Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online): 0493-2137
E-Publication: Online Open Access
Vol:55 Issue:03:2022
DOI 10.17605/OSF.IO/NZAE8

# ASSESSING ORGANIZATIONAL LEARNING FRAMEWORK IN ABU DHABI POLICE DEPARTMENT TOWARDS ORGANIZATIONAL EXCELLENCE USING STRUCTURE EQUATION MODEL

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**Abstract**
Despite the rapid development of the United Arab Emirates (UAE) and its modern infrastructure, the impact of culture on organizational learning is still very different from western culture. In the UAE, studies on organizational learning are limited. Previous studies reported that employees in police sector have less knowledge management to control the cases specially during the investigation. Therefore, aim of this paper will assessing organizational learning framework in Abu Dhabi police department towards organizational excellence. This research purely quantitative method the questionnaire survey. A total of 291 questionnaire sets were considered adequate in accordance with the sampling methods used to determine the sample size. These were therefore administered to randomly selected respondents in the Abu Dhabi UAE police sector. The analysis of data using appropriate statistical techniques statistical package for social sciences (SPSS) and structural equation modelling (SEM) as the research is quantitative in nature.This study showed Organizational Learning significantly effects on the Organizational Excellence. Furthermore, this model can be applying to Abu Dhabi police under the responsibility of the police sector to ensure that it operates effectively and efficiently, it cooperates with local, national and international organizations to ensure the enforcement of laws in the latter safeguard public safety and maintain law and order
**Keywords:** *Organizational Learning, Excellence Organization, UAE,Abu Dhabi Police*

## Introduction

Despite the rapid development of the United Arab Emirates (UAE) and its modern infrastructure, the impact of culture on organizational learning is still very different from western culture. UAE, characterized by high power distance, being collectivistic and having high uncertainty avoidance, has been found to inhibit learning inside organizations (Siddique, 2017). In the UAE, studies on organizational learning are limited. For example, Siddique (2017) found a strong linkage between organizational learning and organizational excellence in private organizations. Jabeen and Al Dari (2020) reported that employees in police sector have less knowledge management to control the cases specially during the investigation. Therefore, this study will fill this gap because improving knowledge management lead to improve the organizational excellence in police sector.

Although various studies have been undertaken in western countries, limited studies (Jabeen and Al Dari, 2020) have been conducted in law enforcement organizations in Arab/ Middle Eastern context. Bjelland and Dahl (2017) reported that the data gathered during the police investigation process is considered essential for improving

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organizational learning. A focus on feedback and coaching emphasizing the practice-based learning culture has been found to enhance organizational learning in Norwegian police (Janssens et al., 2017). In general, law enforcement organizations are expected to protect society and ensure safety and security. These responsibilities are becoming increasingly challenging and complex, and so many countries give the law enforcement organizations inclusive controls. These challenges and controls have called for law enforcement organizations to develop an excellence organization that focuses on creating a strong learning culture (Filstad and Gottschalk, 2010).

However, knowledge transfer from police misconduct cases has not been conceptualized as a learning process in police districts and general law enforcement (Filstad and Gottschalk, 2010). Furthermore, employee empowerment to a law enforcement organization where learning is critical and must be enhanced to allow crimes to be detected quickly and maintain public safety (Al-Shayeb and Hatemi-J, 2016). The findings of this study will be towards to improve the effectiveness of organizational excellence in Abu Dhabi Police Department

On the other hands, to improve our understanding of how organizations deploy organizational excellence to improve the whole performance. The organizational excellence and performance are the main focuses in strategic management for any organization (Al-Dhaafri, Yusoff, & Al-Swidi, 2013). In the previous literature, there is a great attention on the management of organizational performance in order to identify the drivers of high performance. In other words, there is an upswing of researches about the impact of certain practices and strategies on organizational performance.

Nowadays, there are attempts from many organizations to achieve excellence but, unfortunately, many of them fail to achieve this goal because of their lack of understanding about the meaning of excellence in economic management (Dahlgaard, 2003). The organizational excellence concept is an academic term originated from Peters and Waterman (1982) (Antony &Bahattacharyya, 2010). In addition, they argued that organizational excellence is measured based on the relationship between different performance's indicators.

