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# The Role of Job Empowerment in Preparing the Second Line of Security Leadership: A Practical Study on Security Institutions in the United Arab Emirates

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ARTICLE DETAILS	ABSTRACT
<b>Article History</b> Published Online: March 2025	This study aims to analyze the role of job empowerment in preparing the second line of security leadership within security institutions in the United Arab Emirates. It examines the impact of administrative, organizational, and behavioral empowerment on developing emerging security leaders. The study adopts a descriptive analytical methodology, utilizing a survey distributed to a sample of 400 security leaders. Data analysis was conducted using SPSS, applying advanced statistical tests such as ANOVA and linear regression. The findings revealed that 91.1% of respondents confirmed the effectiveness of job empowerment in preparing security leaders. Additionally, the analysis indicated a statistically significant impact of administrative empowerment (80.3%), organizational culture (61.2%), and managerial leadership (73.9%). The study also demonstrated that training needs planning contributes 82.2% to leader readiness, while career development influences 66.9%. Furthermore, incentives and continuous learning were found to have a significant impact, at 77.7% and 92.3%, respectively. The study recommends enhancing job empowerment programs in security institutions, developing organizational and administrative strategies that support motivational leadership, and increasing investment in continuous training to ensure the preparation of competent security leaders capable of addressing future security challenges.
<b>Keywords</b> Job Empowerment Leadership Development Second-Line Leaders Security Institutions United Arab Emirates Strategic Planning Organizational Culture	
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## 1. INTRODUCTION

The concept of security has expanded to encompass all variables that affect human life and well-being, becoming intertwined with all societal activities (Amponsah, 2024; Vasudevan, 2024). This expansion in the operational systems of police departments, in particular, necessitates that these organizations and institutions be managed with efficiency and effectiveness. Among the key functions that significantly impact the management of the police institution and the implementation of its policies is the role of the Deputy Director (the second line of leadership) (Al-Hijawi, 2024). While studies by management scholars and administrative law experts have focused on highlighting the role of the manager (the administrative head) in managing the organization, extensively discussing leadership styles of managers, the role of the Deputy Director (the second line of leadership) has not received the same level of attention as that of the manager. Although the Deputy Director is a subordinate to the organization's manager, they occupy a unique position. Thus, preparing high-achieving, qualified security leaders capable of achieving the desired goals of security institutions is crucial (Al- Areefi & Kashkousha, 2019; Alshurideh et al., 2022).

The police have always been, and will continue to be, engaged in various tasks, measures, and procedures aimed at achieving specific goals, primarily the preservation of public order and security within the state. These tasks and measures have evolved alongside the development of human societies in various economic, scientific, political, and artistic aspects. The modern world witnesses a revolution in communication and transportation technologies, which have effectively erased all regional borders, both within individual states and on a global scale. These advancements have contributed to the spread of new crime patterns, leading to the emergence of cybercrimes that were previously unknown (Abdelmalek, 2019). The practice of police work requires a set of knowledge, skills, and attitudes that must be present in a security officer. These groups represent the essential inputs for any development or modernization efforts in security work, ensuring that performance keeps pace with contemporary changes and those expected in the future. This is particularly important because

security functions are highly influenced by these changes, both at the local and global levels, posing an ongoing security challenge (Adegoke, 2021; Al-Momani et al., 2025).

## 2. THE STUDY PROBLEM AND STUDY QUESTIONS

There are still research and administrative gaps regarding the effectiveness of job empowerment policies within security institutions and their impact on improving the efficiency and qualification of emerging security leaders in the work environment. Accordingly, this study aims to analyze the role of job empowerment in preparing the second line of security leadership within UAE security institutions, by surveying the opinions of the sample participants and providing a practical model that can be applied to enhance this process. Based on highlighting the study problem, a set of research question can be highlighted as seen below:

The main research question: To what extent does job empowerment affect the preparation of the second line of security leadership within security institutions in the United Arab Emirates?

The sub-research questions were designed based on the components of the questionnaire prepared, which measures the impact of job empowerment through three main determinants: administrative, organizational, and behavioral, and their relationship to the effectiveness of preparing security leaders. The sub-questions are as follows:

1. To what extent does administrative empowerment impact the preparation of the second line of security leadership?
2. How does organizational culture affect the enhancement of job empowerment for emerging security leaders?
3. What is the role of senior administrative leadership in supporting and implementing empowerment policies within security institutions?
4. To what extent does training needs planning contribute to enhancing job empowerment for security leaders?
5. How does career path development impact the readiness of emerging officers to assume leadership positions?
6. How does performance evaluation affect the success of job empowerment strategies within security institutions?
7. What is the impact of incentives and motivation on enhancing the competence of emerging security leaders?
8. To what extent does continuous learning contribute to strengthening the effectiveness of job empowerment?
9. How do employees' attitudes toward empowerment affect the success of policies for preparing the second line of security leadership?

