interests by being ill-informed or misinformed about the Islamic world. Ahmed (1992) suggests that the materialist civilisation of the West has become the dominant universal expression of humanity. This would seem to support the “culturally imperialist” flavour attributed by some to management in the developing world.

Ruthven (1992, p. 29) disagrees with this perspective, seeing instead a synergistic force generated by the interactions between cultures, as

“what was true of modernism has ceased to be the case in the post-modern era which, significantly, coincides with the emergence of the Pacific nations as the world’s leading economic powers. The revolution in communications, which has thrown so much of traditional Islamic society into disarray, has less to do with cultural imperialism than with the synergy created by the simultaneous interactions of cultures all over the world”.

Because religion is an element of culture, one can say that state and religion cannot be separated from either a social or a cultural point of view. The relevance of Islamic values to the present research is discussed in more detail later.

2.4.1.5 The cultural transferability of management models

There is considerable debate about the extent to which management theory is transferable across cultures (Mohamed, 2005). For example, Humphreys (1996) argues that values and culture must be taken into account, so that when management practice and knowledge which have been developed in the Western world are transferred to other countries, some modifications may be needed in order to fit their cultural values, particularly in the case of developing countries.

However, Hofstede (1991) suggests that nations could be regarded as the source of a considerable amount of common mental programming of their citizens, when there are strong forces for integration within a nation, such as a dominant language, common mass media, a national education system and a national political system. Perhaps, though, one of the major sources of difference in this case is in the predominant religion.

As discussed earlier, every society has its own work ethic, usually influenced by people's environment and attitudes over the years, which in turn influences their view. Roney (1997) points out several factors which differ between national cultures: the way people view the world; how they deal with uncertainty; the degree to which individuals are integrated into groups; how information is processed; the concept of time and how individuals establish relationships with others.

The main factors related to culture which will be addressed in this chapter are leadership, Islam, women at work and multinational expertise.

2.4.2 Leadership

2.4.2.1 Introduction

Brauckmann & Pashiardis (2011) observe that at the beginning of the twenty-first century we are experiencing a rapidly changing environment marked by developments in every domain of human activity. Technological, scientific and economic advances, globalisation and migration are just a few of the areas giving rise to complexity and uncertainty in the modern world. These societal changes have inevitably made organisational environments more dynamic and complex than in the past (Crow, 2006). As various pressures and external challenges are identified, there is an increasing recognition of the importance of leadership in supporting change and excellence.

Butler (2009) claims that supervisor-subordinate relations have a significant impact on the performance of the organisation. The exchange of communication and decision-making between employees at different levels affects the quality of the product delivered to the customer. Leading organisations seek leadership qualities among employees throughout the hierarchy and not just in the senior management tier.

Improving the quality of communication and decision-making exchanges between supervisors (leaders) and subordinates (members) can improve the efficiency and productivity of the organisation. Yukl (2002) contends that the quality of the relationship between a leader and follower influences outcomes such as subordinate satisfaction, supervisor satisfaction, performance, commitment, role conflict, role clarity and turnover intention. Similarly, Erkutlu and Chafra (2006) assert that leadership will provide organisations with competitive advantage. Although researchers cannot assume that better leadership leads to better business performance, some understanding of the relationship between leadership and business performance is required.

2.4.2.2 Leadership definition

According to Bennis (1994), the first basic ingredient of leadership is a guiding vision. The leader has a clear idea of what he wants to do – professionally and personally – and the strength to persist in the face of setback, even failures. Unless you know where you are going, and why, you cannot possibly get there.

There are as many definitions of leadership as there are persons who have attempted to define the concept (Stogdill, 1974, cited by Ogawa and Scribner, 2002). According to Hughes *et al.* (2006), the situational aspect of leadership affects the effectiveness of a business. Another perspective is when leadership is defined in terms of organisational structure as an influential increment over and above mechanical compliance within the routine directives of the organisation (Ogawa and Scribner, 2002).

Yukl (1999, p. 293) describes leadership as *“a shared process of enhancing the collective and individual capacity of people to accomplish their work roles effectively; the leadership actions of any individual leader are much less important than the collective leadership provided by members of the organisation.”* Similarly, for House and Aditya (1997, p. 457), *“leadership involves collaborative relationships that lead to collective action”*. A related view is that leadership development begins with the family and that gifted leaders need one-to-one relationships, because peer relationships based on aggression, initiative, competition and rivalry can be stifling of potential leaders and lead to the formation of cliques (Zaleznik, 1977).

2.4.2.3 The art of leadership

Smith (2002) lists some key fundamentals that form the basis of the art of leadership:

- **Trusting:** Leaders of large organisations must be able to trust subordinate leaders and other associates. Being a truly effective leader requires a great deal of trust in associates, balanced with a willingness to remove people who cannot be trusted, a facet of leadership that necessitates tough decision-making.
- **Teaching:** Leaders must be willing to teach skills, to share insights and experiences, and to work very closely with people to help them mature and be creative.
- **Squinting with the ears:** Listening is the most important skill for leaders. If a leader is a good listener, he or she can accept ideas, criticism, and other feedback that can improve the organisation and create an atmosphere of excellence and caring.
- **Managing and using time effectively:** Leaders should control their schedules, at least in part. The key is to understand that, as the leader, you have the authority to manage your time, but it takes work, a disciplined outer office, a tough-minded attitude and good planning.
- **Taking care of people:** Leaders should recognise not just the top performers, but also the many others who are competently doing their jobs with good attitudes and a strong commitment to institutional goals.
- **Providing vision:** The most effective leaders are agents for change, and one of the best ways to ensure change is through good strategic planning.
- **Motivating:** Leaders must not only know how to motivate in general, but they should also teach their subordinate leaders so that they, in turn, will develop strong motivational skills.
- **Being visible and approachable:** The four-hour rule is a useful guide. Leaders should spend no more than four hours a day in their offices. During the rest of the time, they should be out with their people, conducting meetings and visiting subordinates in their work areas. Good leaders talk to lower-level officials and get feedback on problem areas.
- **Welcoming criticism and fighting paranoia:** By listening to criticism and quickly catching, acknowledging and correcting mistakes, good leaders can become superb leaders.

- **Seeking and cherishing diversity:** Diversity comes in many packages, and wise leaders seek out and nourish every aspect of it. All organisations should maximise the rich diversity of opinion, heritage, cultures, races, genders, religions, personality types and attitudes.

2.4.2.4 Leaders vs. managers

Leadership is different from management. The real challenge is to combine strong leadership with strong management and achieve a balance. Leadership complements management; it does not replace it. Leadership is about coping with change. The more change occurs, the more leadership is demanded (Kotter, 1990). To understand the context in which they work, leaders must have an understanding of the collective unconscious assumptions of their work, and the value placed on their work by a diverse range of societal forces and power relations. This involves leaders using and interpreting multiple sources of information, evaluating alternative points of view and developing a reasoned and defensible argument for practice (Eacott, 2011). Indeed, Hosie & Sevastos (2009) argue that in the twenty-first century, effective managerial performance is even more central to the success of organisations. Pressures to manage within increasingly complex local, national and global workplace dynamics are greater than ever before. In these circumstances, successful organisations are dependent on managers' capacity to achieve and maintain high levels of individual job performance.

Bennis (1994) identifies three basic ingredients of leadership: a guiding vision, passion and integrity. He also provides a useful tabulation of the differences between management and leadership, reproduced here as Table 2.2.

Table 2.2: Leader vs. Manager

A Manager	A Leader
<ul style="list-style-type: none"> • Administers • Is a copy • Maintains • Focuses on system and structure • Relies on control • Has a short-range view • Asks how and when • Has his eye on the bottom line • Imitates • Accepts the status quo • Is a classic good soldier • Does things right 	<ul style="list-style-type: none"> • Innovates • Is an original • Develops • Focuses on people • Inspires trust • Has a long-range perspective • Asks why • Has his eye on the horizon • Originates • Challenges the status quo • Is his own person • Does the right thing

Source: Bennis (1994)

Pursuing this comparison, Kotter (1996) points out that what leaders really do is to prepare organisations for change and help them to cope as they struggle through it. He identifies three areas of focus for leaders and contrasts these with the typical focus of a manager:

- Setting direction versus planning and budgeting;
- Aligning people versus organisation and staffing;
- Motivating people versus controlling and problem solving.

2.4.2.5 Leadership in the UAE

The UAE has gone through dramatic changes in the last few decades, because of the oil boom in the mid-1970s, when it was a newly established state. It has been suggested that the indicators of human development divide the countries of the world into three categories. The UAE is listed among the most highly developed countries. It has moved from a tribal system to a modern state, where the values of tribal traditions nevertheless still exist to some degree (Simadi, 2006). Indeed, Sidani (2008) argues that many societies in the Middle East and North Africa still have strong Bedouin backgrounds and constituencies. Ibn Khaldun (1974, p. 119) asserts that man is a natural leader. In analyzing Bedouin societies, he explains how every member “*is eager to be the leader.*”

There is scarcely one among them who would cede his power to another, even to his father, his brother, or the eldest member of his family”

While individual Bedouins have a strong desire to become leaders, their tribal norms neutralise such desires and make them obedient to those people leading them. Such leaders typically share with their followers a blood line or other form of group bond that ensures compliance. In addition, Bedouins know that their survival depends on their closely-knit ties and they subjugate their desires accordingly to the aims of the group or tribe, according to Sidani (2008). Notwithstanding these characteristics, Sidani (2008) acknowledges in assessing modern leadership theories that some perceptions and behaviours are universal. For example, after testing 62 cultures, Den Hartog *et al.* (1999) found that specific aspects of charismatic/transformational leadership were universally endorsed across cultures.

In the UAE context, Al-Ali (2008) states that after the discovery of oil in the UAE more than 40 years ago, the country experienced a profound transformation from small impoverished desert principalities to a modern state with a high standard of living. That fundamental change is strongly reflected by the UAE’s leaders, who uphold tribal principles but also try to incorporate the modern phenomena of leadership to cope with present and future conditions. This subsection focuses on two leaders who can be argued to have had a major impact on UAE as a country, on Dubai as a city with a global reputation and on the Dubai Police as a forward thinking organisation in the Arab world. These two leaders are the UAE Vice President, Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, and His Excellency Lieutenant (Lt.) General Dahi Khalfan Tamim, Commander General of the Dubai Police.

Sheikh Mohammed was chosen for two reasons: first, as mentioned earlier in this chapter, as a tribal leader and ruler of the Emirate of Dubai, he has had a major influence on his followers. Secondly, he considers himself a modern leader who mixes traditional leadership with modern concepts and leading theories. As for General Tamim, he describes himself as a student of Sheikh Mohammed’s leadership school. He leads a police organisation where rank must be respected and orders followed. As will be explained later, he believes that it is important to change “from good to great”. The researcher has observed that these two leaders have strong reputations among the

members of the DP. Employees at all levels see them as models of leadership in the region.

Sheikh Mohammed bin Rashid Al Maktoum

The word 'impossible' is not in leaders' dictionaries. No matter how big the challenges, strong faith, determination and resolve will overcome them.

Sheikh Mohammed Bin Rashid Al Maktoum

According to Sheikh Mohammed's official homepage (Al Maktoum, 2011), he became Ruler of Dubai following the death of Sheikh Maktoum in January 2006. The members of the Supreme Council then elected him as UAE Vice President. Sheikh Mohammed embodies energetic and successful leadership. He is a man who has made promises and kept them; he has insisted on excellence and achieved nothing less; he has defined the role of leadership and fulfilled it.

Based on his vision, Sheikh Mohammed has competently authored the Dubai success story in record time and put the United Arab Emirates on a unique course, which nations around the world compete to replicate. Since he became Vice President and Prime Minister of the UAE and Ruler of Dubai, groundbreaking initiatives have been rolled out at an astonishing rate. The year 2007 witnessed unique achievements for Sheikh Mohammed, both locally and regionally. On February 3rd, he announced the Dubai Strategic Plan 2015, which aims to bolster Dubai's leading position in the region and boost its role as an international economic and financial hub. The strategy will be used as a road map for development in the coming years. On April 17th, 2007, Sheikh Mohammed unveiled the UAE Government Strategic Plan with the aim of achieving sustainable development throughout the country, investing federal resources more efficiently and ensuring due diligence, accountability and transparency across federal bodies (Al Maktoum, 2011).

Regionally, his most outstanding achievement was the launch of the Mohammed Bin Rashid Al Maktoum Foundation, on May 19th, 2007, with an endowment of \$10 billion. The foundation's aim is to promote human development by investing in education and the development of knowledge in the region by cultivating future leaders in both the private and public sectors, promoting scientific research, spreading knowledge,

encouraging business leadership, empowering youth, renewing the concept of culture, preserving heritage and promoting platforms of understanding among various cultures.

According to Al Maktoum (2011) in an effort to encourage innovation, Sheikh Mohammed has announced a wide array of awards in Dubai and the UAE, including the Arab Journalism Awards, the Dubai Government Excellence Programme, the Dubai Holy Qur'an Awards and the Young Business Leaders Awards. These have promoted a competitive climate for both the public and private sectors to strive for excellence. Sheikh Mohammed has set out his comprehensive worldview in a book entitled 'My Vision', where he describes his philosophy and his political and economic vision. He also offers a detailed account of how Dubai and the UAE have been guided to their present-day status as international centres, renowned for their high quality commercial and financial services, luxury tourism and their drive towards sustainable human and structural development.

Michel Ayat (2009), Chief Executive of the Arabian Automobiles Company, points out in the *Emirates Business 24/7* newspaper, in an article to commemorate Sheikh Mohammed's third anniversary as Ruler, that he is a visionary statesman with long-term strategic objectives:

"He is an excellent communicator with government officials, senior executives and the public at large, with outstanding skills in attracting and motivating the best people. His Highness' foreign policy and engagement in all economic, social and sport activities all over the world made Dubai one of the fastest-growing and most exciting cities in the world."

Dr Ebtisam Al Kitbi, professor of political science at the UAE University, concurs, describing the Sheikh as *"a great leader, whose ambitions have no limit"*. Since his accession in 2006, the entire concept of governance has changed in the UAE through his inspired leadership and judicious guidance. He is an astute statesman and a visionary leader who wants the UAE to be number one in everything: education, health and housing. Part of his value system is the need to change people's lives for the better through smart capitalism, willpower and positive energy (Al Maktoum, 2011). Sheikh Mohammed has achieved notable success while shouldering the great responsibility of leading Dubai and the Federal Government (see Appendix 3).

Lt. General Dahi Khalfan Tamim, Commander General of Dubai Police

“Quality can only be done from the top and no one can apply Total Quality unless the summit is sponsoring this aspect. Quality from the summit can only stem from a conviction of its importance.” Lt. General Dahi Khalfan Tamim

According to the Dubai Police Official Website (2011), Lt. General Tamim was born in Dubai in 1951 and graduated from the Royal Police Academy, Amman, Jordan in 1970. He spent the next ten years working in different police stations and administrative departments of the DP. After gaining broad experience throughout these years, he was appointed Commander in Chief of Dubai Police in 1980.

Since then, he has worked hard to develop the work of the Dubai Police. He has introduced many departments and divisions into the organizational structure as a result of which the DP has won many awards and certificates of appreciation, at the local, regional and global levels. Important innovations include a modern operations room linked with satellites, total quality management, the Police Advisory Board and the Department of Tourism Security. The General has also launched many successful programmes which have had a significant impact in raising the efficiency of police performance and community service. These include initiatives entitled ‘Human being before the place’, ‘Let us be together’, ‘Language of Location’ and ‘You go to them and we come to you’. Because of his keen interest in the domain of technical development, General Tamim has introduced many advanced technical systems to the Dubai Police, such as an automatic number identification system, a satellite positioning system for patrols and an isolation system (Dubai Police, 2011). .

2.4.3 Islamic work ethic

2.4.3.1 Introduction

Ali & Al-Kazemi (2007) state that in recent years researchers have examined attitudes to work in non-Western civilizations. In fact, they add, the economic accomplishment of different groups in various societies and across history indicate that the urge to achieve, work hard, accumulate wealth and improve the quality of life are found invariably in all

societies and among diverse groups including ethnic Chinese in Malaysia, Jains in India, Jews in the USA, medieval Moslems and Arabs, ancient Babylonians and Egyptians.

The Qur'an, the Holy Book of Islam, declares (39:3-5): *“Not an atoms weight, or less than that or greater escapes Him in the heavens or in the earth but it is in a clear record. That He may reward those who believe and do good works. For them is a provision and a rich provision.”*

Ali (2005) explains that performance appraisal in Islam is based on normative instructions and the practice of the Prophet Mohammed and of his immediate four successors as Caliphs. The normative realm is revealed in Quranic instructions. According to Ali (2005), the Qur'an clarifies that what a person does is solely his or her responsibility and that no one should be held responsible for the mistakes of others. Thus, employees are considered to have a moral duty to monitor their performance. The Qur'an reveals (75:14): *“Nay, man is a witness against himself.”* The other category of performance appraisal is embodied in the sayings and practices of the Prophet Mohammed and the first four Caliphs. Mohammed commands that *“Muslims shall be bound by the conditions which they make.”* Furthermore, he makes it obligatory for employees to make their work perfect and to be responsible for what they do, irrespective of their positions in a social or organisational hierarchy (Hashim, 2010).

Tayeb (1997) insists that Islam, like any other religion, plays a significant part in the cultural make-up of the nations where it is a dominant factor in political and social life. This is especially so because of the nature of this religion, whereby both material and spiritual spheres of life are considered its appropriate domain. There are many factors which contribute to the formation and perpetuation of national culture, of which religion is a major one, but by no means the only one (Hofstede, 1980; Weber, 1930). Ali (1986/1987) argues that Islam is one of the most influential factors which have shaped current Arab value systems, while Ahmad (1976) states that the Islamic work ethic stands not for life denial but for life fulfilment and holds business motives in the highest regard. Consequently, it is likely that those who believe in Islam and practise it will tend to be more committed to their organizations and presumably more satisfied with their jobs (Yousef, 2001).

2.4.3.2 Islam and the workplace

Religions in many countries, whether they have secular or religious constitutions, have a certain degree of influence on the cultural characteristics of their people and their institutions. In countries whose cultures are expressly modelled after a religious ideal, this influence is of course far more extensive and inclusive, as illustrated in Figure 2.3 (Tayeb, 1997).

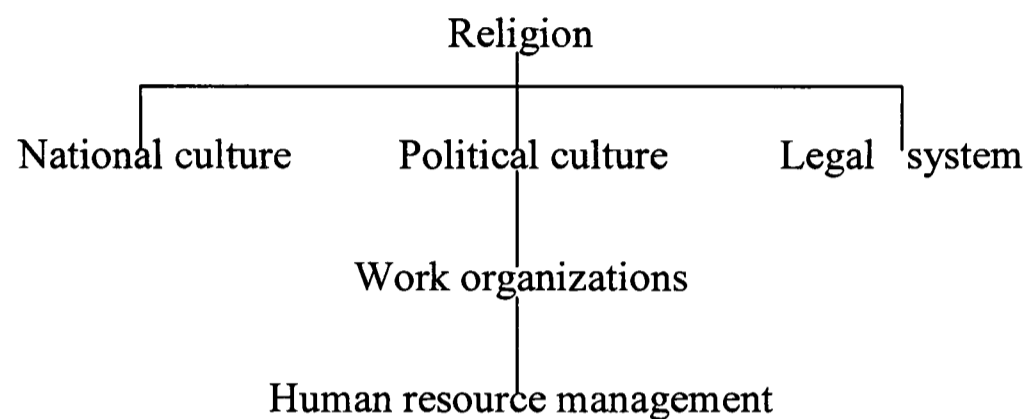


Figure 2.3: Influences of religion on HRM in societies based on a religious model

Source: Tayeb (1997, p. 355)

Islamic revivalists now quote from the Qur'an and the stories of Mohammed's life to explain the Islamic roots of their socioeconomic policies. Many Muslim countries have begun efforts to reinstitute within their territories their own indigenous ways of running their social, educational and commercial organisations. Islamic banks, insurance companies, clinics and hospitals, universities, restaurants and research foundations are some of the more visible and widely known manifestations of such fundamental regeneration of Islamic values (Endot, 1995).

Tayeb (1997) explains that for Muslims, Islam is not a man-made institution; the Qur'an contains the words of God, revealed syllable by syllable to Mohammed some 1,400 years ago. The deeds of its adherents are therefore inseparable from divine commandments. Islam is generally viewed by some non-Muslims as being a fatalist religion, but the Qur'an specifically asserts that humans are able to choose and to intervene in their destiny, and that they are held responsible for the consequences of their deeds. However, they are not left alone to run their lives: God has equipped them with the Qur'an and the traditions of the Prophet Mohammed, which in the Islamic view

provide one of the most important sources of guidance that humans can use to steer their actions and beliefs. Islam, unlike many other religions, is an all-encompassing creed; it governs every aspect of life, public and private, political and economic, and as such is relevant to business activities. In other words, there is no separation between worldly and religious aspects of life.

2.4.3.3 Major Islamic work-related values

According to Muna (1980), in many organisations in Arab countries of the Middle East, decision making and management-employee relationships are characterised by a process of consultation, rooted in their Islamic traditions and emphasised in the Qur'an, which asserts that those who conduct their affairs by consultation are among the ones on whom God's mercy and heavenly rewards will be bestowed.

Latifi (1997), in a study of traditional and modern Islamic texts, identifies the following work-related characteristics:

- Equality before God;
- Individual responsibility within a framework of co-operation with others;
- A view that people in positions of power should treat subordinates kindly, as if they were their brothers or sisters;
- Fatalism but also a recognition of personal choice; and
- Encouragement of consultation at all levels of decision making, from family via the wider community to the country as a whole.

Other scholars, both within and external to the management discipline, have identified further Islamic values which have their roots in the Qur'an and the teachings of Mohammed and his successors. Ali (1988) argues that in Islam work is obligatory and self-reliance is a source of success. He further proposes that although one's loyalty revolves around self and family, within the workplace loyalty to one's superior is necessary for the organisation to survive. Sherif (1975), for his part, identifies nobility, patience, self-discipline, good appearance, abstinence, resolve, sincerity, truthfulness, servitude and trust as major Islamic values. Similarly, Endot (1995, p. 436) identifies 11 basic values of Islam that lead to a "respectable nation": trustworthiness, responsibility, sincerity, discipline, dedication, diligence, cleanliness, co-operation, good conduct, gratefulness and moderation.

The Prophet Mohammed preached that hard work caused sins to be absolved and that *“no one eats better food than that which he eats out of his work.”* For instance, the Qur’an often speaks of honesty and justice in trade, and it calls for an equitable and fair distribution of wealth in society. The Qur’an encourages humans to acquire skills and technology, praising highly those who strive to earn a living. The Qur’an is against laziness and waste of time by either remaining idle or engaging oneself in unproductive activity. The ethics of Islam counsel against begging and against living as a parasite on the labours of others (Abeng, 1997).

The Islamic work ethic (IWE) views dedication to work as a virtue. Sufficient effort should go into one’s work, which is seen as obligatory for a capable individual. The Islamic work ethic emphasises cooperation in work, and consultation is seen as a way of overcoming obstacles and avoiding mistakes. Social relations at work are encouraged in order to meet one’s needs and establish equilibrium in one’s individual and social life. In addition, work is considered to be a source of independence and a means of fostering personal growth, self-respect, satisfaction and self-fulfilment (Yousef, 2001).

The IWE stresses creative work as a source of happiness and accomplishment. Hard work is seen as a virtue, and those who work hard are more likely to get ahead in life. Conversely, not working hard is seen to cause failure in life (Ali, 1988). Also, according to Ali (1988) the value of work in the Islamic work ethic is derived from the accompanying intentions, rather than from the results of work. It emphasises that justice and generosity in the workplace are necessary conditions for society’s welfare and that no one should be denied his full wage. Besides constant hard work to meet one’s responsibilities, competition is encouraged in order to improve quality. In brief, the Islamic work ethic argues that life without work has no meaning and engagement in economic activities is an obligation.

Ali & Al-Kazemi (2007) summarise the concept of the Islamic work ethic by saying that it has its origin in the Qur’an and the teachings of the Prophet Mohammed. The Qur’an states (6:132): *“to all are ranks according to their deeds”*. It instructs the faithful that involvement and commitment to work, rather than dreaming, enable people

to realise their goals (53:39), that “*human beings can have nothing but what is striven for*” and that “*God hath permitted trade and forbidden usury*” (2:275).

Ali & Al-Kazemi (2007) add that the Prophet made four assertions concerning work, in what might be considered a complete departure from the thinking of his time. First, he presented work as the highest form of worship: “*Worshiping has seventy avenues; the best of them is the involvement in an honestly earned living*”. He also understood that work is not sanctioned if it is not performed to the best ability. Here, Mohammed underlined two essential aspects of performance: quality and qualification, stating that “*God blesses a person who perfects his craft (does the job right)*” and that “*God loves a person who learns precisely how to perform his work and does it right*”. Third, work has a social dimension and meaning; it has to provide benefits to others, so that “*the best work is the one that results in benefit*” and “*the best of people are those who benefit others*”. Finally, it is through trade and active involvement in business that a society reaches prosperity and a reasonable living standard: “*I recommend the merchants to you, for they are the couriers of the horizons and God’s trusted servants on earth*”.

By giving work a religious, social and economic dimension, Islam has elevated labour and those who engage in economic activity to a noble position (Ali, 2010).

2.4.3.4 The Protestant work ethic

Because several non-Muslim employees were involved in this research, the researcher considers it relevant to mention non-Muslim work values. Yousef (2001) states that much of the research on the work ethic has been carried out in the West, with a focus on the Protestant work ethic (PWE). The concept of the PWE was advanced by Weber (1958), who proposed a causal relationship between it and the development of capitalism in Western society. Weber’s theory related success in business to religious belief. He proposed that the Protestant-Calvinistic faith had a spiritual thrust towards capitalism and was based on the assumption that work and financial success were means to achieve not only personal but religious goals (Kidron, 1978).

Yousef (2001) also comments that both IWE and PWE place considerable emphasis on hard work, commitment and dedication, creativity, avoidance of unethical methods of

wealth accumulation, cooperation and competitiveness in the workplace. However, unlike the PWE, the IWE places more emphasis on intention than on results; for instance, the Prophet Mohammed stated that “*actions are recorded according to intention, and man will be rewarded or punished accordingly.*” It also stresses social relations in the workplace and duties toward society. Furthermore, the IWE emphasises justice and generosity in the workplace and views engagement in economic activity as an obligation.

However, Ali (2010) notes that Islam expects both employers’ and employees’ obligations to be grounded in ethics. While Protestant-capitalism appears to empower employers to engage in hiring and firing, these are highly restrained in Islamic teachings.

2.4.4 Women at work

2.4.4.1 Introduction

Sidani (2005) points out that discussion of women’s participation in the business and political fields in Arab societies is marked by conflicting opinions. Thus, some refer to the role of culture and the prevailing religion in the area – Islam and interpretations of Islam – as possible reasons for women’s lack of participation. Islam, it is asserted, is not merely a set of beliefs and rituals but also a social order that has an all-pervading influence on its followers (Weir, 2000). This section presents an Islamic view of women, of women at work, of women workers in Arab culture and of women in the UAE.

2.4.4.2 Women in Islam

The first convert to Islam, Khadija, the wife of Mohammed the Prophet of Islam (570-632), was a thriving businesswoman and at one point her husband’s employer (Sidani, 2005). Ahmed (1992) argues that the autonomy that Khadija had is reflective of the practices that were prevalent in some Arab societies before Islam.

Tayeb (1997) notes that although Muslim nations have a great deal in common, there are also differences among them, affecting economic, business and social aspects of life. Saudi Arabia, for instance, adheres strictly to the sacred law (*shari’a*) in many spheres of life, while Turkey has turned to secular laws for the administration of its economic

and social affairs. The position of women in society and socially acceptable codes of behaviour for people in general – and particularly in business life – are cases in point.

The following subsections present some of the views that help to explain women's lack of political and economic participation, including the role of Islam.

2.4.4.3 Religious scholars

Black (2001) observes that Islam is still a major spiritual and social force in the Arab world, with a pervasive impact on the lives of its people. The significant role of Muslims scholars (*ulama*) deserves special attention. The ulama are not priests in the Christian sense but rather “people of knowledge” or “heirs of the Prophets to whom people turn for guidance in their spiritual and social affairs.” Their impact on the daily lives of Muslims has intensified since the resurgence of Islamic activism from the 1970s onwards (Zaman, 2002).

The ulama are agreed in arguing that Islam addresses men and women equally pertaining to issues of faith (Turabi, 1988) and it is agreed that women are able and required to carry out God's commands. Men and women represent two branches of a single tree and two children of the same parents, Adam and Eve. Their common origin, their general human qualities, their equal accountability in relation to religious duties (with ensuing reward or punishment) and the unity of their destiny all testify to their equality (Al-Qaradawi, 1998).

