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The Impact of Administrative Leadership on the Preparation of the Second Line of Security Leadership: A Practical Study

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ARTICLE DETAILS	ABSTRACT
Article History <i>Published Online:</i> September 2025	This study aims to analyze the impact of administrative leadership on preparing the second tier of security leadership, considering it a crucial factor in ensuring sustainable security performance and achieving institutional excellence. The study highlights the role of administrative leadership in transferring expertise and enhancing leadership competencies to ensure a new generation is capable of assuming high-ranking security positions efficiently and effectively. The study adopted a quantitative methodology through a field survey distributed to 400 officers of various ranks in the UAE Ministry of Interior. Data was analyzed using SPSS to examine the relationship between administrative leadership and the effectiveness of preparing future security leaders. The findings revealed a strong positive correlation ($\alpha = 0.01$) between administrative leadership and leadership preparation. The results also indicated that organizational culture, career planning, and performance evaluation are key factors in the success of leadership development programs. Based on these findings, the study recommends adopting integrated strategies to enhance administrative leadership, including sustainable training programs, empowering delegation mechanisms, and fostering a work environment that encourages innovation and effective leadership. Additionally, it emphasizes the necessity of structured knowledge transfer between current and emerging leaders to ensure continuity in security performance and higher levels of leadership readiness to tackle future challenges.
Keywords Administrative leadership Second-tier leadership Security leadership Organizational culture Delegation of authority Performance evaluation Institutional sustainability	
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1. INTRODUCTION

Administrative leadership is one of the vital elements that form the backbone of any security institution striving for excellence and sustainability in a work environment characterized by constant change and increasing challenges. The preparation of the second line of security leadership is not merely a routine procedural process but rather a strategic endeavor that requires the activation of modern leadership mechanisms to ensure the transfer of expertise and knowledge from current leaders to a new generation capable of assuming future leadership responsibilities. In this context, the significance of this practical study emerges, aiming to analyze the impact of administrative leadership on the preparation of the second line of security leadership by highlighting the administrative, organizational, and behavioral dimensions that contribute to achieving this goal. Additionally, the security environment in the United Arab Emirates serves as a leading model in adopting modern administrative approaches aimed at improving organizational performance and enhancing leadership effectiveness. These strategies have resulted in high levels of institutional development; however, contemporary challenges necessitate a reassessment of leadership preparation methods to ensure adaptability to evolving circumstances and the sustainability of security performance. The research also highlights the organizational and behavioral dimensions that complement administrative leadership to form an integrated framework for institutional development. A work environment that fosters continuous learning, self-motivation, and leaders' commitment to organizational values is a key factor in the successful preparation of the second line of security leadership.

2. STUDY PROBLEM AND RESEARCH QUESTIONS

Security institutions in the United Arab Emirates face increasing challenges due to rapid transformations in the work environment and advancements in technology and administrative practices. These changes necessitate the preparation of leadership cadres capable of adapting to evolving circumstances and ensuring the continuity of security operations. The core issue of this study lies in the disparity between modern theories of administrative leadership and their practical application. There is a noticeable lack of integration between advanced leadership strategies and the mechanisms for preparing the second line of security leadership, resulting in shortcomings in developing the necessary leadership competencies to address contemporary security challenges. Based on the previous explanation, the study tries to answer the following:

The Main Question: To what extent does administrative leadership influence the preparation of the second tier of security leaders in security institutions in the United Arab Emirates?. Based on this main question, a set of Sub-questions can be elicited as:

1. To what extent does direct administrative leadership influence the preparation of the second tier of security leaders?
2. How does organizational culture contribute to supporting and activating the role of administrative leadership in preparing the second tier of security leaders?
3. What is the role of senior administrative leadership in implementing policies for preparing the second tier of security leaders?
4. To what extent does training needs planning enhance the effectiveness of administrative leadership in preparing the second tier?
5. How does career path development affect the readiness of junior officers to assume leadership positions within the framework of administrative leadership?
6. To what extent does administrative performance evaluation affect the success of policies for preparing the second tier of security leaders?
7. How do incentives and motivators contribute to improving the efficiency of administrative leadership in preparing the second tier of security leaders?
8. To what extent does continuous learning enhance the effectiveness of administrative leadership in preparing the second tier?
9. How do employees' attitudes toward administrative leadership influence the success of policies for preparing the second tier of security leaders?