## 3. THE STUDY HYPOTHESES

The study propose a set of hypotheses as mentioned below:

**1. There is a statistically significant effect of administrative determinants on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.**

**Sub-hypotheses:**

- There is a statistically significant effect of job empowerment on achieving the effectiveness of preparing the second line of security leadership in the United Arab Emirates.
- There is a statistically significant effect of organizational culture on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.
- There is a statistically significant effect of administrative leadership in enhancing job empowerment and preparing the second line of security leadership in the United Arab Emirates.

**2. There is a statistically significant effect of organizational determinants on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.**

**Sub-hypotheses:**

- There is a statistically significant effect of training needs planning on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.
- There is a statistically significant effect of career path development on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.
- There is a statistically significant effect of performance evaluation on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.

**3. There is a statistically significant effect of behavioral determinants on achieving the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.**

**Sub-hypotheses:**

- There is a statistically significant effect of motivation on the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.

- There is a statistically significant effect of learning on the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.
- There is a statistically significant effect of behavioral attitudes on the effectiveness of job empowerment in preparing the second line of security leadership in the United Arab Emirates.

#### 4. THE THEORETICAL AND CONCEPTUAL FRAMEWORK OF EMPOWERMENT AND THE PREPARATION OF SECURITY LEADERSHIP

Preparing the second line of security leadership is a complex process that requires a comprehensive approach combining continuous training, professional development, and providing suitable opportunities for emerging leaders to acquire practical experience (Al-Juhani, 2020). In security institutions, this preparation includes multiple stages, beginning with identifying the required leadership skills and qualities, followed by designing specialized training programs (Al-Tuwim, et al., 2020). In addition, the effectiveness of job empowerment depends on a range of organizational and administrative factors that contribute to its success (Al-Armeti et al., 2023; Al-Barqawi et al., 2023). Effective human resource management plays a pivotal role in achieving empowerment by establishing clear policies that enhance employees' autonomy and encourage them to take initiatives (Anaam et al., 2023; Nuseir et al., 2024). Institutions that foster innovation and participation in decision-making are better equipped to prepare a second line of qualified leaders (Sharma & Aparicio, 2022). Also, security institutions face multiple challenges when implementing job empowerment strategies. Among these challenges is resistance to change from current leadership, as some fear losing control or diminishing their influence in decision-making (Musleh & Hassan, 2022). Therefore, it is essential to implement job empowerment programs gradually and thoughtfully, ensuring a supportive work environment that guarantees the success of this strategy and achieves its intended objectives in developing security leadership (Chekali & Abdelhaq, 2023).

At the global level, many advanced countries have adopted the empowerment approach in their security institutions as a means to improve performance and achieve high levels of security readiness. By granting officers the necessary authority, encouraging innovation, and enabling them to make independent decisions, these countries have been able to build robust security systems capable of addressing modern security challenges (Gong et al., 2021). To add more, contemporary security challenges demand leaders who can make swift and well-considered decisions, adapt to continuous changes, and respond flexibly to emerging events. From this standpoint, job empowerment becomes a strategic necessity rather than merely an option, as it contributes to achieving a balance between centralized leadership and operational flexibility, thereby enhancing the efficiency of security institutions and their ability to achieve their objectives (Al-Buwardi & Al-Shamlan, 2024). Moreover, one of the important aspects to focus on when discussing job empowerment is its impact on the work environment and the organizational culture. Empowerment helps create a motivating environment that enhances job satisfaction, as employees feel they are part of the decision-making process, which increases their sense of belonging and commitment to the organization (Al-Futaisi, 2024). Additionally, empowerment contributes to building strong work teams that rely on collaboration and integration among their members, thereby enhancing the effectiveness of teamwork in security institutions. By strengthening empowerment, it is possible to reduce the gap between different administrative levels, which in turn contributes to achieving harmony and cohesion within the security system (Murray & Holmes, 2021).

#### 4.1. The Concept and foundations of preparing the second line of security leadership

##### 4.1.1. Concept and definitions of the second line of security leadership

Performing the tasks of managing an organization is nothing but a continuous and integrated process, in addition to being work full of challenges and changes. This requires the provision of excellent management under sound leadership. Consequently, some time ago, attention and focus were directed toward establishing a methodology to lay down organizational, intellectual, artistic, scientific, and other foundations, rules, and mechanisms for building the future leaders in all organizations. (Ibrahim, 2023). Accordingly, it is defined as "a continuous, planned activity aimed at developing managerial behavior and enhancing the administrative capacities of current managers, in addition to preparing and qualifying future managers and equipping them with the administrative skills that enable them to assume leadership positions in the future" (Mansi et al., 2021). To add more, preparation has two forms, depending on whether it occurs prior to appointment or after appointment, as follows:

1) **Pre-appointment preparation**, which falls under the purview of specialized schools, institutes, or colleges, is considered a phase within the educational process where the learner is provided with the knowledge and cultural foundation that qualifies them for certain positions. In line with this concept, it is deemed necessary to preserve the scientific aspects and fundamental principles during this phase, ensuring that these elements predominate over practical aspects. An excessive emphasis on practical studies can lead to deficiencies in the development of the learner's cognitive abilities and a weakened capacity for sound reasoning, which ultimately results in failure when occupying one of the designated positions (Hasab Al-Nabi & Mohamed, 2016).