Sidani (2005) reports that differences begin to emerge among the ulama when details are discussed. Opinions diverge with regard to the details of female work and women's participation in public life, while other areas of disagreement relate to the mixing of the sexes in society and to women's dress. Running the risk of oversimplification of the ulama's attitudes, one can classify their opinions into two categories. The first represents the traditional view most prevalent, although not exclusively, in some Arabian Gulf countries, while the second group comprises modernist ulama whose views are relatively liberal. The terms ‘traditionalist’ and ‘modernist’ are used for identification purposes only, as both of these groups are considered to be part of mainstream Islam.

An example of the traditionalist ulama is Sheikh Abedel-Aziz BinBaz (1912-1999), who was originally from Saudi Arabia. Sheikh BinBaz represents a unique yet significant case among Arab countries. Housing the two most holy sites for Muslims (Mecca and Medina), Saudi Arabia is symbolically the worldwide centre of attention when it comes to Islamic issues. Much of the discourse of the ulama' in countries such as Saudi Arabia thus tends to be conservative (Sidani, 2005).

Sheikh BinBaz's views reflect the notion that the engagement of women in "male domains" would separate them from their *fitra* (innate nature) and would eventually cause them misery and lead to the collapse of society. In his view, such engagement poses a danger to Muslim society, as it leads to moral decay. Sheikh BinBaz asserts that taking the woman out of the home, "her kingdom", means alienating her from her innate nature and character, which God has ordained. He views the involvement of women in men's domains as a major crime not only against her but also against the young generation, males and females, who lose a proper education, compassion and kindness (BinBaz, 1985; 1988).

BinBaz indicates that referring to early active Muslim women who went with men to the battlefield is a false analogy if used to conclude that modern women could likewise go outside their homes to work in the same domains as men. BinBaz also contends that women can work in appropriate fields, such as female education, nursing and medical care. Thus, while BinBaz has no problem with women's education and work, he emphasizes that there must still be a strict separation between men and women, as the free mixing of women and men in the work domain leads to the decay of Muslim society and its demise (BinBaz, 1985).

Sidani (2005) argues that it is important not to attribute the lack of female participation in the work arena solely to the role of the traditionalist ulama. The prevailing cultural norms, which are sometimes of tribal, not religious, origin, have put pressures on women's ability to involve themselves in the economic development of their societies. Sometimes the ulama's strict understanding could be perceived as merely putting a religious impression on various long-standing traditions and practices.

Turning now to the second group, the modernist ulama, Afshari (2005) notes that throughout this century many progressive writers have hoped to modernize Islam and that in recent years Muslim conservatives have rediscovered an Islamic essentialism that purports to “Islamize modernity.” Grafting contemporary concepts (rationalism, liberalism, nationalism, socialism and feminism) onto the pre-modern Islamic paradigm, these efforts have often reflected the global ideological trends of the day.

A good example of the modernist ulama is Mohammed Al-Ghazali (1917-1996), who was probably the most revolutionary in addressing women’s concerns. His ideas are shared by other notable and influential ulama, including Yusuf Al-Qaradawi, Abdel-Haleem AbuShaqua and Hasan Turabi. Together they represent a growing modernist trend among some ulama, but Al-Ghazali was the most vocal and his ideas were probably the most penetrating (Sidani, 2005).

Al-Ghazali (1990) criticizes the traditions within Arab societies which reduce women’s mobility. Those traditions are typically blamed on Islam, while in reality they have nothing to do with religion. Al-Ghazali indicates that Islam provides a considerable sense of equity between the two genders and that any differences are related to the nature of the human instinct and the different roles assigned to each gender. He maintains that there are certain traditions imposed by people, not by God, which cripple women’s improvement, keeping them in *jahiliyah* (ignorance). This has resulted in degradation throughout the *umma* (Muslim community).

Moreover, Al-Ghazali attacks some of those in charge of religious affairs, arguing that their overriding concern is to keep women in prisons of ignorance and psychological defeat. He condemns the facts that women have no real political or cultural role in many Arab societies and that they do not even have a say in school programmes or social affairs. He asserts that women have been excluded from the affairs of their communities and have been restricted to domestic service and bodily instincts. According to Al-Ghazali (1989), some modern female intellectuals feel a sense of contempt for religious traditions, as these are falsely accused of crushing their development and aspirations. He also calls for a revolution in Islamic thinking and the refinement of false traditions attributed wrongly to Islam.

Sidani (2005) notes that among the issues that clearly distinguish Al-Ghazali and his school is that of the veil. He asserts that the headscarf that covers the woman's hair is a commandment by God but that it does not – and should not – pose an impediment to her economic and political participation. He goes on to insist that the covering of the face, prevalent in some Muslim societies, is related to tribal and traditional norms and not to the injunctions of Islam.

Al-Ghazali's criticisms of practices in some contemporary Muslim societies often verge on sarcasm. He indicates that while some abhorrent practices against women have existed in some Western societies, other practices should be commended and emulated. He praises the worldwide women's movement for pursuing social and political development and calls on Muslim women to behave accordingly within the requirements of Islam. He asserts that this can be accomplished by opening the doors to political and labour participation for women, in an environment where a certain amount of mixing between the genders should be expected and accepted (Al-Ghazali, 1989, 1990).

2.4.4.4 Women in Arab culture

Sidani (2005), observing the recent history of Arab women, notes that their participation in public life has changed fundamentally in the past few decades. The potential role of women has undergone major developments in varying degrees in different parts of the Arab world. There are many divisions between some ulama and secular forces, but obviously also among the ulama themselves. The attempt to divide Arab activism into two camps, one being religious-based and adverse to women's causes, while the other is secular and supportive of their causes, is not only too simplistic, but does not present an honest portrayal of the forces involved. Debate and disagreements within religious circles are far from being settled. Some years ago, it was already possible to describe the Arab woman as having become "*the lawyer, the doctor, the engineer, the cabinet minister, the ambassador, the judge, the police officer, the paratrooper as well as the nurse, the teacher and the social worker*" (Haddad, 1984, p. 146).

Moreover, Al Khartoum & Weir (2008) report that it is now widely accepted that investment in the education and training of women, indeed in promoting the health, safety and public position of women, is one of the chief features of economies that

aspire to move from developing country status to the achievement of sustainable economic growth. However, women's employment status is strongly influenced by demographic as well as socio-economic factors: parents' and husbands' attitudes towards women's education and educational status, and the availability of facilitating factors at home and in the workplace (Al Khartoum & Weir, 2008).

2.4.4.5 Women in the UAE

Madsen & Cook (2010) argue that women have made monumental strides in education in the UAE in the past three decades of the country's existence and are truly a success story to be celebrated. Gimbel (2007) points out that the UAE government provides free higher education to Emirati students in a variety of institutions throughout the country. This education comes with high expectations for success; when students do not meet these expectations they lose their opportunity to attend college. For many young women who now desire to contribute both inside and outside the home, college is their only hope to obtain the preparation they need to work outside the home and to contribute professionally to their communities.

For that reason, according to a United Nations Development Programme (UNDP) report (2007, p. 17), "*the proportion of females in higher education has risen remarkably, at a rate that has not been achieved in any other country in the world*". In fact, 95 percent of Emirati females enrolled in secondary school apply for acceptance to colleges and universities (Al Abed *et al.*, 2007). Females account for more than 70 percent of university graduates and a large majority (80 percent) of students are first-generation college attendees. The fathers of these students are more likely to be better educated than their mothers, because Emirati men had access to education and wider employment opportunities well before their female counterparts (Madsen & Cook, 2010).

It is important to note that the UAE's political leadership has been extremely supportive of women's education since the earliest days of the federation, albeit schooling for women was established a decade after it was made available to men in the 1950s. For example, as the founder of the UAE, the late Sheikh Zayed Al Nahyan said, "*Nothing could delight me more than to see the woman taking up her distinctive position in society ... Nothing should hinder her progress ... Like men, women deserve the right to occupy high positions according to their capabilities and qualifications.*" Imbedded in

this support is a cost-free primary, secondary and tertiary public education system, allowing women of varying socio-economic status and familial circumstances to access higher education (Madsen & Cook, 2010).

Moreover, the UAE's current vice president, Sheikh Mohammed Al-Maktoum (2011), observes that *“Arab women are half our community. Sometimes better than men. Perhaps in the past we lagged behind, but today she is growing to better heights in our society and is able to achieve goals within our communities. She will only grow.”* He adds *“A place without women is a place without spirit.”*

A prominent Emirati woman, UAE Minister of Economy and Planning, Sheikha Lubna Bint Khalid Al Qasimi (2007, pp. 33-5), states:

“I believe that the pace of women's empowerment is set to unfold even more quickly. By creating an environment in the UAE that enables women to be flexible in their approach to work – to choose a career path, to balance the demands of home and the office, to contribute to the development of this nation, we are unquestionably contributing to the growth of the UAE's GDP. The benefits of having women as agents for social change through taking a more visible role in society is not limited to paid employment. Women play a vital economic role in every country in the world, including the UAE, that keeps nations like ours moving forward. These women, whether they are doctors or home-makers, are on the front lines of our community in transition. They are demonstrating that women have a voice, as well as a unique perspective, and a key role to play in the social and economic development of the Arab world.”

In 2007, the literacy rate among women in the UAE was 90 percent, one of the highest in the world (Embassy of the UAE, 2009). With these changes it is now expected that there will be many future opportunities for women to work, manage and lead in a variety of settings for example business, government, community and non-profit organisations (Madsen & Cook, 2010).

Sheikh Mohammed explains how women in the UAE are enabled to be involved and participate in local society (Al Maktoum, 2011). He argues that throughout the history of the region, women have been a vital part of society. When the men of what is now

the UAE left for up to four months to work in the pearling and fishing industries, the women were responsible for the family's agricultural needs and for raising children. This was not an easy task in the desert's harsh landscape and women were respected both for their ability to work the land and because the Holy Quran requires it.

The role of women in the UAE has grown in line with the country's development. The Supreme Council has been committed to improving women's lives since the beginning of the Federation, according to Al Maktoum (2011), who notes that the right of UAE women to take part in the development of all areas of their society is laid out in the constitution, adopted when the federation was founded in 1971. It states that social justice should apply to all and that women are equal to men before the law. They enjoy the same legal status, claim to titles and access to education. They have the right to practice the profession of their choice. Moreover, in accordance with the Islamic principles upon which the constitution is based, women are guaranteed the right to inherit property. Although women had these rights before the unification of the emirates, the constitution reinforced them in legal terms that applied throughout the country.

In order to implement the late Sheikh Zayed's vision of a modern society based on Arab and Islamic traditions, his wife, Sheikha Fatima bint Mubarak, has worked tirelessly to promote the role of women since the creation of the Federation. She founded the first women's society in the country, the Abu Dhabi Women's Society, in 1973. In 1975, the First Lady went on to unite all the women's organisations in the UAE under the UAE Women's Federation, an autonomous body with its own budget and planning. Its priority in the early days of the UAE was to promote education amongst women. Now that this goal has been met, the Federation focuses on comprehensive social planning, including the role of women in the workplace (Al Maktoum, 2011).

Sheikh Mohammed (Al Maktoum, 2011) insists that UAE women have taken advantage of the educational opportunities available after the discovery of oil; more and more women are continuing on to higher education. The majority of students at the UAE University and the Higher Colleges of Technology are women. Besides the traditional fields of education and health, there are many women graduates working in various disciplines such as engineering, science, media and communications, computer technology, law, commerce and the oil industry. The percentage of female employees in

the workforce quadrupled between 1980 and 1990, with the total number of national females working in all fields reaching 100,000 by 2010.

Sheikha Latifa bint Hamdan, wife of the late Sheikh Rashid bin Saeed Al Maktoum, demonstrated great support for the women of Dubai, working hard to ensure that they received a solid education. The wife of Sheikh Mohammed, Sheikha Hind Al Maktoum, is also an active campaigner for greater opportunities for UAE women and is convinced that they are ready to take on political roles. She states that the UAE woman has become intellectually, psychologically and socially qualified to take on any position in any field (Al Maktoum, 2011).

Sheikh Mohammed is also renowned for his respect and support of women. In accordance with his directives, the Intelqaq project was launched in order to encourage women in government departments. There is a women's corps within the armed forces and a women's military training college has been established in Abu Dhabi, bearing the name of one of the great heroines of Arab history, Khawla bint Al Azwar (Al Maktoum, 2011).

At Dubai Police College, the highest-ranked graduates of a six-month training course are invited to join the VIP Protection Corps. Their work demands that the members of the Corps stay in the best possible physical and mental shape. Presently there are 20 women in this squad. Their presence is vital, as many of the people requiring protection are women and in an Islamic country it is preferable for them to have female bodyguards. The women of the UAE are actively involved in their country's development (Al Maktoum, 2011).

2.4.4.6 Difficulties facing women workers

One reason for women's limited advancement in organisations and the public sphere in the Middle East is the persistence of gender stereotypes (Powell, 2000), which has created a labour market structure that keeps the supply of and demand for female labour limited and that reinforces a "patriarchal contract" (Moghadam, 2005). As a consequence, while women's entry into the labour market in the Middle East has seen significant improvements of late, it remains slow when compared to other regions (Esposito, 2005; Tzanntos and Kaur, 2003; World Bank, 2003a).

In the UAE then, while women have received strong support from political leaders, they continue to struggle for many reasons, some related to culture and others to the legal system. Khalifah (2000) argues that the difficulties and obstacles to full participation in the workplace faced by Emirati female workers include:

- A mismatch between the skills required by the institution or company and the skills available to women applying for work, especially in the areas of technology and customer service.
- Cultural attitudes and behaviour that impose specific restrictions in terms of participation of women and especially the mixing of the two genders in the workplace.
- Restrictions on licenses required for certain types of business activity.
- Barriers imposed by the legal system.
- Social obstacles imposed by families and husbands, which represent an additional psychological pressure on women, resulting in a reluctance to enter the field of self-employment.

These arguments are supported by Al Shamsi (2000) and Al Mosabh (2000).

2.4.5 Multinational employees

2.4.5.1 Introduction

Immigration has for many countries been a welcome source of the human capital which is vital for economic development. People with specific skills can be imported, while unskilled immigrants can help to sustain cost-sensitive businesses (Clydesdale, 2011).

Abdallah & Hmaidan (2010) describe ‘diversity management’ as a buzz word that is more and more used in various contexts, with positive connotations and aspirations. The term evokes various colourful metaphors of harmonious coexistence of elements of difference inside the confines of organisational boundaries (Kamp and Hagedorn-Rasmussen, 2004). According to Kandola and Fullerton (1998), diversity consists of visible and non-visible differences including sex, age, background, race, disability, personality and work style; diversity management seeks to harness these differences in the pursuit of more productive work environments. As Lumadi (2008) defines it, diversity management includes acceptance and respect, acknowledging that individuals are unique and different from each other.

2.4.5.2 Workforce diversity in the literature

There are many studies of diversity reported in the literature. For example, Arredondo (1996) associates diversity management with notions of empowerment, inclusiveness and making workplaces more hospitable to individual development and change, with direct cost-benefit implications for organisations. The business case for diversity management has been popularised in recent writings, positing diversity management as a necessary orientation for organisations desiring to remain competitive (Gilbert *et al.*, 1999). Cox and Blake (1991) argue that effectively managed workplace diversity can translate into competitive advantages in various areas including cost, marketing, creativity, problem solving and flexibility. Other research links diversity management to lowered absenteeism and turnover for women and minorities (Cox and Smolinski, 1994), increased problem solving capabilities (Nemeth, 1986) and higher organisational productivity (Cox and Smolinski, 1994). According to Alder (1997), an organisation with a diverse workforce has a greater chance of building an innovative working environment.

On the other hand, arguments supporting uniformity are reported by Milliken and Martins (1996), who reviewed the diversity literature and concluded that racial and gender diversity can have negative effects on individual and group outcomes in certain cases. For instance, group members who differ from the majority tend to have less commitment, more turnover intent and absenteeism. The authors add that group coordination costs, such as increased communication time, appear to increase with diversity. Dadfar and Gustavsson (1992) found that the majority of site managers believed that managers/supervisors were less effective when managing a work group composed of several nationalities, because language differences were regarded as a major obstacle to effective communication. However, Watson *et al.* (1993) argue that these negative effects may diminish with time and may be offset by better quality and more creative decisions.

In a review of more recent studies of diversity, Gröschl (2011) cites Kossek *et al.* (2006) and Mor-Barak (2005), who have highlighted the benefits of diversity ranging from improved decision-making, reductions in costs associated with turnover and lawsuits, increased productivity, quality improvements, enhanced creativity and innovation, to being better able to meet the needs of diverse customers. According to

Klein and Harrison (2007, p. 27), “*groups rich in diversity of knowledge, heuristics, and perspectives have more tools, more insights, and more estimates with which to tackle the problems assigned to them than do homogeneous groups*”. Seymen’s (2006) review of earlier studies explores approaches to effectively managing cultural diversity within organisations and identifies benefits such as better communication and greater group harmony. Horwitz and Horwitz (2007) conducted a meta-analytical review of team demographics and found some positive relationships between task-related diversity and the quality of team performances, for example.

Many managers and scholars agree that diversity is a positive factor in organisations (Von Bergen *et al.*, 2005). Organisations seek diversity as a way of increasing their business competency (Diversity Inc., 2002), improving their bottom line, gaining competitive advantage, building the ability to compete in global markets, improving business performance, achieving higher employee satisfaction, enhancing relationships with multicultural communities, attracting multiple talents and skills and maintaining a workforce that mirrors the customer base (McCuiston *et al.*, 2004).

2.4.5.3 Expatriate workers in the Gulf

Alserhan *et al.* (2010) point out that attitudes towards diversity in a non-western, developing or transitional country context have thus far been largely unexplored; yet the countries of the Gulf Cooperation Council (GCC), i.e. Bahrain, Oman, Kuwait, Saudi Arabia, the UAE and Qatar, are mostly young, oil-rich and marked by a degree of dependence on expatriates that is often unimaginable by outsiders (Forstenlechner, 2010). Recent figures (Rutledge, 2009) put the percentage of expatriates in the total labour force of the GCC at 61.7 percent.

Davidson (2009) argues that these states have achieved impressive progress on many aspects of social and economic development in very little time, transforming desert villages into modern cities, building modern government institutions, diversifying their economies and running functioning and impressively safe nations in a turbulent region. Literacy rates are around 90 percent (UNDP, 2009), universities have sprung up and women – while still underrepresented at senior levels and somewhat limited by culture in their career choices – hold ministerial positions in several countries and represent the

majority of students enrolled at universities across all GCC countries (Moghadam and Roudi-Fahimi, 2003).

Alserhan *et al.* (2010, p.42) assert that “*Arabian Gulf countries provide an interesting subject perspective on this topic, as their workforce is largely staffed by foreigners of a multitude of origins.*” Forstenlechner (2010) agrees that GCC labour markets are unique in their dependence on expatriate labour. The GCC countries depend increasingly on self-initiated expatriates in both their public and private sector workforces. This has influenced their demographics to the extent that expatriates represent the majority of the population in some of these nations and a significant proportion in most.

While, as Harry (2007) and Cordesman (2002) state, there are serious difficulties in obtaining reliable empirical information or statistical data for the region, the last reasonably reliable numbers put the average percentage of expatriates across the GCC at 70 percent in Qatar and 64.4 percent in Kuwait (Kapiszewski, 2006). Taking into account growth rates since then and the ongoing economic development, these numbers have most likely increased further since 2006. “*The last recession is unlikely to curb this dependence on expatriate labour, as even during the period of 1985 and 1999 – characterised by economic stagnation – the number of foreign workers coming into the GCC grew by almost two million*” (Niblock, 2007, p. 139; Winckler, 2005, p. 99).

Al-Waqfi & Forstenlechner (2010) mention that while immigrants are commonly perceived as in need of adaptation and acculturation in order to function in their new host country environment, this paradigm seems to be reversed in the context of GCC countries. On one hand, this is not surprising, given the dominance of expatriates in the workforce; however, this brings with it a new reality in that citizens have to adapt to a work environment where foreigners form a majority. In other words, citizens born and raised in a traditional, conservative, tribal society become foreign in their own country and have to adapt to a culturally entirely different environment in order to function in the workplace. There, they are a minority among a multicultural, diverse workforce and subject to rules and expectations that in many cases are as foreign to them as their co-workers and managers. Similar to the acculturation of immigrants to their host country environment, citizens in this regard need to be acculturated into the new – more competitive – workplace. Evidence for this can be found in the perception of citizens as

lacking skills and competencies, such as resolving conflict or communication skills, as well as motivation and general commitment to work. Al-Waqfi & Forstenlechner (2010) confirm that a strong perception of unfavourable work ethics, skills and competencies among citizens is shared by expatriates and citizens alike.

2.4.5.4 Diversity in the UAE

The UAE is a most important example of cultural diversity both at the country level and at the level of most public and private organisations (Alserhan *et al.*, 2010). Schoepp & Forstenlechner (2010) argue that the UAE appears relatively favourable as an expatriate destination and can be distinguished from many other countries on expatriation in two key ways. First, as noted above, citizens form a minority of the population; secondly, they are almost non-existent in the private sector workforce. Even among fellow GCC countries with the numbers mentioned above, the UAE has a unique demographic setting: the number of citizens in the three-million-strong private sector workforce is currently only 13,000 (0.34 percent) and the country has become a beacon for expatriates the world over (Hafez, 2009) while another source says there were 4,079,000 jobs in the private sector in 2008. The percentage of nationals working in the private sector stood at 0.36 in 2007 and there was no visible change in this figure in 2008 (Dubai Economic Council, 2009). Among the reasons for the preference of UAE nationals for the government sector are higher salaries, better employment conditions, greater job security and often shorter working hours (Godwin, 2006; Kuntze and Hormann, 2006; Mellahi, 2007).

In addition to Emiratis, there are Arabs, Europeans, Americans and Asians, including Iranians, Filipinos and Indians (Randeree, 2009). The UAE population and workforce have undergone significant demographic changes, so that in 2008, indigenous Arabs represented less than 26.2 per cent of the total UAE population (Randeree, 2009). The remainder were expatriates on work visas or otherwise sponsored. Indeed, the number of indigenous Arabs might actually be smaller than officially admitted, with different sources estimating it between 10 and 20 per cent (Grant *et al.*, 2007; Toledo, 2006). Alserhan *et al.* (2010) point out that this transformation has taken place within the last 30 years, representing a substantial population shift in a relatively short period of time.

Globalisation and related economic changes in the UAE have combined to create unprecedented levels of heterogeneity, as the UAE is becoming increasingly diverse on a number of dimensions. More people speak languages other than Arabic at home, non-Muslim places of worship are increasingly being built around the UAE, and women are becoming more educated and more financially independent (Alserhan *et al.*, 2010).

The workforce is experiencing similar trends, and estimates show that Emiratis account for only a small percentage of the total UAE workforce. In June 2009, the number of unemployed Emiratis stood at 40,000 (Kawach, 2009). These figures show that the number of unemployed Emiratis represents less than 1 per cent of the total private sector workforce. The remaining preponderance of expatriates and the fact that they come from almost every country in the world makes UAE workplaces exceptionally diverse in terms of nationality, language, religion and work attitudes (Alserhan *et al.*, 2010). Indeed, this diversity is the norm in the UAE, not the exception, and is born out of necessity rather than any legal or moral requirements (Alserhan *et al.*, 2010). Hypocrisy only comes into play when the employment of nationals is demanded and realised by employing ghost workers (Forstenlechner, 2008). Simply put, there are not enough qualified citizens to occupy the majority of positions in organisations. Alserhan *et al.* (2010) conclude that the UAE is now faced with a dilemma: if the country is to maintain the unprecedented growth it has enjoyed for the last four decades – which relied heavily on the input of skilled expatriates – it will have to reduce the emphasis on the nationalisation of the workforce. This is so simply because there will never be enough nationals to fulfil the quota imposed by the policy.

2.5 Chapter summary

This chapter has presented an extensive review of the literature to provide a deep understanding of issues related to the implementation of change management and TQM in Arab, Western and Islamic countries, thus addressing the first two objectives of this research. The literature on change management in general was reviewed. In particular, factors affecting the implementation of change management and TQM were found to be a quality improvement philosophy involving continuous improvement of processes and services, reduced costs and improved customer satisfaction. This chapter began with an outline of the history and current situation of the UAE. It then considered change management and total quality management. Third, it examined factors affecting the

implementation of TQM in governmental organisations such as the Dubai Police. Important factors cited by many researchers include culture, Islamic values, leadership, women in work and multinational workers. Consideration of these factors, which are listed in Table 2.3, has helped the researcher to identify those affecting the implementation of TQM in the UAE context, which is the main aim of this research.

Table 2.3: Common factors affecting the implementation of change management found in the literature

Factors	Related literature
Leadership (Vision, Values, Strategy, Empowerment, Motivation)	Allan <i>et al.</i> (1996), Al Maktoum (2011), Antony, Leung, Knowles & Gosh (2002), Bennis (1994), Butler (2009), Brauckmann & Pashiardis (2011), Cameron & Green (2004), Chemers (2000), Erkutlu & Chafra (2006), Kotter (1996), Ogawa & Scribner (2002), Schoepp & Forstenlechner (2010), Senior & Fleming (2006), Sidani (2008), Smith (2002), Smith (2011)
Islamic values	Abeng (1997), Adler & Jelinek (1986), Afshari (2005), Ahmed (1992), Ahmad (1976), Ali (1988, 2005, 2010), Ali & Al-Kazemi (2007), Al-Qaradawi (2000), Oberle (2002)
Organisational Culture	Abdallah & Hmaidan (2010), Al-Khalifa (2000), Brown (1998), Brown & Harvey (2001), Clydesdale (2011), Cox and Blake (1991), Darwish (1999), Davidson (2009), Hofstede <i>et al.</i> (2010), Pool (2000), Thurlow & Mills (2009)
Women in the workplace	Ahmed (1992), Al Kharouf & Weir (2008), Al-Ghazali (1990), Al Mosabh (2000), Al Shamsi (2000), Al-Qaradawi (1998), Al Qasimi (2007), BinBaz (1985), Madsen & Cook (2010), Moghadam (2005), Moghadam & Roudi-Fahimi (2003), Simadi (2006), Sidani (2005)
Multinational expatriate workers	Al-Ali. (2008), Al Abed, Vine & Potts (2007), Ali (1986/1987), Al-Waqfi & Forstenlechner (2010), Arredondo (1996), Cox & Smolinski (1994), Diversity (2002), Forstenlechner (2008, 2010), Hafez (2009), Gröschl (2011), Lumadi (2008), Mor-Barak (2005), Randeree (2009), Rutledge (2009), Seymen (2006)

The next chapter sets out the research methodology adopted in the present study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

Research methodology is concerned with the entire process of research (Collis and Hussey, 2009). It is extremely important because it can guide the researcher towards the necessary steps for the achievement of the research objectives (Antony *et al.*, 2002). This chapter will explain and discuss the research philosophies, approaches, strategies and methods of data collection that were considered in the course of planning and undertaking the present study, describing the process of decision-making that informed the researcher's methodological choices. It will then describe how the researcher performed the fieldwork, selected the research population and collected the data.

Among the many models proposed to explain the research process, the researcher has chosen that of Saunders *et al.* (2009), is illustrated in Figure 3.1. This model provides the researcher considerable picture and view of the entire process of research methodology.