3. STUDY HYPOTHESES

The hypotheses are divided into three main hypotheses, each with three sub-hypotheses:

First Main Hypothesis (Administrative Determinants): There is a statistically significant impact of administrative determinants in enhancing the effectiveness of administrative leadership in preparing the second tier of security leaders in the United Arab Emirates.

- **Sub-hypothesis 1.1:** There is a statistically significant impact of the quality of direct administrative leadership in preparing the second tier of security leaders.
- **Sub-hypothesis 1.2:** There is a statistically significant impact of an organizational culture that supports administrative leadership in enhancing the preparation of the second tier of security leaders.
- **Sub-hypothesis 1.3:** There is a statistically significant impact of the leadership role of senior management in implementing policies for preparing the second tier of security leaders.

Main Hypothesis 2 (Organizational Determinants): There is a statistically significant impact of organizational determinants in enhancing the effectiveness of administrative leadership in preparing the second tier of security leaders in the United Arab Emirates.

- **Sub-hypothesis 2.1:** There is a statistically significant impact of training needs planning on enhancing the effectiveness of administrative leadership in preparing the second tier.
- **Sub-hypothesis 2.2:** There is a statistically significant impact of career path development on improving the readiness of junior officers within the framework of administrative leadership.
- **Sub-hypothesis 2.3:** There is a statistically significant impact of administrative performance evaluation on supporting and implementing strategies for preparing the second tier of security leaders.

The third main hypothesis (behavioral determinants): There is a statistically significant impact of behavioral determinants in enhancing the effectiveness of administrative leadership in preparing the second tier of security leaders in the United Arab Emirates.

- **Sub-hypothesis 3.1:** There is a statistically significant impact of incentives and motivations in enhancing the efficiency of administrative leadership in preparing the second tier of security leaders.
- **Sub-hypothesis 3.2:** There is a statistically significant impact of continuous learning programs in improving the effectiveness of administrative leadership in preparing the second tier.
- **Sub-hypothesis 3.3:** There is a statistically significant impact of positive behavioral attitudes on the success of policies for preparing the second tier of security leaders.

4. LITERATURE REVIEW

Chapter One: Administrative Leadership and the Preparation of the Second Line of Security Leadership

Section One: Administrative Leadership in Security Institutions

First subheading: The Concept and Importance of Administrative Leadership in Security Institutions

Leadership is defined as "the practices of an individual to influence others within the organizational environment." It is also described as "the manner in which an individual attempts to influence others to achieve specific goals." Furthermore, it is characterized as "a phenomenon centered on influencing others, where this influence is exercised by a person who possesses

certain traits that enable them to exert this influence effectively" (Al-Nasser et al., 2022). Some believe that leadership is "the primary driver of any organization's effectiveness by utilizing and mobilizing the energies of its employees to achieve the desired goals (Al-Muttairi & Al-Zeidi, 2021). There are those who argue that a leader-manager must imbue their administrative capabilities with a greater degree of emotional leadership, and a leader must balance their leadership skills with more rational management (Al-Nasser et al., 2022). A leader typically derives their influence and power to affect employees from two main sources: (Al-Aklabi & Ayed Shafi, 2018).

1. **Legitimate Power (Authority):** It is a formal power derived from the status and position that the manager holds within the organizational structure.
2. **Power Derived from the Leader's Personal Qualities:** This power is derived from good morals and mutual respect between the leaders and subordinates. The skills that a leader is expected to master, and which are linked to and influence their performance, can be summarized as follows: (Al-Nasser et al., 2022).
 - A- **Technical Skill:** Technical skill requires the leader to have knowledge in a specialized branch of science and the ability to perform well within the scope of that specialization.
 - B- **Human Skill:** This skill refers to the leader's ability to interact effectively with individuals and teams, as opposed to technical skill, which involves the ability to handle objects.
 - C- **Conceptual Skill: Two types merge from it: First, Administrative Skill:** This is reflected in the leader's ability to understand their work, fairly distribute tasks within the organization, establish performance standards and benchmarks, coordinate all activities and different units, develop and enhance human competencies, simplify procedures, and implement control processes to ensure tasks are completed to the highest standard. **Second, Political Skill:** It lies in the leader's ability to envision the public good and the overarching goals of the state, to align with the public order, and to connect the objectives and policies of the organization with those of the state and society.