However, organizational excellence intended to achieve its goal by efficiently and systematically integrating different available resources (Asif et al., 2014). Organizational excellence have special practice of achieving a set of key concepts: consumer concentration, process and reality management, ongoing learning, relation ship growth and social responsibility, outcome alignment, leadership and goal setting , individual development and engagement, creativity, and change (Al-Dhaafri et al., 2017). Organizational excellence is much more than a program of consistency, which means the company, achieves success in everything it does

Despite efforts to train the Abu Dhabi Police Department's organizational interest and purpose in achieving the degree of operational excellence, but there is still plenty of scope to fill for excellence in this prudential organization (Al Mansoori, 2017). Furthermore, Biygautane, & Al-Yahya, (2011) reported that 66% of surveyed organizations in Dubai police. In police department the staff move to other organization to build up a more satisfactory work team and to increase the effectiveness of the organization and competence of key positions (Jaques, 2017).

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Researcher choose Abu Dhabi Police institution as a study area as the organization is the largest in UAE that has jurisdiction in terms of administration and law enforcement in the country. Through addressing organizational learning preparation and achievement, researcher will be to develop an effective organizational learning framework towards organizational excellence in Abu Dhabi Police Department

## Literature Review

### Organizational Learning

Organizational learning can be described as a complex three-stage process that involves knowledge attainment, distribution, and joint execution of that knowledge (Morris, 2019).Knowledge can be acquired through direct experience, from the experiences of others, or organizational memory. Tortorella, &Sawhney (2020) suggested that organizational learning occur fewer than two conditions: the first, when an organization achieves its envisioned goals, and the second, when identifying and correcting a mismatch between intentions and outcomes. Distinguish among single-loop learning and double-loop learning. Both forms of learning have been defined as adaptive or generative learning. Single-loop or adaptive circuit learning is an incremental learning which needs only a few changes and improvements to correct the standard deviation without the need for challenging assumptions, beliefs or decisions (Kantamara and Ractham, 2014). For instance, Sullivan, & Brand (2015) proposed that single-loop learning-based organizations define the “governing variables” they want to accomplish based on objectives and principles, and then observe and valuation the achievements and take remedial actions, such as completing cycles when compulsory. Double-loop or generative learning comprises challenging conventions, views, standards, and choices, relatively than accommodating them. Based on these assumptions, learning by examining the root cause of the problem to establish a new learning cycle is much deeper than the customary learning cycle providing by single-loop or instrumental cycle learning. This happens when the surveillance procedure begins to reconstruct "governing variables" to encounter new circumstances, which may be triggered by the peripheral environment. The organization has learned the new knowledge that needs to be implemented as the environment changes and can then decide how to do it. This learning becomes action. The process is illustrated.

As commented by Klev & Levin (2016), learning in a single-loop may be related to gradual transformation. "In this instance, the institution will experiment with new methods and strategies and try to respond quickly to its consequences of ongoing alteration and adaptation". In compare to, double-loop learning is related to "fundamental changes, which may mean major changes in strategic direction, and may be related to replacement of senior staff and overall review of the system." Generally, double-loop learning is considered a better choice, but in some cases, single-loop learning could remain more applicable.
In the existing reviewed literature there are two key concepts of organizational learning: single-loop and double-loop learning. Single-loop learning is one of problem solving processes (Kantamara and Ractham, 2014; Antunes and Pinheiro, 2019).

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People often check the environment, relate data with specifications, and then take applicable measures. People will see their options and solve the problem. They respond to internal or external changes by finding and adjusting errors to uphold the characteristics of the organization specification. It seems a unique type of single-loop learning that happens when mistakes or problems are sensed and adjusted; the organization carries on implementing its strategies and goals. Error-correcting and problem-solving activities can increase the knowledge-base or company's particular capabilities or customs without changing the basic nature of the organization's actions (Costa,2018). Conversely, learning with a double-loop is the process of comparing a situation with a specification, asking if the specification is appropriate and testing whether this is the best way to do things (Mohajan, 2017). Existing regulatory standards will be questioned to create a new set of standards. The organization participates in the examination and amendment of the organization's rules, procedures, policies and primary objectives. This process involves changing the knowledge or routine in the knowledge base or corporation (Nonaka, & Toyama, 2015).