2) **Post-appointment preparation**, where this training must exist alongside pre-appointment preparation, since attention should never be given to one aspect at the expense of the other; rather, both aspects must be interconnected. Moreover, post-appointment preparation and training should be governed by regulations that ensure their effectiveness.

The concept of the second line of leadership has preoccupied the minds of current leaders, particularly regarding its identification, qualification, and development, as well as understanding its nature and the process of its selection (Al-Buwardi & Al-Shamlan, 2024). The term "the second line" is used at all administrative levels in both civil and security agencies, from the top of the hierarchy to its bottom. The definition of the second line of security leadership varies among different thinkers and writers (Al-Areefi & Kashkousha, 2019). After

ten years, a survey conducted by the same company on nearly one thousand CEOs of global companies revealed that the greatest challenge these executives face is the presence of a second tier of talented individuals. Accordingly, under this approach, the second line of leadership comprises individuals who possess certain leadership qualities and are expected to see their capabilities grow and expand over time until they become distinguished leaders (Al-Tuwim et al., 2020). Additionally, talent management is a targeted process aimed at identifying (discovering) individuals with leadership qualities at an early stage (talents), placing them in a conducive (stimulating) environment, and equipping them with all the tools and authority needed to pursue a distinguished leadership career path (Shana & Jawadi, 2023). Based on this, talent or competency management comprises the following three elements.

- Identifying talents.
- Involving them in shaping and implementing their professional future.
- Retaining them within a stimulating work environment (Turyadi et al., 2023).

The goal here is to identify talent management programs that achieve both individual and institutional success. Talent management focuses on promising talents that are expected to grow this can only be achieved through:

- Early identification of talents at all levels, along with the establishment of long-term development programs.
- Note that talent management does not solely imply vertical development; it also encompasses horizontal development—expanding the knowledge, skills, and capabilities related to the current position, and leveraging the talents available at a given organizational level through collaborative.
- What we need are individuals with advanced capabilities to assume higher positions (Murray & Holmes, 2021).

The second line of leadership is referred to as the "second man" in the institution, and he is responsible for supervising all activities of the departments and sections affiliated with the institution (except for the advisory bodies that fall directly under the director's supervision). Additionally, he shares with the institution's director the responsibility for managing the institution and making the necessary decisions to implement the general policy and achieve its desired objectives (Safar, 2017).

#### **4.1.2. Second subheading: Foundations and criteria for preparing and selecting the second line of security leadership.**

The term "public service" refers to a set of regulations pertaining to public employees. These regulations may involve legal aspects concerning how an employee performs their duties, as well as technical aspects related to the employee's relationship with management and the attention given to their issues and professional life. Public service has attracted the attention of legislators and legal scholars in all countries due to its importance in the lives of individuals today (Al-Buwardi & Al-Shamlan, 2024). For an organization to be distinguished, it must possess the confidence and willingness to experiment with new approaches and involve others in the leadership process. Accordingly, leadership development programs should encompass a wide range of competencies and specialties (Barqawi et al., 2023; Chekali & AbdelHaq, 2023). Distinguished organizations focus on nurturing their subordinates until they mature into independent, contributing members of the organization in the future—a process that requires these institutions to invest additional time, effort, energy, and patience while giving careful consideration to their future leadership (Al-Tuwim et al., 2020). From this definition, it is clear that the essential elements of a public employee are:

- 1) The sustainability of the job.
- 2) Working in one of the central administrations affiliated with the state, its agencies, and local units.
- 3) The person must have been appointed by a decision to a position in one of the job gradation levels (Abdelmalek, 2019).

The researcher sees the difficulty in selecting the second tier of leadership, as it essentially involves making a choice between individuals and delving into the depths of people to find those most capable of leadership in the future.

## **4.2. The theoretical framework of job empowerment and the preparation of security leadership**

### **4.2.1. The role of job empowerment in preparing institutional leadership**

The concept of empowerment emerged in the late 1980s and gained significant popularity in the second half of the 1990s, both theoretically and practically. This approach is characterized by a new philosophy, where the manager's focus is not on competing organizations, but rather primarily on the employees (Turyadi et al., 2023). The definitions of employee empowerment have varied according to the perspectives and philosophies of different authors. This diversity is primarily due to differences regarding the scope of authorities and responsibilities assigned to employees. (Murray & Holmes, 2021). At the organizational and administrative level, the foundations of power or authority stem from legal authority (control through the functional position), personal characteristics and traits, the authority of knowledge and expertise, and the authority of rewards and punishments (Murray & Holmes, 2021).