Security institutions require administrative leaders capable of identifying contemporary challenges and anticipating future ones (McCausland, 2008; AlOthmani, 2025), while employing appropriate scientific and practical mechanisms to address them efficiently and effectively (Van Wart, 2013). The researcher believes that the importance of leadership in preparing the second tier of leadership lies in the following:

1. It serves as the link between individuals and the institution's plans and future visions.
2. It acts as the melting pot where all concepts, strategies, and policies related to the institution's preparation of the second tier of leadership are integrated.
3. It strengthens the positive forces within organizations and minimizes negative aspects as much as possible, thereby providing individuals with the opportunity to develop their skills and capabilities.

Second subheading: Types of Administrative Leadership in Security Institutions

It is difficult to define an ideal leadership style in the security field, given the numerous challenges and influences that shape a leader's behavior in this domain. These include the nature of the work, the professional and ethical values associated with it, and the disciplinary framework that governs everyone working within it to achieve specific objectives (Al-Hashoush, 2024). Therefore, security leadership styles must vary depending on the nature of the situations the leader confronts. We can distinguish between five specific security situations, each requiring a particular leadership style suited to its context, as follows:

1. Situations requiring an individualistic leadership style in security:

- A- Leading educational institutions with a formal or military nature, which aim to instill a set of behavioral values and principles in students or trainees, such as obedience, discipline, patience, self-denial, and prompt compliance with orders.
- B- The benevolent, tactful, or virtuous individualistic style is suitable for security leaders when dealing with urgent or emergency situations that do not allow the leader the opportunity to involve their subordinates in the response process.
- C- The nature of certain policing tasks that do not allow for participation. For example, when a police leader is assigned to carry out a task of a confidential nature, it necessitates excluding subordinates from the decision-making process and handling the matter entirely independently, in line with the requirements of the operation. Such tasks include surveillance, investigations, intelligence gathering, and similar activities.
- D- A complete sense of responsibility for achieving a specific objective.

2. Situations requiring a collective leadership style in security for subordinates:

The collective leadership style, in all its forms, is suitable for application in many police agencies, particularly when addressing issues that affect employees, such as daily problems like determining work start and end times, and methods that provide a suitable work environment for employees and operations. These include issues like transportation and communication, planning police operations such as inspection campaigns or clearing criminal hotspots, pursuing and apprehending gangs, and other similar tasks.

3. Situations requiring a collective leadership style in security with specialists:

A leader may need to adopt a collective leadership style when working with specialists in situations that require their expertise and input. This is particularly important when developing new methods for performing tasks using specific equipment, such as computers or specialized machinery, or when quick decisions are needed in areas governed by laws and regulations, such as financial matters.

4. Situations requiring a collective leadership style in security with both subordinates and specialists:

These are actions and situations that require the leader to involve followers and specialists in the leadership process, as they directly concern the followers, who possess experience in executing them, as well as the experts, given their knowledge and expertise in these matters (Al-Tuwim et al., 2020).

5. Situations and tasks that require a flexible style in security leadership:

- A- **The Leadership Nature of Security Work:** Every police officer, from the very first moments of their graduation, is a leader in their position and is granted the authority to fulfill their responsibilities related to the security, safety, and protection of citizens' lives and property.
- B- **The Critical Nature of the Security Leader's Objectives:** The importance of leadership in the security field is magnified due to its connection to achieving social, humanitarian, and legal objectives of immense significance.
- C- **The Unique Environment of the Security Leader's Work:** Leadership in security work is distinguished by the unique environment in which it operates, which can sometimes be tense, especially when addressing unexpected problems that threaten security and tranquility.
- D- **Insight into the Public or Popular Dimension:** The effectiveness of a security leader is linked to their ability to understand the public or popular dimension.

Section Two: The Second Line of Security Leadership – Concept and Importance

First subheading: The Concept of the Second Line of Security Leadership

The concept of the "second tier of leadership" has occupied the minds and thoughts of current leaders, particularly regarding how to identify, develop, and nurture it, as well as understanding its essence and selection criteria. The term "second tier" is used across all administrative levels in civilian or security agencies, from the top of the organizational hierarchy to its base. The definition of the second tier of security leadership varies from one thinker to another and from one writer to another. Some refer to it as the "alternate leader," meaning someone who steps in for the current leader in their absence for any reason (Zeng, 2020).

Second subheading: Criteria for Selecting Alternative Security Leaders

An important reality is that public positions, especially leadership roles, must be continuously occupied to ensure the smooth functioning of operations. Therefore, second-tier leaders in an organization play a critical role when they step in for the director in their absence, in addition to the multiple responsibilities inherently tied to this position. These responsibilities can be summarized as follows: (Ugoani, 2020).