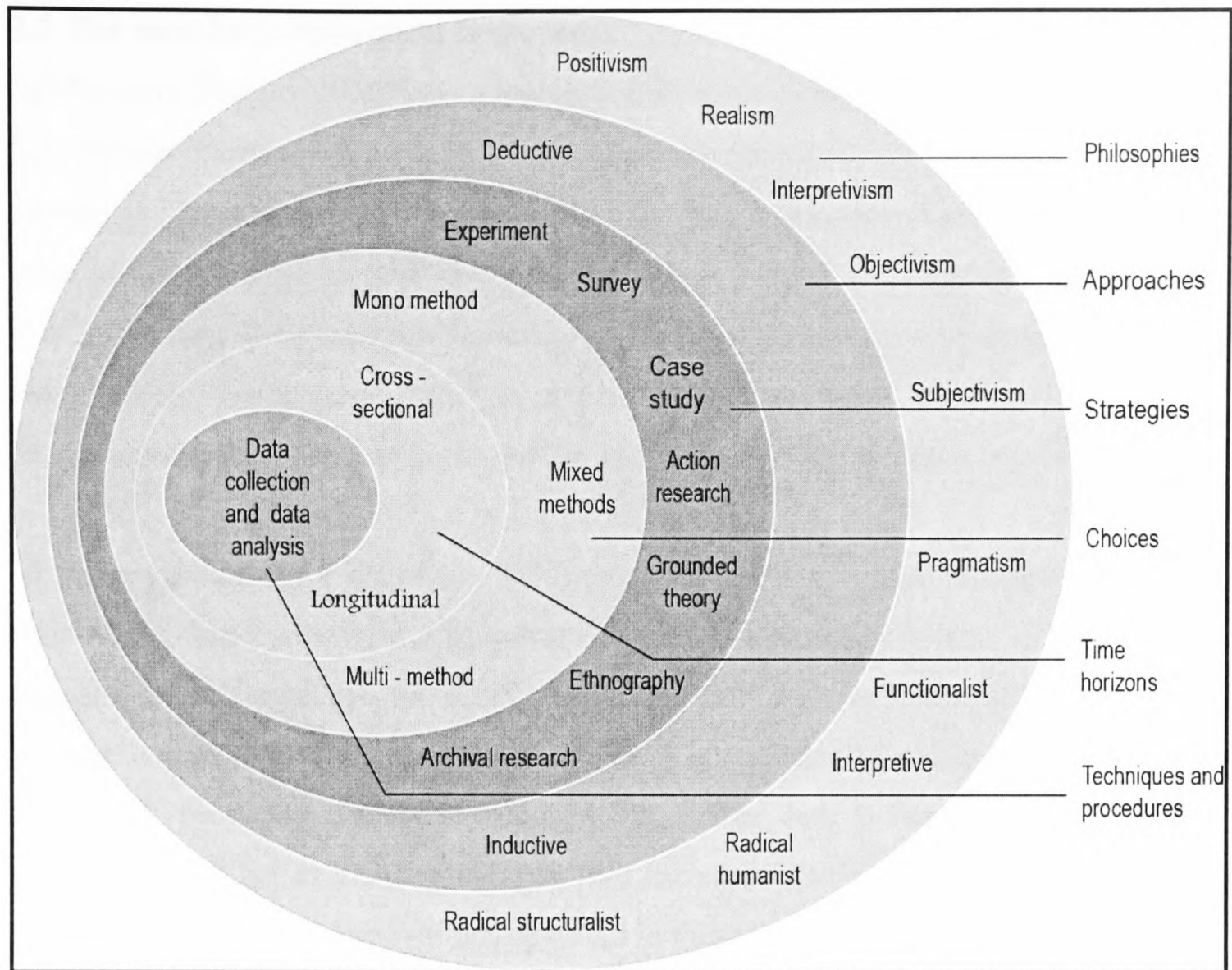


Figure 3.1: The research process

Source: Saunders *et al.* (2009, p. 138)

3.1 Definition of research methodology

Research means different things to different people, so there is no consensus definition of the term. However, Sekaran (2009, p. 2) argues that research, although “*a somewhat intimidating term for some, is simply the process of finding solutions to a problem after a thorough study and analysis of the situational factors*”. As for methodology, Collis and Hussey (2009) state that it refers to the overall approach to the research process, from the theoretical underpinning to the collection and analysis of the data. The researcher concurs with this view; thus, this chapter considers the methodology of the study in depth, in order to present an account of the rigour, validity and rationality of the research process undertaken. The researcher also agrees with Saunders *et al.* (2009, p. 4) that research methodology normally refers “*to the way in which the data were collected*”. Hence, research methodology is the systematic way a researcher works, using the appropriate methods to collect and analyse data and to properly identify issues to be discussed, as well as the objectives of his study.

3.2 The need for a theoretical framework

Sekaran and Bougie (2009) says a theoretical framework represents your believe on how certain phenomena (or variables or concepts) are associated with each other (a model) and an explanation of why you believe that these variables are related with each other (a theory). While Collis and Hussey (2009, p. 118) define a theoretical framework is a “*collection of theories and models from the literature which underpins a positivist study. Theory can be generated from some interpretivist studies*”. They add it is a fundamental part of most research studies and underpins the research questions.

Moreover, Miles and Huberman (1994) suggests that a theoretical framework can help researchers, especially new qualitative researcher, whether inductive or deductive, to map likely relationships, to divide variables that are conceptually or functionally distinct, and to work with all of the information at once without much waste of time and efforts by providing the clarity and focus. Miles and Huberman (1994) say the framework will act as the current version of the researcher’s map of the territory being investigated; and therefore will not be tested in this research.

According to Merriam (1988), theories can be classified into three types:

- Grand theories, which are most often found in the natural sciences.
- Middle-range theories, which are placed higher than mere working hypotheses, but do not have the status of a grand theory.
- Substantive theories, which are developed within a certain context..

However, Sekaran and Bougie (2009) explain the process of building a theoretical framework which includes:

- Introducing definitions of the concepts or variables in your model.
- Developing a conceptual model that provides a descriptive representation of your theory.
- Coming up with a theory that provides an explanation for the relationships between the variables in your model.

Since the theoretical framework offers the conceptual foundation to proceed with the research, and since a theoretical framework involves nothing more than identifying the

network of relationships among the variables considered important to the study of any given problem situation, it is essential to understand what a variable means and what the different types of variable are (Sekaran and Bougie, 2009). Moreover, Collis and Hussey (2009) add theoretical framework is important in many studies because it provides explanations for what is observed.

Based on the literature review on the relevant of factors affecting the implementation of total quality management by the UAE Police Force, a theoretical framework, as illustrated in Figure 3.2, is designed to map out the main drivers of factors and their inter-relationships. So, that it facilitates the researcher to efficiently and effectively collect the most relevant data in the case in order to meet the aim, objectives and answering the research questions.

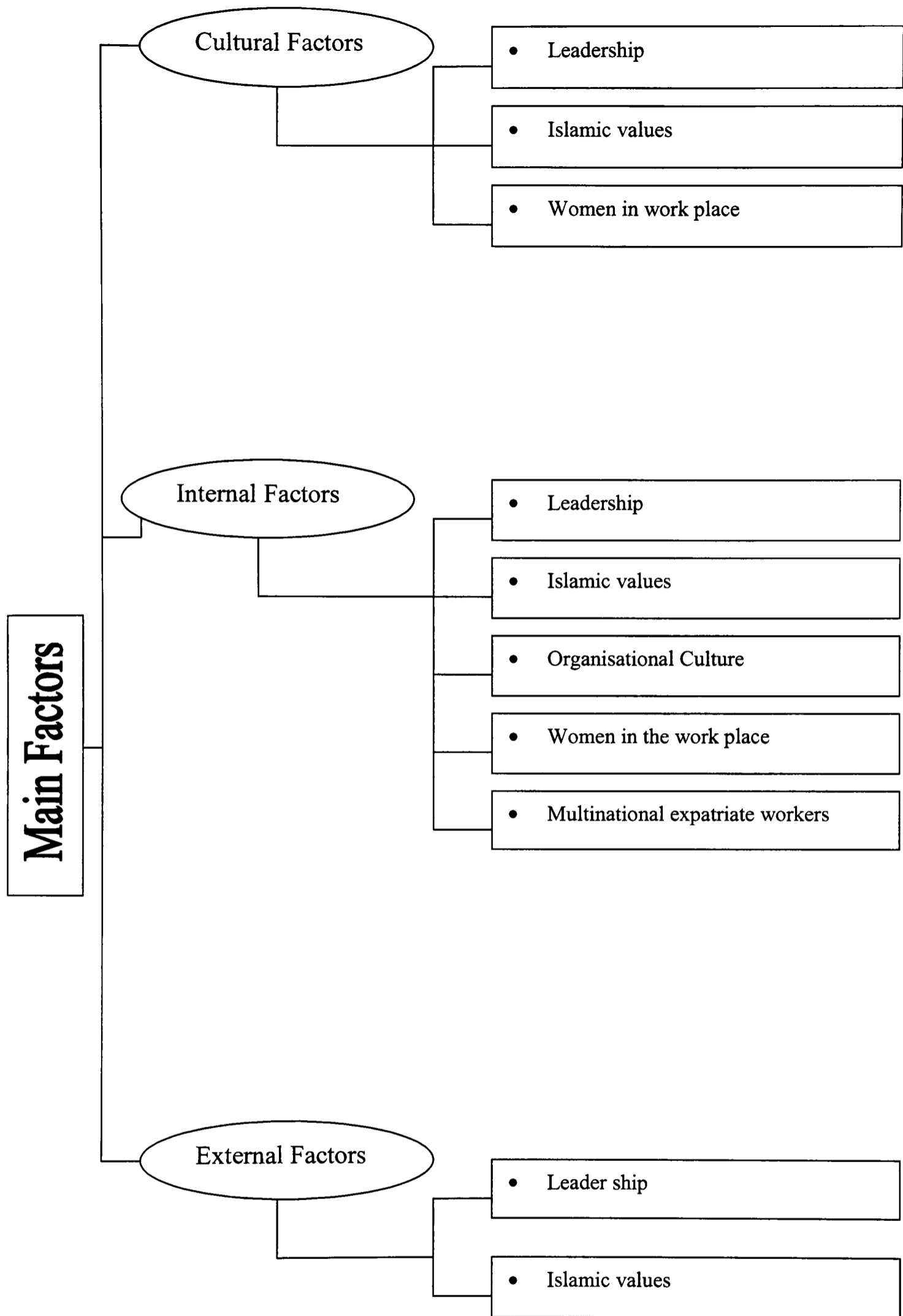


Figure 3.2 The theoretical framework of the main factors of the study found in the literature review.

On the basis of literature review, the research has incorporated three main constructs into the framework; namely internal, external and cultural factors. Five of these sub-factors which are, leadership, Islamic values, women in work place, organisational culture and multinational expatriate workers, have been widely discussed in the literature (see figure 3.2). Finally, in this study, a theoretical framework is developed and presented to help the researcher with a clear understanding of structure that provides focus to all the areas being investigated.

3.3 Purpose of the research

Collis and Hussey (2009) categorise research according to its purpose, listing the following types: *exploratory* research, which is conducted to examine a problem or issue when there are very few or no earlier studies which can be referred to; *descriptive* research, which describes phenomena as they exist; *analytical or explanatory* research, which is a continuation of descriptive research; and *predictive* research, which aims to generalise from the analysis by predicting certain phenomena on the basis of hypothesised general relationships.

This research is an explanatory and exploratory study whose aim is to investigate and identify the factors affecting the implementation of TQM by the UAE Police Force.

3.4 Research philosophy

Easterby-Smith *et al.* (2008) state that understanding the philosophical issues of research methodology is a vital aspect of research design. Guba and Lincoln (1989, p. 105). also emphasize the importance of research philosophy, arguing that

“both qualitative and quantitative methods may be used appropriately with any research paradigm. Questions of methods are secondary to questions of paradigm, which we define as the basic belief system or world view that guides the investigation, not only in choices of method but in ontologically and epistemologically fundamental way”

Saunders *et al.* (2009) claim that the term ‘research philosophy’ relates to the progress of knowledge and to the nature of that knowledge. On the other hand, Collis & Hussey (2009, p. 55) define the term ‘paradigm’ by referring it to the “*progress of scientific*

practice based on people's philosophies and assumptions about the world and the nature of knowledge; in this context, about how research should be conducted".

Many authors, such as Easterby-Smith *et al.* (2008), Saunders *et al.* (2009), Collis and Hussey (2009) and Remenyi *et al.* (1998), distinguish between two main philosophies: phenomenology and positivism. Within this primary distinction, Collis and Hussey (2009) state that the positivist paradigm has some alternative names such as the quantitative, objectivist, scientific, experimentalist or traditionalist paradigm, while alternative terms for the phenomenological paradigm are qualitative, subjectivist, humanistic and interpretive. Milliken (2001) argues that the key idea of positivism is that the social world exists and can be apprehended through objective measures, instead of being merely intuited through the subjective experience. Positivism follows the traditional scientific approaches to developing knowledge through research strategies, methods and the interpretation of results. Easterby-Smith *et al.* (2008, p. 331) offer a similar view of positivism, describing it as predicated on the notion that *"the social world exists externally, and that its properties can be measured through objective methods"*.

Ragin (1994) observes that quantitative methods concentrate directly on relationships among variables. Similarly, Creswell (2003) points out that quantitative researchers usually derive a problem from the literature; in that case, a substantial body of literature may be available in terms of variables and existing theories, which may need testing or verification. Bryman (2004) states that quantitative researchers emphasise careful control and measurement by assigning numbers to measurements, while Gummesson (2000) explains that quantitative research is concerned with questions such as 'How much?', 'How often?' and 'How many?'

In contrast to these definitions of positivism, Easterby-Smith *et al.* (2008, p.333) state that phenomenology or social constructionism rests on *"the idea that 'reality' is determined by people rather than by objective and external factors, and hence it is most important to appreciate the way people make sense of their experience"*. Table 3.1 shows the distinguishing features of positivism and phenomenology identified by Easterby-Smith *et al.* (2008).

Table 3.1: Contrasting features of positivism and social constructionism

	Positivism	Social constructionism
The observer	Must be independent	Is part of what is being observed
Human interests	Should be irrelevant	Are the main drivers of science
Explanation	Must demonstrate causality	Aim to increase general understanding of the situation
Research progresses through	Hypotheses and deductions	Gathering rich data from which ideas are induced
Concepts	Need to be operationalised so that they can be measured	Should incorporate stakeholder perspectives
Units of analysis	Should be reduced to simplest terms	May include the complexity of whole situations
Generalisation through	Statistical probability	Theoretical abstraction
Sampling requires	Large numbers selected randomly	Small numbers of cases chosen for specific reasons

Source: Easterby-Smith *et al.* (2008, p.59)

Likewise, Collis & Hussey (2009) list the key differences between these two paradigms, as reproduced in Table 3.2. The strengths and weaknesses of the main research paradigms are set out in Appendix 5.

As the main aim of the present study is to investigate and identify factors affecting the implementation of TQM within a governmental organisation, using the DP as a lens, the data is qualitative, the samples are small and the aim is to achieve an in-depth understanding of the phenomena in question. This research is social in nature, dealing with beliefs, realities, attitudes and experience in a particular environment, and with the way in which these ideas are exchanged between people. Consequently, following the arguments set out above, the phenomenological paradigm has been chosen.

Table 3.2: Features of the two main paradigms

Positivism tends to:	Phenomenology /interpretivism tends to:
<ul style="list-style-type: none"> • Use large samples • Have an artificial location • Be concerned with hypothesis testing • Produce precise, objective, quantitative data • Produce results with high reliability but low validity • Allow results to be generalised from the sample to the population. 	<ul style="list-style-type: none"> • Use small samples • Have a natural location • Be concerned with generating theories • Produce ‘rich’, subjective, qualitative data • Produce findings with low reliability but high validity • Allow findings to be generalised from one setting to another similar setting.

Source: Collis & Hussey (2009, p.62)

3.5 Research approach

The main purpose of selecting a research approach is to decide the most incisive way of understanding the nature of the problem. The choice is twofold: between deduction and induction. In the deductive approach, the researcher develops a theory and hypothesis, then designs a research strategy to test the hypothesis, while in the inductive approach, he or she collects data and develops a theory as a result of his or her data analysis. The deductive approach derives from positivism, whereas the inductive approach relates more to phenomenological philosophy (Saunders *et. al*, 2009). Figure 3.3 illustrates these two approaches to business research.

According to Hyde (2000), the inductive approach is a theory-building process, starting with direct observation of specific instances and seeking to establish generalisations about the phenomenon under investigation. Conversely, the deductive approach is a theory-testing process which commences with an established theory or generalisation and seeks to establish by observation whether it applies to specific instances.

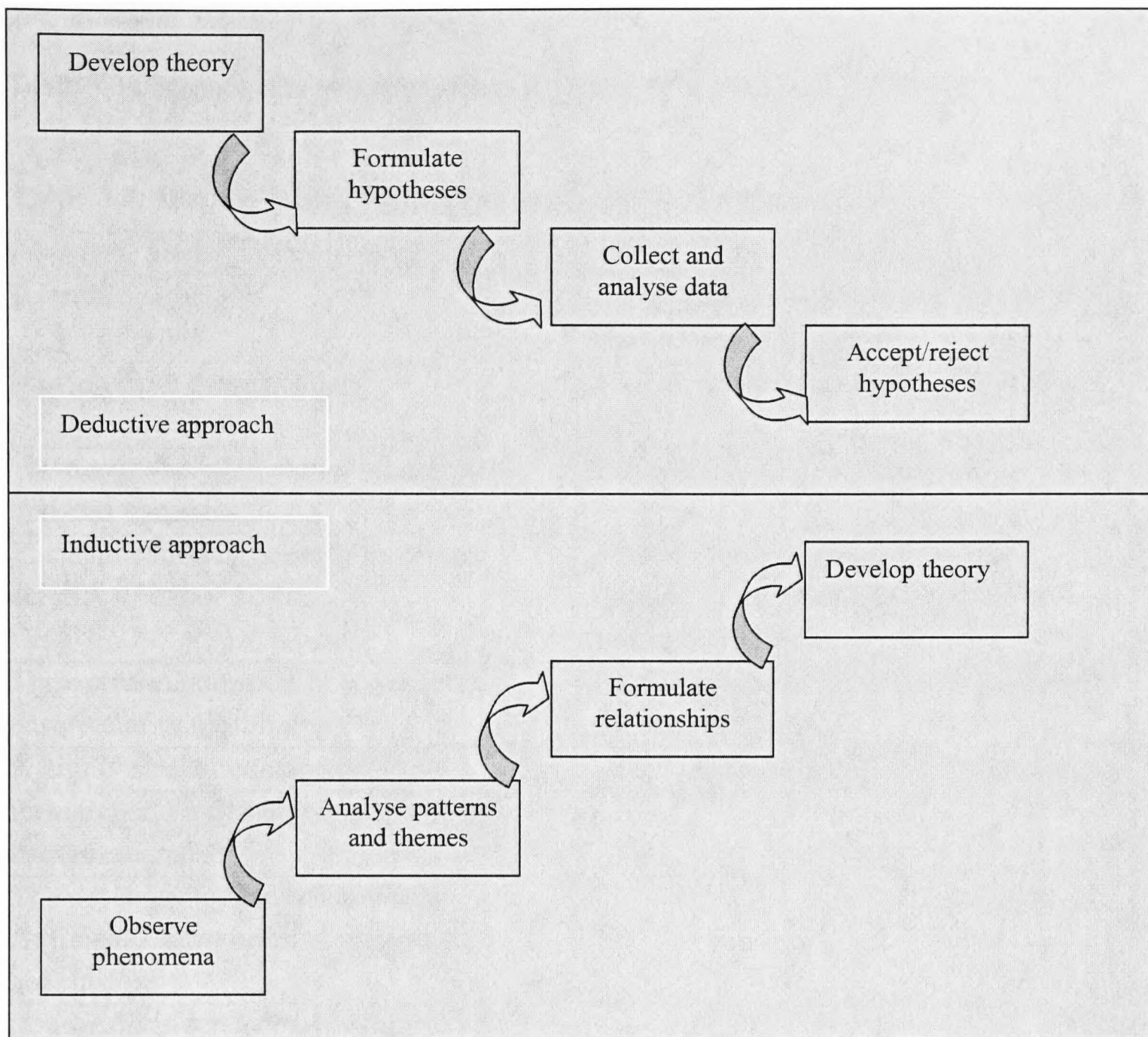


Figure 3.3: Deductive & inductive approaches

Source: Cavana *et al.* (2001, p.36)

Collis & Hussey (2009) argue that discussion of different types of research philosophy and approach allows the researcher to understand the best way to proceed, but suggest that the researcher need not be overly constrained and can move between the inductive and deductive approaches. Saunders *et al.* (2009) agree that using a combination of deduction and induction within the same piece of research is perfectly possible, arguing that indeed it is often advantageous to do so. For that reason, the two approaches are adopted in this research: deduction is used in identifying the factors affecting the implementation of TQM within a governmental organisation from the literature, before the inductive approach is applied in addressing the research aim.

Table 3.3 compares the two approaches in terms of their major features.

Table 3.3: Distinguishing features of deductive & inductive approaches to research

Deductive approach	Inductive approach
Scientific principles	Gaining an understanding of the meanings humans attach to events
Moving from theory to data	A close understanding of the research context
The need to explain casual relationships between variables	The collection of qualitative data
The application of controls to ensure validity of data	A more flexible structure to permit changes of research emphasis as the research progresses
The operationalisation of concepts to ensure clarity of definition	A realisation that the researcher is part of the research process
A highly structured approach	Less concern with the need to generalise
Researcher's independence of what is being researched	
The necessity to select samples of sufficient size in order to generalise conclusions	

Source: Saunders *et al.* (2009, p. 127)

3.6 Research strategy

Saunders *et al* (2009, p. 141) claim that having a research strategy is important because it helps the researcher to answer the particular research questions and meet the study's objectives. They add that *"the choice of research strategy will be guided by the research questions and objectives, the extent of existing knowledge, the amount of time and other resources available, as well as the researcher's philosophical underpinnings"*. Yin (2009, p.5) claims that in order to choose an appropriate research strategy, there are three conditions that should be considered:

- (a) The type of research question posed
- (b) The extent of control an investigator has over actual behavioural events and
- (c) The degree of focus on contemporary as opposed to historical events.

Yin (2009) then lists five different types of research design, summarised in Table 3.4.

Table 3.4: Relevant situations for different research designs

Strategy	Form of research question	Requires control over behavioural events	Focuses on contemporary events
Experiment	How, why	Yes	Yes
Survey	Who, what, where, how many, how much	No	Yes
Archival analysis	Who, what, where, how many, how much	No	Yes/No
History	How, why	No	No
Case study	How, why	No	Yes

Source: Yin (2009, p.8)

Yin (2009, p.17) defines the case study strategy in two ways. The first is a technical definition, beginning with the scope of a case study: *“an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”*. Yin’s second definition sees the case study as *“a research strategy which comprises an all-encompassing method, covering the logic of design, data collection techniques, and specific approaches to data analysis”*.

The case study strategy is necessary if the researcher wishes to gain a rich understanding of the context of the research and the process being enacted (Morris and Wood, 1999; see also Saunders *et al.*, 2009; Velde *et al.*, 2004). The essence of a case study is that it tries to illuminate a decision or set of decisions: why they were taken, how they were implemented and with what result (Yin, 2009). Therefore, this strategy is the best suited to the purposes of the present research, since it enables the author to answer the different types of question raised. The main aim of the research is to investigate and identify the factors relating to the implementation of TQM by the UAE Police Force, in order to gain an in-depth understanding of this situation. Consequently, the main research questions are ‘what’ questions, since they concern the identification of factors. Yet questions of ‘how’ and ‘why’ are also of essential significance in order to understand the nature of and reasons for the factors within context. The case study

focuses on a specific change management project, the implementation of TQM by the Dubai Police; the main data collection method, as set out below, was to interview a certain number of employees at different levels who were involved in this project.

3.6.1 Number of case studies

A primary distinction when considering case study design is between single and multiple case designs, each of which can be further classified as holistic or embedded, depending on the defined unit of analysis (Yin, 2009).

Yin (2009) provides five rationales for adopting a single case study. The first is when a single case represents the *critical* case in testing a well-formulated theory. The theory will have specified a clear set of propositions as well as the circumstances within which the propositions are believed to be true. To confirm, challenge, or extend the theory, a single case may meet all of the conditions for testing the theory. Secondly, there may be an *extreme* or *unique* case; for example, in clinical psychology, a specific injury or disorder may be so rare that any single case is worth documenting and analysing. The third rationale is called the *representative* or *typical* case. Here, the objective is to capture the circumstances and conditions of an everyday or commonplace situation. For example, the case may represent a typical project among many different projects, a manufacturing firm believed to be typical of many other manufacturing firms in the same industry, or a representative school. The lessons learned from these cases are assumed to be informative about the experiences of the average person or institution. The fourth of Yin's rationales is called the *revelatory* case. It occurs when an investigator has an opportunity to observe and analyse a phenomenon previously inaccessible to scientific investigation. Finally, a *longitudinal* case occurs when studying the same single case at two or more points in time.

As discussed above, Yin (2009) affirms that the single case study approach can be used when the case is a *representative* or *typical* one. The single case can be used to determine whether a theory's propositions are correct or whether some alternative set of explanations might be more relevant. These characteristics apply to the present research; therefore the exploratory single case study approach was considered entirely appropriate. In addition, Saunders *et al.* (2009, p.146) argue that "*a single case may be selected because it is typical or because it provides you with an opportunity to observe*

and analyse a phenomenon that few have considered before. Another important aspect of using a single case is defining the actual case". Yin (2009) adds that the great advantage of an exploratory case study approach is that the single case can be intensively examined, even when the research resources at the investigator's disposal are limited. A final rationale for selecting a single case is that the researcher has access to a situation previously inaccessible to scientific observation (Yin, 2009). As a result, the present research chooses to adopt a single case study design.

3.6.2 Justification for the choice of case study organisation

There are a number of reasons why the Dubai Police Force was chosen as a suitable case study for this research. First, according to the Dubai Government & Dubai Police official websites (2010), the DP considers itself the most forward-thinking and progressive Arab police force today. In this spirit, it was in 1998 the first public security organisation in the Arab world to establish a TQM Dept. It was also the first Arab police force to introduce the idea of a paperless department, the first to apply DNA testing to criminal investigations, the first to use electronic fingerprinting and the first to establish a human rights department. Finally, it was the first to provide online services, a development that is particularly rare in the Arab world. The e-service department offers more than 50 services and programs, which are either informational or transactional. Hayes (2002, p.1) believes that change management is about "*modifying or transforming organisations in order to maintain or improve their effectiveness*". The DP always seeks high performance, which requires it to adapt to changing circumstances.

The Dubai Government and Dubai Police official websites (2010) also report that the DP's achievements have been recognised internationally through various prizes and excellence awards, including the Dubai Award for Government Performance and the ISO 2000:9001 for applying quality management systems in all police fields.

Thirdly, Allan *et al.* (1998) mention that most managers and executives today would agree that change has become a constant phenomenon, one that must be acknowledged and managed appropriately if an organisation is to survive. Dubai is a well-known global commercial centre and business capital of the Middle East, partly due to its being tax-free and a key trading route between East and West. Within this context, the DP is

one of the main players in implementing the Emirate of Dubai Strategic Plan 2015, which will be revised in light of the global financial crisis.

Finally, the researcher himself is an employee of the Dubai Police Force and therefore maintains a personal interest in the improvement and development of the organisation.

3.7 Data collection method

El-Khatib (1992) states that methods are the tools researchers use in order to explore, define, understand and describe phenomena, and to analyse the relations among their elements; they are the ways of collecting evidence during data gathering. They are a set of tools that can be used to collect research data. If the study uses quantitative methodology, the researcher will be attempting to measure variables or count occurrences of a phenomenon; if on the other hand, it adopts a qualitative methodology, the emphasis will be on meanings and experiences relating to the phenomena (Collis and Hussey, 2009).

Yin (2009) suggests six major sources of evidence to be used in the case study approach; these are listed in Table 3.5 and compared in terms of their strengths and weaknesses.

The researcher elected to use semi-structured, face-to-face interviews as the main method of data collection, with documentation review as another source of evidence to satisfy the requirements for research validity and reliability. Employees from the higher, intermediate and lower levels were interviewed in order to elicit both their accounts of factual matters and their opinions of the events in question. As suggested by Yin (2009), the researcher also asked respondents to offer their own insights into certain occurrences with the intention of using such propositions as the basis for further inquiry. The documents consulted and referred to included memos, proposals, newspaper articles and reports, which the researcher collected and analysed in order to identify and/or validate data.

Table 3.5: Strengths and weaknesses of six sources of evidence

Source of evidence	Strengths	Weakness
Documentation	<ul style="list-style-type: none"> - Stable: Can be reviewed repeatedly - Unobtrusive : not created as a result of the case study - Exact: contains exact names, references and details 	<ul style="list-style-type: none"> - Retrievability: can be low - Biased selectivity, if collection is incomplete - Reporting bias: reflects bias of the author - Access: may be deliberately blocked
Archival records	<ul style="list-style-type: none"> - Same as above - Precise and quantitative 	<ul style="list-style-type: none"> - Same as above - Accessibility may be limited for privacy reasons
Interviews	<ul style="list-style-type: none"> - Targeted: focuses directly on case studies - Insightful: provides perceived causal inferences 	<ul style="list-style-type: none"> - Bias due to poorly constructed questions - Response bias - Inaccuracies: Interviewees say what they think interviewer wants to hear
Direct observation	<ul style="list-style-type: none"> - Reality: covers events in real time - Contextual: covers context of events 	<ul style="list-style-type: none"> - Time consuming - Selectivity: poor, unless broad coverage - Reflexivity: events may be processed differently
Participation / direct observation	<ul style="list-style-type: none"> - Same as for direct observation - Insightful into interpersonal behaviour and motives 	<ul style="list-style-type: none"> - Same as for direct observation - Bias due to investigator's manipulation of events
Physical artefacts	<ul style="list-style-type: none"> - Insightful into cultural features - Insightful into technical operations 	<ul style="list-style-type: none"> - Selectivity - Availability

Source: Yin (2009, p102)

3.7.1 Interviews

Yin (2009) states that interviews are one of the most vital sources of information in case studies; this is a valuable technique for obtaining data, particularly in the case of a qualitative case study approach. Saunders *et al.* (2009) define an interview simply as a

purposeful discussion between two or more people, whereas Amaratunga (2002, p. 4) describes the qualitative research interview as something “*whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena*”. Collis & Hussey (2009) similarly define the interview as a method of collecting data in which selected participants are asked questions in order to find out what they do, think or feel, while for Easterby-Smith *et al.* (2008), the main reason for conducting qualitative interviews is to understand how individuals construct the reality of their situation out of the complex personal framework of beliefs and values which they have developed from their experience of the world.

