

# THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON INSTITUTIONAL EXCELLENCE: A CASE STUDY ON THE FUJAIRAH POLICE GENERAL COMMAND

**HALEIMA ABDULLA MOHAMED OBAID AL-MATROOSHI**

Ph.D. Student UUM College of Law, UUM College of Law, Government and International Studies.  
Email: al-matroushai@hotmail.com

**Dr. NOR AZIZAH BINTI ZAINAL ABIDIN**

UUM College of Law, Government and International Studies School of Government.  
Email: norazizah@uum.edu.my

**Dr. MAHA MOHAMMED YUSR OTHMAN**

School of Government, Nottingham University Business School, University of Nottingham Malaysia.  
Email: mahayusr@gmail.com

## Abstract

This research was conducted to determine the effect of transformational leadership on institutional excellence at the Fujairah Police General Command in UAE. This type of research is explanatory research with a quantitative approach. In this study, the data used are primary data obtained and collected through direct surveys using questionnaires to respondents. Sampling in this study using a random sampling method with samples taken as many as 315 employees at the Fujairah Police General Command in UAE. Explanatory methods and Structural Equation Modeling (SEM) are used to explain between variables and testing of the research hypothesis using Bootstrapping was carried out. The results of this study indicate that transformational leadership style (perfect effect, inspirational motivation & intellectual arousal) has a positive and significant effect on institutional excellence. This study recommends to inclusion of several factors for an expansive view; such as, training, individual considerations and empowerment. Furthermore, studies to be carried in the future may involve the use a moderator or mediator variables to see how they effect on institutional excellence at the General Command of the Fujairah Police.

**Keywords:** Transformational Leadership, Institutional Excellence, Fujairah Police General Command, UAE

## 1.0 INTRODUCTION

At the beginning of the third millennium, the world is witnessing major transformations and accelerating challenges in various aspects of life, which manifested as an increase in knowledge, a technological explosion, a knowledge revolution, ideological shifts, and the emergence of the knowledge economy. These challenges were reflected in the functioning of institutions of all types, necessitating that they respond positively to these transformations and challenges by implementing fundamental changes and adopting modern administrative approaches that contribute to raising the level of performance to achieve high levels of quality. As well as developing its competitive capabilities to reach a state of excellence and uniqueness locally and globally, thereby enabling it to compete effectively (Youssef, 2022). Consequently, institutions are racing to achieve institutional excellence and acquire worldwide and local

awards. And this is accomplished through research and development, creativity and innovation, and the adoption of models of quality and excellence; to find a competitive advantage for itself, maintain its existence and continuity, and elevate its reputation among other institutions of a similar nature (Al-Dhaafri & Alosani, 2021). Besides, achieving excellence in any institution is a basic requirement, especially in light of the current state of the world, which necessitates that it employs modern and effective administrative techniques that enable it to overcome obstacles. It compels the institution to bring about change and development in the workplace to sustain its existence and competitiveness and attain greatness. This is because the surrounding environment in the global is characterized by rapid change, transformation, and ongoing development in technology, processes, and strategies (Ibrahim, 2018).

It is worth noting, institutional excellence demonstrates the institution's exploitation of available opportunities within the framework of effective strategic planning, commitment to a common vision characterized by clarity of purpose, adequate resources, and a focus on performance (Al-Eida, 2020). Therefore, it is vital to underline that outstanding institutional performance is no longer an option for institutions, but rather an inevitability lent by numerous external forces and conditions. So, obtaining the highest levels of excellence in security institutions in UAE is a logical response to the numerous social, cultural, political, economic, and technological changes brought about by globalization. And this is accomplished through the implementation of the principles of excellence in its national, regional, and global models; such as, continuity, comprehensiveness, pay attention to future expectations, the availability of the ingredients for excellence, focusing on the things that achieve primacy and superiority, encouraging innovative and creative thinking, the constant sense of the need to learn and the appropriate atmosphere for work. Since these principles are among the best practices and most contemporary techniques for achieving continuous improvement, sustainability and excellence (Al-Akhdar, 2019; Al-Sioufi, 2019; Bukhanaf et al., 2020; Daoud, 2020).