- A- The deputy director represents the second tier of leadership for general supervision, encompassing the supervisory responsibilities of ensuring that the organization is functioning in the right direction to achieve its goals and complete tasks in alignment with the organization's general policies.
- B- They directly supervise departments, divisions, and units—excluding those directly linked to the director by overseeing the detailed tasks of subordinates and issuing specific instructions related to their work.
- C- They relieve the director of the burden of supervising a large number of subordinates, ensuring the director has an appropriate span of control and enabling them to focus on other presidential duties such as planning, organizing, coordinating, supervising, and monitoring.
- D- They assist the director in managing the organization across various domains and share a portion of the director's responsibilities, which are often numerous.
- E- They contribute to the swift completion of administrative tasks by having the authority to make final decisions without needing the director's approval, whether within their original legal jurisdiction or based on delegation from the director.

4.1 The Theoretical framework

Section One: The Relationship between Administrative Leadership and the Preparation of the Second Line of Security Leadership.

First subheading: The Role of Administrative Leadership in Developing Security Competencies through Career Path Planning.

The responsibility for career path development is a shared responsibility among the three parties: the individual, the manager, and the organization, as follows:

a. The Role of Individuals in Career Path Development: (Al-Najjar et al., 2022)

The role an individual plays in career path development can be demonstrated through the following tasks:

- 1- The individual must be convinced of their responsibility for developing their career path.
- 2- Assess their interests, values, and skills.
- 3- Seek out job-related information and resources that enable them to perform their role effectively.
- 4- Formulate goals and establish career plans.
- 5- Explore possible development opportunities.
- 6- Discuss any challenges they face in their career path with their direct manager.
- 7- Act based on realistic career plans.

b. The Role of Managers in Career Path Development: (Al-Madhah & Khidr, 2023).

The manager plays a crucial role in facilitating the career path development of their subordinates. The role of the manager in this regard can be demonstrated through the following tasks:

- 1- Providing immediate feedback on the individual's performance levels.
- 2- Assigning additional tasks to the individual, offering necessary support, and clarifying the goals they are expected to achieve (the guiding role).
- 3- Offering guidance and counseling, assisting individuals in resolving performance-related issues, and facilitating appropriate resources for performance development across various roles in the organization (the advisory role).
- 4- Establishing evaluation criteria, discussing them with employees, and then determining the necessary implementation steps (the evaluative role).

c. The Role of the Organization (Senior Management) in Career Path Development: (Hosseini et al., 2018). The role of the organization in career path development can be demonstrated through the following tasks:

- 1- Communicate the organization's mission, vision, and the procedures it follows to all employees.
- 2- Provide the necessary training, education, and development opportunities to equip individuals with the skills needed to perform their duties successfully.
- 3- Supply information about available career paths for individuals.
- 4- Help individuals gain self-awareness and plan their career paths.
- 5- Evaluate the role of managers in achieving success in the career development process.
- 6- Provide career counseling by offering trained consultants and specialists to assist employees who need help with career-related aspects.

Second subheading: Mechanisms of Delegating Authority as a Means of Preparing the Second Line.

Delegation is a concept often believed to be synonymous with empowerment, but in reality, it differs from it. Empowerment is more comprehensive than delegation. Delegation of authority refers to the transfer of some of a superior's responsibilities to their subordinates, allowing them to exercise these responsibilities without referring back to the superior, while the superior remains accountable for these responsibilities to their own superiors. This means that: (Bano et al., 2022).

- 1- Delegation focuses on authority without responsibility.
- 2- The higher level delegates a specific task to the lower level and provides only a limited amount of information.
- 3- Delegation is a temporary condition that ends once the delegated task is completed.

The following table, Table 1, illustrates the difference between delegation and administrative leadership:

Table 1: The Difference between Delegation and Administrative Leadership

Delegation	Administrative Leadership
Transferring some authority to a subordinate.	Providing the subordinate with the opportunity to make decisions.
Responsibility always remains with the superior.	The delegated individual bears full responsibility.
It is done temporarily.	It is continuous and embodies a consistent philosophy.
The superior leads the delegated subordinate.	Leadership is self-driven.
Information is provided based on the scope of delegation.	Information is shared openly.
If the individual makes a mistake, the delegation is revoked.	In case of a mistake by the delegated individual, the cause is investigated and addressed.