It has been proven that double-loop learning is better suited to withstand existing turbulence and changing environments (Termeer, &Biesbroek et al., 2017). There is a link between organizational learning and the capability to transformation or adaptation to an untidy environment. The purpose of organizational learning is to generate new knowledge and innovations associated to constant development. Additionally, double-loop learning has been revealed to advance new organizational knowledge that can be incorporated into educational learning paradigms (Bada, & Olusegun et al., 2015). Therefore, there may be a positive significant relationship among organizational learning and organizational excellence.

## Organizational learning in Abu Dhabi Police Department

The investigation used as a case study from the Abu Dhabi Police Department (ADP). The United Arab Emirates (UAE) is comprised of seven United Arab Emirates. The UAE's capital, Abu Dhabi, is a T-shaped island and the largest emirate with a population of 2,908,173 in 2016 (Statistical Yearbook, 2018). Abu Dhabi is situated on the southern coastline of the Arabian Gulf. The desert accounts for 70% of its total area. The Abu Dhabi Police Force was come into being in 1957. The police force is accountable for maintaining the safety and crime prevention of the emirate of Abu Dhabi, which covers an area of 67,440 square kilometers, equivalent to 86.67% of the United Arab Emirates (National Bureau of Statistics, 2013), and is divided into four geographical regions (the capital, the outer regions, Western Region and Al Ain).

In the UAE, the Abu Dhabi Police is the leading law enforcement agency. The police force is under the direction of Deputy Prime Minister His Highness Lieutenant General Sheikh Saif Bin Zayed Al Nahyan. The vision of the Abu Dhabi Police is to ensure that it meets the needs of the public through effective training and integrity. Therefore, its basic principles are integrity, decency, justice and respect for everyone's constitutional rights, regardless of their race, religion or background (Cain, 2019). The Abu Dhabi police are under the responsibility of the Ministry of the Interior. However, to ensure that it operates effectively and efficiently, it cooperates with local, national and

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international organizations to ensure the enforcement of laws in the latter safeguard public safety and maintain law and order (DHS, 2019).

To combat crime and ensure that the people and interests it protects from danger, the Abu Dhabi Police Force has been working to increase the efficiency of its operations. To achieve this, the force has established an organizational structure to ensure that various personnel in the force are able to pass and execute instructions and information for higher-level command.

Therefore, the culture of the police force is to adopt new technologies and practices that are effective in its operations and incorporate them into traditional practices that successfully ensure that it achieves its goals. In the process, Abu Dhabi's police force has been capable to meet the needs and requirements of the people, institutions and interests it serves, and is therefore considered a major partner of the Abu Dhabi community.

Since 1995, Abu Dhabi police have participated in a modernization program aimed at improving their operations through the inclusion and use of ICTs. One of the main goals of adopting and implementing this strategy is to increase the transparency and accountability of the police force.

To this end, it is recommended that companies establish monitoring mechanisms such as financial audit systems, dashboards, performance evaluations to monitor and control the activities of employees in a given organization. According to the theory of the organization, communication has shown playing a vital role in the management of the organization.

If human resources have a good relationship with other military personnel, it will be easier for relevant personnel within the department to detect the incident and verify the performance evaluation of police personnel after conducting internal investigations. This means that police surveillance agencies not only respond to bad behavior in the police. These surveillance agencies also need to help in transferring knowledge to the police based on practice and results.

## Organizational Excellence

Organizational excellence is corporate excellence that comprises different human resources, different associations, different processes and superior products (Qawasmeh et al., 2013). Excellence of the organization is the progress and provision of organizational developments and systems to advance performance and generate value for all stakeholders. Organizational Excellence is not just a quality system, which means that excellence must be achieved in entirety the organization sort out (Blankstein et al., 2016). Organizations of excellence are unique practices that manage the organization and deliver value to customers and other interested parties (Carayannis et al., 2014). An excellent organization is an organization's investment in key opportunities before an effective strategic plan and commitment to common goals. The purpose, resources, and performance of these common goals should be clear (Blankstein et al. 2016).

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## Organizational Success as Mediator

Organizational success is the skill of an organization to realize its goals through growth, regeneration, organizational sustainability, and continuous distribution of products or services in the market (Fernández, S. and Rainey, 2017). The organizational success dimension of an organization is organizational endurance and organizational growing (Simon et al., 2011).