Empowerment is defined as the process through which employees in an organization are granted the authority and responsibility to solve daily problems that arise during work. Some expand the concept by stating that it includes employees' participation in determining policy alternatives that achieve the set goals and identifying appropriate work methods, with full responsibility for achieving those goals (Al-Areefi & Kashkousha, 2019). There is also an approach that defines job empowerment as an organized process with multiple inputs, upon which operations are conducted to achieve the desired outputs, which are high and exceptional performance and customer satisfaction. (Shana & Jawadi, 2023). Also, job empowerment is viewed from a motivational perspective as internal motivational states or beliefs within the individual. This perspective assumes that individuals have a need for empowerment (power or authority), where power or authority represents an intrinsic motivator to influence or control others (Chekali & AbdelHaq, 2023). Based on the previous definitions, the

researcher defines job empowerment in the context of preparing security leaders as: Granting individuals the skills, tools, information, authority, and responsibility related to their work, enabling them to design their tasks, use information, and interact with others.

#### **4.2.2. The reality of organizational culture in security institutions in the United Arab Emirates**

The society of the United Arab Emirates is characterized by unique traits and a distinctive personality. It shares the principles and characteristics of all Islamic societies in general and aligns even more with the Arab Muslim community in terms of ethnicity, origin, and language (Ibrahim, 2023). This, in turn, is reflected in the traits of the police officers working within its security institutions (Al-Buwardi & Al-Shamlan, 2024). We find that social systems and customs influence individuals' cooperation, competition, and conflict within society. In the case of the United Arab Emirates, we can clearly observe the following features according to Al-Hijawi (2024):

- There are authentic social systems and customs that existed even before the establishment of the union.
- There are some new systems and customs that entered with the era of openness and renaissance, following the influx of oil revenues.
- Social systems and customs brought into the country by communities of foreign workers that arrived after the state's economic boom.

There is no doubt that the police force in the United Arab Emirates is currently making steady progress toward achieving security stability, whether in combating crime and reducing crime rates or in simplifying and facilitating public access to security services. This requires:

1. Consensus and participation in shared values and beliefs within the organization by individuals.
2. Control and supervision at the organizational level, where culture plays a guiding role.
3. Rigidity, symbolizing the strength or intensity with which members of the organization adhere to its values and beliefs.
4. Organizational socialization of individuals by defining acceptable organizational behaviors.
5. Defining unacceptable behaviors and informing individuals about work rules and the nature of prevailing relationships.
6. Establishing values and standards that motivate individuals to exert their maximum effort (Hasab Al-Nabi & Mohamed, 2016).

The researcher believes that the success of security institutions in acquiring a strong culture depends on their ability to widely spread their values. Organizational culture forms a solid bond that connects all systems together (Alahmead et al., 2023; Alquqa et al., 2024). In an organization with a weak culture, individuals follow unclear, ambiguous paths and receive contradictory instructions, which hinders their ability to make appropriate decisions that align with their values and directions.

#### **4.3. Analysis of previous studies**

Job empowerment is considered one of the most important modern administrative tools that contributes to the development of security leadership and enhances its ability to bear strategic responsibilities in security institutions. This discussion reviews the most relevant studies to our research, linking them to the current study framework regarding the role of job empowerment in preparing the second tier of security leadership in Emirati security institutions. According to Abdelmalek 's (2019) study, "Total Quality Management as an Approach to Developing the Administrative Performance of Security Institutions," focused on the importance of applying Total Quality Management (TQM) principles to develop security institutions. It confirmed that adopting the TQM model contributes to the preparation of security leaders in a more professional manner, providing an organizational framework that supports job empowerment by improving training and professional development systems and ensuring continuous performance evaluation. Also, Mirghani (2023) study focused on the impact of administrative leadership in achieving organizational excellence. The study emphasized that effective leadership depends on a blend of strategic planning, administrative empowerment, and institutional innovation. To add more, Al-Mubarak's (2017) study, "The Impact of Strategic Planning on Organizational Performance: An Application to the Public Authority for Applied Education and Training in Kuwait," focused on the relationship between strategic planning and improving organizational performance. The study confirmed that the success of institutions depends on having clear strategic plans aimed at developing human resources, updating administrative systems, and ensuring the sustainability of institutional performance.

A study by Musleh and Hassan (2022) addressed the role of administrative empowerment in improving security performance and enhancing institutional sustainability by providing officers with greater opportunities to participate in decision-making and creating a work environment that supports continuous professional development. The study concluded that security institutions applying administrative empowerment models achieve higher levels of security efficiency and the ability to face modern security challenges. Further, the (2020) study by Al-Juhani, titled "Job Empowerment: Its Objectives, Benefits, and the Factors Influencing Its Implementation in Work Organizations," provided a comprehensive analysis of the concept of job empowerment. It emphasized that its benefits extend beyond improving individual performance to enhancing the organizational capacity to adapt to changes and boosting innovation and creativity in the work environment. The study also clarified that the success of job empowerment depends on several factors, such as motivational leadership, organizational culture, and incentive and evaluation systems. By analyzing them, several key factors contributing to the success of empowerment policies within security institutions can be extracted, including:

- 1) Total Quality Management as a Tool for Enhancing Empowerment – through improving administrative processes, enhancing training and evaluation, and ensuring a work environment that supports professional development.
- 2) Effective Administrative Leadership – where leaders play a key role in supporting and empowering the next generation of security leaders by delegating authority and promoting a culture of innovation and initiative.