4.2. Previous studies

Policing Change: Examining Executive Leadership and the Standardization of Ethical and Professional Practices Within American Police Systems (White, 2022). This study examined the role of executive leadership in driving change within law enforcement institutions, focusing on how ethical and professional practices can be unified across American police agencies. Another study titled **Leadership Succession and the Performance of Nonprofit Organizations: A Fuzzy-Set Qualitative Comparative Analysis** (Li, 2019). This study explored the relationship between leadership succession and the performance of non-profit organizations, an issue that extends to the security sector, where sustainable leadership plays a pivotal role in ensuring institutional continuity. Additionally, another study titled **Succession Planning Best Practices for Organizations: A Systematic Literature Review Approach** (Bano et al., 2022). This study provided a systematic review of the literature on best practices for succession planning in various institutions, focusing on how to create an organizational environment that supports the development of successor leaders.

After reviewing the selected previous studies, a set of benefits and recommendations can be derived to support the current research. This analysis helps identify the aspects covered in previous literature and the research gaps that can be addressed in the present study. **First, enhancing the theoretical understanding of the concept of administrative leadership in security institutions.** Studies, particularly White (2022) and Brown & Li (2023) have emphasized the importance of executive leadership in policing, highlighting the role of administrative leadership in standardizing professional practices and enhancing security performance. **Second, identifying the factors influencing the development of second-tier security leaders.** Li's (2019) study focused on the impact of leadership succession planning on institutional performance, aligning with the importance of preparing alternative security leaders to ensure institutional continuity. This study demonstrated that the absence of clear plans for developing new leaders could lead to administrative disruptions. Third, **analyzing the obstacles that hinder the preparation of second-tier security leaders.** Studies, such as Hosseini et al. (2018), have shown that there are several organizational and human obstacles that hinder the success of succession planning, such as the lack of incentives and the current leadership's reluctance to prepare second-tier leaders due to fear of competition.

5. THE PRACTICAL ASPECT – THE STUDY METHODOLOGY AND RESULTS

5.1. First: Study population and sample

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

5.2. Second: Design of the questionnaire and study variables

The questionnaire was designed to include a set of statements that measure the attitudes of the sample members towards the study variables. Based on their feedback, the questionnaire was modified until the final version was achieved. The final questionnaire included the following sections: **General Data:** This section included some basic demographic characteristics of the study sample, such as age, rank, educational qualifications, years of experience, job type, and job title. **Scales:** This section consisted of four main dimensions to measure the sample's opinions and attitudes towards the study variables, as follows: **The first scale:** The effectiveness of administrative leadership in preparing the second line of security leaders (Y), consisting of fifteen statements, is the dependent variable. **The second scale:** The administrative factors affecting administrative leadership in preparing the second line of security leaders (X1), which includes three sub-dimensions: Administrative leadership, which included five statements (X11), Organizational culture, which included five statements (X12) and Administrative leadership, which included five statements (X13). **The third scale:** Organizational factors affecting administrative leadership in preparing the second tier of security leaders (X2), which includes three sub-dimensions: Training needs planning, consisting of five items (X21), Career development, consisting of five items (X22) and Performance evaluation, consisting of five items (X23). **The fourth scale:** Behavioral factors affecting administrative leadership in preparing the second tier of security leaders (X3), consisting of three sub-dimensions: Motivations: Contained five statements (X31), Learning: Contained five statements (X32) and Attitudes: Contained five statements (X33). Additionally, the second, third, and fourth scales represent the independent variables in the study, as they contribute to explaining the relationship between administrative leadership and the preparation of the second tier of security leaders. The questionnaire was designed using the "Likert" scale with a five-point range, where each response was assigned a weighted value as follows: Strongly agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly disagree (1).

5.3. Third: Statistical processing methods

The researcher used a computer with the SPSS Ver.17 statistical software package to analyze the data obtained from the questionnaire, using the following methods: 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 sample of the study, Measures of dispersion, means, and standard deviations to measure the attitudes of the study sample, ANOVA (Analysis of Variance) test to show the strength of correlation relationships between variables and Linear regression to show the different effects of the study variables on the research topic.

5.4. Measurement of reliability and validity of the questionnaire

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

5.5. Measuring reliability using Cronbach's Alpha Coefficient

As seen in table 2, the researcher used the Cronbach's Alpha coefficient method to measure reliability, where the value of the alpha coefficient ranges from zero to one.