Consequently, all global, regional, and local programmes of excellence prompted police commands in UAE to apply concepts and standards of excellence, create a spirit of police competition between the various sectors, ministry commands, employees, and highlight their talents and achievements in the service and development of police work (Al Ali, 2019). This earned it worldwide, regional, and local prizes for institutional excellence. Despite this, the Fujairah Police General Command did not obtain many accolades compared to Abu Dhabi, Dubai, Sharjah, and Ajman Police, as shown in Table 1.1. This demonstrates that the Fujairah Police General Command did not regularly update and process the data. Surprisingly, future investigations and analyses were not conducted adequately to obtain outstanding results (Expert Experts Company Report, 2018). Hence, this indicates a research gap that attracts many academics to investigate it, find its reasons, and create current administrative procedures and technologies that may help the Fujairah Police General Command obtain more awards for government institutional excellence than other police general commands. Table 1.1 lists the awards won by police commands in the country's federal emirates.

**Table 1.1 Awards Achieved by Police Commands in the United Arab Emirates from 2009-2021**

Prize Type	Abu Dhabi Police General Command	Dubai Police General Command	Ajman Police General Command	Fujairah Police General Command
International Awards	36	26	-	-
Regional Awards	14	-	-	-
Local Prizes	12	36	13	2
Total Prizes	67	89	13	2

These awards are important in UAE because of the role that models of institutional excellence play in improving performance and raising the quality of local services and products so that they can compete regionally and globally. This is a clear change in the way the United Arab Emirates runs its government (Al Muhairi, 2019).

On the other hand, the United Arab Emirates' commitment to adopting comprehensive plans and strategies to develop its security system demonstrates its determination to ensure that all its government institutions are capable of meeting all the challenges posed by the new reality and capitalizing on all the surrounding opportunities to achieve institutional excellence (Al-Hammadi, 2021). Given to this, the Ministry of Interior is of importance and specificity that distinguishes it from the rest of the federal institutions, given the tasks entrusted to its members, and as a result of the sacrifices they make for the safety and security of others (Bin Sultan, 2014), institutional excellence has become a priority in it, but it has invested all its efforts permanently and continuously to achieve it in all its sectors or the levies. Therefore, the Abu Dhabi Police General Command confirmed that models of institutional excellence are practices that play a direct role in achieving positive changes that affect the institution, whether in the internal or external work environment in the field of work or the main activity, particularly the challenges associated with attaining competitive advantage and institutional excellence (Arbab & Mahdi, 2018).

Despite the UAE's and the Ministry of Interior's support, encouragement, and inspiration, there is a variance in performance quality between institutions. According to a Ministry of Interior report Abu Dhabi, Dubai, and Ajman police, general Commands won 67, 89, and 12 worldwide, regional, and local awards, respectively (UAE Ministry of Interior, 2022). Compared to other emirates, Fujairah Police only won 2 accolades. According to a report by the Excellence Experts Company, the General Command of the Fujairah Police's levels of excellence are still below the level, and there are many opportunities for improvement that require hard work to raise the level of outstanding performance, develop plans for time management, improve the planning process, respect others, adopt positive attitudes, and the best solutions. Customer service strategy, initiatives, and skill upgrades to achieve institutional excellence (Excellence Experts Report, 2018).

According to the above, and because of the small number of excellence awards achieved by the General Command of the Fujairah Police and besides, the existence of differences in the standards of institutional excellence for police general commands that had a low-level and who

have not won many awards, should find and search for modern administrative methods and practices that enable them to achieve the highest levels of excellence and win many awards of excellence (Al Muhairi, 2019). The decrease in awards was a great incentive for research and investigation, as it represents a research gap that requires identifying and knowing its causes and searching for modern administrative methods that can contribute to excellence. Institutional the General Command of Fujairah Police to take advantage of development opportunities indicated in the Excellence Experts report and win many awards compared to other emirates. Therefore, this study presented transformational leadership which is consider from the modern and appropriate administrative methods and important factor to lead change processes and achieve excellence in all institutions, and in the General Command of the Fujairah Police particularly.