As for the different types of interview, Sekaran (2009) states that unstructured ones are usually conducted to obtain definite ideas about what is and is not important and applicable to a particular problem or situation. While it is true that structured interviews may provide more information in depth about specific variables of interest, in a semi-structured interview the researcher can elucidate uncertainties to ensure, on one hand, that the respondents understand the questions and on the other that their responses are clear to him.

3.7.1.1 Justification for choosing semi-structured interviews

Ghuri *et al.* (2005, p. 86) note that “*qualitative methods use relatively more qualitative techniques, such as conversation and in-depth semi-structured interviews*”. This point of view is supported by Patton (2002), who suggests that the data in qualitative research might include transcripts of in-depth interviews, direct observations or documents. According to Jankowicz (2005), the semi-structured interview allows the flexibility required for such study, as the researcher would not be able to use exactly the same questions in each interview. Saunders *et al.* (2009) also argue that semi-structured and in-depth interviews are used in qualitative research not only to reveal and understand what happened and how, but also to place more emphasis on explaining why it did. The present research focuses on words rather than numbers: on interactions and behaviour, on cultural change, and on people’s experiences and attitudes. Due to the complexities of sociological analysis, the interview method was deemed suitable for application to this study.

The appropriateness of this approach is further suggested by Yates (2004), who considers the interview a good way of exploring participants' subjective meanings. The interviewer can tailor questions to the ongoing concerns of the participants, allowing both interviewer and participant to discuss areas that the interviewer may not have previously considered. This may be of particular benefit to the study. Therefore, the semi-structured interview is the most appropriate method for this research, since the aim is to investigate and identify a set of factors affecting the implementation of TQM by a public body.

Easterby-Smith *et al.* (2008, p. 145) recommend semi-structured interviews as appropriate when:

- It is necessary to understand the constructs that the respondent uses as a basis for his or her opinions and beliefs about a particular matter or situation;
- the aim of the interview is to develop an understanding of the respondent's "world" so that the researcher might influence it, either independently, or collaboratively as is the case with action research; and
- the step by step logic of a situation is not clear; the subject is highly confidential or commercially sensitive, and there are issues about which the interviewee may be reluctant to be truthful other than confidentially in a one-to-one situation.

3.7.2 Documentation

Yin (2009) states that documentary information is likely to be relevant to every case study topic. Mason (2004) describes documentation as a research method that many qualitative researchers consider meaningful and useful in the context of their research strategy. In this study, the researcher was able to examine the organisation's documents such as the Dubai Police Strategy 2008-2015, records of the organisational structure, job description documents and documentary records which showed some evidence of empowerment and authority granted to staff at different levels, such as signatures and delegations from the organisation.

3.7.3 Direct observation

Sekaran (2009, p.214) lists some specific advantages of gathering data by observation:

- Data obtained through observation of events as they normally occur is generally more reliable and free from respondent bias.

- In observational studies, it is easier to note the effects of environmental influences on specific outcomes.
- It is easier to observe certain groups of individuals, such as extremely busy executives, from whom it might otherwise be difficult to obtain information.

Similarly, Delbridge and Kirkpatrick (1994) list some benefits of direct observation, such as the ability to see how documents and records are actually handled and processed, and how different processes interact.

Furthermore, Gill and Johnson (2002) state that the direct observation method can be divided into four categories: complete participant, complete observer, observer as participant and participant as observer. To choose among them, Collis & Hussey (2009, p.154) suggest that the following factors should be considered:

- Purpose of the research
- Cost of the research
- Extent to which access can be gained
- Extent to which the researcher would be comfortable in the role
- Amount of time the researcher has available.

The present researcher used both formal and less formal direct observation to minimise problems, to respect ethical considerations and to adhere to the procedures of the case study organisation. He used formal direct observation by visiting the workplace and observing the communication among some employees during office hours. He also used less formal direct observation methods, such as observing employees' behaviour in dealing with each other.

3.7.4 Archival records

In this study, the researcher examined records relating to the history of the organisation, its establishment and structure. He also viewed the developmental history of the quality department and the improvement in quality achieved by the Dubai Police. Yin (2009) asserts that archival records are relevant for many case studies. These include organisational and personal records, maps and charts, lists of names and other relevant items and survey data.

3.8 Structure of the interview protocol

3.8.1 Generating and developing the interview questions

The researcher considered the techniques suggested by Collis and Hussey (2009, p.145) regarding the language used in interview questions, such as: “*Beginning the questions with ‘how’, ‘what’ and ‘where’. Reading what has been done in similar research studies. Using a single focus and specifying the research site. Using open-ended questions without reference to the literature or theory, unless otherwise dictated by the research designs*”. In addition, Easterby-Smith *et al.* (2008) mention that one of the most effective techniques is to make suggestions, which involves offering the interviewee an idea to think about, such as ‘Have you thought about..?’, ‘Perhaps you should ask Y..’. The main purpose of the questions used in the interviews was to gather enough data to achieve the main aim and objectives of the study. To this end, the literature review was the main source for the formulation of the interview questions regarding the factors likely to affect the implementation of TQM by the UAE Police (see Appendices 6 & 7).

3.8.2 Preparing the interview protocol

The researcher took certain steps before conducting the case study interviews. First, he discussed the interview protocol with his supervisor and with fellow PhD students working on related subjects, which helped to improve the validity of the questions and to ensure that the key areas of enquiry were covered. These discussions informed the decision to interview managers and employees at three levels in the organisation, in order to gain in-depth information and a clear perception of different aspects of change and quality practices, and to collect different views about factors of different types. Further, covering these three levels was expected to enhance the validity of the interview data by obtaining responses from different points of view. Thus, the researcher believed that interviews with employees at the three management levels and different experience would enrich the result of the research, instilling confidence in the accuracy of the interview process and the reliability of the research. Details of the three levels are given in Table 3.6.

Table 3.6: The three levels of respondents

Hierarchical level	Identification details
Top level management	Executive managers, deputy executive managers
Middle level management	Heads of sub-departments and team leaders
Low level employees	Ordinary employees in various departments

3.8.3 Translating the interview questions

Fontana & Frey (1994, p. 371) assert that the “*use of language is very crucial for creating the participatory of meanings in which both interviewer and respondent understand the contextual nature of the interview*”. With this in mind, the researcher translated the interview questions into Arabic because this is the official language of the UAE and the mother tongue of most participants. The main reason for this translation step was to ensure that the interviewees could share with the researcher the objectives of the work. On completion of the interviews, the researcher translated all the interview transcripts back into English. In order to ensure the accuracy and precision of the translation process, it was undertaken by a specialist in linguistics and finally revised by the researcher’s supervisor. In the case of the few non-Arabic-speaking employees who participated, the interviews were conducted in English.

3.8.4 Ethical approval

Cooper and Schindler (2008, p. 34) cited by Saunders *et al.*, 2009) define ethics as the “*norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others*”. The University of Salford ethical policy obligates researchers to apply for ethical approval before conducting field studies. To ensure the complete satisfaction of the interviewees, the interviews were conducted according to the following conditions:

- They were held at convenient times.
- The approval of interviewees was obtained before interviews took place.
- They had the right to halt them at any time.
- They were informed of the purpose of the research before the interviews.
- The confidentiality of their personal data was guaranteed in advance.

3.8.5 Conducting the pilot study

Saunders *et al.* (2009, p. 597) define a pilot study as

“A small-scale study to test a questionnaire, interview checklist or direct observation schedule, to minimise the likelihood of respondents having problems in answering the questions and of data recording problems as well as to allow some assessment of the questions’ validity and the reliability of the data that will be collected”.

Many scholars mention the importance of a pilot study in conducting research. Yin (2009, p. 92) considers that *“The pilot case study helps investigators to refine their data collection plans with respect to both the content of the data and the procedures to be followed”*, while Collis and Hussey (2009) advise researchers to try the pilot study on people who are similar to those in the full case study. Mason (2004) recommends that the findings of the pilot study be analysed and reviewed in order to make decisions about the ensuing study.

The present researcher conducted a pilot study to validate and improve the interview protocol, in terms of its format and layout, the wording of the questions and the overall content (Yusof and Aspinwall, 1999). This helped him to ensure that the questions were understandable to the interviewees and comprehensive enough to cover the research issue, and that there was no repetition of questions. It also enabled him to make an estimation of the duration of interviews in the full case study, in order to make appointments. The researcher received a number of comments and modified the interview protocol accordingly.

Six pilot interviews were conducted and the results were as follows:

- All the targeted interviewees agreed to participate in the pilot study.
- In order to gain a clear picture of the various issues affecting the organisation, the researcher revised the interview questions and varied them according to managerial level. For instance, there were some technical issues that could be answered only by middle managers or low level employees, as they dealt with these issues daily and had built up knowledge about them. On the other hand, most of the questions related to organisational strategy were asked of the top and middle levels only.
- Some questions were added and others were merged.

Having finished the pilot interviews, the researcher read the transcripts to make certain that the questions were sufficient to collect the data required. Later on, he comprehensively modified the interview questions before conducting the real case studies. Finally, he consulted the experts in linguistic and translation to proofread and ratify the final translated versions of the interview questions.

3.8.6 Conducting the full case studies

The researcher, as an employee in the organisation, carried out the following steps which intended to avoid forms of bias that would affect the reliability and validity of the data produced, and which the researcher felt would enable participants to feel relaxed and comfortable while responding to the questions. First, Saunders *et al.* (2012) say the researcher needs to be knowledgeable about the research and organisational or situational context in the interview is to take place. This aspect was completely recognised by the researcher as an employee in the organisation and by studying the organisation of Dubai Police force in the literature review chapter.

Secondly, the researcher needs to wear clothing that will be generally acceptable for the setting within which the interview is to occur (Saunders *et al.*, 2012), so the researcher was non-uniformed while conducting the interviews to avoid any bias that could occur if the researcher was in uniform. Then, he used a student researcher letter provided by the University and his supervisor as proof of the research he was conducting. This step is supported by Easterby-Smith (2008), and it helped to develop trust between researcher and interviewees.

Meanwhile, in response to cultural and security concerns, the researcher procured official permission to interview employees from the head of the organisation office. He also explained the purpose of the study to the interviewees, and since their cooperation was necessary, he ensured that they felt relaxed and comfortable in giving their answers. Next, to make the process easier and more effective, the researcher provided the interviewees, especially top and middle managers, with the questionnaires in advance. Saunders *et al.* (2009) suggest that supplying the relevant information and a list of the interview themes to the interviewees beforehand should promote creditability, reliability and validity by enabling them to consider the information being requested and allowing them the opportunity to assemble supporting documentation from their files. It is

important to state that the researcher was aware that this step could lead to bias, so he used triangulation in collecting data.

Easterby-Smith et al. (2008) point out that the use of open questions should help to avoid bias. While Saunders *et al.* (2012) insist that when asking questions it is important that wherever possible these are grounded in the real-life experiences of your participants rather than being discussed as abstract concepts (see Appendix 7). Moreover, the researcher considers Saunders *et al.* (2012) idea regarding the asking of sensitive questions. The researcher who leaves these questions until near the end of an interview provides the participant with some time to build up trust and confidence in the researcher.

Also, the researcher took notes during each interview. Copies of any documentary evidence that seemed to be relevant were also made. On the same day, each interview was transcribed as a full written record, as recommended by Yin (2009). However, the researcher was not allowed to make audio recordings during the interviews, for cultural and security reasons.

Finally, most of the interviews were conducted in Arabic (the mother tongue of most interviewees and the interviewer), which the researcher felt would enable participants to feel relaxed and comfortable while responding to the questions. Saunders *et al.* (2009, p.181) advises that the language used “*will depend largely on the nature of the people you are contacting. Your language should be appropriate to the type of person being contacted, without any hint of being patronising, threatening or just boring.*”

Patton (2002) and Oberle (2002) argue that in qualitative research there are no rules governing sample size, which depends on the purpose of the study and the time and resources available. In this case, there were 63 interviewees in the case study organisation, a number determined according to the following considerations:

- What was agreed between the researcher and the DP authorities as appropriate to achieve the research aim and objectives. DP administrative staff determined the dates and times of the interviews, especially those of top and middle managers. These secretaries also sent emails to all such managers, in which they explained the purpose and themes of the interviews. Some agreed to be interviewed, while

others refused, claiming that the research topic was not appropriate or relevant to their positions and that furthermore they did not have enough information to answer the questions.

- The availability of each candidate to attend the interviews and to answer the researcher's questions. Some interviewees answered only some of the questions, while others answered them all.
- The amount of repetition in the answers obtained during the interviews, which would indicate that sufficient information had been gained.

Kvale (1996) states that to the common question, 'How many interview subjects do I need?' the answer is simply, 'Interview as many subjects as necessary to find out what you need to know'. Additionally, Taylor and Bogdan (1984) advise that qualitative interviewing is flexible and that before commencing the study neither the number nor the type of participants needs to be specified. Proceeding from the principle of flexibility identified by these authors, the researcher started interviewing without knowing how many participants would be interviewed, continuing until he felt that most answers had become repetitive and that the information collected was adequate to achieve the research aim and objectives.

The interviews were arranged at times convenient to the interviewees. Most were conducted on DP premises to allow the researcher access to the appropriate documents. The duration of each interview varied, but was in the region of one and a half hours. It should also be mentioned that some interviewees were very patient in granting the researcher extra time. Consequently, the procedures gave the researcher confidence in the accuracy of the interview process and increased the reliability and validity of his research.

3.9 Validity and reliability of the data

Validity is the degree to which the research findings accurately represent what is really happening in the situation (Quazi *et al.*, 1998), while reliability is concerned with the findings of the research and is one aspect of their credibility. If anyone repeats the research they should be able to obtain the same results. The reliability in positivistic studies is usually very high, while in phenomenological studies it tends to be very low,

so that researchers should follow a number of procedures to enhance it (Collis and Hussey, 2009). According to Golafshani (2003, p. 604), “*reliability and validity are conceptualized as trustworthiness, rigor and quality in the qualitative paradigm*”. Cavana *et al.* (2001) explain that validity is concerned with whether the research measures the right concept, while reliability is concerned with stability and consistency in measurements. Klassen (2008) offers an illustration that may help in better understanding the concepts of validity and reliability, reproduced as Figure 3.4.

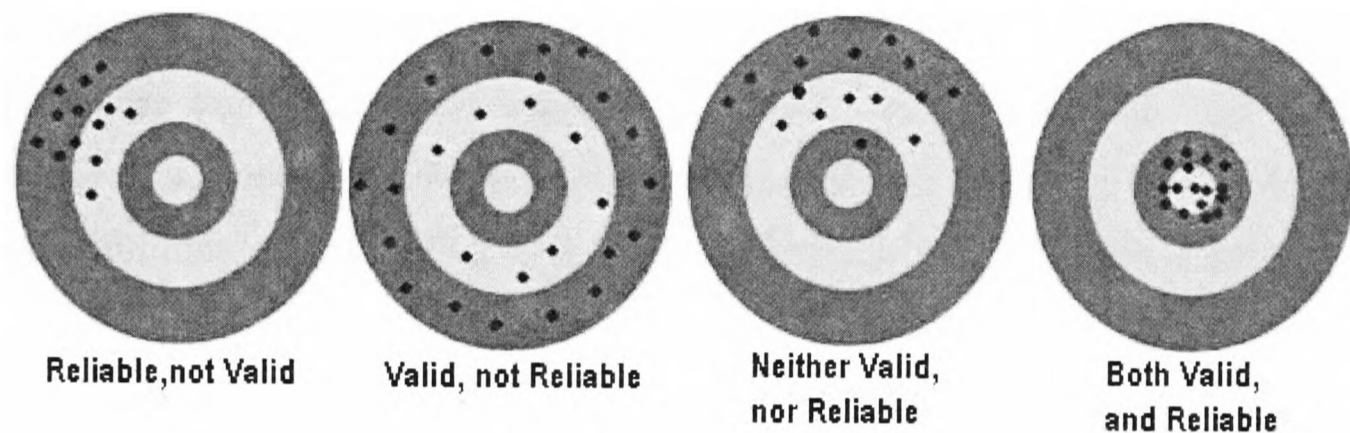


Figure 3.4: Comparing validity and reliability

Klassen (2008) explains the four diagrams as follows:

- **Reliable, not valid:** when measurements are consistent (clustered), but they do not hit the target. This missing the target usually shows that the concepts need substantial rethinking.
- **Valid, not reliable:** when measures are scattered widely around the target and are not tightly clustered. This wide spread indicates that they are not focused on the core concepts.
- **Neither valid nor reliable:** when measures are scattered and not focused around a core concept. This missing the target without clustering indicates that the entire tool needs to be rethought.
- **Both valid and reliable:** the measurements are consistent and tightly focused around the core concept. This indicates that the tool is a solid measure of the concept.

Four tests can be used to establish the quality of empirical research (Yin, 2009, p.40):

Construct validity: Collis and Hussey (2009) explain construct validity by stating that there are some phenomena which are not directly observed, such as motivation,

satisfaction and ambition, which are assumed to be factors that explain observable phenomena and should be explained by the construct. Yin (2009, p.41) suggests three tactics to increase construct validity:

- a) Use multiple sources of evidence during data collection. The present researcher used many sources of evidence. Apart from the semi-structured face-to-face interviews discussed above, three other sources were used: documentation, archival records and direct observation.
- b) Establish a chain of evidence. This strategy is once again relevant during data collection.
- c) Have the draft case study report reviewed by key informants. In the present research, a draft transcript of each interview was validated by the respondent in order for him to confirm that it represented what was said during the interview.

Internal validity involves establishing credible causal relationships, whereby certain conditions are shown to lead to other conditions, as distinct from spurious relationships. Theory must also be internally consistent. This requires careful specification of the units of analysis so that the study does not slip from one unit to another, as well as the use of appropriate analysis techniques to ensure that theories and data are consistent (Amaratunga, 2002). At the same time, Riege (2003) asserts that the key factor in constructing an internally valid case study research process lies in establishing phenomena in a credible way. Riege adds that the researcher should not only highlight major patterns of similarities and differences between respondents' experiences or beliefs, but also try to identify what components are significant for the patterns examined and what mechanisms produced them. Yin (2009) suggests four tactics for achieving internal validity (see Table 3.7).

External validity entails establishing the domain to which a study's findings can be generalised (Yin, 2009). This requires carefully choosing the cases and explaining why each case has been chosen. It is concerned with the degree to which research findings can be applied to the real world beyond the controlled setting of the study (University of the West of England, 2007). Amaratunga *et al.* (2002, p. 29) describe external validity as "*the extent to which any research findings can be generalised beyond the immediate research sample or setting in which the research took place*". Riege (2003) argues that case studies rely on analytical generalisation in order to achieve external validity,

whereby particular findings are generalised to some broader theory. Yin (2009) warns that the external validity problem has been a major barrier in conducting case studies and recommends two tactics to overcome it, as shown in Table 3.7. In this research, 63 interviews were held in a single case study in order to achieve replication and theoretical (analytical) generalisation, as discussed in section 3.8.6 above.

Reliability means that if the same phenomena are measured more than once with the same instrument, the same results should be obtained (Mason, 2004). In other words, *“Reliability questions whether repeated investigations of the same phenomenon will give the same result”* (Kleven, 1995, p. 13). Whilst quantitative studies often have high reliability, it can be difficult to repeat qualitative studies exactly and obtain the same results (Maylor and Blackmon, 2005). Pelosi *et al.* (2001, p.127) define reliability as *indicating “The extent to which the measure is without bias (error free) and hence offers consistent measurement across time and across the various items in the instrument”*. Thus, a measure is reliable if it produces the same results when used repeatedly. Similarly, for Hammersley (1992, p. 67), reliability is *“the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions”*. The University of the West of England (2007) explains that reliability is an essential pre-requisite for validity. It is possible to have a reliable measure that is not valid; however, a valid measure must also be reliable. Mason (2004, p. 145) states: *“The traditional understanding of reliability focuses on standardising data collection instruments, and this is premised on the assumption that methods of data generation can be conceptualised as tools, and can be standardised, neutral and non-biased”*. Yin (2009) suggests two tactics to achieve reliability which relate to the data collection phase, as shown in Table 3.7: the use of a case study protocol and database.

Reliability can also be enhanced by training the interviewer(s) and by consulting interview guides or questions generated by test interviews or after the first interview (Flick, 2007). The present researcher attended training seminars at the Salford Business School. In addition, as explained above, the interview questions were carefully prepared, piloted and refined with the help of the supervisor until both researcher and supervisor were sure that they were appropriate for the purposes of the research. A case

study protocol was also developed to enhance reliability. All steps taken in carrying out the case study were also clearly explained.

Table 3.7 illustrates the four widely used tests and the recommended case study tactics.

Table 3.7: Four design tests and case study tactics

Tests	Case study tactics	Phase of research in which tactics occurs
Construct validity	<ul style="list-style-type: none"> • Use multiple sources of evidence • Establish chain of evidence • Key informants review draft case study report 	Data collection Data collection Composition
Internal validity	<ul style="list-style-type: none"> • Do pattern matching • Do explanation-building • Do time-series analysis • Use logic models 	Data analysis Data analysis Data analysis Data analysis
External validity	<ul style="list-style-type: none"> • Use theory in single case studies • Use replication logic in multiple-case studies 	Research design Research design
Reliability	<ul style="list-style-type: none"> • Use case study protocol • Develop case study database 	Data collection Data collection

Source: Yin (2009, p. 41)

3.10 Data Analysis

Flick (2007) states that the objective of qualitative data analysis is to identify, examine, compare and interpret patterns and themes. Saunders *et al.* (2009) and Bryman (2004) add that due to its nature there is no fixed rule or standardised approach to the analysis of qualitative data. However, Riessman (2004), Collis and Hussey (2009), Yin (2009), De Vaus (2001) and Amaratunga (2002) offer some suggested techniques, such as:

- **Pattern matching:** Compare an empirically based pattern with the predicted one, or with several alternative predictions. If the case matches the predicted pattern, then the case supports the theory; if not, then the theory requires modification and further research.
- **Time series analysis:** This technique compares the set of events in the case study with the predicted one. If they match it will support the theory; if not, it requires modification and further research.
- **Programme logic analysis:** A combination of pattern matching and time series analysis covering independent and dependent variables, useful when doing case

study evaluations. In this procedure the events are staged in repeated cause-effect-cause-effect patterns.

- Explanation building: A special type of pattern matching, where the goal is to analyse the case study data by building an explanation of the case in narrative form. It is therefore a process of building theory from data.

In qualitative studies, the researcher may have tens of pages of data; it is difficult to appreciate how this data will be summarised and structured to arrive at conclusions. In the present study, the researcher followed this general analytical procedure:

1. File consent forms in a safe place (Seidman, 2006).
2. Convert any rough notes into some form of written record.
3. Ensure that any material collected from interviews, observations or original documents is properly referenced.
4. Become very familiar with your data (Collis and Hussey, 2009). This was achieved by reading all the interview transcripts many times.
5. Start coding the data as early as possible. Coding for each concept or theme allowed data to be stored, retrieved and organised.
6. Group the codes into smaller categories according to patterns or themes that emerge.
7. At various stages write summaries of findings at that point.
8. Use the summaries to construct generalisations with which you can confront existing theories or use to construct a new theory.
9. Continue the process until the researcher is satisfied that the generalisations arising from the data are sufficiently robust to stand the analysis of existing theories or the construction of a new theory.

Based on the above discussion of qualitative data analysis techniques, the researcher adopted explanation-building as his method, because during the data collection process unpredicted patterns emerged and needed to be assimilated.

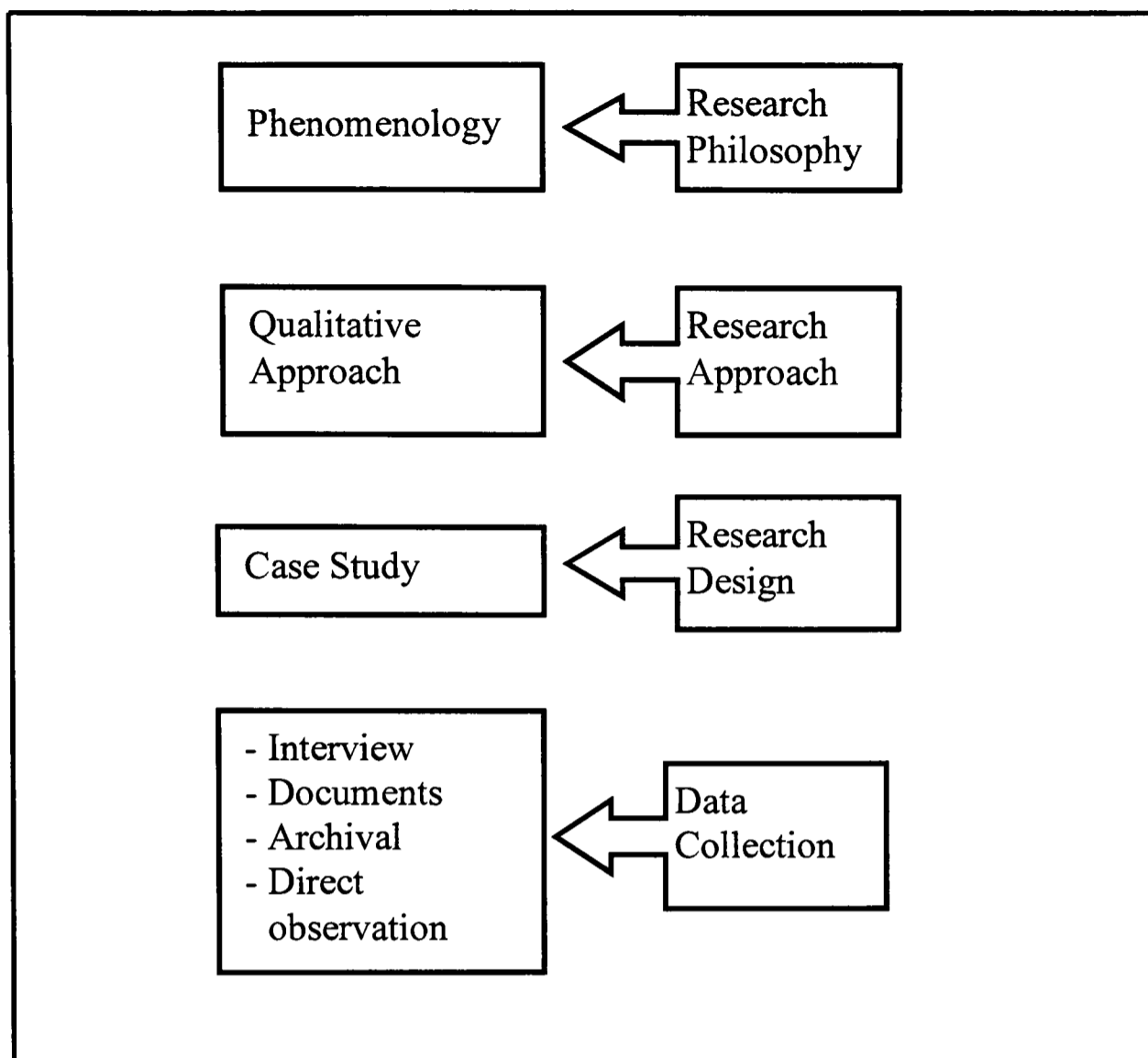


Figure 3.5: Research methodology process

Source: Adapted from Saunders *et al.* (2009)

3.11 Chapter summary

This chapter has explained and justified the selection of the appropriate philosophies, approaches, strategies and data collection methods (Figure 3.5) to achieve the aim and objectives of the study. The subject of the case study was the Dubai Police Force and 63 employees from the top, middle and lower management levels were interviewed to elicit their opinions regarding factors relating to the implementation of TQM at the DP. This chapter has given a full description of how the fieldwork was conducted, including clear information regarding how the data was collected and analysed. Finally, the reliability and validity of the research process were discussed.

CHAPTER FOUR: RESEARCH FINDINGS

4.0 Introduction

The aim of this chapter is to present the primary findings of the empirical investigation carried out within the case study organisation, the Dubai Police Force. Several sources of evidence were used in order to achieve the research aim and objectives. The main source of evidence, as stated in chapter three, was face-to-face semi-structured interviews, supplemented by review of documentation and archives, such as minutes of meetings, newsletters, official reports, memos and statistics. Observations were also made by the researcher. All of these have been used to triangulate data elicited by the interview questions, which were designed to collect in-depth information in the following key areas:

- Knowledge, awareness and understanding of the concepts of change management and total quality management.
- Employees' authority and empowerment.
- Key processes and instructions.
- The benefits of the implementation by the DP of change management and TQM.
- Difficulties faced and solutions found during the implementation of change management and TQM.
- Factors affecting the implementation of change management and TQM.