Table 2: Reliability Coefficients for Study Variables Using "Cronbach's Alpha Coefficient"

Variable	Number of Statements	α Coefficient
Effectiveness of Preparing the Second Line	Y	91.1%
Administrative Leadership	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%
Total Reliability	Total	89.9%

5.6. Analysis of the field study result

Test of the First Sub-Hypothesis of the First Main Hypothesis, which is "There is a significant impact of administrative leadership on the effectiveness of preparing the second tier of security leaders in the United Arab Emirates". The correlation analysis results showed a significant positive relationship between administrative leadership and the effectiveness of preparing the second tier of security leaders at a significance level of 0.01, with a Kendall's Tau correlation coefficient of 0.135, indicating a substantial relationship between the two variables. In addition, the ANOVA results revealed a significant impact of administrative leadership on the effectiveness of preparing the second tier of security leaders, with an F-test value of 451.211 at a significance level of 0.01, indicating that an increase in administrative leadership among employees contributes to enhancing the effectiveness of preparing security leaders. Based on the above, the first sub-hypothesis is confirmed, indicating that administrative leadership positively and effectively influences the preparation of the second tier of security leaders in the United Arab Emirates.

Test of the second sub-hypothesis of the first main hypothesis, which is "There is a statistically significant effect of organizational culture on the effectiveness of preparing the second tier of security leaders in the United Arab Emirates". The results of the correlation analysis showed a statistically significant positive relationship between organizational culture and the effectiveness of preparing the second tier of security leaders, with a Kendall's Tau correlation coefficient of 0.451 at a significance level of 0.01, indicating a strong relationship between the two variables. In addition, 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. Based on the above, the second sub-hypothesis is confirmed, indicating that strengthening organizational culture contributes to achieving greater effectiveness in preparing the second tier of security leaders.

Test of the third sub-hypothesis of the first main hypothesis, which is "There is a statistically significant effect of administrative leadership in achieving the effectiveness of preparing the second tier of security leaders in the United Arab Emirates". The correlation analysis proved a positive and statistically significant relationship between administrative leadership and the effectiveness of preparing the second tier of security leaders, with a Kendall correlation coefficient of 0.665 at a significance level of 0.01. Additionally, the results of the analysis of variance showed that administrative leadership has a positive and significant effect on preparing the second tier of security leaders, with an F-test value of 452.157 at a significance level of 0.01, indicating the role of administrative leadership in supporting leadership and enhancing the skills of new leaders. Accordingly, the results support the validity of the third sub-hypothesis, as it shows that administrative leadership plays a crucial role in enhancing the efficiency of administrative leadership and achieving greater effectiveness in preparing the second tier of security leaders.

Test of the First Main Hypothesis, which is "There is a statistically significant impact of administrative determinants on the effectiveness of administrative leadership 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: administrative leadership, organizational culture, and leadership effectiveness in preparing the second tier of security leaders. To add more, the variance analysis revealed a significant impact of these factors, with an F-test value of 5.131 at a significance level of 0.01. Accordingly, the results support the validity of the first main hypothesis, confirming that administrative determinants play a central role in enhancing administrative leadership and achieving greater effectiveness in preparing the second tier of security leaders in the United Arab Emirates.

Test of the first sub-hypothesis of the second main hypothesis, which is "There is a statistically significant effect of training needs planning on the effectiveness of preparing the second tier of security leaders 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 leaders at a significance level of 0.01, with a Kendall's correlation coefficient of 0.422, indicating a substantial relationship between the two variables. Moreover, the results of the variance analysis revealed a statistically significant effect of training needs planning on the effectiveness of preparing the second tier of security leaders, with an "F" test value of 487.444 at a significance level of 0.01, indicating that improving training needs planning enhances the efficiency of preparing security leaders. Accordingly, the results confirm the validity of the first sub-hypothesis, indicating that effective planning of training needs contributes to greater effectiveness in preparing the second tier of security leaders.

Test of the second sub-hypothesis of the second main hypothesis, which is "There is a statistically significant effect of career path development on the effectiveness of preparing the second tier of security leaders in the United Arab Emirates". The results of the correlation analysis showed a statistically significant relationship between career path development and the effectiveness of preparing the second tier of security leaders, with a Kendall correlation coefficient of 0.501 at a significance level of 0.01, indicating a strong positive relationship between the two variables. In addition, the results of the variance analysis indicated that career path development has a significant effect on the effectiveness of preparing the second tier of security leaders, with an F-test value of 494.894 at a significance level of 0.01. Based on the above, the validity of the second sub-hypothesis is confirmed, indicating that career path development positively contributes to enhancing the effectiveness of preparing security leaders.