Alongside, leaders have an essential position in the organization, it is necessary to have a leader to be able to direct and influence of each member of the organization. The leader is someone who has responsibility for the sustainability and excellence of the organization. Also, they must guide and manage their members to achieve the goals of the organization, in carrying out his leadership duties, where a leader has different lead patterns and styles. So, leadership is one of the processes affecting a group of people to achieve common goals (Putri, Mirzania & Hartanto, 2020). Whereby, leadership is seen as something very close to the institutional excellence that grows and develops among the employees. So that important leadership pattern referred is transformational leadership.

Hence, transformational leadership is one of the most important modern leadership styles, and with its advent, organizations have established new trends to win the bet and sweep the competition, differentiating some of them. Whereas, the quality of service these institutions provide is the reason (Al-Sakarneh, 2010; Daoud & Muhammad, 2020; Osama Khairy, 2012). Besides, many scholars and decision-makers are interested in transformational leadership. They stated that transformational leadership is key to institutional excellence (Diping, 2019; El-Sayed & Al-Hendal Tohme, 2022; Taha, Abdel-Baqi, & Koded, 2018).

The aim of the present work is to investigate the impact of the transformational leadership (Perfect Effect, Inspirational Motivation & Intellectual Arousal) on institutional excellence at the Fujairah Police General Command in UAE. The research question is:

Is the transformational leadership (perfect effect, inspirational motivation & intellectual arousal) impact the institutional excellence at the Fujairah Police General Command in UAE?

Hence, in this paper will examine the relationship between the two concepts; also, presents the hypotheses and the method, followed by the result of the quantitative study, the discussion of the results and the conclusion.

## **2.0 LITERATURE REVIEW & HYPOTHESES DEVELOPMENT**

Many scholars and decision-makers have urged the adoption of the transformational leadership style because of its substantial role in creating institutional excellence; as well as, it's modern administrative pattern that helps institutions attain success through directing the efforts of

individuals towards the desired situation, by guiding them, improving their abilities through continuous support, guidance, motivating them to put forward new and creative ideas (Abdel-Baqi & Koded, 2020; Al-Akhdar, 2019; Abdul Mohsen bin, 2019; Al-Rashidi & Bin Dbayan, 2018; Al-Sultan & bint Sultan, 2018; Bouterfa, 2016; Murad & Saeeda, 2018). Following to the preceding discussion and relevant literature, the study Al-Shammari and Al-Sultan (2018) found that the issues institutions face today are the result of traditional leadership that is unable to adapt to new developments and changes (Alghizzawi et al. 2023; Alhumaid et al. 2022). Their interest in worldwide accomplishment, advancement, and personal improvement. Regarding Al-Majed (2018), he added that transformational leadership seeks to possess the skill of influencing subordinates and motivating them to achieve leadership and excellence in performance, developing a human resource's sense of all that is positive, which instils a sense of pride and motivates them to achieve success and excellence. In addition, Nuel et al. (2021) and Lasrado and Kassem (2020) emphasized that institutional excellence is linked to transformational leadership through motivational behaviour that creates a culture of listening to employees, paying attention to their desires, and encouraging innovation and creativity. Institutional excellence cannot exist without incentives, and incentives cannot exist without consideration of institutional excellence.

There are many studies on transformational leadership and institutional excellence (Abu Bakr 2015; Al-Eida, 2020; Al-Ghams, 2019; Al-Ghamdi & Batayneh, 2018; Ali Al-Dhala'in, 2010; Al-Rashidi, 2018; Bullah & Guest 2018; Islam et al., 2021; Hanan 2018; Al-Ghamdi & Khaled 2013; Kumar & Bhandarker, 2021; Lasrado & Kassem, 2020; Nasreen 2018; Sayahi, 2019; Taha & Al-Hindal, 2022), but most of these studies were applied to industrial, commercial, and educational.

Previous research found that transformational leadership favourably promotes institutional excellence (Anand & Udasuriyan, 2010; Batool, 2013; Midoun, 2014). The paucity of research on transformational leadership and institutional excellence, especially in security institutions, is a research gap. In the same perspective, Al-Harthy and Yusof (2016) indicated that transformational leadership can motivate subordinates to adhere to the organization's vision and objectives, solve challenges creatively and develop followers' leadership capacity (Habes et al. 2020).