- 3) Strategic Planning – as a tool to ensure the sustainability of job empowerment, through the development of long-term programs for preparing and comprehensively qualifying the second line of security leaders.
- 4) Sustainable Development in Security Work – where administrative empowerment contributes to creating a more efficient environment, supports continuous development, and ensures that security leaders are ready to face future security challenges.
- 5) Effective Implementation of Job Empowerment – which relies on a supportive organizational environment, clear evaluation systems, and incentives that encourage emerging leaders to develop their skills and assume leadership responsibilities.

## 5. STUDY METHODOLOGY AND PRACTICAL APPLICATION IN UAE SECURITY INSTITUTIONS

### 5.1. Methodological procedures of the field study

#### 5.1.1. The study population and sample

The field study was conducted on police officers working in the UAE Ministry of Interior from various ranks. The sample included executive and administrative leaders to ensure results that reflect the reality of job empowerment in preparing the second tier of leadership. The sample size was 400, and 400 valid survey forms were collected for statistical analysis.

#### 5.1.2. Questionnaire design and study variables

The survey questionnaire was designed to include a set of statements that measure the respondents' attitudes toward the study variables. To prepare this questionnaire, the researcher reviewed several previous studies related to the research topic, which helped in developing an initial draft of the survey. The questionnaire was then presented to eight reviewers from various universities, and it was revised according to their feedback, resulting in the final version of the questionnaire, which included the following sections:

- General Information: This section included some basic demographic characteristics of the study sample, such as age, rank, educational qualification, and years of experience, job type, and job title.
- Scales: This section consisted of four main dimensions to measure the opinions and attitudes of the sample regarding the study variables, as follows:
  - **The first scale:** The effectiveness of job empowerment in preparing the second tier of security leaders (Y), consisting of fifteen statements, is the dependent variable.
  - **The second scale:** The administrative factors affecting job empowerment in preparing the second tier of security leaders (X1), which includes three sub-dimensions:
    - Job empowerment, consisting of five statements (X11).
    - Organizational culture, consisting of five statements (X12).
    - Administrative leadership, consisting of five statements (X13).
  - **The third scale:** Organizational factors influencing job empowerment in preparing the second line of security leadership (X2), consisting of three sub-dimensions:
    - Training needs planning, consisting of five items (X21).
    - Career path development, consisting of five items (X22).
    - Performance evaluation, consisting of five items (X23).
  - The fourth scale: Behavioral factors affecting job empowerment in preparing the second line of security leadership (X3), which includes three sub-dimensions:
    - Motivation, consisting of five statements (X31).
    - Learning, consisting of five statements (X32).
    - Attitudes, consisting of five statements (X33).

The second, third, and fourth scales represent the independent variables in the study, as they contribute to explaining the relationship between job empowerment and the preparation of the second tier of security leadership. Also, the questionnaire was designed using a "Likert" scale with five response options, where each answer had a weighted value as follows:

Degree of Agreement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Weighted Value	5	4	3	2	1

### 5.2. Statistical analysis methods

The researcher used a computer and the SPSS statistical software package, version 17, to analyze the data obtained from the questionnaire. The following methods were employed:

- Cronbach's Alpha Coefficient to measure the reliability of the questionnaire.
- T-Test and its significance level to measure discriminant validity.
- Frequencies and percentages to describe the study sample.
- Measures of dispersion (means and standard deviations) to measure the attitudes of the study sample.
- Analysis of Variance (ANOVA Test) to determine the strength of the relationships between the variables.
- Linear regression to determine the different effects of the study variables on the research topic.

### 5.3 Measuring the reliability and validity of the questionnaire

A questionnaire was used to measure the impact of job empowerment on the preparation of security leaders. The reliability and validity of the questionnaire were tested using statistical methods Cronbach's Alpha coefficient. The results showed a high level of reliability and discriminant validity, reflecting the accuracy of the extracted data.

#### 5.4. Measuring reliability using Cronbach's Alpha coefficient

The researcher used the Cronbach's Alpha coefficient method to measure reliability, where the value of the coefficient ranges between zero and one. The closer the value is to one, the stronger the reliability. The researcher relies on this when accepting the level of reliability.

**Table 1. Reliability Coefficients for the study variables using "Cronbach's Alpha" Coefficient**

The Variables	Number of Items	The coefficient $\alpha$ (Alpha)
Effectiveness of Preparing the Second Tier	Y	91.1%
Job Empowerment	X11	80.3%
Organizational Culture	X12	61.2%
Administrative Leadership	X13	73.9%
Training Needs Planning	X21	82.2%
Career Path Development	X22	66.9%
Performance Evaluation	X23	84.9%
Motivations	X31	77.7%
Learning	X32	92.3%
Attitudes	X33	84.4%
<b>Total Reliability</b>	<b>Total</b>	<b>89.9%</b>

## 6. HYPOTHESES TESTING

### 6.1. Testing the first sub-hypothesis of the first main hypothesis.

*"There is a statistically significant effect of job empowerment on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates".*

The results of the correlation analysis showed a positive, statistically significant relationship between job empowerment and the effectiveness of preparing the second tier of security leadership at a significance level of 0.01, with a Kendall correlation coefficient of 0.135, indicating a substantive relationship between the two variables. Also, the results of the variance analysis showed a significant effect of job empowerment on the effectiveness of preparing the second tier of security leadership, with an F-test value of 451.211 at a significance level of 0.01, indicating that increasing job empowerment for employees contributes to enhancing the effectiveness of preparing security leadership.