Testing the third sub-hypothesis of the first main hypothesis, which is "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 results of the correlation analysis revealed a significant positive relationship between performance evaluation and the effectiveness of preparing the second tier of security leadership, with a Kendall's Tau coefficient of 0.653 at a significance level

of 0.01, indicating a strong impact between the two variables. Also, the results of the variance analysis showed that performance evaluation has a significant positive impact 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. Accordingly, the results support the validity of the third sub-hypothesis, indicating that improving performance evaluation processes enhances the efficiency of preparing the second tier of security leadership.

Test of the Second Main Hypothesis, which is "There is a statistically significant impact of organizational determinants on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates". The correlation analysis results showed positive relationships between the elements of organizational determinants: training needs planning, career path development, performance evaluation, and the effectiveness of preparing the second tier of security leadership. In addition, the variance analysis revealed a significant effect of these factors, with an F-value of 663.881 at a significance level of 0.01. Accordingly, 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.

Test of the first sub-hypothesis of the third main hypothesis, which is "There is a statistically significant effect of motivations and incentives on achieving the effectiveness of preparing the second tier of security leadership in the United Arab Emirates". The results showed a significant positive correlation between motivations and incentives and the effectiveness of preparing the second tier of security leadership at a significance level of 0.01, with a Kendall correlation coefficient of 0.329, indicating a substantial relationship between the two variables. Additionally, the results of the variance analysis indicated that motivations and incentives have a significant impact on the effectiveness of preparing the second tier of security leadership, with an F-value of 343.256 at a significance level of 0.01, suggesting that improving the incentive system enhances the efficiency of preparing security leaders. Accordingly, the results support the validity of the first sub-hypothesis, indicating that enhancing incentives and motivations plays a key role in improving the preparation of the second tier of security leadership.

Test of the second sub-hypothesis of the third main hypothesis, which is "There is a significant effect of learning in achieving the effectiveness of preparing the second tier of security leaders in the United Arab Emirates". The correlation analysis results showed a significant positive relationship between learning and the effectiveness of preparing the second tier of security leaders, with a Kendall's Tau coefficient of 0.702 at a significance level of 0.01, indicating the strength of the relationship between the two variables. In addition, the analysis of variance results indicated that learning has a significant effect on the effectiveness of preparing the second tier of security leaders, with an F-value of 395.824 at a significance level of 0.01, suggesting that providing learning and training opportunities enhances the efficiency of preparing security leaders. Based on this, the results confirm the validity of the second sub-hypothesis, indicating that the development of learning programs contributes to improving the readiness of future security leaders.

Test of the third sub-hypothesis of the first main hypothesis, which is "There is a significant impact of attitudes on the effectiveness of preparing the second tier of security leadership in the United Arab Emirates". The correlation analysis confirmed a significant positive relationship between attitudes and the effectiveness of preparing the second tier of security leadership, with a Kendall's tau correlation coefficient of 0.336 at a significance level of 0.01, indicating a statistically significant effect between the two variables. In addition, the variance analysis results showed that attitudes significantly affect 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. Based on the results mentioned, the results support the validity of the third sub-hypothesis, indicating that fostering positive attitudes among employees contributes to enhancing the efficiency of preparing security leadership.

Test of the third main hypothesis, which is "There is a statistically significant effect of behavioral determinants in achieving the effectiveness of preparing the second tier of security leadership in the United Arab Emirates". The results of the correlation analysis showed positive relationships between the behavioral determinants (motivation and incentives, learning, attitudes) and the effectiveness of preparing the second tier of security leadership. In addition, the variance analysis revealed a significant effect of these factors, with an F-value of 693.856 at a significance level of 0.01. Accordingly, the results confirm the validity of the third main hypothesis, proving that behavioral determinants play a crucial role in enhancing the effectiveness of preparing the second tier of security leadership in the United Arab Emirates.