Given the dearth of studies and research on the research problem, at least in security institutions, the significance of this study is reflected in the fact that it is considered one of the new studies. This is because features, strategies, and policies that are wholly incompatible with those of other institutions characterize security institutions. Besides, this study has the potential to contribute to the re-design of appropriate policies and strategies for the General Command of the Fujairah Police, as well as the security sector at large, by shedding light on the factors that affect the achievement of institutional excellence, such as transformational leadership (perfect effect, inspirational motivation & intellectual arousal).

Transformational leadership plays an essential role in the success of institutions by keeping pace with the rapid changes that occur in the environment of the institution. Transformational leadership, like other patterns, depends on the dimensions and principles that define its features

(Darwish, 2010). According to relevant literature, this study addresses three key dimensions of transformational leadership in the next sub-sections.

### **2.1 The Relationship between the Perfect Effect and Institutional Excellence**

Perfect effect means the methods that the leader uses to influence the policies of others (Al-Shanti, 2016). The transformational leader must possess superior abilities to influence subordinates, so that he becomes a role model, and creates values that inspire and provide the meaning of work for subordinates. As well as, the leader instils pride in employees, prioritizes tasks and determines the most important duties, and spreads a sense of the institution's mission. Consequently, the subordinates will respect, trust and admire, and emulate the behaviour of their leaders (Al-Ghamdi, 2020).

Besides, regarding Bass (1997), he stated that perfect effect is a remarkable characteristic of leaders who possess insight and a sense of the institution's mission, and who are respected, trusted and appreciated by employees. This type of leader makes employees put in extra effort to achieve levels of performance that exceed expectations. More specifically, the perfect effect happened when leaders behave in ways that are representative of the job or the position they hold. The leader's behaviour and practice that symbolizes the care for the public interests make him more influential to his workers when they perceive them as an example of morals and values and display feelings of admiration, respect, and trust towards them.

H1: There is a positive impact relationship between the perfect effect and institutional excellence in Fujairah Police General Command.

### **2.2 The Relationship between the Inspirational Motivation and Institutional Excellence**

Given that motivation is an innate quality of a leader, inspirational motivation is a way to learn and listen to employees and encourage them to innovate, create, diversify and continuously develop, and recognize and praise their outstanding performance (Al Adwan et al. 2023; Habes, Alghizzawi, et al. 2023) Bass (1997) referred to leadership that motivates followers it's be creative, innovative and united with their beliefs and values for the beliefs espoused by the leader and the institution. Along with this, this type of leadership supported employees in their attempt to adopt new methods and methods, develops innovative methods for dealing with organizational issues, and develops followers' thinking to rely on themselves to solve the problems they face.

H2: There is a positive impact relationship between the inspirational motivation and institutional excellence in Fujairah Police General Command.

### **2.3 The Relationship between the Intellectual Arousal and Institutional Excellence**

According to this dimension, the transformational leader behaves in such a way that he motivates the efforts of his subordinates to be innovative, by encouraging them to change their way of thinking in new ways. Additionally, by looking at them from many angles, to unleash creative energies, expand horizons, and obtain new and creative ideas for solving problems (Al-Bahith Foundation for Consultations Research and International Publishing, 2019).

It can be concluded that intellectual arousal is necessary, especially if the leader's experience and information about the problem are limited. It is also necessary in cases where most of the workers are highly educated. Where the results of the research indicated that these groups of workers are keen to participate and actively contribute to solving the problems that their institutions suffer from to achieve institutional excellence.

H2: There is a positive impact relationship between the intellectual arousal and institutional excellence in Fujairah Police General Command.

### 3.0 METHODOLOGY

This section discusses the philosophical approach to this research. Therefore, the research philosophy used in this study is a scientific philosophy. Whereas, the approach of this research was the quantitative approach. Hence, this approach was employed in answering the research question. Whereas, the study intends to quantify the relationship between transformational leadership and institutional excellence in the Fujairah Police General Command. The conceptual framework for research is covered in the following paragraph.