In addition, successful organizations require inspirational leaders and solid managers. To attain growth and defensible results, organizations want to comply strategies and involve workforces. Organizations should consider the forthcoming phases of their business and consider superior ways to prosper. Organizations can see challenges as rivalry with their counterparts or as opportunities to bring them closer to their full possible achievements. The course they select to take determines their success. Success is measured by assessing the organization's position relative to objectives and tasks. Organizational quality is the performance of the project, quality, time, cost-related competitive standards, and the realization of different aspirations and expectations (Aga et al., 2016). In addition, organizational success is the point to which an organization can accomplish its continuing sustainability goals (Fleck, 2009). Organizational success is the capability of an organization to succeed its mission and goals to reach exceptional performance. Organizational success is the ability of an organization to coordinate its activities to achieve its goals based on a common vision of all stakeholders

## Research Methodology

This research purely quantitative method the questionnaire survey to assessing organisational learning framework in Abu Dhabi Police department towards organizational excellence. A total of 291 questionnaire sets were considered adequate in accordance with the sampling methods used to determine the sample size. These were therefore administered to randomly selected respondents in the Abu Dhabi UAE police sector. The analysis of data using appropriate statistical techniques statistical package for social sciences (SPSS) and structural equation modelling (SEM) as the research is quantitative in nature.

## Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis is a more reliable factor analysis method that examines whether a construct's measures are in line with the researcher's view of the nature of that construct (Awang, 2014). In fact, Awang (2015) stated that the CFA procedure relieved older methods such as EFA in order to establish validity of the construction.

The proposed effects between Abu Dhabi police department towards organizational excellence were based on previous validated empirical literature. Confirmatory Factor Analysis (CFA) is designed to confirm the effects between Abu Dhabi police department towards organizational excellence as a genuine accident prevention strategy aimed at boosting the values of Abu Dhabi police department towards organizational excellence. Inferably, CFA is to test the association that may exist between the observed variables under each hypothesized construct to quantitatively

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evaluate the quality of the factor structure that would provide further evidence of the new measurement's construct validity.
Basically, the use of SEM with the combination of CFA for this research is in line with the standard steps recommended by leading scholars (Awang, 2015; Hair et al., 2011) such as: (1) model specification; (2) model identification; (3) parameter estimation; (4) goodness-of-fit measurement; and (5) model re-specification.
To be exact, the preliminary measure is to test the validity of the measurement model before considering the structural model in this research analysis process. Accordingly, both measurement and structural models were evaluated through the estimation of Maximum Likelihood (ML). Table 1 outlined the goodness-of-fit indices and level of acceptance used as a guide in the evaluation of the fitness of construct measurement models and structural equation models.

**Table 1: Goodness-of-fit index and level of acceptance**

| Name of category | Goodness-of-fit indices | Acceptance level | Comments | Literature support |
|---|---|---|---|---|
| Absolute fit | Chisq | P > 0.05 | Sensitive to sample size greater than 200 | Wheaton *et al.,* (1977) |
| Absolute fit | RMSEA | RMSEA < 0.08 | Range 0.05 to 1.00 is acceptable | Brownne & Cudeck (1993) |
| Absolute fit | GFI | GFI > 0.90 | GFI = 0.95 Is a good fit | Jorekog & Sorbom (1984) |
| Incremental fit | AGFI | AGFI > 0.90 | AGFI = 0.95 Is a good fit | Tanaka & Huba (1985 |
| Incremental fit | CFI | CFI > 0.90 | CFI = 0.95 Is a good fit | Bentler (1990) |
| Parsimonious fit | Chisq/df | Chisq/df< 5.0 | The value should be less than 5.0 | Marsh & Hocevar (1985) |

Source: Adapted from Awang (2014; 2012)

Re-specified models were subsequently tested in this research before using the models for further analysis and Modification Indices (MI) was used as a guide for detecting specification errors during the model re-specification process. Consequently, confirmatory factor analysis of the measurement model entire latent constructs in the research assessment framework evaluated and presented in the subsequent sections accordingly. In addition, initial measurement models were presented sequentially for each latent construct; fitness indexes; modification indices and; final measurement models. The purpose of this was for readers to understand each step of evaluating the fitness of each measuring model in the research evaluation model.