### 6.2. Testing of the second sub-hypothesis of the first main hypothesis.

*"There is a statistically significant effect of organizational culture in achieving the effectiveness of preparing the second tier of security leaders in the United Arab Emirates."*

The results of the correlation analysis showed a significant positive relationship between organizational culture and the effectiveness of preparing the second tier of security leaders, with a Kendall correlation coefficient of 0.451 at a significance level of 0.01, indicating a strong relationship between the two variables. Also, the results of the variance analysis revealed a statistically significant positive effect of organizational culture on the effectiveness of preparing the second tier of security leaders, with an F-test value of 514.033 at a significance level of 0.01.

### 6.3. Testing the third sub-hypothesis of the first main hypothesis.

*"There is a statistically significant effect of administrative leadership on the effectiveness of preparing the second tier of security leaders in the United Arab Emirates."*

The correlation analysis proved the existence of a statistically significant positive relationship between administrative leadership and the effectiveness of preparing the second tier of security leaders, with a Kendall's correlation coefficient of 0.665 at a significance level of 0.01. Also, the results of the analysis of variance showed that administrative leadership has a positive and significant impact on the preparation of the second tier of security leaders, with an F-value of 452.157 at a significance level of 0.01, indicating the role of administrative leadership in supporting job empowerment and enhancing the skills of new leaders.

### 6.4. Testing the first main hypothesis.

*"There is a statistically significant effect of administrative determinants in achieving the effectiveness of job empowerment in preparing the second tier of security leaders in the United Arab Emirates."*

The results of the correlation analysis showed positive relationships between the elements of administrative determinants (job empowerment, organizational culture, and administrative leadership) and the effectiveness of preparing the second tier of security leaders. Also, the variance analysis revealed a statistically significant effect of these factors, with an F-test value of 5.131 at a significance level of 0.01.

### 6.5. Testing of the first sub-hypothesis of the second main hypothesis.

*"There is a statistically significant effect of training needs planning on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The results showed a significant correlation between training needs planning and the effectiveness of preparing the second tier of security leadership at a significance level of 0.01, with a Kendall's Tau correlation coefficient of 0.422, indicating a substantial relationship between the two variables. Also, the results of the variance analysis revealed a significant effect of training needs planning on the effectiveness of preparing the second tier of security leadership, with an "F" value of 487.444 at a significance level of 0.01. This indicates that improving training needs planning enhances the effectiveness of preparing security leaders.

#### **6.6. Testing of the second sub-hypothesis of the first main hypothesis.**

*"There is a statistically significant effect of career path development on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The results of the correlation analysis showed a significant relationship between career path development and the effectiveness of preparing the second tier of security leadership, with a Kendall's tau coefficient of 0.501 at a significance level of 0.01, indicating a strong positive relationship between the two variables. Also, the results of the variance analysis indicated that career path development has a significant impact on the effectiveness of preparing the second tier of security leadership, with an F-test value of 494.894 at a significance level of 0.01.

#### **6.7. Testing of the third sub-hypothesis of the first main hypothesis.**

*"There is a statistically significant effect of performance evaluation on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The correlation analysis results revealed a significant positive relationship between performance evaluation and the effectiveness of preparing the second tier of security leadership, with a Kendall correlation coefficient of 0.653 at a significance level of 0.01, indicating a strong impact between the two variables. Also, the variance analysis results showed that performance evaluation has a positive and significant effect on the effectiveness of preparing the second tier of security leadership, with an F-test value of 503.888 at a significance level of 0.01.

#### **6.8. Testing the second main hypothesis test.**

*"There is a statistically significant effect of organizational determinants in achieving the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The results confirm the validity of the second main hypothesis, proving that organizational determinants play a key role in enhancing the effectiveness of preparing the second tier of security leadership in the United Arab Emirates.

#### **6.9. Testing of the first sub-hypothesis of the main hypothesis three.**

*"There is a statistically significant effect of motivation and incentives on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The results revealed a statistically significant positive correlation between motives and incentives and the effectiveness of preparing the second tier of security leadership at a significance level of (0.01). Kendall's correlation coefficient was (0.329), indicating a substantial relationship between the two variables. Also, the results of the variance analysis indicated that motives and incentives have a statistically significant impact on the effectiveness of preparing the second tier of security leadership. The F-test value reached (343.256) at a significance level of (0.01), suggesting that improving the incentive system enhances the efficiency of preparing security leaders.