See Appendix 8 for a summary of the findings.

4.1 Background

According to the Dubai Government (2010), the force was established on June 1st 1956 in Naif Fort, which still operates as a police station. In 1973 the Dubai Police Headquarters moved to its present location in Al Etihad Street, in the Al Towar area. The DP, which comes under the direction of Sheikh Mohammed, Ruler of Dubai, considers itself the most forward-thinking and progressive Arab police force today. It employs over fifteen thousands officers of high educational standards.

4.2 Time and location of interviews

The interview times were arranged to be convenient to the interviewees. The 63 DP employees who were interviewed were from various departments, levels and rankings (see Table 4.1). A number determined according to the following considerations: what was agreed between the researcher and the DP authorities, the availability of each candidate, and the amount of repetition in the answers. The researcher interviewed 17 top level managers, all of whom were involved in implementing TQM as a change management project. From the middle level, the researcher interviewed 16 employees, some of whom worked in the TQM Dept and were involved in implementing TQM, while some worked in other departments. Those interviewed at this level comprised nine males and seven females, two of whom were uniformed. The remaining 30 employees were of various low ranks, nationalities, religions, genders and backgrounds: UAE citizens and non-citizens, Muslims and non-Muslims, males and females, uniformed and non-uniformed, Arab and non-Arab. They answered the questions in general, not in such depth as the top and mid-level employees did. They were unable to answer some of the questions because they lacked the requisite knowledge.

Table 4.1: Interviewees

Total interviews	Level			Gender			Nationality		Religion		
	Top	Middle	Low	Female			Male	Citizen	Non-citizen	Muslim	Non-Muslim
				Officers	With veil	No veil					
				6	4	14					
17	16	30	24			39	47	16	56	7	
63			63			63		63			

The time allocated for each interview varied from one respondent to another. In general, the average time was about one and a half hours. All interviews were conducted on DP premises (which allowed the researcher to access appropriate documents), except for one interviewee who preferred to be interviewed elsewhere to save time.

Table 4.2 lists factors affecting the implementation of TQM in two columns: those which the researcher found in the literature and those identified during the case study.

Appendix 8 summarises the findings of the 63 interviews, while Appendix 9 presents a sample of interview responses. The following section analyses the responses to interview questions according to their themes, beginning with knowledge of organisational change.

Table 4.2: Factors identified in literature review and case study

Factors from literature review	Factors from the case study
<ul style="list-style-type: none"> • Leadership • Islamic values • Organisational culture • Women in the workplace • Multicultural expatriate workers 	<ul style="list-style-type: none"> • Islamic values (religious employees) • Uniformed vs. non-uniformed female employees • Dubai history • Private sector • Dubai Government Excellence Programme • Implementing TQM in DP • Ranking

4.3 Interview responses by theme

4.3.1 Knowledge, awareness and understanding of organisational change

Four questions were asked concerning knowledge, awareness and understanding of organisational change and TQM: *“What do you know about organisational change?”* *Have you received any training related to organisational change?”* *Has your organisation undergone any changes in recent years? Why? How?”* *“Are you satisfied with these changes? Why?”*

4.3.1.1 Top level interviews

The Director of the Decision Support Centre chaired the team in charge of the establishment of TQM in the Dubai Police in 1998. He also participated in the dissemination of knowledge about quality through the development of specialised conferences. At the time of the study, he was writing a book on total quality management in private policing. The Decision Support Centre itself contributed to providing a range of specialised studies in TQM, as well as overseeing a range of courses which targeted senior leaders and middle-ranking officers of the DP.

However, the Director of Total Quality Management stressed that *“Dubai Police is always seeking to pursue institutional change, as it aims to promote excellence in the regulations, laws and services provided to internal and external customers.”* This is supported by Hayes (2002. p, 64) who argues that *“Recognising the need for change is an essential step in starting the change process. A leader might want to reflect on his own experience and consider how good his unit or organisation has been at recognising the need for change”*. The officer was one of a team formed by the head of Dubai Police to create the TQM Dept. He said:

“the application of quality management in the private sector in the Emirate of Dubai has helped us a lot in the transfer of experience to the government sector – Dubai Police. In that time we have had access to a lot of local and international experience in the application of quality, so we could take what suits the nature of the policing tasks of the organisation.”

The Director of Administrative Affairs said:

“We had change management for a while in Dubai Police. We kept changing for improvement and enhanced our daily procedures, but nobody those days noticed that we were implementing change management and nobody documented what we did in writing.”

The Director of the Regulatory Office to the Commander-General noted that he had met the concept of change management through his university studies in management, as well as through personal consultation of the Internet and books. The Director of the Strategic Planning Department reported that in 2006 he was commissioned by the General Command to write up a methodology for change management in the Dubai Police, using a variety of sources in this task.

The rest of the high level interviewees stated that their knowledge of change management and the application of TQM came through:

- High academic study.
- Participation in the Dubai Government Excellence Programme, one of the criteria being change management.
- Internal commands to all staff in the organisation through electronic messaging.

- Conferences and courses which dealt in part with change management and applications of TQM.
- Personal study via the Internet, books and publications issued by the relevant scientific institutions.

4.3.1.2 Mid-level interviews

Regarding knowledge, awareness and understanding of organisational change and TQM, the Head of the Public Opinion Centre, a non-uniformed female employee, said:

“The first time I heard about change management and total quality management was during my academic degree. After graduating I started working in the total quality department of Dubai Police. Since then I have gained in-depth ideas regarding change management and TQM.”

A TQM officer in the Prison Department with the rank of captain said that attending workshops and seminars regarding change management and TQM was his main contact with this field, besides memos received from the TQM Dept. Another captain holding the same position in a different department said, *“I got to know about change and TQM from the Dubai Government Excellence Programme. Its criteria related directly to change and TQM.”* Another employee said, *“The Dubai Police sent me on various workshops, seminars and training programmes related to TQM and change management, where I learned a lot regarding this subject.”*

Internal memos from the Total Quality Department to employees were the main source of their knowledge, awareness and understanding of organisational change, while others said that they had learned about this first from friends and personal reading.

4.3.1.3 Low level interviews

Regarding knowledge, awareness and understanding of organisational change and total quality management, a non-uniformed female employee stated that she first learned about change management from the TQM Dept, where she was working. She attended many workshops and seminars regarding change and quality. During her academic studies, she also took courses on these topics. She added: *“In our department we are very closely involved with the Dubai Government Excellence Programme and have learned a lot from its criteria.”*

Interviewees from a number of DP departments stated that they had learned about change management and TQM from internal memos issued by the TQM Dept. Some of them became interested in this vital topic, so they started reading books and journal articles and attending seminars and workshops.

Organisation records also indicate that employees had been appropriately trained. The training plan shows that there was an average of two training courses for each employee, held inside and outside the organisation. The researcher also observed that some textbooks, newsletters and memos concerning total quality management were kept by the organisation.

4.3.2 Employees' involvement and empowerment

The questions asked about involvement and empowerment included: "*What was your role in implementing changes? What do you feel about it?*" "*Are you satisfied? Why?*" and "*How does the management involve and empower the employees?*"

4.3.2.1 Top level interviews

All top level interviewees reported playing a leading role in the dissemination of the concepts of TQM and of change management in the Dubai Police. The Director of Decision Support, for example, directly contributed to the establishment of the TQM Dept, through his leadership of the team assigned overall responsibility for quality, as well as through the authorship and translation of books and theses and the establishment of workshops, conferences and training programmes regarding the concept of TQM. These programmes first targeted the top leaders and then included the majority of DP employees.

One of the officers was a founding member of the TQM Dept in 1998 and at the time of interview had been leading it for several years. His main daily work was the implementation of the leadership's orders regarding all aspects of the quality management of projects and programmes. He was also directly responsible to the leadership for change management criteria, which were considered central to the Dubai Award for Government Excellence, in which Sheikh Mohammed required the DP to participate every year.

The Director of the Office of the Organizational Commander of the Dubai Police said that his office formed the link between the Commander and other DP departments. His main task was follow up decisions and ensure implementation. From his point of view, therefore, decisions regarding TQM were vital and urgent.

The Director of Organizational Excellence operated within the TQM Dept and directly supervised all DP participation in excellence awards both domestically and externally, especially in the Middle East. He stated that his office was responsible for preparing and completing the forms related to award criteria. He insisted that this required the full cooperation of other departments in the organisation in providing his office with the data needed to address the questions raised. In the end, his office always submitted its reports to the award office on time. He stated that *“the Dubai Police strongly benefits from the results of the final evaluation sent by the award office. This report helps the Dubai Police in developing its strengths and remedying its weaknesses”*. Finally, the Director said that *“this department has a direct link with the Head of Dubai Police in order to make a strategic decision based on some valuable award feedback”*.

The other high-ranking interviewees worked in various departments including the Human Resources Dept, the Finance Dept and the Operational Dept. All insisted that they had received full empowerment and authorisation to do their daily work regarding TQM implementation.

4.3.2.2 Mid-level interviews

All DP employees whom the author met during the field study stated that they were fully involved and empowered according to their rank and position. Moreover, all assignments and procedures were clearly defined in written and verbal forms if needed. The Head of the Public Opinion Centre said: *“We have weekly meeting in the centre with my employees, and monthly meeting of all employees in the TQM Dept. In both meetings we freely discuss all issues recently raised, so everything is clear and identified”*. This statement was supported by almost all employees.

In common with most other the mid-level employees, the Head of the Opinion Centre, whose mission is collect and respond to all suggestions from internal and external customers, said: *“Authorisation is clear in the DP. It depends how big the assignment*

is: a big mission needs written authorisation, but a small one just verbal approval". Other interviewees confirmed that each position had its own written work guide and several employees showed the author their daily procedures in the guide book. One of them said: *"This is my holy book!"*

4.3.2.3 Low level interviews

On involvement and empowerment, one low level employee said: *"We work as a team"*, adding, *"If we start a new assignment, we know how to do it because we are provided with written instructions."* Another said: *"Our leaders have an open door policy, so if we have difficulty in implementing any work, we go and see them for more explanation."* A third reported attending *"a weekly meeting in our section and a monthly meeting for the whole department with the director."* Others stated clearly that authorization was based on position and rank.

The researcher examined documentary records and found some evidence of empowerment and authority granted to staff at the top level by the head of Dubai Police, such as signatures and delegations.

4.3.3 Key processes, documentation and instructions

Under this section, the researcher asked three questions: *"Are all work procedures and instructions identified? Why? How?"*, *"Does your organisation document and review all documents, results and procedures related to change? Why? How?"* and *"Has the organisation defined the responsibilities, authorities and empowerments involved in change?"* In response to these questions in particular, the researcher found close similarities among interviewees at all three levels. All agreed that the key processes, documentation and instructions were identified and reviewed regularly (every four months). Moreover, all responsibilities and authorities were defined within the organisation.

The researcher identified four elements helping Dubai Police Force in documentation and clear instructions, as confirmed by all interviewees:

- The DP has an ISO 9001 Certificate, which required a full documentation system in the organisation. Zaramdini (2007) believes that the certification process leads to better quality in processes, procedures and products.

- Documentation is also required by TQM, which the DP first implemented in 1998.
- An internal electronic system helps all processes to be saved and documented.
- Each employee has a job description in written and electronic forms.

The researcher examined documents that gave information about how much effort was required to ensure that all processes and structures were identified and defined. He also observed directly an example of communication between members of staff through the organisation's internal computer network and a copy of that communication is documented in files.

4.3.4 The benefits of implementing change management and TQM

Benefits were explored through open-ended questions such as *“What benefits has your organisation gained from this change?”*, *“Do you feel that the organisation has received the benefits that were planned? Why?”*, *“Were the purpose and the benefits of implementing changes understood among the employees during the implementation process? Why?”* and *“How is your organisation going to improve these benefits?”*

4.3.4.1 Top level interviews

As the DP is a military organisation, low level employees must follow their leaders' orders without question or discussion. By definition, high ranking officers have more power than the lower ranks. All top level interviewees were very happy with the most important benefit of implementing TQM at the Dubai Police, which was expressed as *“No more fear culture”*. A typical respondent insisted that within the DP, *“employees from all different levels can now express their ideas freely, verbally or electronically. Moreover, anyone who is treated unfairly has the full right to contact the Human Rights Department to explain his or her case and try to solve it”*. Fortunately, this benefit leads to another valuable benefit, i.e. that *“there is a new generation of police officers doing their job with creativity.”* One officer added: *“I think the DP is now more organised and productive since implementing TQM”*.

Documentation was also a great benefit once the DP had started implementing TQM; one leader stated that it *“covered almost all processes and procedures”*. Furthermore, having implemented TQM and begun to participate in quality awards, the DP won a

number of awards such as the Dubai Excellence Awards. Importantly, the head of the Decision Support Centre said: *“All strategic plans at the DP were drawn up in private and stamped as top secret. Only a few people could read or discuss them. However, nowadays the DP’s strategic plan is considered a public document. Ideas from many sources such as government, the private sector, internal and external customers are brought together to create a final draft.”*

4.3.4.2 Mid-level interviews

The Head of the Opinion Centre believed that since the DP had started implementing TQM, it had continually improved and developed all its services and most importantly improved the suggestion system within the organisation. She said: *“We have been working hard to make it more convenient for all. You can now send your suggestions or complaints in seconds electronically or in writing.”* She added that the Centre received valued suggestions and ideas from both internal and external customers. *“These creative ideas increase the Police’s progress with no doubt.”*

The most important benefit that had emerged following the implementation of change management and TQM was, in the words of one officer, *“transparency”*. In other words, the amount of secret information decreased. For example, the strategic plan was once top secret but was now released publicly. He added, *“Internal and external customers are important for us now, so we listen to them. The organisation has also started training them to create specialist employees in different areas”*. In addition, several mid-ranking officers insisted that the evaluation system had improved: *“Now we evaluate each procedure, searching for the weaknesses, and work hard to improve them. It is not an easy job but it is easy to figure out because it is in writing.”*

Overall, the mid-level interviewees agreed that in implementing TQM, the DP had improved by becoming more organised and productive.

4.3.4.3 Low level interviews

The low level employees agreed with the top and mid-level interviewees that since the DP had started implementing TQM in 1998, its achievements had increased. One employee proudly declared that the Dubai Police was a productive organisation and *“the best in the Arab world.”* Moreover, the improved suggestion system allowed

ordinary employees to participate by offering ideas. One employee said: *“I do not have to stand and tell my suggestion to my boss. What I do is send it electronically in seconds.”* Not only that, he added, *“I get their reply within 72 hours.”*

A non-uniformed female employee said: *“Now we know our organisational strategy until 2015, which 10 years ago would have been top secret.”* Very importantly, some interviewees felt that their annual evaluation process had changed for the better. One said: *“It was top secret too. Our boss evaluated us with no discussion, but now we participate and discuss our strengths and weaknesses with no barriers.”* Another added that this new evaluation system provided *“a feeling of stability and security.”*

The researcher was able to observe directly how the DP made its strategic plan public: it was shown in stands throughout the headquarters building. He also read newspaper articles referring to the DP’s great achievements and its many awards.

4.3.5 Difficulties and solutions

Questions about difficulties faced and solutions found during the journey of TQM implementation included: *“Did you face any problems when making these changes?”*, *“Did the organisation identify and trace these problems?”*, *“How did you overcome them? Are you satisfied?”* and *“How do you maintain organisational change?”*

4.3.5.1 Top level interviews

Two main difficulties were reported by top level interviewees, referring to complex problems. The first may be considered a sociocultural dilemma which affects female employees directly. The researcher conducted a long interview of more than three hours with a lieutenant colonel serving as head of the Dubai Female prison, who was among the first group of women recruited by the DP. She had thus been working for the DP for more than twenty years and had achieved the highest rank among all its uniformed female officers. The Colonel said: *“We as uniformed female employees are treated unequally at work by male officers compared with non-uniformed female employees. It does not matter whether the men concerned are of high, middle, or low ranks – all have the same reaction against female officers.”* When asked why, she replied:

“It is a cultural issue. Most Emirati families think that females should not do military or police work. They strongly believe that it is a masculine job.”

... The most painful thing is when you see those male officers' treating non-uniformed female employees with respect, while giving us less respect. They take their time explaining a new assignment to them, while just giving us orders, requests and less explanation. ... We also get more assignments than civilian female employees. More than that, we feel that low ranking employees do not like being supervised by female officers. Some of them cannot imagine receiving orders from a woman."

Sidani (2005) argues that women in the Arabian Gulf are locked in restrictive traditional roles. He asserts that some Arab women might not yet have taken a first genuine step towards equal opportunity.

The second important difficulty, reflecting the internal culture of the Dubai Police, was one of ranking. Most interviewees stated that this problem was clear before TQM implementation had started; it had persisted, but not as strongly as before. One employee said:

"We are still facing resistance to change from top level leaders who have spent 25 years and over in the organisation, most of them with not much education. They strongly prefer doing things based on the old style. There is also a little change resistance from low level employees who have had a poor education."

Among the more minor difficulties reported by interviewees was what one referred to as *"a short time to make big changes. Sometimes we get a big mission at short notice and sometimes we get many missions that we need to solve as soon as possible"*. Other officers stated that *"we need more highly educated employees and specialists in TQM"* and complained of *"long work procedures which cost us much time and money"*. A further complaint was that *"in the Arab world, we have a lack of excellence and benchmarking examples, especially in the security sector"*.

The interviewees reported many ideas and solutions that the DP had implemented to address these difficulties, such as the organising of many workshops, courses, conferences and training programmes. Another solution was to hire specialists, qualified people and higher graduates. To overcome the lack of Arabic examples of excellence,

the DP had started looking for Western organisations with which to develop partnership and communication. To tackle change resistance, the organisation had taken several steps:

- Publishing its change management methodology as a practical guide.
- Holding meetings to convince those who did not understand the need for change.
- Making a contract between the organisation and the head of each department to guarantee their commitment.
- Issuing orders directly from the head of the DP, when struggling to convince high ranking officers.
- Imposing retirement on those showing strong resistance and no sign of personal change.

Finally, there was no direct and easy solution to the problem of discrimination against uniformed female officers, which interviewees described as a ‘cultural dilemma’.

4.3.5.2 Mid-level interviews

Some of the mid-ranking uniformed and non-uniformed employees refused to answer questions in this section, perhaps because they did not want to talk negatively about the organisation. Indeed, some of those who did agree to answer mentioned their struggles against higher ranking officers who always resisted any change. This reported attitude was not limited to top level officers, but applied more generally to poorly educated employees, most of whom held low level posts. Interviewees complained that it would take a long time to explain new procedures and the advantages of adopting them. One remarked that those who resisted change at both high and low levels “*strongly believe in the old-style way of doing any job.*” On the whole, interviewees strongly supported the organisation in dealing with change resistance, as mentioned in section 4.7.1.

4.3.5.3 Low level interviews

As with the mid-level employees, not all low level interviewees were willing to answer questions in this section regarding difficulties, while those who did participate identified change resistance as the most common change-related problem in any organisation. This was said to be particularly evident in an organisation based on ranking and policing culture. As one interviewee said, “*at the end of the day we must follow orders from above.*”

The researcher observed how the Head of the DP empowered the TQM Dept within the organisational structure. Moreover, he saw evidence of responses to change resistance, including official orders and a full training programme for the whole year.

4.3.6 Factors affecting the implementation of change management and TQM

In this section of the interview protocol addressing the main concern of the study, the researcher asked a number of questions and sub-questions to seek an in-depth understanding of factors affecting the implementation of organisational change and TQM in the DP. These were questions such as: *“What are the main factors that affect the implementation of change in your organisation?”*, *“How does organisational culture affect the implementation process?”*, *“How does individual culture affect the implementation process?”* and *“How does the organisation deal with multicultural employees?”*

4.3.6.1 Top level interviews

Top level interviewees mentioned several important factors. For example, the head of the TQM Dept said *“SWOT analysis ... is a strategic planning method ... which helps us a lot in changing continuously for overall improvement.”* The head of the Decision Support Centre insisted that *“Sheikh Mohammed Al Maktoum as Ruler of Dubai and Lieutenant General Thahi Khalfan as head of Dubai Police have a big impact on the organisation and its commitment to TQM. It is a leadership factor ... Both strongly believe in change for the better”*. This factor received full agreement from all interviewees. One pointed out that *“establishing a TQM department in 1998 led to understanding the powerful advantages of change and enhancement”*, while another made a very similar point: *“A successful implementation of TQM in the private sector encouraged the public sector to do the same, which led to its adoption by the DP in 1998.”* He added that *“the criteria of the Dubai Government Excellence Programme have helped the public sector in Dubai to make great improvements”*.

The Director of the Regulatory Office to the General Commander believed that *“Ranking has two impacts. First, a positive one: it is faster in implementing TQM. However, secondly, it is difficult when dealing with top level people who do not believe in TQM.”* The researcher was also told that *“the educational level of employees is important: when it is high, it is easier to change, but if it is low, that means more*

resistance.” Another said: *“Dubai’s history shows that it’s a changeable city, because it wants to be a central and leading financial and economic hub in the Middle East, so it keeps improving and developing from A to Z in all sectors.”*

Multinational employees were not seen to have any negative impact on the change process. Instead, a typical interviewee said: *“This group helps the DP a lot in dealing with a community which is already mixed, with more than 200 nationalities.”* Al-Ali (2008) argues that the Emirates’ open economy policy has long encouraged multinational corporations and their laissez-faire employment practices. Thus, expatriates account for over 90 percent of the 2.4 million Emirati labour force, overwhelmingly in the private sector. Of the remainder, there are 192,000 UAE nationals working in the public sector (8 per cent) and a mere one per cent (24,000) in the private sector.

The most complicated factors emerged when the researcher asked questions regarding religion and gender. Many employees mentioned the positive benefits of females and males working together in the security sector. However, there were some negative remarks, such as those by some employees, both male and female, who did not like having to communicate with veiled female employees because of the lack of body language. On the other hand, a female who wore the veil insisted that it *“gives us freedom and confidence in communicating with others”*. Almost all female interviewees said that they preferred working in a mixed-gender office, rather than in an exclusively female environment, because women together in one space would lead to more jealousy and less production. Conversely, a male employee said: *“Females are so sensitive, so we prefer working with men.”*

As for the effect of religion, all interviewees at the top level agreed with one who said: *“Islam has a large impact upon us to do our best to reach a high performance. However, it is an inner feeling, rarely talked about during our meetings or general conversation.”* This finding is supported by Yousef (2001), who indicates that the Quran encourages people to acquire skills and technology, praising highly those who strive to earn a living. The Quran is against laziness and time wasting by either remaining idle or engaging in unproductive activity. A distinction arose in attitudes to religion in the workplace: some interviewees preferred working with religious

colleagues, because they felt that they could rely on their honesty and dignity to make them productive employees, whereas females tended not to like working with devout people, for lack of eye contact and body language. One said: *“They do not look at us while talking and sometimes they do not even say hello. It is difficult to work together in one team.”*

Once the researcher had identified religion as a factor, he decided to meet non-Muslim employees of the DP to discuss their views regarding this important issue, as explained in the following subsection.

4.3.6.2 Non-Muslim employees

According to Dubai Police historical data, there is no non-Muslim from the UAE working for the organisation, but there are some from other countries. The researcher interviewed seven non-Muslim employees, all of low rank, one of whom was an Arab and another of whom professed no religion. The non-Arabs were interviewed in English.

Only one of these seven employees described himself as a religious person; he had grown up in a Christian family, regularly attending Church on Sunday. He believed that the Bible encouraged people to do their best at work and in life in general. He added that for him, *“religion has a big impact upon an employee in doing his or her job perfectly.”* Four other Christians and one Hindu stated that religion played no role in their daily work. They believed that it was the organisation’s culture, its rules and principles which led to excellent performance. The last employee did not believe in any religion and considered himself non-religious. He was originally from Ukraine, which he described as having no official religion. He said: *“My family’s values were the main factor which helped me to do the best in my life, especially at work. My family raised me with these values.”*

All seven agreed that they faced no discrimination based on their religion or status as non-UAE citizens: they were treated equitably by their supervisors according to the DP’s regulations. As for their dealings with others, one employee mentioned that he did not feel comfortable when talking to a female employee wearing a veil, because *“body language is so important between people.”* However, another Christian employee said:

“This issue does not bother me. I can deal with anybody, women with a veil or without.”

4.3.6.3 Mid-level interviews

The main factors affecting change management in the DP, according to the Head of the Public Opinion Centre, were leadership, the Dubai Government Excellence Programme, Islamic values, employees' education level, Dubai Police culture and implementing TQM . There were also two elements of her response that differed from those of other interviewees. First, she said that the impact of ranking was entirely negative: it was difficult to deal with high ranking officers who did not believe in TQM as a new system. Secondly, she felt more comfortable working in an exclusively female office where her modesty was assured. Most other interviewees mentioned two effects of ranking: a positive one when the high ranking employee believed in change, making it faster and easier to implement, contrasting with the strongly negative resistance of those who did not believe in change.

One officer in the Evaluation Department felt that gender was an important factor: *“Females are perfect at statistics, but men are better at leading. I prefer dealing with non-veiled women.”* It was important to recruit females, but not to leading positions, because *“we are in a police organisation.”* This idea was supported by non-uniformed female employees at this level, while a uniformed female officer said: *“Look. I am at the mid-level. I am now a first lieutenant, but still treated with less respect by lower level employees, only because I am a woman.”* She added: *“They give us orders with less explanation and short notice.”* Nevertheless, she preferred working with men rather than women, because *“men listen to us, while women are not good listeners.”*

Indeed, most female interviewees reported a preference for working in a mixed-gender office because productivity was high and there was little jealousy. Moreover, most said that they were uncomfortable in dealing and working with veiled women and religious men because of a lack of body language. A typical female employee said: *“Religious employees do not like dealing with women. They do not even say hello and won't look at our faces; there is no eye contact or body language. We do not like working with this type of people.”*

On the other hand, mid-level employees generally believed in Islamic values as an inner feeling, encouraging employees to do their best in their everyday work. One employee said: *“In some positions, such as the finance department, employees must have Islamic values because they deal with money that comes in and goes out from the organisation.”*

All employees at this level, uniformed and non-uniformed, male and female, said that they believed in the strong leadership of the Emirate of Dubai and the DP, which created a change culture leading to excellence. One said: *“We in the Dubai Police breathe change.”*

4.3.6.4 Low level interviews

The three main factors mentioned by low level employees as affecting the implementation of change management by the DP were implementing TQM, the Dubai Government Excellence Programme and strong and creative leadership. These three factors are linked in that when Sheikh Mohammed founded the Excellence Programme, General Tamim created the DP’s TQM Dept to adapt to the new era, establishing a new culture based on change for the better.

Most of the DP’s multinational employees are of low rank. The author interviewed 15 of them, from countries such as Sudan, Syria, Yemen, Egypt, India, Nepal and Ukraine. They believed that foreign employees had no negative effect on the implementation of change management, insisting that they worked with their Emirati colleagues to improve and develop the Dubai Police. This idea was supported by Emirati employees.

Interviewees at this level also believed that Islamic values and principles were a factor leading to better change, but agreed with the general view of those at the top and mid-levels that this factor is an inner feeling, not expressed verbally.

On the question of gender, a uniformed female employee reported that women felt dissatisfied: *“We face discrimination compared with male uniformed employees, even in promotion. Men are promoted faster than women in the Dubai Police.”* She went on to complain that uniformed female employees were treated with less respect by men in the organisation, who gave them more work to do but with less explanation and discussion,

while non-uniformed female employees had more respect, a lighter workload and good communication with bosses.

A very important point was made by a uniformed interviewee who stated that he preferred to be supervised by non-uniformed employees, *“because with non-uniformed employees we can talk and express our ideas freely, while with officers we feel that there is a barrier to communication. ... We do not talk about everything. Sometimes I prefer not to talk.”* Females at this level agreed that they preferred working in mixed-gender offices rather than an exclusively female environment. They also preferred dealing with other women who were not veiled, because this aided communication.

Rank was considered to play a vital role in the organisation. Interviewees at this level reported a belief that high ranking employees who strongly believed in change and TQM could bring widespread change, whereas there was change resistance from high ranking employees who did not understand the purpose of change and TQM. Interviewees also remarked that change resistance was most noticeable among poorly educated employees, whatever their rank.