With a constructive answer to Eldera's inquiries and attain its objectives relevant to research variables like Transformational Leadership and Institutional Excellence the current research model is formed. The model is supported by previous studies. According to earlier research, such as the Sayahi study of Green (2019), AyedAweed Organic (2011), Zoubi (2013), Guestbug, (2018), and Alhefeti et al (2019), each dimension of transformational leadership will be measured through five items. The independent variable represents the (Transformational Leadership). It will be measured based on its basic dimensions, which are perfect effect, inspirational motivation, and intellectual arousal, as proposed by Arous (2020). Whilst, the dependent variable (Institutional Excellence) is explained by using 20 items that have been adopted from the study of guest bug, (2018) and shouting the green (2019). The current study's model is illustrated as in figure 3.1.

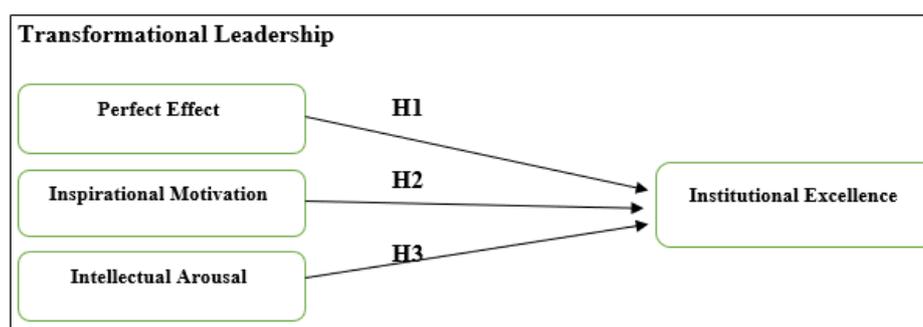


Figure 3.1: Conceptual framework

### 3.1 Population and Sample Size

The study population consists of all the components connected to the research question that the researcher hopes to generalize from in order to draw conclusions (Ali et al. 2021; Habes, Ali,

and Pasha 2021) Therefore, all employees and staff members of the Fujairah Police General Headquarters have been defined as the research community for the purposes of this study regardless to the classification category for the staff (Elareshi et al. 2021). Whereby, The General Command of the Fujairah Police are the population of this study consist of 1550 male and female employees distributed among all the major departments in accordance with the organizational structure of the General Command of the Fujairah Police (Ministry of Interior Emirati, 2022). Hence, the data collection in this study collected by a questionnaire survey which begins with elicit participants' opinions on the transformational leadership and institutional excellence in the Fujairah Police General Command.

Consequently, Krejcie and Morgan (1970) have provided a table to simplify the decision for determining sample size from a given population. The sample size for a given population of 1500 = 306 and sample size for 1600 population = 310. Hence, it is deduced that the sample size from a given population of 1550 would be = 308 to complete the survey using the questionnaire protocol.

### **3.2 Research Instrument**

In this study the questionnaire comprised of a cover letter and questions which were segmented into sections started from 1 to 3 (Almesafri and Habes 2023; Elbasir, Elareshi, and Habes 2020; Habes, Elareshi, et al. 2023) The cover letter briefly demonstrated the aim of the research and confidentiality of data collected in addition to general information for filling out the questionnaire form (Al-Shakhanbeh and Habes 2022; Alghizzawi and Habes 2020; Tahat et al. 2022). The first section of questionnaire will collect information regarding research sample's personal data, which is (gender, age, marital status, educational qualification, years of service, and classification category of employment). The second section asked about the data related to independent variable i.e. transformational leadership. It has three basic dimensions perfect effect, inspirational motivation and intellectual arousal. Each dimension composed of five items which are adopted by previous studies conducted by Green (2019), Al-Omawi (2011), Alhefity et al. (2019), Zoubi (2013), Guest Bug, (2018), and the study of Abdel-Baqi and Kodid (2020). Lastly, the section three elaborates the information related to dependent variable i.e., Institutional Excellence. This section comprised of 20-items which are adopted by the study of Green Sahee study (2019).

## **4.0 RESULTS AND DISCUSSION**

### **4.1 Sample Profile**

Table 4-1 represents the frequencies and percentages of the demographical variables.