## Convergent validity analysis

Convergent validity is referred to as the factor loading scores from the items of measurement scale in a latent construct which should be correlated and significant. Such items are supposed to measure the same construct and if their factor loading scores are greater than 0.5, then the convergent requirement sustained (Awang, 2014; 2015)

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In this research, factor loading for all the items in the final measurement model and Bentler-Bonett coefficient (NFI) are used for the assessment of the convergent validity (Hair *et al*., 2011). The results of the final measurement models' items and NFI values were above 0.5 and 0.9 respectively as earlier presented. Table 2 is hereby presented to give the summary. From the foregoing in all measurements model of every constructs, convergent validity for all the constructs in this research satisfied the acceptable requirement.

**Table 2: convergent reliability**

| Constructs | CR | AVE |
|---|---|---|
| **Employee empowerment** | 0.943 | 0.721 |
| **knowledge management** | 0.785 | 0.646 |
| **Technology Applications** | 0.954 | 0.712 |
| **Knowledge transfer** | 0.954 | 0.834 |
| **Organizational Success** | 0.893 | 0.614 |
| **Organizational Excellence** | 0.935 | 0.635 |

## Discriminant validity analysis

Discriminant validity according to Awang (2014) is defined as a scientific measurement concept and commonly connotes construct validity. Inferably, construct's discriminant validity is attained when all the redundant items in a construct are removed and the remaining items correlate strongly with the construct. In other words, discriminant validity captures some important components of goodness-of-fitness model requirement. In line with the submissions of Awang (2014) and Hair, et. al. (2011) that it is important to establish discriminant validity between exogenous variables in the research assessment framework. They also emphasised that correlation between them should be lower than 0.85, Pallant (2011) recorded that below 0.9 correlation coefficient is acceptable. The result showed that all the constructs in this research satisfied the acceptable requirement because redundant items were all removed and correlation between the sub-constructs was lower than 0.85 score. In summary, convergent, construct and discriminant validity requirement hold for this research constructs. This implies that the entire constructs in this research could be employed for the analysis of structural equation modelling.

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**Table 3: The Discriminant Validity**

| Constructs | Employee empowerment | Knowledge management | Technology Applications | Knowledge transfer | Organizational Success | Organizational Excellence |
|---|---|---|---|---|---|---|
| **Employee empowerment** | **0.734** | | | | | |
| **Knowledge management** | 0.122 | **0.702** | | | | |
| **Technology Applications** | 0.291 | 0.295 | **0.821** | | | |
| **Knowledge transfer** | 0.271 | 0.098 | 0.218 | **0.73** | | |
| **Organizational Success** | 0.182 | 0.085 | 0.154 | 0.152 | **0.812** | |
| **Organizational Excellence** | 0.053 | 0.516 | 0.189 | 0.128 | 0.16 | **0.65** |

## Unidimensionality

In this study, construct validity was examined by analysing both convergent validity and discriminant validity for the fitness of the structural model. According to Pallant (2011) the construct validity is explored by investigating its relationship with other constructs, both related (convergent validity) and unrelated (discriminant validity). According to Hair *et. al.* (2010) Average Variance Extracted (AVE) should not be less than 0.5 to suggest adequate convergent validity, and AVE estimates for two factors to provide evidence for discriminant validity (Hair, *et al*., 2010). According to Forneil & Larcker (1981) if the AVE is higher than the square of the correlation coefficient among the constructs, it can be asserted that discriminant validity is satisfied. In addition, the reliability is assessed through internal reliability (Cronbach's alpha), Construct Validity (CR), and Average Variance Extracted (AVE).

The requirement of uni dimensionality was achieved through the item-deletion process of low factor loading in the respective latent constructs. It was ensured that all items in the measuring models were with factor loadings greater than the threshold requirement of 0.6 (Awang, 2012; 2014 and 2015).

## Analysis for structural equation modelling

After the uni dimensionality, reliability and validity of the research constructs were ascertained, the next stage of analysis model is the entire constructs into a single structural equation model using Analysis of Moment Structure (AMOS). The reason for the pull out is to display the causal effects between one construct and the other in line with the set hypotheses.

The exogenous and endogenous variables in the research assessment framework were arranged. The arrangement stated with the exogenous variables intervening variable and the endogenous variable at the end. The connection between each construct is linked with arrow in the hypotheses' direction as presented in Figure 1. However, the model was used to analyse the multidirectional relationships within the entire research constructs.