4.4 Chapter summary

This chapter has set out the findings from the semi-structured interviews, together with documentary evidence and direct observation, providing valuable in-depth information on the factors affecting the implementation of change management by the United Arab Emirates Police Force. The use of multiple data sources—documents, archives and observation—is believed to improve the internal validity of the study. The findings reported here concern issues related to the implementation of change management, such as: knowledge and understanding of the concept of change management and TQM, employees’ authority and empowerment, the benefits of the implementation of change management and TQM, and factors affecting the implementation of change management and TQM, which are summarised in Table 4.3 and Figure 4.1. The researcher feels confident that he has presented some unique findings on the factors affecting the implementation of change management in the public sector, in a security organisation and in a Middle-Eastern context which have not been reported in previous studies examined in the literature review.

Table 4.3: Main factors identified in the case study

Factors	Top	Middle	Low	Total
Leadership	17	13	11	41
Dubai history	8	1	0	9
Private sector	9	3	0	12
Dubai Government Excellence Programme	15	10	7	32
Women at workplace	17	12	17	46
Uniformed vs. non-uniformed female employees	17	12	17	46
Multinational employees	11	9	18	38
Organizational culture	17	11	14	42
Islamic values & religious people	17	13	24	54
Implementing TQM & change culture	17	11	14	42
Ranking	16	10	14	40

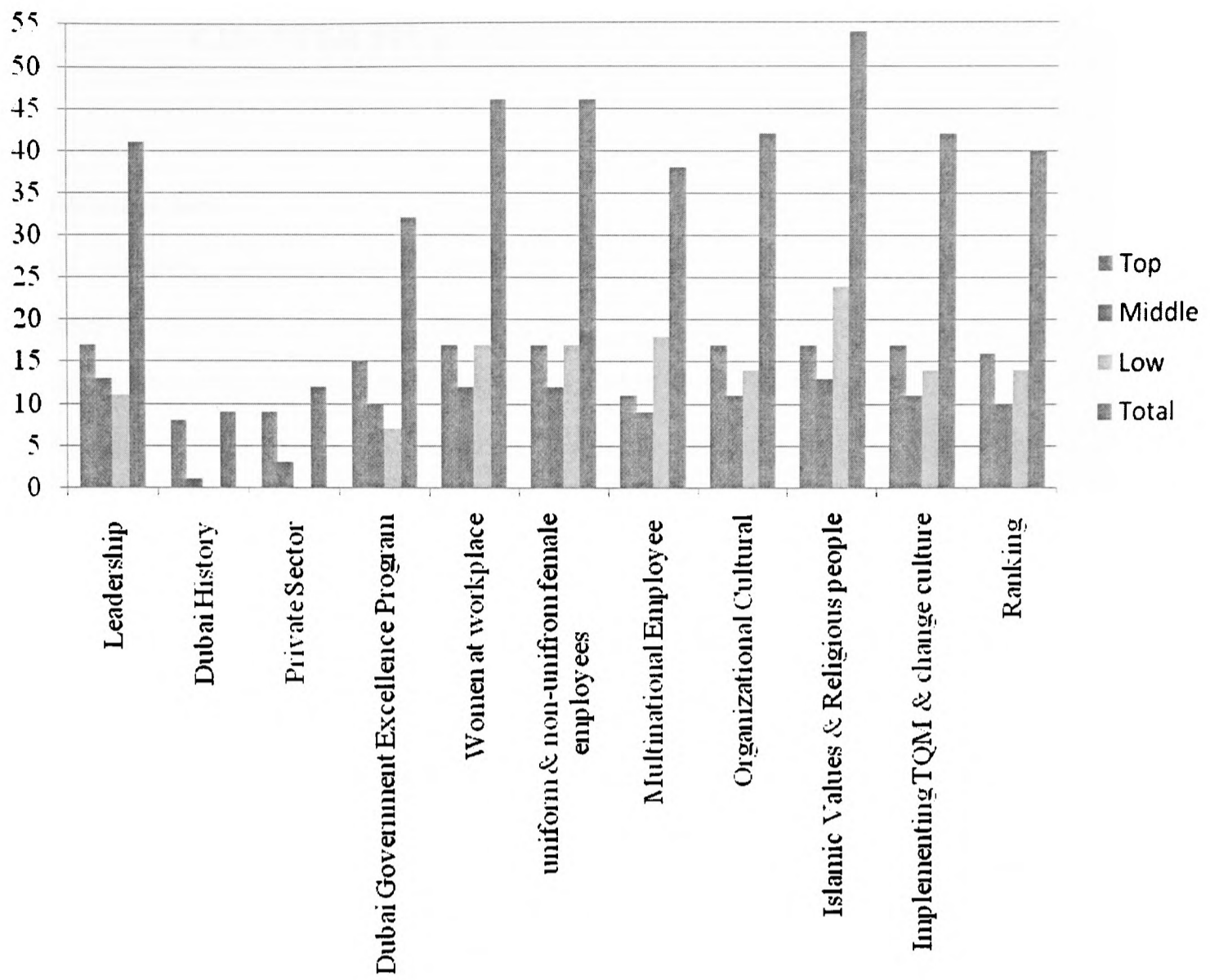


Figure 4.1: Main factors mentioned by the interviewees

CHAPTER FIVE: DISCUSSION OF THE FINDINGS

5.0 Introduction

In this chapter, the empirical findings are discussed in the light of the literature reviewed in chapter two and the factors listed in that chapter. The discussion and analysis of the data are related to the aim, objectives and research questions stated in chapter one of this study. The basis of the discussion is the similarities and differences between each of the elements identified in the literature review and the corresponding findings in the case study. By relating the findings to the literature, the researcher hopes to achieve a better understanding of the similarities and contrasts within the case study organisation in the UAE and between organisations in Arab and Western environments.

The chapter is organised into eight sections, whose contents are summarised below.

- Section 5.1 discusses issues related to the implementation of TQM as a major change management project in the Dubai Police Force.
- Section 5.2 discusses the factors affecting the implementation of change management and TQM by the DP and identified in the literature review.
- Section 5.3 discusses factors identified in the case study but absent from the reviewed literature.
- Section 5.4 classifies the factors affecting the implementation of TQM.
- Section 5.5 considers the contribution to knowledge made by the present study.
- Section 5.6 makes operational recommendations
- Section 5.7 makes recommendations for further research.
- Section 5.8 discusses the limitations of the study.

5.1 Issues related to the implementation of change management

5.1.1 Knowledge, awareness and understanding of the concepts of change management and TQM

This research has identified many sources of improved awareness and understanding of the concepts of change management and TQM within the Dubai Police. The researcher believes that knowledge of these concepts illustrates the degree of commitment among

employees at all levels, casting light on the change factors and on why and how they have affected the DP.

Case study evidence indicates that the first main source of information about TQM as the main DP change management project was a memo from the TQM Dept. Respondents said that they had first heard about the subject of TQM from an internal memo when the department was established in 1998. Since then, memos have been received almost every day regarding the implementation of total quality criteria in the DP.

Secondly, the Dubai government established its Excellence Programme in 1998 and Sheikh Mohammed, Ruler of Dubai, encouraged all departments to be involved. The DP then participated in the first version and won an award in the Distinguished Government Department & Division category (Dubai Government Excellence Programme, 2011). This award marked a turning point for the organisation. Employees started talking about this new concept and the DP started focusing on excellence and established a major department, directly responsible to the head of the organisation, to implement total quality criteria.

This development led to the third source of knowledge, when employees attended many seminars, workshops and lectures related to change management and TQM, in the course of training programmes sponsored by the Dubai Police. This involvement created a group of officers who led TQM implementation in the DP. The fourth source arose as this new concept attracted the attention of employees; many interviewees at all levels reported having engaged in personal reading on change management and TQM from books, journals, websites, etc.

All these activities were observed by the researcher, as an employee in the first group who led the TQM Dept from 1998 to 2001 and as a researcher collecting data in the workplace in 2010 such as an annual training programmes organised by Dubai Police.

5.1.2 Employees' authority and empowerment

To achieve excellence in the implementation of total quality management, the TQM Dept has a direct link to the head of the organisation. Because the DP is a policing

organisation based on rank and authority, it can achieve best results only if people at the top level are involved and believe in TQM. Fortunately, the force has a leader who strongly believes in change for better. The Commander in Chief has said: *“Quality can only be done from the top and no one can apply Total Quality unless the summit is sponsoring this aspect. Quality from the summit can only stem from a conviction of its importance”* (Dubai Police, 2011). In interview for this study, the Director of the Commander’s Office said that this office formed a link between the Commander and other departments of the DP. His task was to follow up decisions and ensure their implementation. He stated that it was *“very important to say that decisions regarding total quality management are vital and urgent.”*

Mid and low level employees reported that they had received full authority and empowerment from the leadership, based on the size and importance of the mission. One employee said *“Authorisation is clear at the DP and depends on how big the assignment is. Big missions need written authorisation, but small ones just need verbal approval”*. Another low ranking employee said: *“We have a weekly meeting in our section and a monthly meeting for the whole department with the director.”* Another insisted that *“We get authorization based our position and rank”*. The researcher examined documentary records showing some evidence of empowerment and authority granted to staff at the top level by the head of the Dubai Police, such as signatures and delegations. Moreover, he had an access with some meeting’s minutes.

5.1.3 Key processes and instructions

The researcher believes that any application must have clear processes and written instructions for best performance and results. This subsection focuses on this principle in order to evaluate the quality of DP documentation. The researcher discovered four elements which helped the force in the preparation of documentation and clear instructions, as explained by many interviewees:

- The DP had an ISO 9001 Certificate, which required a full documentation system in the organisation. Zaramdini (2007) believes that the certification process leads to better quality in processes, procedures and products.
- Documentation is also required for TQM, which was implemented by the DP in 1998.

- An internal electronic system helps all processes to be saved and documented.
- Each employee has a job description in written and electronic forms.

The researcher examined documents that gave information about how much effort was required to ensure that all processes and structures were identified and defined. He also observed directly an example of communication between members of staff through the organisation's internal computer network. What the researcher examined and observed regarding documentation system was supported by the employees interviewed in this case study.

Hayes (2002, p, 64) argues that "*recognising the need for change is an essential step in starting the change process. A leader might want to reflect on his own experience and consider how good his unit or organisation has been at recognising the need for change*". This recognition might not be forthcoming without a full understanding of change management and how to change perfectly. This finding is similar to those of authors reported in the literature review, such as Brown & Harvey (2001), Cameron & Green (2004) and Senior & Fleming (2006).

5.1.4 Benefits of change management and TQM implementation by the DP

Brown & Harvey (2001) states a major goals of change programs which are: increase productivity, increase responsiveness to clients, increase employee involvement and participation, increase employee moral, and develop new managerial skills and strategies. The case study of the Dubai Police revealed some perceived benefits of implementing change management and TQM. The researcher believes that the justification for seeking implementation was based largely on its benefits and their effects on the organisation's future. Such benefits will be realised if the implementation of TQM is defined and linked to the objectives of the organisation.

Data gathered during the fieldwork suggests that the main benefit of implementing TQM was to maintain continual improvement. Interviewees felt that TQM was a stage in the continual improvement of the organisation and a step towards excellence. Among the benefits were the documentation system, the standardisation of working procedures, efficient management reports, the professionalism of the work, improved employees'

skills, changes to employee culture, increased transparency of interdepartmental processes, more training courses and meetings at the three management levels. All of these benefits have helped the organisation to go further in professional work. This finding is consistent with some studies reviewed in chapter two, such as those by Thurlow & Mills (2009), Mabey & Pugh (1995), Kovoov-Misra (2009), Cameron & Green (2006), Clarke (1994), Stickland (1998), Hughes (2006), Watson (2002), Burnes (2004) and Smith (2011).

5.1.5 Difficulties faced during the implementation of change management

Omair (2008) mentions the participation of Arab women in all arenas – be it political, economic, or social – is complicated by the fact that the woman is subject to a number of coded and unwritten social mores in a patriarchal, male-dominated society. Two main difficulties emerged in the Dubai Police before and during implementation of change management and these persisted at the time of the study. The first was discrimination towards uniformed female employees, one of whom said: *“We ... are treated unequally at work compared with non-uniformed female employees by male officers. It does not matter whether those male employees are of high, middle or low ranks – all have the same reaction against female officers.”* When asked why, she replied: *“It is a cultural issue. Most Emirati families think that females should not do military or police work. They strongly believe that it is a masculine job.”* She then gave further details of the perceived unequal treatment:

“The most painful thing is when we see those male officers treating non-uniformed female employees with respect, while giving us less respect. They spend a long time explaining any new assignment to them, while just giving us orders, requests and less explanation. ... We also get more assignments than civilian female employees. More than that, we feel that low ranking employees do not like being supervised by female officers. Some of them cannot deal with the idea of receiving orders from females.”

The existence of this difficulty which the researcher observed is supported by studies in the Arab and Islamic contexts, such as those of Sidani (2005), Afshari (2005), Al-Ghazali (1989, 1990), Boullata (1990), Al Khartoum & Weir (2008) and Madsen & Cook (2010).

The second difficulty was resistance to change on the part of top ranking officers. One employee said, *“We are still facing change resistance from top level leaders who have spent 25 years and more in the organisation, most of them poorly educated. They strongly prefer doing things based on the old style.”* It was observed that this problem did not apply exclusively to top level employees, but rather to those with a low level of education, most of whom were in fact in the lower ranks. Interviewees stated that it took a long time to explain new ways of working to such people and to convince them of the advantages of change. *“They strongly believe in the old way of doing any job.”*

Brown & Harvey (2001) say organisation programs such as implementing total quality management involve innovation and change that will probably encounter some degree of resistance. They add this resistance will be evident in individuals and groups in such forms as controversy, hostility, and conflict, either overtly or covertly. Similar findings are reported by investigators including Hayes (2002), Cameron & Green (2004) and Senior & Fleming (2006).

Women at work and ranking will be discussed further, later in this chapter.

5.2 Factors affecting the implementation of TQM

The main aim of this study was to investigate and identify the factors affecting the implementation of TQM by the United Arab Emirates Police Force. These are now considered under two main categories: factors identified in the literature and found in the case study, and those found in the case study but not identified during the literature review.

5.2.1 Factors common to the literature review and the case study

5.2.1.1 Leadership

Erkutlu and Chafra (2006) assert that leadership will provide organisations with competitive advantage, a view supported by many leadership experts including Forstenlechner (2010), Senior & Fleming (2006), Sidani (2008), Smith (2002) and Smith (2011). Respondents in the case study explained that the leadership was responsible for decisions to direct the organisational quality policy and implementing change management by establishing a total quality department in 1998.

Leadership, as discussed in chapter two, has very important effects on implementing any major change in any organisation. Moreover, as the researcher has observed, leaders in the Arab world have a very powerful influence on followers, especially if the former are members of the royal family, in which case the title ‘Sheikh’ is used. Within Arab culture, if the Sheikh says that something is right, then it is right; if wrong, then it is wrong. People do not debate or question the judgement, but simply do what the Sheikh says. Thus leaders have a very strong impact on many aspects of life and are treated with great respect by citizens. This analysis is supported by Sidani (2008) and Simadi (2006), who assert that the UAE has moved from a tribal system to the framework of a modern state, within which the values of tribal traditions nonetheless persist to some degree.

According to the researcher’s observations, this organisation is one where employees follow orders from above, most of the time with no discussion, following the motto: “*Do first, then discuss*”. Thus, change management was implemented by establishing a total quality department on the order of the head of the organisation, General Tamim, which employees were bound to obey. The establishment of the TQM Dept followed the decision by Sheikh Mohammed to establish the Dubai Government Excellence Programme to develop the government sector and improve its performance through moral incentives, a motivational working environment, constructive cooperation and positive competition (Dubai Government Excellence Programme, 2011).

Interviewees at all levels agreed that both Sheikh Mohammed and General Tamim had led the DP to implement change management and total quality criteria. One top level employee, who was among those who established the TQM Dept in 1998, said that these two leaders had had “*a big impact on the organisation to commit to TQM. It is a leadership factor. ... Both strongly believe in change for the better.*” A mid-level female employee agreed on the importance of leadership, as “*the first and most important factor that has brought TQM to the Dubai Police*”.

Thus, leadership was identified as a major factor that had helped the Dubai Police in implementing change management and TQM. The researcher believes that without this support from Sheikh Mohammed and General Tamim, this goal would not have been achieved easily.

5.2.1.2 Islamic values

The researcher considers the question of Islamic values to be critical because it touches on people's personalities. If asked, anyone is likely to say "*Yes, I am a good person*", so the researcher tried to ask indirect questions regarding ethical and religious values, in order to avoid any bias of this kind. This vital factor is examined in two parts of the present chapter: first here, as an idea mentioned in the literature review and observed in the case study, and secondly in a later section dealing with aspects found in the case study only. The researcher has called this factor 'Islamic values' because the majority of DP employees are Muslims, although a few non-Muslims were involved in this study.

One interviewee said: "*Islam has a strong impact upon us to do our best to reach high performance. However, it is an inner feeling, rarely talked about during our meetings or general conversation.*" This is supported by the Qur'an, which declares (39:3-5):

"Not an atom's weight, or less than that or greater escapes Him in the heavens or in the earth but it is in a clear record. That He may reward those who believe and do good works. For them is a provision and a rich provision."

Ali & Al-Kazemi (2007) add that the Prophet Mohammed considered work the highest form of worship of God: "*Worshiping has seventy avenues; the best of them is the involvement in an honestly earned living*".

It is important to mention here that one non-Muslim employee supported the notion that religion plays a major role in working to a high level of excellence: said "*Religion has a big impact upon each employee in doing his or her job perfectly.*" This idea is also supported by Yousef (2001), who comments that both the Islamic and Protestant work ethics place considerable emphasis on hard work, commitment and dedication to work, work creativity, avoidance of unethical methods of wealth accumulation, cooperation and competitiveness in the workplace, although Hofstede (1991) minimises the cultural relevance of religion. The researcher observed that convenient prayer rooms were made available to all Muslim employees, while there was no such provision for other religions.

It is important to note that all Muslim employees interviewed, whether religious or not, believed that Islamic values had a strong influence on all aspects of their lives, whereas four Christian employees and one Hindu who were interviewed all insisted that religion had no role to play in their daily work; they believed that it was the organisation's culture, its rules and principles which led to excellent performance.

On the other hand, interviewees of all faiths, even those who considered themselves non-religious, agreed that DP employees must have strong values and dignity, whatever their religious beliefs, because officers would often be asked to make a fair initial judgement between two or more disputants. Furthermore, officers might well learn private details of others' lives, so they should be responsible and keep all such details secret and safe. Ali (2010) supports this approach, noting that Islam expects the obligations of both employers and employees to be grounded in ethics.

5.2.1.3 Organisational culture

Al-Khalifa (2000) states that the national culture, represented by the shared values of a society or country, influences organisational culture and thus affects quality implementations. The researcher observed the existence of various cultures in the DP, such as different religions, ethnicities, attitudes and opinions. These various cultures needed to be accepted to maintain continuous improvement and to achieve corporate goals. This finding is consistent with the assertions of some studies discussed in the literature review chapter of this study, such as Mohamed (2005) and Humphreys (1996).

Brown & Harvey (2001) say in order to create a winning culture; managers need to adapt their managerial style, values, and goals to fit the changing demands of the environment. The researcher observed that the organisation has made progress in implementing TQM since the TQM Dept was established in 1998. It is now on a clear path, seeking excellence in all of the organisations' missions. Employees can now express their ideas in different ways: if an officer cannot do so orally because of the rank of the others concerned, he or she can send his or her opinion electronically. In addition, a mixed culture in the organisation leads to innovative projects initiated by DP employees themselves. The researcher witnessed the ways in which such projects helped the DP to make progress technically and in improving administrative staff.

When the researcher asked direct questions regarding this new quality culture in the organisation, all respondents agreed that it motivated employees to be creative and built a high level of loyalty to the Dubai Police among them. The researcher also observed how the new culture was accompanied by a change from an old working style to a modern one. For example, it is important to mention here that the organisational strategy was once considered highly confidential, but that now even external customers can read it through the official DP website.

One low level employee said, *“With the new quality culture, our top leaders have started opening their office doors for us and the customers. They have started listening to us, implementing our suggestions and mentioning our names with respectful praise.”* These ideas are supported by many experts in organisational culture, such as Hofstede (1980; 1991; 2010), Schine (1985) and Williams *et al.* (1993).

5.2.1.4 Women in the workplace

Several studies on women’s working lives in the Arab region have agreed that the biggest obstacles for women’s career progress are the patriarchal power relations and attitudes towards women (Mostafa, 2005; Jamali *et al.*, 2005; Al-Lamki, 2007; Omair, 2008). Elamin and Omair (2010) say the factors that influence and shape the patriarchal attitudes towards women stem from interpretations of religious texts regarding women’s position in the society and the socio-cultural set-up of the region. Moreover, Sidani (2005) notes that when the question of women’s participation in the business and political fields in Arab societies is raised, conflicting views are expressed. Some refer to the possible roles of culture, of Islam and of interpretations of Islam in restricting their participation. This is supported by Weir (2000). The case study findings indicate that women were still often looked down upon in the workplace by employees who had strict cultural or religious beliefs. This is not common in civilian organisations and appears to have applied clearly in this policing organisation, where some employees had a strong belief that this was a masculine occupation.

This attitude is supported by Sheikh BinBaz, a Saudi clerk, (1985, 1988), a prominent Arab Islamic cleric whose views reflect the notion that the engagement of women in “male domains” separates them from their innate nature and leads to the moral decay of Muslim society. BinBaz asserts that taking the woman out of the home, “her kingdom”,

means divorcing her from the nature and character which God has given her. He views the involvement of women in men's domains as a crime not only against her but also against the young generation, male and female, which will suffer the loss of a proper education, compassion and kindness. Elamin and Omair (2010) state Saudi Arabia in particular is a conservative country where Islamic teachings and Arabia cultural values are strictly followed.

The researcher observed that most employees who believed that women should stay at home raising children were of middle or low rank. Some appeared to feel jealousy that their sisters or wives were working with men. Some Emiratis predominantly practice the austere Wahabi interpretation of Islam (as practiced in Saudi Arabia) (Masoud, 1999), Thus, Sidani (2005) notes

“that the lack of female participation in the work arena cannot be solely attributed to the role of traditional ulama’. The prevailing cultural norms, which are sometimes of tribal, not religious, origin, have put pressures on women’s ability to involve themselves in the economic development of their societies. Sometimes the ulama’s strict understanding could be perceived as merely putting a religious impression on various long-standing traditions and practices.”

Al-Ghazali (1990), another Arab Islamic scholar, criticizes the traditions that exist in Arab societies and which restrict women's mobility. These traditions are typically blamed on Islam, while in reality they have nothing to do with it. Al-Ghazali indicates that Islam provides a considerable sense of equity between the two genders. Any differences are related to the nature of the human instinct and the different roles assigned to each gender. He maintains that there are certain traditions imposed by people, not by God, which cripple women's improvement, keeping them in *jahiliyah* (ignorance). This has resulted in degradation throughout the Muslim community.

The researcher found that top leaders shared this view, strongly supporting women at work, because they were visionary and had the good of the organisation in mind. They said that women were needed in the organisation because it had customers of both genders. As a traditional and tribal community, the UAE still needed female workers to

deal with other women who played a traditional cultural role in society; indeed, that was happening daily in places such as airports and police stations. At Dubai Police College, the highest-ranked graduates of a six-month training course are invited to join the VIP Protection Corps. Their work demands that the members of the Corps stay in the best possible physical and mental shape. Presently there are 20 women in this squad. Their presence is vital, as many of the people requiring protection are women and in an Islamic country it is preferable for them to have female bodyguards (Al Maktoum, 2011).

As for the other ranks, some male employees stated that they preferred women to stay at home, while others said that if women must work, they would prefer them to follow female occupations such as teaching in girls' schools or working in single-sex offices in mixed organisations. However, female employees of Dubai Police believed that they were entitled to participate in building their country, that they were doing nothing wrong and that they were following Islamic principles and fulfilling the wishes of the rulers of the UAE.

5.2.1.5 Multicultural expatriate workers

Schoepp & Forstenlechner (2010) state that the UAE appears to be a favourable expatriate destination and can be distinguished from many other countries in that its citizens are a minority amongst the population. Similarly, Hafez (2009) argues that the UAE has a unique demographic setting and has become a beacon for expatriates the world over.

Interviewees in the case study agreed that they faced no discrimination based on their citizenship status, but were treated equally by their supervisors according to the DP's regulations. The researcher observed that most employees who were not UAE citizens held low rank, with a few at mid-level and almost none at the top level. The researcher was unable to obtain detailed demographic data for the organisation, because it was considered confidential. One top employee said that foreign employees had "*helped the DP a lot in dealing with a community which is very mixed, with more than 200 nationalities.*" This is supported by many researchers, such as Clydesdale (2011), Cox & Blake (1991), Gröschl (2011) and Kossek *et al.* (2006). Seymen's (2006) literature review of studies explores approaches to the effective management of cultural diversity

within organisations and identifies benefits such as better communication and greater group harmony. In addition, in policing studies, researchers agree that a culturally diverse force is beneficial to policing in a multicultural society (Chan, 1997; Weitzer, 2000).

On the other hand, an argument in support of uniformity is reported by Milliken and Martins (1996), who reviewed the diversity literature and concluded that racial and gender diversity can have negative effects on individual and group outcomes in certain cases. For instance, group members who differ from the majority tend to have less commitment, more turnover intent and absenteeism. The authors add that group coordination costs, such as increased communication time, appear to increase with diversity. Dadfar and Gustavsson (1992) found that the majority of site managers believed that managers/supervisors were less effective when managing a work group composed of several nationalities, because they regarded language as a major obstacle to effective communication among workers of different nationalities. The present researcher's observations do not support this view, as he saw employees of many nationalities working as a team, without barriers. When he asked non-Arabic employees what would happen if they did not understand a document written in Arabic, a typical reply was that it was *"no big deal ... I just ask my work partner to explain."*

5.2.2 Factors identified in the case study but absent from the reviewed literature

5.2.2.1 Islamic values (religious employees)

Subsection 5.2.1.2 above has considered Islamic values and how they are widely seen to encourage employees to do their best at work and in other aspects of life. By contrast, this first part of the section dealing with factors absent from the literature explains how religious employees appeared to have a negative impact on daily communication in the DP. Male religious employees who strongly believed that women should be staying at home and not working in mixed-gender organisations preferred not to work with females in the same office, or indeed on the same team. Female employees reported similar feelings, complaining that religious male employees sometimes failed to greet them in the morning or to look them in the eye when talking to them, so that eye contact and body language were lost. Eggert (2010) cites Professor Mehrabian as suggesting that in certain face-to-face communications there are three major components: what is said, how it is said and facial expressions. He adds that the words employed might be

what the other person would like you to understand, but how they are delivered will convey the real meaning of the speaker.

The researcher observed another significant lack of body language in the organisation. This occurred in exchanges between female employees where one was veiled and the other not. Non-veiled female employees noted that communication was difficult with those who covered their faces. One female employee, indicating a veiled colleague, remarked that she had never seen her face, although both were female, adding, *“It is really difficult for me to communicate when there is no body language or eye contact”*. Another uniformed female employee expressed an extreme opinion: *“We are working in a policing organisation, so any female who wants to cover her face should stay at home”*. Such views were shared by male employees, who felt less comfortable when communicating with veiled colleagues, because of the lack of body language. One said, *“We can’t deliver our ideas well”*.

The researcher interviewed four of the few veiled DP employees, asking such direct questions as *‘Why do you wear a veil?’* and *‘What do you feel when you communicate with other employees in the organisation?’* A typical reply was: *“We wear a veil because we believe women should cover their faces in the presence of strangers, based on our Islamic scholars and traditional culture.”* Thus, BinBaz (1985, 1988) believes that a woman must cover her whole body and most importantly her face. One of the veiled interviewees argued that *“wearing a veil lets us talk freely with no barriers; we feel more confident with a veil.”* Another, however, said, *“I can feel that other employees, both female and male, are not comfortable communicating with us because we cover our faces”*.

On the other hand, Dubai Police seeks to meet all reasonable demands of its employees, so it allows females to work together in a single-sex office, which no male can enter without permission. Of the 24 female employees interviewed by the researcher, all except two agreed that working in a mixed-gender office was much better, for a variety of reasons. For example, sharing different experiences and knowledge made them more productive, while women together would spend most of the time talking about their lives rather than working; and problems such as jealousy increased among female

workers in a single-sex room. One female employee said, *“Sharing an office with the devil would be much better than sharing with other females ...”*

5.2.2.2 Uniformed vs. non-uniformed female employees

Experts in culture and organisations such as Hofstede (1980; 1991; 2010), Schine (1985) and Williams *et al.* (1993) have compared the traits of masculinity and femininity in communities in general and in specific organisations, while none if any have focused on uniformed versus non-uniformed female employees in the workplace. The present study has attempted to address this gap in the literature, especially in policing organisations, where rank is fundamental to everyday performance. The researcher interviewed six uniformed female employees, one from the top level, two from the middle and three of low rank. All agreed that they faced a kind of soft discrimination in communicating with others and sometimes in promotion.