**Table 4-1: Sample Profile**

Demographical Variables	Frequency	Percentage
Gender		
Male	176	55.9
Female	139	44.1
Age		
18-28 years	51	16.2
29-39 years	88	27.9
40-50 years	87	27.6
51 years and above	89	28.3
Marital Status		
Single	166	52.7
Married	149	47.3
Educational Level		
General secondary School	28	8.9
2-Year Diploma	6	1.9
Bachelor Degree	183	58.1
Master Degree	73	23.2
Doctorate	25	7.9
Work Experience		
Under 5 years	93	29.5
6-10 years	116	36.8
11-15 years	106	33.7
Employment Category		
General Department of Police Operation	192	61
Directorate General of Resources and Support Services	123	39

N = 315

Over 315 collected questionnaires, 176 useful responses were received from the male (55.9%) and 139 from the female (44.1%). Therefore, the sample of this study is almost equally dominated by both male and female. The responders were asked to specify their age. As the result, 16.2% of the respondents stated that they have between 18-28 years old, 27.9% have 29-39 years old, 27.6% have 40-50 years old and 28.3% have 51 years old and older. The respondents were also asked to specify their marital status. As the results, 52.7% were single while 47.3% were married. In specifying the educational qualification of the respondents, 8.9% of them had General secondary School, 1.9% had 2-Year Diploma, 58.1% had Bachelor Degree, 23.2% had Master Degree and 7.9% had Doctorate. In specifying the work experience, 29.5% of the respondents were under 5 years' experience, 36.8% were 6-10 years' experience and 33.7% were 11-15 years' experience. Eventually the respondents were asked to specify their employment category. As the results, 61% of them work in General Department of Police Operation while 39% of them work in Directorate General of Resources and Support Services.

#### 4.2 Descriptive Analysis

In this analysis, covariance matrix method was used to calculate the descriptive function so that all of the variables could be included in the analysis. The composite scores of the variables

were computed by parceling the original measurement item scores. Parcels are sum or averages of several individual indicators or items based on their factor loadings on the construct (Coffman & Maccallum, 2005; Hair, et al., 2006). Table 4-2 displays the means and standard deviation of the constructs, assessed on a 5-point Likert scale:

**Table 4-2: Results of Descriptive Statistic for Variables**

Constructs	Mean	Standard Deviation	Minimum	Maximum
Perfect Effect (PE)	3.405	0.698	1.4	5
Inspirational Motivation (IM)	3.425	0.719	1.2	5
Intellectual Arousal (IA)	3.373	0.764	1.4	4.8
Institutional Excellence (IE)	3.725	0.793	1.222	5

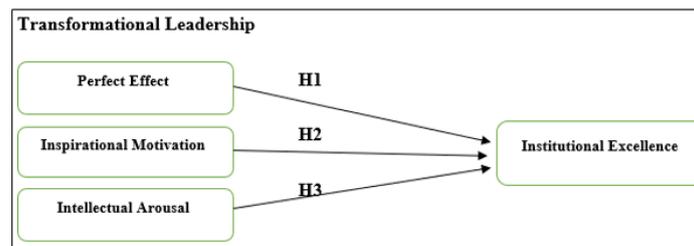
N = 315

The mean was applied as a measure of central tendency, which indicated that the mean values of all constructs were higher the midpoint level of 3 out of 5-point Liker scale. The phenomenon indicated that the consensus respondents' perception toward these variables were above the average. The highest mean rating belonged to Institutional Excellence (IE) with the mean value of 3.725; while, the lowest mean rating belonged to Intellectual Arousal (IA) with the mean value of 3.373.

### 4.3 Examining Direct Effect Hypotheses

In the structural model, the direct causal effects from Transformational Leadership (Perfect Effect, Inspirational Motivation & Intellectual Arousal) on Institutional Excellence were examined. (i.e., H1, H2 and H3 respectively).

The Smart-PLS model is portrayed in Figure 4-1.



**Figure 4-3: Examining Hypotheses**

**Table 4-4: Examining Results of Hypothesized Direct Effects of the Constructs in Structural Model**

	Relationship	Std Beta	Std Deviation	t-value	p-value	95% LL-	95% UL-	f <sup>2</sup>	VIF	Hypothesis Result
H1 <sup>+</sup>	PE→IE	0.160**	0.051	3.105	0.002	0.062	0.266	0.031	1.837	Supported
H2 <sup>+</sup>	IM→IE	0.125*	0.053	2.378	0.018	0.022	0.228	0.017	1.997	Supported
H3 <sup>+</sup>	IA→IE	0.258***	0.053	4.884	0.000	0.156	0.355	0.087	1.698	Supported

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

As shown in Table 4-3, all paths were statistically significant as their  $p$ -values were below the standard significance level of 0.05. Thus, the causal (direct) hypotheses H1, H2 and H3 were supported.