#### **6.10. Testing the second sub-hypothesis of the third main hypothesis.**

*"There is a statistically significant impact of learning on achieving the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The results of the correlation analysis revealed a statistically significant positive relationship between learning and the effectiveness of preparing the second tier of security leadership. Kendall's correlation coefficient was (0.702) at a significance level of (0.01), indicating a strong relationship between the two variables. Also, the results of the variance analysis demonstrated that learning has a statistically significant impact on the effectiveness of preparing the second tier of security leadership. The F-test value reached (395.824) at a significance level of (0.01), suggesting that providing learning and training opportunities enhances the efficiency of preparing security leaders.

#### **6.11. Testing the third sub-hypothesis of the third main hypothesis.**

*"There is a statistically significant impact of attitudes on achieving the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The correlation analysis confirmed the existence of a statistically significant positive relationship between attitudes and the effectiveness of preparing the second tier of security leadership. Kendall's correlation coefficient was (0.336) at a significance level of (0.01), indicating a statistically significant influence between the two variables. Also, the results of the variance analysis showed that attitudes have a statistically significant impact on the effectiveness of preparing the second tier of security leadership, with an F-test value of (457.371) at a significance level of (0.01).



### 6.12. Testing the third main hypothesis.

*"There is a statistically significant impact of behavioral determinants on achieving the effectiveness of preparing the second tier of security leadership in the United Arab Emirates."*

The results of the correlation analysis revealed positive relationships between behavioral determinants (motives and incentives, learning, attitudes) and the effectiveness of preparing the second tier of security leadership. Also, the variance analysis demonstrated a statistically significant impact of these factors, with an F-test value of (693.856) at a significance level of (0.01).

## 7. THE STUDY RESULTS

The findings of this study reflect an in-depth analysis of the role of functional empowerment in preparing the second tier of security leadership within security institutions in the United Arab Emirates. This was achieved through an applied study aimed at exploring the extent to which administrative, organizational, and behavioral factors influence the effectiveness of functional empowerment. Also, the study relied on an integrated methodological framework in which the researcher employed precise measurement tools, verified for their validity and reliability, to ensure the extraction of results that reflect the actual reality of leadership practices within security institutions. Through the statistical analysis of field data, the research hypotheses were tested, aiming to determine the effectiveness of functional empowerment in enhancing the leadership capabilities of individuals working in the security sector and to explore the readiness of the UAE's security work environment to implement empowerment strategies sustainably. To add more, the results revealed a statistically significant positive relationship between functional empowerment and the process of preparing the second tier of security leadership. It was found that empowerment contributes to developing leadership skills, fostering a culture of continuous learning, and increasing the level of innovation and flexibility in decision-making within security institutions. Additionally, the study demonstrated that the success of security institutions in achieving leadership sustainability primarily depends on the effectiveness of functional empowerment policies and their integration with training and professional development strategies. Accordingly, the presentation of the final results of this study will address the analysis of the impact of the three fundamental determinants: administrative determinants (functional empowerment, organizational culture, and managerial leadership), organizational determinants (training needs planning, career path development, and performance evaluation), and behavioral determinants (motives and incentives, learning, and attitudes), on the effectiveness of preparing future security leadership. Additionally, the accuracy of the measurement tools used in the research, the extent to which the research hypotheses were validated, and a clear vision on how to enhance functional empowerment as a strategic tool for developing security leadership cadres will be reviewed.

### 7.1. The results of the applied study.

The results of the applied study can be summarized as follows:

- **The necessity of establishing precise criteria for selecting the second tier of security leadership:** Preparing security leaders requires adopting strict criteria to ensure the selection of the most competent and prepared individuals for security work. This includes considering academic qualifications, practical experience, leadership capabilities, and ensuring that candidates are free from any obstacles that might hinder their qualification for this role.
- **The importance of functional empowerment in developing the skills of emerging leaders:** The study concluded that functional empowerment contributes to transforming the work environment into a more flexible and responsive model to security changes. It grants employees the necessary authority to make decisions and enhances their ability to face challenges.
- **Promoting a culture of continuous learning and development:** The results confirmed that the success of security institutions in preparing the second tier of leadership largely depends on fostering a culture of continuous learning, providing opportunities for training and professional development, and focusing on leveraging institutional knowledge and transferring it among members of the security organization.
- **Integration between centralization and functional empowerment:** The study revealed that security institutions in the United Arab Emirates rely on an approach that combines centralized planning and control with decentralized execution. This provides a suitable environment for implementing functional empowerment policies, which helps prepare individuals to assume future leadership roles.
- **The UAE's focus on enhancing leadership capabilities:** In line with the UAE leadership's strategic vision centered on innovation and sustainability, functional empowerment represents one of the fundamental pillars for unleashing leadership potential, fostering individual initiatives, and creating a work environment that encourages creativity and excellence in security performance.
- **Designing effective measurement tools to study the impact of functional empowerment:** A comprehensive questionnaire was developed to measure the attitudes of employees in security institutions toward functional empowerment. The content of the questionnaire was designed based on previous studies and reviewed by a panel of specialized professors for validation and refinement.
- **Ensuring the accuracy of statistical measurement tools:** The reliability of the measurement tools used in the study was confirmed by calculating Cronbach's alpha coefficient, with the overall reliability reaching approximately 90%, reflecting a high level of trustworthiness.