The most senior of these interviewees was the highest ranking uniformed female employee of the DP, a lieutenant colonel who served as head of the Dubai women’s prison and had been among the first group of females recruited by the DP, more than twenty years ago. She said:

“We as uniformed female employees are treated unequally at work compared with non-uniformed female employees by male officers. It does not matter whether those male employees are of high, middle or low rank – all have the same reaction against female officers. ...It is a cultural issue. Most Emirati families think that females should not work for the military or the police. They strongly believe that it is a masculine job. ... The most painful thing is when we see those male officers treating non-uniformed female employees with respect, while treating us with less respect. They spend plenty of time explaining new assignments to them, while just giving us orders, requests and less explanation. ... We also get more assignments than civilian female employees. More than that, we feel that low ranking employees do not like being supervised by female officers. Some of them cannot imagine receiving orders from a female.”

These views were supported by some male employees and non-uniformed females. However, given the nature of the organisation as a police force, non-uniformed female

employees preferred to be led by males and said that they could not imagine a female being a leader in a policing organisation. Moreover, many female employees (uniformed and non-uniformed) interviewed for this study did not like working with other females, but preferred to work with and to be supervised by male employees.

5.2.2.3 Ranking

Any organisation, including the DP, has a structure, but in policing organisations ranking is more visible than in many others. In the DP, lower ranking officers must obey higher ranking ones and follow the motto: *“Do first, then discuss”*. Most of the interviewees explained that this led to a clear difficulty before the DP began to implement TQM in 1998 and that while this problem still existed, it was much less serious than before. One employee said, *“We are still facing change resistance from top level leaders who have spent more than 25 years in the organisation, most of them poorly educated. They strongly prefer doing things the old way.”*

However, the organisation was found to be taking steps to deal with this difficulty, which it was considered very important to solve as soon as possible because it might present a barrier to progress and lead to long delays in any improvement. Therefore, the organisation had taken several steps to tackle change resistance:

- Publishing its change management methodology as a simple guide.
- Holding meetings to convince those who did not understand the need for change.
- Signing a contract between the organisation and the head of each department to guarantee their commitment.
- Giving orders directly from the head of DP, when struggling to convince high ranking officers.
- Forcing early retirement on those who offered strong resistance, with no sign of personal change.

On the other hand, some employees expressed positive views regarding ranking; they said that top level employees, who considered themselves change leaders, were willing to implement any positive change very quickly. The researcher observed that change projects tended to be implemented rapidly if the team was led by a change leader, whereas delays were likely to occur if it was led by an anti-change leader.

Another observation made by the researcher was that uniformed employees preferred to be supervised by non-uniformed officers. When asked why, one said:

“We are in a policing organisation and we must obey higher ranking officers. In this environment we just do our job without any discussion most of the time, maybe because we feel fear or it is difficult to discuss decisions with a higher ranking person, who knows better than us. ... In fact, sometimes if we have a valuable suggestion, rank prevents us from discussing it, so for that reason we feel more comfortable when our boss is not a uniformed employee and we can talk more freely.”

It is important to note that this reluctance to question decisions appeared to remain strong, despite the implementation of TQM criteria 13 years earlier. The researcher believes that this reflects the nature of the organisation as a police force.

5.2.2.4 Dubai history

The broad view of employees at all three levels is represented by one who described Dubai as *“a changeable and dynamic city. Every day you will see something different, such as in the infrastructure, a new government project, a global exhibition, and so on. ... Every day there is something new in Dubai”*. Balakrishnan (2008) states that Dubai was a sleepy fishing and pearl diving village that had over the years survived on the bounty of the sea. Through visionary leadership, it used its strategic location to grow into a trading centre, and overnight was transformed into an economic beacon for the Middle East.

Sheikh Rashid Bin Saeed Al Maktoum (1958-1990) facilitated this change. In 1958, he borrowed millions of dollars from Kuwait to have the creek (the site of the original trading souk) dredged. The chance discovery of oil (1966) further financed his vision. In 1970 he began the Jebel Ali port project, which today is the world’s largest man-made port. In 1971 when the British left, the warring tribes of the Trucial States were brought under one banner by the creation of the UAE, enabling the synergistic pooling of resources. The rapid pace of development in Dubai was initially fuelled by oil, but today this forms less than 6 percent of the overall GDP. Sheikh Rashid was eventually succeeded by his youngest son, Sheikh Mohammed, described as a perfectionist who

reviews key projects personally and who makes surprise visits to reprimand, reward and identify new talent for key projects (Molavi, 2007).

Dubai has some unique advantages. First, its leaders have been strong and endowed with great vision. They have constantly taken advantage of the strategic location and been proactive in response to global change. Historically and geographically, Dubai is a transit point, but the refocus is to make it much more. To forget the barren desert, Dubai has encouraged trade, business, shopping, lifestyle and tourism. Projects have been completed at a rapid pace (Balakrishnan, 2008).

Interviewees insisted that Dubai's culture influenced all organisations in the city in both public and private sectors, including the DP, encouraging change from good to best.

5.2.2.5 Dubai Government Excellence Programme

According to the Dubai Government Excellence Programme official website (2011), Dubai is keen to improve the performance of its public sector so as to empower its compliance with the latest developments in all fields and to enhance its capacity to implement modern administrative principles based on pillars such as customer satisfaction, resource development, simplification of procedures, documentation of systems, encouragement of creativity and capability development.

Dubai also seeks to build a sound working environment by motivating and supporting government departments to adopt strategies conducive to comprehensive development, to the servicing of the business community, to the establishment of excellent investment conditions, to support for the private sector and to the promotion of free entrepreneurship. To this end, Sheikh Mohammed ordered the establishment of the Dubai Government Excellence Programme to develop the public sector and improve its performance through moral incentives, motivational working environments; constructive cooperation and positive competition (Dubai Government Excellence Programme official website 2011).

Interviewees expressed the view that this Excellence Programme was one of the most important factors causing the Dubai Police to establish a TQM Dept in 1998, to focus on implementing TQM criteria in the organisation. One said, "*Once the department and*

the programme were both in place, our organisational culture changed for the better.” This new culture motivated employees to be more active and creative. The researcher observed this and saw documents regarding creative projects led by Dubai Police employees.

The Director of Organisational Excellence within the TQM Dept, who supervised directly all of the DP’s participation in excellence awards, both in the UAE and externally, especially in the Middle East, said:

“The Dubai Police benefits strongly from the results of the final evaluation sent by the award office. This report helps Dubai Police in developing its strengths and remedying its weaknesses. ... This department has a direct link with the Head of Dubai Police in order to make strategic decisions based on some valuable award feedback”.

For more information about this programme, see Appendix 10.

5.2.2.6 Private sector

The researcher noticed that the private sector in the UAE and especially in Dubai had started implementing TQM before the public sector, so some interviewees from the top and middle levels mentioned the private sector in Dubai as a perfect example for Dubai Police to adapt their experiences in TQM. Top level managers of the DP recognised the benefits of implementing TQM in the private sector, then took what suited the nature of a policing organisation. One interviewee pointed out that *“a successful implementation of TQM in the private sector encouraged the public sector to do so, which led the DP to establish one in 1998.”*

5.2.2.7 Establishing the TQM Dept

Interviewees at all levels said that once the Dubai Police had established its TQM Dept in 1998, the organisational culture and environment began to improve. One said, *“The Dubai Police is now more organised and productive”*. Many change projects had been implemented and had helped the organisation to make excellent progress and many improvements, as indicated by the many awards it had received, both locally and internationally. Another interviewee expressed the view that *“establishing a TQM*

department in 1998 led to a better understanding of the powerful advantages of change and enhancement”.

A good example of an improvement project is the DP’s suggestion system, supervised by the head of the Opinion Centre. In her interview, she explained that the system was once very basic: a wooden box in each department and station, where employees could place their written suggestions. A reply might take weeks or months and sometimes there would be no reply. Now, she explained, the situation was totally different:

“For several years we visited different organisations to share our experience in improving this system, read books and took creative ideas from employees, which has helped to improve our system gradually. This step-by-step progress motivates employees to participate by sharing their ideas to improve our organisation. Employees can now submit suggestions in seconds electronically and our commitment is to reply to all suggestions within 72 hours. Moreover, there are annual events to honour employees whose ideas improve our organisation.”

The researcher was able to confirm this account by using the electronic suggestion system himself. In addition, he read articles in a local newspaper which confirmed the existence of the annual suggestion event at Dubai Police.

Employees also told the researcher that implementing TQM differed from one department to another, so that it was easier and quicker to obtain results in administrative departments than technical ones, for example. When asked why, one interviewee explained that this was related to the nature of the work in each department: the daily tasks in an administrative department such as the General Department of Human Resources were simple and easily adapted to TQM criteria, while a technical department such as the General Department of Criminal Investigation was too busy solving crime to implement the criteria quickly. As the interviewee put it, *“they are working under pressure.”*

5.3 Classifying the factors affecting the implementation of TQM

Table 5.1 presents a classification of the factors affecting the implementation of TQM according to whether they were identified from the reviewed literature and from the responses in the case study or from the latter source alone. The same factors are then

classified in Table 5.2 by their nature as cultural, internal and external factors. This classification, which has never been mentioned in previous studies, will add to knowledge in this field. Finally, Table 5.3 classifies the factors according to whether they were apparent before or after implementation began.

Table 5.1: Factors affecting the implementation of change management and TQM found in this study vs those reported in the literature

Factors	In the case study	In the literature
Leadership	X	X
Islamic values	X	X
Organisational culture	X	X
Women in the workplace	X	X
Multinational expatriate workers	X	X
Islamic values (religious employees)	X	
Uniformed vs non-uniformed female employees	X	
Ranking	X	
Dubai history	X	
Dubai Government Excellence Programme	X	
Private sector	X	
Establishing the TQM Dept	X	

Table 5.2: Factors affecting the implementation by the DP of change management and TQM, categorised as internal, external and cultural

Factors	Internal	External	Cultural
Leadership	X	X	X
Islamic values	X	X	X
Organisational culture	X		
Women in the workplace	X		X
Multinational expatriate workers	X		
Islamic values (religious employees)	X	X	X
Uniformed vs. non-uniformed female employees	X		X
Ranking	X		
Dubai history		X	
Dubai Government Excellence Programme		X	
Private sector		X	
Establishing the TQM Dept	X		

Table 5.3: Factors affecting the implementation of change management and TQM by the DP, categorised by their importance before and after implementation

Factors	Before implementation	After implementation
Leadership	X	X
Islamic values	X	X
Organisational culture		X
Women in the workplace	X	X
Multinational expatriate workers	X	X
Islamic values (religious employees)	X	X
Uniformed vs non-uniformed female employees	X	X
Ranking	X	X
Dubai history	X	X
Dubai Government Excellence Programme	X	X
Private sector	X	X
Establishing the TQM Dept		X

In section 3.2, the researcher explains the need for a theoretical framework. Based on a literature review of the relevant factors affecting the implementation of TQM by the UAE Police Force, a theoretical framework, as illustrated in Figure 3.2, is designed to map out the main drivers of factors and their inter-relationships. This framework facilitates the efficient and effective collection of the most relevant data in the case, meeting the aim and objectives and answering the research questions.

Most importantly, on the basis of literature review and conducting the case study, the research has incorporated three main constructs into the framework: namely, internal, external and cultural factors. Five of these sub-factors have been widely discussed in the literature while no research has been conducted investigating the impact of seven of the sub-factors on implementation of total quality management by the UAE Police Force (see figure 5.1).

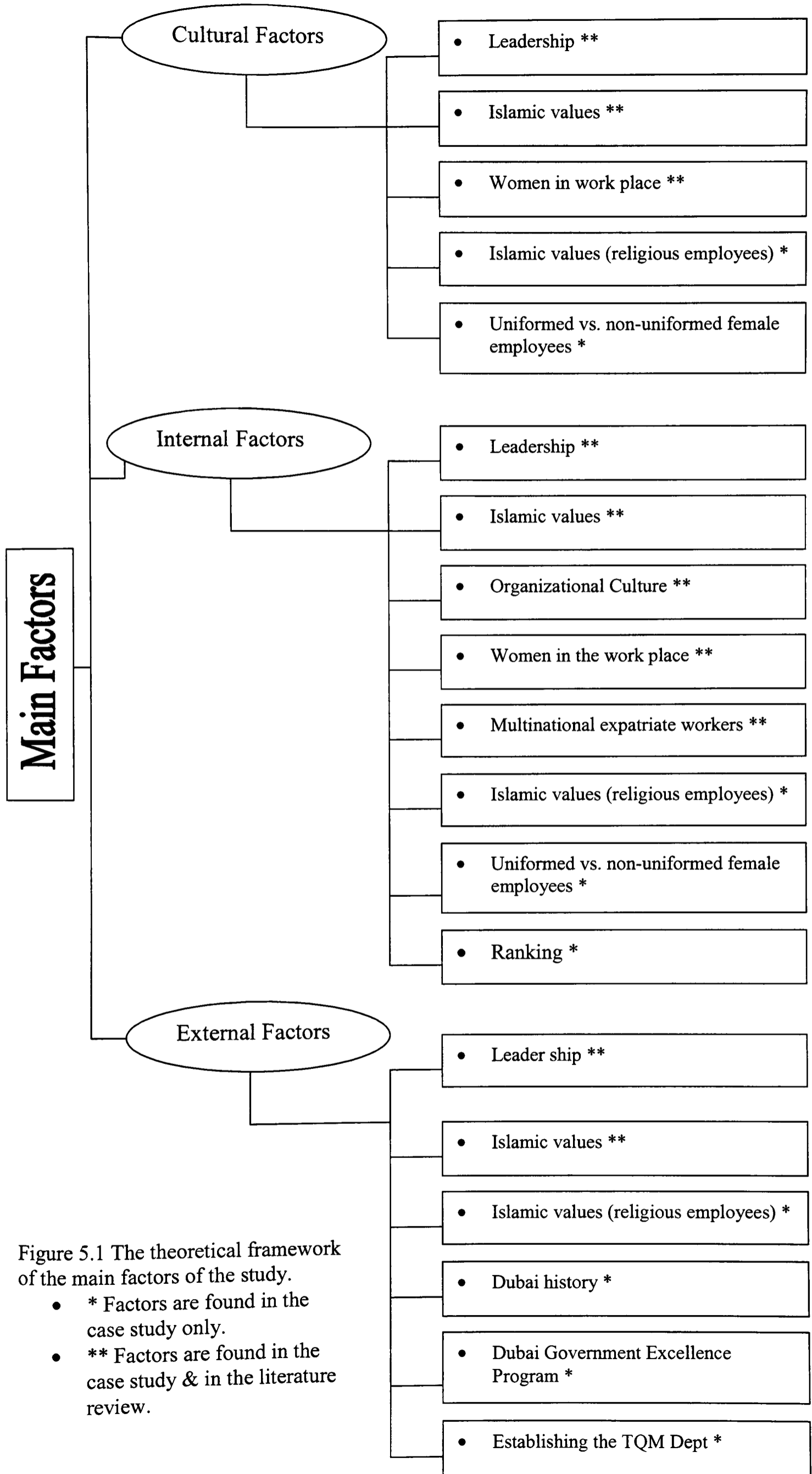


Figure 5.1 The theoretical framework of the main factors of the study.

- * Factors are found in the case study only.
- ** Factors are found in the case study & in the literature review.

5.4 Contribution to knowledge

This study has been successful in investigating and identifying the factors affecting the implementation of TQM and adds to knowledge in this area. In addition, the few studies of organisational change set in Arab countries have been conducted in the private sector. Thus, this study has attempted to narrow the gap in knowledge concerning security organisations in the public sector, providing an empirical understanding of the phenomenon within this environment.

The main contribution to knowledge of this study is the identification of seven unique factors affecting the implementation of change management and total quality management in a public sector security organisation in the UAE. These factors are: Islamic values (religious employees), uniformed vs. non-uniformed female employees, ranking, Dubai history, the Dubai Government Excellence Programme, the private sector, and establishing the TQM Dept at the DP. These factors have not been mentioned before in the literature, as explained in section 5.2.3.

Since studies of factors affecting the implementation of change management and TQM have mainly been undertaken in different cultural contexts, another contribution to knowledge has been to examine the existing theory in the culture of the UAE, which offers a very important example of cultural diversity both at the national level and at the level of most public and private organisations (Alserhan *et al.*, 2010).

In addition, as the majority of existing literature concerns change management and TQM from a Western viewpoint, this research provides a balance by adding knowledge pertaining to a Middle-Eastern context. It also confirms the effect of some factors identified by other researchers in the Arab countries, such as Sidani (2008), Ali & Al-Kazemi (2007), Abdallah & Hmaidan (2010), Al Kharouf & Weir (2008) and Al-Ali (2008). These factors are leadership, Islamic values, organisational culture, women in the workplace and multinational expatriate workers.

The present study also classifies the factors affecting the implementation of change management and TQM into those which applied before implementation, such as leadership, Dubai history, the private sector, ranking and multinational employees, and

those which arose during the process of implementation, the Dubai Government Excellence Programme, and the establishment of the TQM Dept (see Table 5.3).

A further contribution of this study has been to identify issues related to the factors affecting change management implementation and TQM by the DP, such as knowledge, awareness and understanding of the concepts of change management and TQM among the employees, employees' authority and empowerment in the organisation, whether or not key processes and instructions were identified in daily work, the benefits for the organisation of implementation and difficulties faced during the implementation of TQM by the Dubai Police (see section 5.1). Another contribution has been to identify factors affecting different organisations in different countries and different cultures over a number of years (see section 5.2.1).

Finally, Table 5.2 lists the factors affecting the implementation of change management and TQM in three categories: internal, external and cultural factors. These findings have not been reported in the reviewed literature and will therefore complement the existing literature on change management and TQM in public sector bodies, in the Middle East and in the security area.

5.5 Operational recommendations

The findings of this study have several important implications for top management and quality managers.

- The main implication for practicing managers is that the well-known value of implementing change management and TQM systems will be increased if they are well planned and implemented when the philosophical quality aspects of the organisation are coupled with employee training, corrective action and commitment at all levels of the organisation.
- The findings of this research can help top management to predict possible weaknesses in their organisation's plan for the implementation of change management and TQM.
- In order to implement change management and TQM successfully from the beginning, the top management of public sector organisations could use the factors identified in this study and listed above to discover any negative factors before the process begins.

- This research can also direct top managers to some beneficial factors that can help an organisation to implement change management and TQM, indicating how they can maintain and improve the subsequent benefits.
- Conducting an intensive orientation programme on the benefits and requirements of change management and TQM would clarify ideas concerning the quality process. Lack of top management commitment would thus be countered, because top and middle managers would be more aware and supportive of obtaining change management and TQM. They would also be able to minimise the resistance of employees to the process, especially in policing organisations and others based on rank, where orders come from above.
- The training issue is very important and must be taken into consideration while preparing the budget as well as large-scale contracts, which should emphasise the training element for employees. Intensive training will help to overcome organisational and individual barriers arising from factors such as time management, change management, communication skills and optimisation of resources.
- It is also important to consider the involvement of employees at different levels in the implementation of change management and TQM. The participation of the staff in deciding how the organisation should implement the changes will help to reduce resistance to change, thus improving the chances of success.
- Finally, the top management could take into account staff satisfaction and motivation by opening the way for promotion to all levels within the organisation.

5.6 Recommendations for further work

The following recommendations are made for future academic and professional research arising from the present study:

- Researchers could investigate and identify the barriers affecting the implementation of change management and total quality management in other public sector organisations in the UAE, especially policing organisations.
- Researchers could also investigate and identify the factors affecting the implementation of change management and TQM in the private sector. This would help in comparing the real-life practices of private and public organisations operating in the UAE.

- It would seem that one major direction for further research would be to use the list of factors identified by this study in studies of other organisations, to examine the relationships between these factors either in the same or in other private sector organisations, which would extend the findings of the current study and would also contribute to a wider generalisation.
- Specific research is required to investigate and understand more about the impact of culture and religion values in implementing change management and TQM in the private and public sectors in UAE.
- This research could be replicated with similar organisations in other developing countries as part of a wider comparative study.
- There could be a study of critical success factors for the application of change management and TQM in public sector organisations in the UAE.
- Finally, this study could provide the basis for further research into the implementation of other quality management systems or projects in the UAE.

5.7 Limitations of the study

Yin (2009) notes that every research study is limited by the constraints placed upon the researcher, and this research is no exception. The researcher has made every effort to overcome these limitations, to ensure that this study could be delivered smoothly, but it was not possible to control all the factors that were likely to affect its quality. Some important limitations of this research are listed below.

- The first was the inability to make sound recordings of the interviews due to cultural constraints. This may have led to important information being missed and less concentration on the interviews. In order to tackle this limitation, the researcher tried to write as much as possible during and immediately after each interview, allowing time to record all pieces of information and ideas while they were still easy to recall.
- Another limitation concerns the large amount of data which was collected during the interviews, which may have led to the missing of important information or to the over-weighting of some findings as the researcher focused on particular issues rather than others, which may have been important (Saunders *et al.*, 2009). This limitation was addressed by compiling the collected data into tables, which minimised the risk of missing important information.

- Thirdly, during the interviews the researcher may have given out unconscious signals that guided respondents to give the answers that he expected (Miles and Huberman, 1994). This was avoided as much as possible by the researcher keeping himself neutral and giving the interviewees freedom to answer the questions (Saunders *et al.*, 2009).
- A fourth limitation was that during the data collection period the researcher was able to make observations only during the interviews.
- Access to some relevant documents was restricted within the case study organisation and the researcher was only able to peruse them on the premises, as it was not possible to obtain copies.
- Finally, it may also be difficult to reconcile the differences between the respondents' answers and assess how representative they are (Saunders *et al.*, 2009). To overcome this, the researcher used other sources of information such as documents, archives and minor observations.

5.8 Chapter summary

This chapter has discussed issues relating to the implementation of change management and TQM by the Dubai Police, such as the benefits gained and the difficulties faced. The factors which emerged from the extensive review of the literature and from the findings of the case study were discussed in detail and are summarised in Tables 5.1, 5.2 and 5.3. Seven of these were found to be unique to the present study.

The research methodology was carefully developed so that it helped the researcher to conduct a rigorous study, and this has helped the researcher to achieve the aim and objectives of the study. Finally, several limitations were addressed to preserve the quality of this study. The next chapter will summarise the research content and will assess whether its aim and objectives have been met. It will then review the originality of the study.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This study has examined the phenomenon of implementing total quality management within a governmental organisation in the UAE, with the aim of investigating and identifying the factors that affect the implementation of quality management as a main change project. In order to achieve the research aim and objectives, to answer the research questions and to maximize the quality of the case study findings, there was a need to choose the most appropriate research approach and strategy to follow in collecting and analysing the data. The appropriate methodology for this research was selected following a review of the literature on the research topic, the setting of the aims and objectives and an examination of the literature on research methodology. The aim was to investigate empirically and in depth the factors affecting the implementation of TQM by the United Arab Emirates Police Force within its environmental and organisational context.

Based on the subjective nature of this research, the researcher, as discussed in section 3.4, identified the phenomenological research paradigm and the qualitative philosophy as the ideal means to identify and gain an in-depth understanding of the factors affecting the implementation of TQM by the United Arab Emirates Police Force. The findings show that the case study strategy was suitable for this kind of research, allowing the researcher to gain such an understanding in a real-life context, as discussed in section 3.6. It offered the potential of a holistic understanding of the nature, context and processes of quality management practices from the point of view of the participants. Thus, an exploratory single case study of the Dubai Police was used entirely appropriately to determine whether the theoretical propositions were correct or whether some alternative set of explanations might be more relevant.

Within the case study, multiple sources of evidence were found to be useful in reducing inappropriate certainty. In this case the researcher was able to consult documents in order to verify the answers provided, then compare these to the results of other methods of data collection. Semi-structured interviews were adopted as the main data collection tool, in addition to triangulation with other sources of relevant data such as documents,

archive records and direct observation. The semi-structured design allowed the interview questions to be prepared in advance, to ensure that they covered all the major propositions found in the literature regarding the factors likely to affect the implementation of change management. Thus, after reviewing the related literature and identifying the factors and issues affecting TQM implementation, the researcher produced an interview protocol. To enhance its validity, it was finalised after reviewing it many times, taking into account the comments of the researcher's supervisor. Another review was conducted by some PhD researchers and linguistic experts, especially regarding the translation of the interview questions into Arabic and back to English. As a final step to guarantee the validity of the interview questions, a pilot study was carried out within the case study organisation to check whether they were clear and understandable to the interviewees; the feedback from this exercise resulted in some of the questions being modified.

The researcher provided question forms to the interviewees in advance, allowing them to make comments about the questions before the interviews, thus promoting validity and reliability by enabling the interviewees to consider the information being requested and allowing them the opportunity to assemble supporting organisational documentation from their files. In addition, all the interviews were transcribed and the transcriptions were sent back to interviewees for verification, which gave the researcher confidence that the information that was gathered from the interviews was high in quality and so increased the validity and reliability of the study. Moreover, most of the interviews were conducted in the researcher's and interviewees' native language, Arabic, to ensure that they could effectively articulate their thoughts, which also increased the validity of the study.

6.2 Meeting the aim and objectives, and answering the research questions

The main research questions were answered by achieving the aim of this study, which was to investigate and identify the factors affecting the implementation of TQM by the United Arab Emirates Police Force. This aim has been accomplished effectively by addressing the research objectives as follows:

The first objective was to review the relevant literature on the common types of factor that affect the implementation of TQM in different organisations and countries, in order

to list these factors and examine them in the context of the Dubai Police. This objective was achieved by building knowledge through a critical literature review of change management and total quality management philosophies, the history of change management, the importance of implementing change management and the relationship between change management and TQM. A wide-ranging review was also conducted of the literature on the factors commonly identified as affecting the implementation of change management and TQM around the world, in order to understand them.

The second objective was to gain an in-depth understanding of the factors affecting the implementation of TQM by the DP. In order to satisfy this objective, relevant information was gathered in a single exploratory case study. The methods of data collection chosen as appropriate were semi-structured interviews with employees at all levels, following appropriately prepared interview protocols and triangulated with documents, archival records and direct observation, which enhanced the validity of this research. It should be mentioned that meeting this objective was highly dependent on the first objective having been accomplished.

The third objective was to explore and identify the factors affecting the implementation of TQM by the Dubai Police. To meet this objective, the case study findings were categorised and thereafter analysed using narrative techniques such as explanation building to interpret and present them in a meaningful form. Data triangulation was achieved and the factors were explored and identified, thereby securing the third objective. Factors identified in the DP case study were placed in three categories, namely internal, external and cultural factors, each of which consists of many elements.

6.3 Originality

One major original contribution of this research is an in-depth understanding of the factors affecting the implementation of TQM by the United Arab Emirates Police Force, which are listed in section 5.2. To the best of the researcher's knowledge, this study is the first to be carried out in the UAE to identify such factors. Indeed, no case study research mentioned in the literature has examined this topic in a UAE setting. Therefore, it is hoped that it provides the basis for the development of scientific research in this area.

Since studies of factors affecting the implementation of change management and TQM have mainly been undertaken in different cultural contexts, another contribution to knowledge has been to examine the existing theory in a new culture, that of the UAE, which is an important example of cultural diversity both at the country level and at the level of most public and private organisations (Alserhan *et al.*, 2010). In addition, as the majority of existing literature on change management and TQM takes a Western viewpoint, this research will provide balance by adding knowledge pertaining to a Middle-Eastern context.

Seven unique factors affecting the implementation of TQM by the Dubai Police Force were identified in this study. They are:

- Islamic values (religious employees): Communication between religious and non-religious employees was limited, according to the degree of understanding of Islamic values.
- Uniformed vs. non-uniformed female employees: Uniformed female employees felt that they were subject to discrimination compared with non-uniformed colleagues in duties, communication and even promotion.
- Ranking: If higher ranking employees believed in change, it was implemented rapidly, but if not, implementation was slow.
- Dubai history: It was found to be changeable, dynamic and adapted to different cultures.
- The Dubai Government Excellence Programme: This provided criteria helping the DP to improve and develop systematically.
- Private sector: The DP adopted a private sector style of change management and TQM implementation, which fitted with the environment of a policing organisation.
- Establishing a total quality department within the Dubai Police in 1998: This gave the DP advantages in focusing directly on implementing TQM and change management, providing the organisation with many highly qualified and skilled quality leaders.

In addition, five factors mentioned in the reviewed literature as affecting the implementation of TQM were identified in the case study. These were leadership, Islamic values, organisational culture, women at work and multinational expatriate workers. These findings will strengthen the existing literature on change management.

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APPENDICES

Appendix 1

Emirate of Dubai

Al Maktoum (2011) says donkeys and camels provided transportation on land. Crossing the creek meant a long and arduous journey around the end of the creek or a ride in an *abra*, a small wooden boat that ferries passengers to this day. Abras were also used to transport people to ships. Deira's souk or public market was lined with narrow, covered passageways. With 350 shops selling commodities from around the world, it was the largest market in the region.