## 5.0 DISCUSSION

H1+) Perfect Effect (PE) has significant positive effect on Institutional Excellence (IE).

The probability of getting a  $t$ -value as large as 3.105 in absolute value is 0.002 for Perfect Effect (PE) in the prediction of Institutional Excellence (IE). The regression weight is significantly different from zero at the 0.01 level with no intervals straddling a 0. The standard path coefficient was 0.160, indicating a positive relationship. The  $f^2$  was 0.031, indicating small effect size. The VIF was 1.837, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that H1.a is supported;  $\beta = 0.160$ , 95%LL-CI = 0.062, 95%UL-CI = 0.266,  $t > 1.645$ ,  $p < 0.01$ , VIF < 5,  $f^2 = 0.031$ .

H2+) Inspirational Motivation (IM) has significant positive effect on Institutional Excellence (IE).

The probability of getting a  $t$ -value as large as 2.378 in absolute value is 0.018 for Inspirational Motivation (IM) in the prediction of Institutional Excellence (IE). The regression weight is significantly different from zero at the 0.05 level with no intervals straddling a 0. The standard path coefficient was 0.125, indicating a positive relationship. The  $f^2$  was 0.017, indicating small effect size. The VIF was 1.997, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that H1.b is supported;  $\beta = 0.125$ , 95%LL-CI = 0.022, 95%UL-CI = 0.228,  $t > 1.645$ ,  $p < 0.05$ , VIF < 5,  $f^2 = 0.017$ .

H3+) Intellectual Arousal (IA) has significant positive effect on Institutional Excellence (IE).

The probability of getting a  $t$ -value as large as 4.884 in absolute value is 0.000 for Intellectual Arousal (IA) in the prediction of Institutional Excellence (IE). The regression weight is significantly different from zero at the 0.001 level with no intervals straddling a 0. The standard path coefficient was 0.258, indicating a positive relationship. The  $f^2$  was 0.087, indicating small effect size. The VIF was 1.698, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that H1.c is supported;  $\beta = 0.258$ , 95%LL-CI = 0.156, 95%UL-CI = 0.355,  $t > 1.645$ ,  $p < 0.001$ , VIF < 5,  $f^2 = 0.087$ .

## 6.0 RECOMMENDATION

Adoption of the correct leadership style enables the General Command of the Fujairah Police to deal with the numerous daily challenges which firms yearn to handle in order to achieve competence, effectiveness and institutional excellence. Nevertheless, owing to the findings exhibited in this research, recommendations were made as follows: - Firstly, the General Command of the Fujairah Police must effectively engage all managers at different levels and sectors to adopt a transformational style of leadership when discharging their responsibilities.

Secondly, The General Command of the Fujairah Police should ensure all managers or supervisors get some training and seminars to make sure they understand traits and the benefit of transformational leadership style to both employees and the institution. Thirdly, this study has the potential to help the contribution to the re-design of appropriate policies and strategies for the General Command of the Fujairah Police, as well as the security sector at large, by shedding light on (Perfect Effect, Inspirational Motivation and Intellectual Arousal) that affect the achievement of institutional excellence.

## 7.0 FURTHER STUDIES

For this study, only used three dimensions from transformational leadership; which are, (Perfect Effect, Inspirational Motivation and Intellectual Arousal): therefore, as a matter of reducing the possibility of findings biases, upcoming researchers may consider the inclusion of several factors for an expansive view; such as, training, individual considerations and empowerment. Furthermore, studies to be carried in the future may involve the use a moderator or mediator variables to see how they effect on institutional excellence at the General Command of the Fujairah Police. More so, future researchers may consider the use of different research designs such as qualitative or mixed research methods since the results from such research methodology could provide additional in-depth perceptions of the respondents.

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