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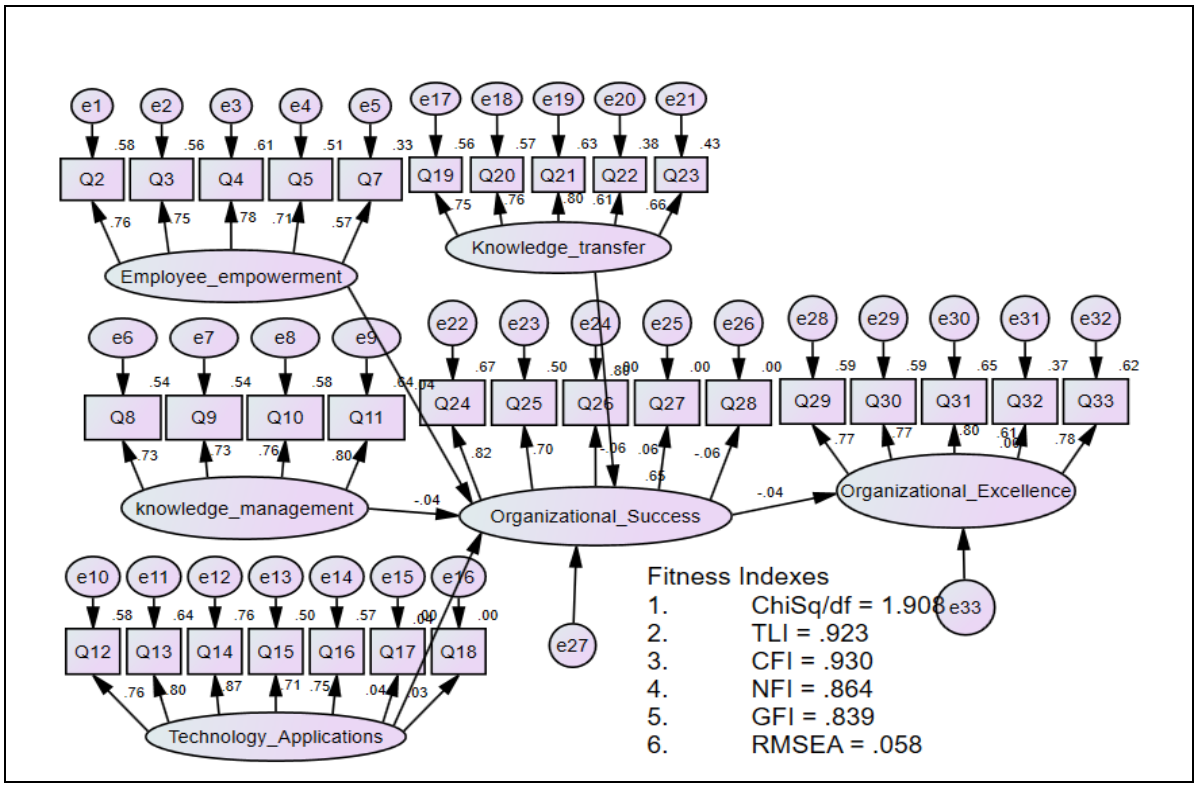


**Figure 1: Structural measurement model for the entire research constructs and goodness-of-fitness for structural model**

As shown in Figure1, and table 4 certain fitness indexes for the structural measurement model do not attain the acceptable and required level of goodness-of-fitness indexes (Awang, 2014). The observed factor loadings for the entire constructs were above 0.5, though, fitness indexes were relatively below the recommended level. Therefore, modification indices examined in order to identify redundant items and they were correlated for the improvement of the model's goodness-of-fitness indexes.