He adds many of the craftsmen in the souk had no shop, but worked on a vacant piece of ground as close as possible to their clients. They were known by name, and the cry would go round the souk: "Where is Hassan the mattress-maker?" until it reached him and he was able to make contact with the potential client. A mattress-maker's creation was vulnerable to visits from passers-by, who might stop to pray on it or simply to rest and chat.

Prior to the introduction of electricity in 1952, kerosene lamps or candles were used for lighting, while charcoal, imported from the interior of Oman, was used for cooking and making coffee. Sweet water came from wells around Dubai. The majority of the inhabitants lived in *barastis*, huts constructed from palm fronds. Extended families lived in compounds amid the compounds of relatives. Houses were constructed of gypsum from the salt marshes at the end of the creek and coral stone. The town's highest points were the wind towers of the coral stone houses, the watchtowers and Al Fahidi Fort. Wind towers were used for ventilation: a house would cool as water on the floor beneath the tower evaporated. Built in 1799, the Fort is Dubai's oldest surviving structure and it has served as the seat of government, as the ruler's residence and as a jail. With a thriving port and market, Dubai's residents enjoyed a higher standard of living than their neighbours in the region (Al Maktoum, 2011).

Al Maktoum (2011) states the present Ruler of Dubai, Sheikh Mohammed, is committed to his father's dream of making Dubai one of the foremost cities in the

world, as are his brothers, Sheikh Hamdan bin Rashid Al Maktoum, the Deputy Ruler of Dubai, and Major General Sheikh Ahmed bin Rashid Al Maktoum, Deputy Chairman of Dubai Police & Public Security. The above-mentioned sheikhs and their late brother Sheikh Maktoum have honoured their father's memory by creating one of the world's most impressive cities. They have done this by following the Al Maktoum tradition of encouraging businesses to invest in and operate from Dubai by offering incentives and establishing free trade zones, and by making Dubai one of the world's premier tourist destinations.

Dubai has been quick to adapt to the introduction of e-commerce and the rapid technological development of recent years. The establishment of Dubai Internet City, in October 2000, and Dubai Media City, in January 2001, has ensured that the majority of the world's major business players have a presence in Dubai. Both of these establishments offer their clients state-of-the-art infrastructure and many business incentives. Together with Dubai Knowledge Village, they make up the Dubai Technology, E-Commerce and Media Free Zone, a central feature of the plans for Dubai's future. This free zone is also helping to introduce the next generation of leaders in the Al Maktoum family to their responsibilities; the chairman is Sheikh Maktoum bin Mohammed Al Maktoum, Sheikh Mohammed's third son (Al Maktoum, 2011).

Information technology has been incorporated not only into Dubai's trade and industry, but also into its education system and its government. The Sheikh Mohammed bin Rashid IT Education Project ensures that the youth of Dubai and the UAE as a whole will be familiar with the latest technology when they leave school, so that there will be qualified nationals ready to take up employment in the information technology (IT) industry. The e-government project is another vital part of the Al Maktoum family's plans for the future. The Dubai e-government portal opened in October 2001, giving Dubai the world's first fully online government. The people of Dubai can now use the Internet to renew and apply for all kinds of licences, pay fines, request information and much more. Dubai has also moved into the world of international finance, with the opening in February 2002 of the Dubai International Financial Centre, which Sheikh Mohammed announced would be *"a bridge for financial services between our region and the international markets 24 hours a day and 7 days a week."* He added, *"This centre will provide an ideal business environment based on a highly developed*

infrastructure and control regulations and laws that rival the latest and most competent regulations and laws worldwide” (Al Maktoum, 2011).

It is hard to imagine any other city in the world having developed a tourism industry as vibrant as Dubai’s in such a short time. Before 1990, Dubai International Airport was always busy, but the majority of passengers were in transit. Now, millions of them each year stay in Dubai for their holidays and the airport is even busier. In 2001 the state-of-the-art Sheikh Rashid Terminal opened to cater for the increase in passengers. The Maktoum brothers have introduced many initiatives to attract more visitors to Dubai, the most famous of which is the Dubai Shopping Festival, an annual month-long event during which the majority of Dubai’s stores offer considerable discounts on their goods. One of the most popular features of the Shopping Festival is the Global Village, where various countries take the opportunity to showcase their heritage through exhibitions of traditional handicrafts, clothing, food, music and dance. Each country has its own pavilion and, every evening throughout the Shopping Festival, crowds flock to the Village to enjoy this perfect example of Dubai’s cosmopolitan nature (Al Maktoum, 2011).

In recent years, Dubai has also witnessed the development of some of the world’s most well appointed and architecturally accomplished hotels. Emirates Towers, which opened in 2000, now overshadows the World Trade Centre on Sheikh Zayed Road, while the world’s tallest hotel, the Burj Al Arab, stands on a man-made island just off the shore of Jumeirah. This building, which resembles the sail of a traditional Arabian dhow, is the centrepiece of Dubai’s tourism industry, offering very luxurious accommodation. Despite the recent success that Dubai has enjoyed in this area, the Maktoum brothers have shown that they share their father’s trait of striving for continual improvement by stating their aim to increase the number of tourists visiting Dubai annually from three million to six million by the year 2010. Their commitment to this goal is demonstrated by projects such as Dubai Festival City – a waterfront development that will combine entertainment, dining, shopping, a marina, hotels, offices and residential apartments – and the Palm, an ambitious plan to create three man-made islands in the shape of palm trees to increase Dubai’s coastline (Al Maktoum, 2011).

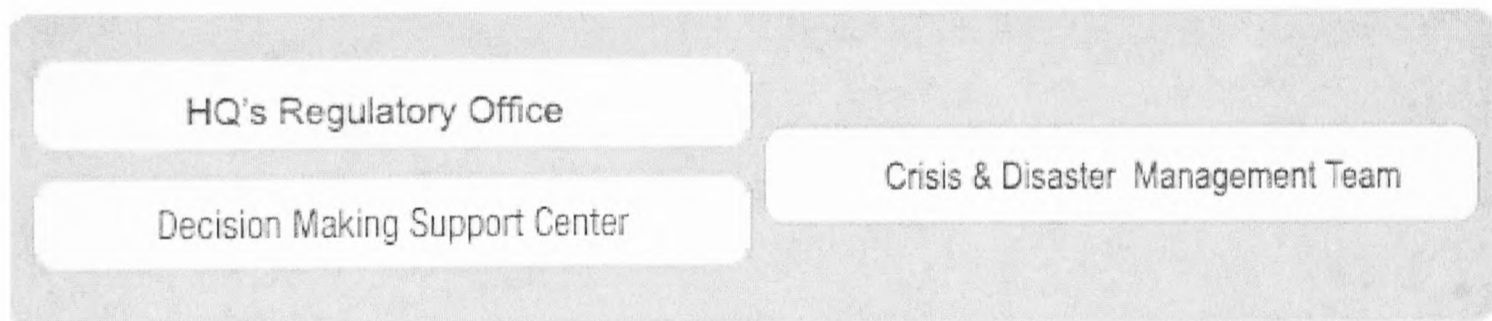
Al Maktoum (2011) says as part of their drive to raise Dubai’s international profile, the late Sheikh Maktoum, Sheikh Hamdan, Sheikh Mohammed and Sheikh Ahmed

established Dubai as the sporting capital of the Middle East. Major international sporting events hosted in Dubai include the Dubai Tennis Open and the Dubai Desert Classic golf tournament, both of which attract leading international participants in their respective sports. But Dubai's most famous sporting event is the richest horse race in the world, the Dubai World Cup. It was originally established as the centrepiece of the first Dubai Shopping Festival and is now an event in its own right, capable of drawing an audience from all over the world. It combines Dubai's talent for hospitality with the passion for horse racing shared by all the Maktoum brothers, a passion clearly illustrated by their success with the family racing stable, Godolphin. The discovery of oil certainly helped, but it is the Al Maktoum family's commitment and intelligent use of resources that has modernised Dubai. The tale of Dubai is a tale of the wisdom of its rulers.

Appendix 2

Dubai Police: Organisational Structure

(Dubai Police official website, 2011)



General Departments

General Department of Organization
Protective Security & Emergency

General Department of Criminal Investigation

General Department of Legal and
Disciplinary Inspection

Police Stations

General Department of Finance

General Department of Forensic Sciences
and Criminology

Dubai Police Academy

General Department of Airports Security

General Department of Human Resources

General Department of Administrative Affairs

General Department of Community Services

General Department of Anti Narcotic

General Department of Services & Supplies

General Department of Operations

General Department of E-Services

General Department of Traffic

General Department of Total Quality

General Department of Punitive Establishment

Appendix 3

Sheikh Mohammed bin Rashid Al Maktoum

According to his official homepage (2011), Sheikh Mohammed was born in the Al Maktoum family home in Shindagha, the third of four sons of Sheikh Rashid bin Saeed Al Maktoum. He was an athletic and energetic child. Family friend Hamad bin Sukat remembers Sheikh Mohammed as an active youngster: “He was forever on the move, playing games and exploring. He was inquisitive and wanted to know what was going on around him.” On September 9, 1958, Sheikh Mohammed’s grandfather, Sheikh Saeed, passed away and his father became Ruler. From October 1958, Sheikh Rashid began serious preparations for his sons’ future in government. During the 1950s Sheikh Rashid had drawn into his immediate circle the most talented individuals in the community, including bankers, builders, merchants and intellectuals. Sheikh Mohammed grew up as part of this exclusive group and became a valuable participant, despite his relative youth.

Sheikh Mohammed attended Mons Officer Cadet School in Aldershot, in the south of England, where he was exposed to tough training. It was an environment in which he thrived. During the latter stages of the six-month course, he was promoted to Senior under Officer of Kohema and was later awarded the Sword of Honour for achieving the highest mark of any Foreign and Commonwealth officer cadet in his intake. As Sheikh Mohammed entered his twenties, he had a good understanding of all the areas that would be of importance in his adult life: literature, sport, the military and politics (Al Maktoum, 2011).

In January 1995, Sheikh Maktoum signed two decrees that would have a dramatic effect on the future of the emirate. One appointed Sheikh Mohammed as Crown Prince of Dubai and the second recognised Sheikh Hamdan as Deputy Ruler of the emirate. Sheikh Mohammed later commented:

“I do not know if I am a good leader, but I am a leader. And I have a vision. I look to the future, 20, 30 years. I learned that from my father, Sheikh Rashid. He was the true father of Dubai. I follow his example. He would rise early and go alone to watch what was happening on each of his projects. I do the same. I

watch. I read faces. I take decisions and I move fast. Full throttle” (Al Maktoum, 2011).

Appendix 4

General Department of Total Quality

This is a servicing department within the Dubai Police General Headquarters, whose aim is to promote awareness of the concepts and criteria of quality in police work among personnel, in particular, and for the UAE and Arab Countries in general. The Department of Total Quality was established by Decree No/49 A/98, issued by the Commander-in-Chief on 15/12/1998. The foundation of the Department of Total Quality was an unprecedented step, not only with respect to the United Arab Emirates or the Gulf countries, but also with respect to the entire Arab Countries. By all measures, this step was a credit to Dubai Police and its leadership. This leadership shoulders the prime responsibility in activating the efforts of this newly established department, and in supporting these efforts till the department achieves success in meeting its obligations.

On 7/2/1999, the Commander-in-Chief of the Dubai Police issued an order to establish a sub-department, for quality control, in every general department and in every police station. That sub-department, or section, would be called Department, or Section, of Quality Control and to be supervised by the General Department of Comprehensive Quality.

The department offers a number of services that aim to develop administrative work via applying the concepts of quality adhered to by the Dubai Police General Headquarters for the local and public level.

Source: Dubai Police official website (2011)

Appendix 5

Strengths and weaknesses of research paradigms

Source: Amaratunga *et al.* (2002, p.20)

Theme	Strengths	Weaknesses
Positivism	<ul style="list-style-type: none"> ◆ They can provide wide coverage of the range of situations. ◆ They can be fast and economical. ◆ Where statistics are aggregated from large samples, they may be of considerable relevance to policy decisions. 	<ul style="list-style-type: none"> ◆ The methods used tend to be rather inflexible and artificial. ◆ They are not very effective in understanding processes or the significance that people attach to actions. ◆ They are not very helpful in generating theories. ◆ Because they focus on what is, or what has been recently, they make it hard for policy makers to infer what changes and actions should take place in the future.
Phenomenology	<ul style="list-style-type: none"> ◆ Data-gathering methods seem more natural than artificial. ◆ Ability to look at change processes over time. ◆ Ability to understand people's meaning. ◆ Ability to adjust to new issues and ideas as they emerge. ◆ Contribute to theory generation. 	<ul style="list-style-type: none"> ◆ Data collection can be tedious and require more resources. ◆ Analysis and interpretation of data may be more difficult. ◆ Harder to control the pace, progress and end-points of research process. ◆ Policy makers may give low credibility to results from qualitative approach.

Appendix 6

Interview questions before doing pilot study (first version)

- Are you involved in your organisation's changes? If not involved, why? Do you have future plans for change? If yes, can I see evidence? Why not now? If yes involved, how? Why did you decide for changes? What was your role in helping to implement changes? What do you feel about it? Are you satisfied? If yes, why? If not, why? How do you overcome it?
- Did you face any problems when making these changes? How did the organisation identify and trace the problems? What do you feel about it? Are you satisfied?
- What were the factors affecting your organisation? How?
- Do you feel that the organisation received the expected benefit? If not, why? If yes, how? And how are you going to improve it?
- Are the purpose and the benefits of implementing changes understood among the employees in the organisation during the implementing process? If not, why? If yes, how? May I have an example? Are all work procedures and instructions identified? If yes, how? If not, why?
- How does the management involve and empower the employees? Have the responsibilities, authorities involved and empowered been defined in the organisation?
- Does your department document and review all documents, results and procedures related to changes and maintain them? If not, why? If yes, how? May I have some examples?
- What is the percentage of multicultural employees in the organisation? Where are they from? How do you communicate with non-Arabic-speaking employees? Are they involved in the change process? If not, why? If yes, how? Do you face any difficulties dealing with them? What are they? How do you overcome them? How do you improve the relationships among employees of different background and gender?

Appendix 7

Interview questions after doing pilot study (final version)

• Interview Questions

- Name:
- Occupation:
- **Knowledge:**
 - What do you know about organisational change?
 - ماذا تعرف عن مفهوم التغيير الإداري؟
 - Have you received any training related to organisational change?
 - هل تلقيت أي برامج تدريبية عن التغيير الإداري
 - Has your organisation undergone any changes in recent years? Why? How?
 - هل قامت إدارتك بإجراء أي تغيير إداري في السنوات الماضية؟ إذا الإجابة نعم، فلماذا؟ وكيف تم التغيير؟
 - Are you satisfied with these changes? Why?
 - هل أنت مقتنع بهذه التغييرات؟ ولماذا؟
- **Involvement & Empowerment:**
 - Are you involved in organisational change? If not, why? If yes, how?
 - هل تشارك في عملية التغيير الإداري؟ إذا كانت الإجابة لا، فلماذا؟ وإذا كانت الإجابة نعم فكيف؟
 - What was your role in implementing changes? What do you feel about it?
 - ماذا كان دورك للمساعدة في اجراءات التغيير وماهو شعورك تجاهها؟
 - Are you satisfied? Why?
 - هل أنت مقتنع بالتغيير؟ ولماذا
 - How does the management involve and empower the employees?

- كيف تقوم الإدارة بإشراك الموظفين وتفويضهم بالصلاحيات اللازمة ؟

○ Documentation & Structure:

- Are all work procedures and instructions identified? Why? How?
- هل كانت جميع إجراءات العمل والتعليمات معروفة ومحددة؟ لماذا؟ وكيف؟
- Does your organisation document and review all documents, results and procedures related to change? Why? How?
- هل تقوم إدارتك بتوثيق ومراجعة كل الوثائق والنتائج والإجراءات المتعلقة بالتغيير؟ لماذا؟ وكيف؟
- Has the organisation defined the responsibilities, authorities and empowerments involved in change?
- هل ترى أن المسؤوليات والصلاحيات اللازمة للمشاركة قد تم تحديدها وتفويضها في الإدارة؟

○ Benefits:

- What benefits has your organisation gained from this change?
- ماذا استفادت إدارتك من هذا التغيير؟
- Do you feel that the organisation has received the benefits that were planned? Why?
- هل تشعر بأن الإدارة استفادت من التغيير الذي تم التخطيط له؟ ولماذا؟
- Were the purpose and the benefits of implementing changes understood among the employees during the implementation process? Why?
- هل كان الغرض من عملية التغيير الإداري والفائدة منه واضحة ومفهومة لدى الموظفين أثناء تنفيذ خطوات التغيير؟ ولماذا؟
- How is your organisation going to improve these benefits?
- كيف ستقوم إدارتك بتطوير ميزات التغيير؟

○ Difficulties:

- Did you face any problems when making these changes?

- هل واجهت أية مشاكل عند القيام بهذا التغيير؟
- Did the organisation identify and trace these problems?
- هل قامت إدارتك بتحديد هذه المشاكل وعلاجها؟
- How did you overcome them? Are you satisfied?
- كيف تم تجاوز المشاكل والتغلب عليها؟ وهل أنت مقتنع بذلك؟
- How do you maintain organisational change?
- كيف يمكن أن تحافظ على التغييرات الإدارية؟
 - Factors:
- What are the main factors that affect the implementation of change in your organisation?
- ماهي أهم العناصر التي أثرت على تنفيذ إجراءات التغيير في إدارتك؟
- How does organisational culture affect the implementation process?
- كيف كان التأثير الثقافي لإدارتك عند تنفيذ إجراءات التغيير؟
- How does individual culture affect the implementation process?
- كيف كان تأثير الجانب الثقافي للموظفين في تنفيذ إجراءات التغيير؟
- How does the organisation deal with multicultural employees?
- كيف تم التعامل من قبل إدارتك مع الموظفين متعددي الثقافات؟
- If you went through the organisational change again, what would you do differently?
- لو سمح لك بإجراء التغيير الإداري مرة أخرى، ماهو الإجراء الذي كنت ستقوم به على نحو مختلف؟
- Are there any other issues about implementing organisational change that you want to discuss?
- هل لديك أية مواضيع أخرى ترغب في مناقشتها بشأن التغيير الإداري

Appendix 8

Summary of the findings of 63 DP employees interviewed in the case study

Themes	Findings
Knowledge	<ul style="list-style-type: none"> - Academic Studies. - Dubai Government Excellence Programme. - General Reading. - Workshops, Training Programmes, Conferences - Internal Culture. - Private Sector.
Involvement & Empowerment	<ul style="list-style-type: none"> - Positions. - Published internal Change Management Methodology. - Writing up Dubai Government Excellence Programme forms. - Public Opinion Centre. <p>Empowering employees by:</p> <ul style="list-style-type: none"> - Advisory Boards. - Weekly & Monthly Meetings. - Teamwork. - Electronic Suggestions System. - Open Door Policy. - Involvement & Empowerment Description.
Documentation & Structure	<ul style="list-style-type: none"> - ISO 9001 Certificate. - TQM Criteria. - Internal Electronic System. - Job Description.
Benefits	<ul style="list-style-type: none"> - Improvement. - Organised & Documented. - Benchmarking. - New Organisational Culture (No Fear). - Creative Culture. - Saving Money & Time. - Wining Awards. - Perfect Reputation. - Strategic Plans. - Satisfied Employees. - Transparency. - Specialist Employees. - Documentation.

<p>Difficulties & Solutions</p>	<ul style="list-style-type: none"> - Rankings. - Change Resistance. - Lack of Education. - Lack of Arabic Excellence Examples. - Difficulty in Benchmarking in Security Sector. - Poor Customer Service. - Lack of Documentation at the Beginning. - Lack of Motivation. - Lack of Specialists. - Poor Understanding of the New System. <p>Solved by :</p> <ul style="list-style-type: none"> - Workshops, Training Programmes, Conferences. - Meetings. - Orders from Top. - Retirement. - Contracts. - Change Management Methodology. - Improved Customer Service System. - Survey. - Hiring.
<p>Factors</p>	<ul style="list-style-type: none"> - Leadership. - Dubai Government. - Dubai History. - Private Sector. - Dubai Government Excellence Programme. - Gender. - Age. - Islamic Principles & Religious Extremism. - Multinationals Employees. - Implementing TQM in DP (Core – Supportive Dep). . - Ranking. - Educational Level. - External Competition. - Suggestion System. - Motivation System.

Appendix 9

Sample of interviewee responses in the case study

Themes	Findings Top Level Employee 2
Knowledge	<ul style="list-style-type: none"> - Need for change to develop and improve. - Participating in Dubai Excellence Award, whose criteria allow DP to reach high performance.
Involvement & Empowerment	<ul style="list-style-type: none"> - Member of the team that established Total Quality Department at DP in 1998. - Head of TQM Dept at DP right now. <p>Empowering employees by:</p> <ul style="list-style-type: none"> - Advisory Boards, to discuss all important issues related to security sector (internal and external members). - Weekly & Monthly Meetings at the Dept. - Open Door Policy: allow any employee to meet the director any time he or she is available. - Survey: listen to the employees by reading their ideas. - Authorisation is implemented clearly at DP, depending on how big the mission.
Documentation & Structure	<ul style="list-style-type: none"> - ISO 9001 Certificate. - TQM Criteria. - Internal Electronic System. - Job Description. <p>All these tools help DP to document almost every procedure.</p>
Benefits	<ul style="list-style-type: none"> - New Organisational Culture (No Fear), meaning more freedom to express their ideas with no fear. Moreover, there is a new generation of police officers doing their job with creativity.

<p>Difficulties & Solutions</p>	<ul style="list-style-type: none"> - Change Resistance, especially from top level officers. - Poor Customer Service. <p>Solved by:</p> <ul style="list-style-type: none"> - Workshops, Training Programmes, Conferences. - Meeting to convince those who do not understand the need for change. - Orders from the head of DP, when struggling to convince officers from high ranking positions. - Retirement as a result of strong resistance, and no sign of personal changes. - Contracts: between the organisation and the head of each department to show the commitment. - Change Management Methodology: as an initial guide. - Improve Customer Service System: to meet customers' needs. - Survey: to discover what our partners think about us. - Hiring: seeking specialists and creative new employees.
<p>Factors</p>	<ul style="list-style-type: none"> - Leadership: two main leaders (Sheikh Mohammed, ruler of Dubai, and General Thahi Khalfan Tamim) have big impact on DP. - DP culture supports change and innovative at work. - Private Sector: successfully implementing TQM encourages Public Sector to do so. - Dubai Government Excellence Programme: its criteria help Public Sector in Dubai to improve greatly and faster than others in UAE. - Gender: DP started hiring women in 1962 when it saw the need in some specific jobs. I'm happy to deal with a woman with or without a veil. - Implementing TQM since 1998 in DP helps it, being a changeable organisation. - Islamic Principles: Islam urges Muslims to high performance and quality in all aspects of life. However, it should be one level in any position. - Employees' educational level: When it is high, it is easier to change, but poor education means more resistance. - Ranking has two impacts: first, positive, implementing TQM is faster. However, it is difficult when dealing with top managers who do not believe in TQM.

Appendix 10

Dubai Government Excellence Programme

Source: Dubai Government Excellence official website, 2011

The Programme represents an effective integrated tool for the development of the Dubai government sector in order to excel in its performance, services, results and professional activities.

Our Vision:

To attain international levels of excellence in government performance in Dubai.

Our Mission:

We seek to achieve a quantum leap in the performance and results of Dubai government departments aiming at attaining international levels through the provision of a guiding excellence model and a set of sustainable improvement initiatives and development practices.

To achieve a quantum leap in the performance, services and practices of Dubai government departments and bodies.

Our Goals:

The Dubai Government Excellence Programme seeks to achieve a quantum leap in the performance of government departments and bodies by providing a set of benchmarking norms allowing them to conduct self assessment activities.

The programme also sets the following goals:

- To develop the government sector and improve its performance through the provision of moral incentives and the establishment of a motivating working environment that promotes constructive cooperation and positive competition.
- To support development programmes within government departments and bodies, improve productivity, enhance efficiency, rationalize expenditure and ensure commitment to excellence in service.

- To promote the principles of excellence, creativity and quality, install the best administrative and professional practices and implement the most advanced and effective working methods.
- To underline the role of the government sector in steering and supporting comprehensive development plans as well as its role in establishing a modern motivating working climate, promoting high levels of performance in all areas, servicing the business community and supporting the private sector.
- To provide a guiding reference through principles and assessment criteria for the level of performance and progress within Dubai government departments and bodies.
- To ensure full commitment of government sector to fulfil its tasks and obligations with the highest level of quality, efficiency, and professionalism.
- To express Dubai's appreciation and recognition to government departments and bodies achieving excellence in performance, productivity, services, projects, programmes, plans and working methods.
- To motivate government employees of all ranks, with the purpose of promoting creativity, excellence, commitment, knowhow, customer support and performance.

Categories:

Awards are granted in two categories: Administrative Excellence and Employee Excellence.

1-Administrative Excellence Categories:

- **Distinguished Government Department - Gold Category:**
Government departments which have won the Distinguished Government Department Award in previous years can participate in this category.
- **Distinguished Government Department:**
This category refers to government departments which have not won the award in this category in previous years, and to departments that are applying for this award for the first time.
- **Distinguished Government Division:**
This category refers to organizational units considered to be 'divisions', consisting of several sections.

- **Distinguished E-Government Department:**
This category refers to government departments and bodies conducting daily work, making contacts and providing services through the internet.
- **Distinguished Team:**
This category refers to any standing or ad-hoc working team in charge of preparing, designing or implementing a given task or programme, provided the team includes three people and above.
- **Distinguished Administrative Initiative:**
This category refers to any modern trial, project or administrative system implemented within a given government department, which helps promote quality performance and services.
- **Distinguished Technical Project:**
This category refers to any technical project or system implemented within a given government department, which helps promote the quality of performance and services it provides to the public or enhances the modern and advanced character of the city of Dubai as a whole.

2- Employee Excellence Categories:

The Employee Excellence categories offer moral and financial awards to government employees who have distinguished themselves through their excellence and skills. Eligible candidates should have spent no less than two years in the civil service and should have obtained an 'excellent' grade on their latest job evaluation report. These awards aim to acknowledge government employees who have shown distinguished levels of qualification, commitment, cooperation, loyalty, initiative and creativity.

The Employee Excellence Categories include:

- **Distinguished Government Employee:**
This category rewards the best government employee in Dubai regardless of his rank or position. He is chosen from a list of employees each nominated by one participating government department.

- **Distinguished Administrative Employee:**

This category rewards government employees who hold administrative, professional or clerical positions of all sorts and titles. This includes employees such as administration and staff employees, assistants, editors, journalists, translators, procurement employees, warehouse employees, instructors, statisticians, secretariat personnel, printing and archiving personnel, receptionists, information desk employees, customer service staff, librarians and the like.

- **Distinguished Financial Employee:**

This category rewards government employees who hold financial positions of all sorts and titles. This includes employees such as accountants, budget employees, auditors, financial assistants, treasurers, account clerks, tax officers and the like.

- **Distinguished Technical/Engineering Employee:**

This category rewards government employees who hold IT, technical or engineering positions of all sorts and levels. This includes employees such as software engineers, programmers and analysts, computer engineers, system operators, database employees, medical technicians, monitoring centre employees, lab employees and engineers of all fields, engineering technicians, audiovisual technicians, water and power plant technicians, treatment plant technicians, media broadcasting technicians and the like.

Eligibility

- Participation is mandatory for both categories of Distinguished Government Department and Distinguished Division and for one of the remaining categories of Administrative Excellence. It is also mandatory for two categories of Employee Excellence and optional for the remaining categories of the Programme.
- Each department concerned nominates a division/team/initiative/project or an employee to each category of the Programme.
- The same division, team, initiative, project or employee shall not be nominated for two consecutive years. This is meant to give the other divisions, teams, initiatives, projects and employees equal opportunities for nomination to the categories.

Prizes:

Winning any of the programme categories represents an outstanding achievement for the winner and a clear acknowledgment of his/her distinguished and efficient performance.

Winners of the Administrative Excellence category (department, division, work team, administrative initiative, or technical project) are awarded the excellence trophy and an acknowledgment certificate expressing the Government of Dubai's thanks and appreciation.

Government employees who win any of the employee performance excellence categories qualify for the following:

- One hundred thousand Dirhams for first grade employees who work in local government departments and fifty thousand Dirhams, in addition to promotion to the next grade, for the rest of the employees of local government departments who are winners of the distinguished government employee across all departments.
- One hundred thousand Dirhams for employees in ministries and federal departments who are winners of the distinguished government employee across all departments.
- Twenty thousand Dirhams for distinguished government employees who are winners of other categories.