5.7. Data analysis, discussion and results

The field study forms a strong foundation for exploring the impact of administrative leadership on preparing the second tier of security leadership in the United Arab Emirates. The study sample included 400 police officers from various ranks and executive and administrative roles. The questionnaire was developed based on previous models and rigorous academic reviews by eight peer reviewers, which allowed for the creation of a highly credible research tool. This was reflected in the overall Cronbach's alpha coefficient, which reached 89.9%, indicating the stability and consistency of the tool in measuring various research variables. Also, the analytical results show that administrative determinants, particularly administrative leadership and organizational culture, have a positive and statistically significant effect on the effectiveness of preparing the second tier of security leadership. The correlation coefficients (where the "Kendall" value for administrative leadership reached 0.135 in one test and 0.665 in another) indicate a positive relationship between the quality of leadership and the level of leadership training. The results of the variance analysis (with "F" values exceeding 450 in some tests) further confirm that improving leadership styles and strengthening organizational culture directly enhance the efficiency of security personnel preparation. Moving on to organizational determinants, it becomes clear that effective training needs planning, career path development, and performance evaluation are key factors that contribute to enhancing leadership preparation effectiveness. The correlation results show significant values (with the "Kendall" value for planning being 0.422, for career development 0.501, and for performance

evaluation 0.653), indicating a strong relationship between these factors and training outcomes. Additionally, the variance tests revealed high "F" values (ranging from 487.444 to 503.888), confirming that having precise and integrated organizational systems contributes to achieving effective developmental strategies within the security structure. Additionally, regarding behavioral determinants, the impact of motivation and incentives, learning programs, and positive attitudes stands out as pivotal factors in enhancing leadership performance. The correlation test results showed a "Kendall" value of 0.329 for motivation and incentives, while the learning factor had a value of 0.702, indicating that continuous learning opportunities and training programs significantly affect the readiness of security leaders. The variance analysis, through "F" values (ranging from 343.256 to 457.371), confirmed that positive behaviors and strong motivations contribute to improving leadership preparation efficiency, reflecting the need to adopt effective motivational policies.

The study is based on a comprehensive research methodology, where the survey tool was carefully designed and developed based on rigorous academic reviews by a group of experts. This allowed for the collection of rich and detailed data from a diverse sample of police officers. These data reflect the depth of the interaction between administrative leadership and the preparation of the second tier of security leaders. The study highlights the impact of the administrative environment on shaping leadership capabilities, as evidenced in the comprehensive picture drawn by the results regarding the work environment in internal security institutions in the United Arab Emirates. Moreover, the survey tool used in the study is characterized by a high degree of reliability and internal consistency, stemming from careful review and modification based on the opinions of a group of academic experts. This process was embodied in the design of the questionnaire elements in a way that ensures the accurate representation of the various research variables, which has granted the collected data scientific credibility in line with established academic standards. This meticulous process in formulating the research tool contributes to creating a robust database that allows for drawing conclusions that reflect the reality of leadership performance on the ground. When the administrative, organizational, and behavioral factors are integrated, their cumulative effect creates a comprehensive work system that ensures outstanding leadership outcomes. This integration highlights the importance of a holistic approach in preparing security leadership, where none of these factors can be considered in isolation. The results show that the combination of modern leadership styles, strategic planning, and self-motivation creates a cohesive work environment that contributes to building comprehensive leadership capabilities, ensuring continuous development and improvement.

6. CONCLUSION AND RECOMMENDATIONS

In conclusion, this study comprehensively addressed the impact of administrative leadership on the preparation of second-tier security leaders, relying on a thorough field analysis that included a diverse sample of police officers within the UAE Ministry of Interior. The study's results highlighted the importance of having an effective leadership mechanism that promotes the continuous development of security personnel. The findings showed that administrative leadership is not just a set of formal procedures; rather, it is a strategic element that plays a key role in shaping a positive and motivating work environment conducive to learning and development. Also, through the practical results and in-depth academic analysis, the need to develop integrated leadership systems that encompass planning, organization, and continuous performance evaluation has emerged. Thoughtful and integrated administrative guidance is considered a key factor in building a work environment based on trust and transparency, which contributes to ensuring the sustainability of security performance in the long term. Based on the previous discussion, a set of recommendation can be elicited which are; first, adopting virtual reality and simulation techniques to train leaders on facing the challenges of the security work environment practically. Second, establishing a comprehensive leadership performance evaluation unit that allows for regular analysis of the development of second-tier leadership skills. Third, implementing innovative motivational mechanisms that include immediate rewards and recognition programs to encourage leadership innovation and excellence. Forth, organizing interactive workshops that bring together administrative leaders and second-tier leaders to enhance knowledge exchange and develop creative solutions. Lastly, designing a comprehensive electronic platform to support continuous communication and knowledge sharing across all levels of security leadership.

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