- **Testing the validity of the study hypotheses using statistical analysis:** A set of advanced statistical methods was employed to measure the extent to which the study sample perceived the impact of functional empowerment on preparing the second tier of security leadership.

## 7.2. Results of testing the main hypotheses.

**1. There is a statistically significant impact of administrative determinants on achieving the effectiveness of functional empowerment in preparing the second tier of security leadership in security institutions in the United Arab Emirates.** The results revealed a direct impact of these factors in enhancing empowerment and achieving efficiency in preparing security leadership.

**2. There is a statistically significant impact of organizational determinants on achieving the effectiveness of functional empowerment in preparing the second tier of security leadership in security institutions in the United Arab Emirates.** The study confirmed that training needs planning, career path development, and performance evaluation are among the organizational factors that significantly contribute to enhancing the effectiveness of functional empowerment and preparing security leaders.

**3. There is a statistically significant impact of behavioral determinants on achieving the effectiveness of functional empowerment in preparing the second tier of security leadership in security institutions in the United Arab Emirates.** The results revealed that motives and incentives, continuous learning, and positive attitudes toward leadership play a fundamental role in supporting an empowering work environment and achieving the goals of preparing security leaders.

The study concluded that functional empowerment represents an effective strategy for preparing the second tier of security leadership in the United Arab Emirates. It contributes to enhancing the work environment, developing leadership skills, and achieving sustainability in security performance.

## 8. RECOMMENDATIONS AND CONCLUSION

Based on the study's findings regarding the role of functional empowerment in preparing the second tier of security leadership in security institutions in the United Arab Emirates, the study recommends a number of practical and actionable measures aimed at enhancing empowerment strategies and efficiently preparing security leaders. A set of recommendations can be suggested as:

It is important to redesign the organizational structure to be more flexible, allowing employees to gain early leadership experience by involving them in decision-making and assigning them administrative responsibilities. Also, it is essential to establish a specialized unit for managing functional empowerment within each security institution, responsible for monitoring the implementation of empowerment policies and evaluating their success in preparing security leaders. Additionally, it is good to launch a specialized academy for future security leadership, incorporating training programs based on real-world security simulations, crisis management exercises, and strategic planning. Further, it is recommended to adopt a mentorship system, where each emerging leader is paired with a senior leader to gain experience and learn directly through fieldwork and practical training. Moreover, it is advised that fostering a culture of innovation in security work by adopting "security innovation lab" strategies, where emerging leaders are involved in proposing new solutions to existing security challenges. In addition to, it is recommended to launch annual research competitions on leadership empowerment in security institutions to encourage innovative thinking and the development of new solutions based on field studies.

To sum up, job empowerment is a fundamental pillar in preparing the second line of security leadership, as it contributes to the development of human competencies and enhances their ability to make strategic decisions in the ever-changing security work environment. This study, through field analysis, has proven that job empowerment is not just an administrative policy, but an effective strategy to ensure the continuity of security leadership with efficiency and professionalism. Also, the results of the study have shown that security institutions that adopt a job empowerment approach achieve higher levels of organizational efficiency, as it provides employees with the opportunity to perform leadership roles before assuming senior positions. This reduces leadership gaps and ensures the readiness of security personnel to face future challenges. The study also revealed that empowerment enhances job satisfaction levels and motivates employees to present innovative initiatives that contribute to the development of security work. Additionally, preparing the second line of security leadership requires adopting a set of policies and procedures that enhance the independence of emerging leaders and provide them with a supportive environment for professional growth. The study confirmed that the success of this preparation is linked to the ability of security institutions to design advanced training programs based on actual job needs, and to provide practical leadership experiences that allow individuals to develop their skills in a safe and organized environment. To add more, the study revealed the importance of administrative, organizational, and behavioral determinants in enhancing the effectiveness of job empowerment. It showed that effective administrative leadership, a supportive organizational culture, and training needs planning are essential factors in achieving the sustainability of security leadership. The study also indicated that incentives and continuous learning directly impact the readiness of emerging leaders to undertake leadership responsibilities with efficiency.

In light of these results, it has become essential to reconsider job empowerment policies within security institutions in the United Arab Emirates. A more integrated approach should be adopted that enhances employee participation in decision-making and provides them with real opportunities for professional development and practical training. Promoting a culture of empowerment is not limited to granting authority; it requires adopting clear policies that support the shift toward more flexible and innovative leadership. Also, the study confirmed that security institutions that invest in developing their emerging leaders achieve higher organizational stability, as they become more capable of handling security crises efficiently and adopting proactive strategies to face future challenges. The qualification of the second

line of leadership must be an ongoing process that does not stop at a certain point but should evolve in accordance with modern security and technological changes. Moreover, the study showed that integrating modern technology, such as artificial intelligence and big data analytics, into job empowerment processes contributes to improving the evaluation of emerging leaders' performance and identifying gaps in leadership skills. This enables security institutions to develop more precise and suitable programs for their future needs. Digital transformation in preparing security leaders has become an urgent necessity to keep pace with global developments in the fields of security and crisis management.

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