**Table 4: The Fitness Indices of structural model**

| Name of Index | Level of Acceptance | Index Value | Comments |
|---|---|---|---|
| **Chisq/df** | Chisq/df ≤3 | 1.903 | The required level is achieved |
| **TLI** | TLI ≥ 0.9 means satisfactory | 0.923 | The required level is achieved |
| **CFI** | CFI ≥ 0.9 means satisfactory fit. | 0.930 | The required level is achieved |
| **NFI** | NFI ≥ 0.80 suggests a good fit | 0.864 | The required level is achieved |
| **GFI** | GFI ≥ 0.80 suggests a good fit. | 0.839 | The required level is achieved |
| **RMSEA** | RMSEA ≤ 0.08 mediocre fit. | 0.058 | The required level is achieved |
| **Model is accepted** | | | |

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In summary, the goodness-of-fitness for the two structural measurement models are presented in the figure which showed the progressive improvement in the goodness-of-fitness indexes till acceptable level was realised. The final structural measurement model provided the analysis of the causal effect (impact) for the multiple constructs in the path diagram. First and foremost, the fitness indexes for the structural model which reflect how fit is the hypothesized model with the data at hand was observed and satisfactory within the established acceptable level of goodness of fitness indexes (Awang, 2015 and Hair *et al.,* 2011).
The standard regression weights indicated the estimate of beta coefficient which measures the impacts of the main constructs; exogenous variables on the intervening variable and endogenous variable (Organizational Excellence).
The Analysis Moment of Structures (AMOS) used for the structural equation modelling in this research normally produced two types of text outputs: standardized regression weights and unstandardized regression weights for the path analysis. However, the standardized regression weight is adopted to explain the relationship among the entire constructs in the research theoretical framework and subsequently for testing the hypotheses in the research as it is recommended to be better as it is easier to interpret (Awang, 2015).

1. **Testing of research hypotheses**

The comprehensive review of literature facilitated the earlier presented hypothesised research model in the chapter two`. The hypothesised result in the Table 5 outlined the outcome of every respected path in the structural measurement model.

**Table 5: The summary of the tested hypotheses in this research**

| S/N | The main hypothesis statement in the research | | P-value | Result |
|---|---|---|---|---|
| 1. | H1 | *Organizational Learning significantly effects on the Organizational Excellence through organizational success* | *** | Supported |
| 2. | H2 | *Organizational learning significantly effects on the organizational success* | *** | Supported |
| 3. | H3 | *Organizational Success as mediator significantly effects on the Organizational Excellence* | *** | Supported |

**Key: *** represents P-value is less than 0.001**

Therefore, every path's hypothesis in this research is presented accordingly in the next paragraphs. Earlier in the course of highlighting the problem statement of this research in chapters one and two, it was mentioned that the consequences of Abu Dhabi police department towards organizational excellence. However, for the purpose of this research, an in-depth study of this consequence on effects Abu Dhabi police department towards organizational excellence .From the foregoing therefore, with reference to the relationship between the objectives of this study, the structural measurement model and the hypotheses set for this study, it could be said that as it

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has been proven that specialized strategies improvement mechanism in effects between Abu Dhabi police department towards organizational excellence will be achieved by using strategies of this research, the study has provided proof that any effort made to douse the tension of organizational excellence using the strategy of this study is a step believed to be taken in the right direction.

## Conclusion

Organizational learning significantly effects on the organizational success. The results agreed with the previous study done by (Döös et al., 2015) provide employees with information that allows them to deal with and adapt to different situations and to benefit from them to the extent that contributes to improving the behaviour of the employees of the organization. It is the process of developing the skills and capabilities of the staff of the organization, which achieves its distinction and adapts to environmental changes.

This research is made specifically to propose new model of organizational learning in achieving organizational excellence in Abu Dhabi public sector. This research investigated the level of understanding, sensitivity, acceptance and readiness of organizational learning among members of Abu Dhabi Police Department in achieving organizational excellence through the organizational learning.
More importantly, the result of the analysis, which was based on the respondents' perception of the desirability and workability of the framework also supports the applicability of the framework. The desirability of the framework was further ascertained through framework validation by CFA. The validation of the model was carried out after research findings had been obtained. The result findings from the respondents further attested to the ability of the framework to perform better as a catalyst to successful makes a customer satisfied and feel safe. This framework can apply to reduce the crime and ensure that the people and interests it protects from danger, the Abu Dhabi Police Force has been working to increase the efficiency of its operations. Therefore, based on the above findings on the level of responsibilities, the proposed model showed that the organizational success mediates the relationship between organizational learning and organizational excellence in Abu Dhabi Police Department.

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**Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/**
**Journal of Tianjin University Science and Technology**
**ISSN (Online): 0493-2137**
**E-Publication: Online Open Access**
**Vol:55 Issue:03:2022**
**DOI 10.17605/OSF.IO/NZAE8**

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