

Effective Operational Risk Management (EORM) in the Dubai Police and the Impact of Operational Risk Enablers (ORE)

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Abstract

In an era of increasing complexity and unpredictability in public security, effective risk governance is essential for law enforcement agencies. This study investigates how key institutional enablers influence Effective Operational Risk Management (EORM) within the context of the Dubai Police Department. In response to the growing complexity and unpredictability of law enforcement operations, the research develops a conceptual framework that examines the impact of five critical dimensions that are governance, leadership, information technology, risk awareness, and compliance which collectively termed as Operational Risk Enablers (ORE). A quantitative research design was employed, using a structured questionnaire administered to 328 police personnel. The collected data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS. The results demonstrate that compliance, information technology, and risk awareness have statistically significant positive effects on effective ORM, while governance and leadership were found to be non-significant. Among the predictors, compliance emerged as the most influential factor, highlighting its essential role in risk reduction strategies. The model explains 26.3% of the variance in ORM outcomes, indicating a moderate level of explanatory power. The findings contribute to both theory and practice by offering an

evidence-based approach to enhancing institutional resilience, optimizing risk governance, and supporting strategic planning in policing operations. The study emphasizes the importance of fostering a risk-aware, technologically enabled, and regulation-driven culture to safeguard public safety and maintain Dubai's reputation as a secure and innovation-led city.

Keywords: Operational Risk Management, Police Governance, Compliance, Public Safety Strategy

1. Introduction

Modern law enforcement agencies operate in increasingly complex, high-risk environments where the cost of operational failure can be severe, both in terms of public safety and institutional credibility. The Dubai Police, as one of the most technologically advanced and publicly visible policing institutions in the region, faces a growing array of operational risks ranging from critical incident mismanagement and cyber threats to compliance failures and reputational damage. These risks are amplified by rapid digital transformation, rising citizen expectations, and the geopolitical sensitivities of the UAE's regional leadership role (Renner, Cvetković, & Lieftenegger, 2025; Heaton, Bryant, & Tong, 2019).

Despite significant advancements in smart policing technologies, the challenges of managing operational risk remain pressing. Recent incidents in global and regional policing contexts have highlighted how gaps in leadership, governance, compliance, and technology integration can lead to devastating operational breakdowns (Farrow, 2024; Achim, 2014). In the UAE, police departments such as the Dubai Police have implemented various isolated risk controls, but a systematic and integrated risk management framework remains underdeveloped (Juma, Perumal, & Mansoor, 2022). These limitations are particularly concerning in the context of high-stakes activities such as counter-terrorism, crowd control, and cybercrime enforcement.

Previous studies have addressed specific aspects of risk management in police organizations, including tactical unit operations (Rojek, 2005), occupational health and safety (Achim, 2014), and information systems supporting risk-based planning (Bogdalski, 2018). While these contributions have advanced understanding in discrete domains, they often lack a holistic and operationalized approach to risk management tailored to policing institutions in the Gulf region. Moreover, limited empirical research has focused on the interaction between key enablers of operational risk management such as governance, leadership, information technology, risk awareness, and compliance and their collective impact on organizational resilience and performance (Al Ramahi, 2015; Seaman & Gioia, 2023).

This study addresses these gaps by aiming to develop a comprehensive framework for Effective Operational Risk Management (EORM) within the Dubai Police. The proposed framework investigates the impact of Operational Risk Enablers (ORE) as independent variables influencing the effectiveness of risk management practices. The study builds on established risk theories and draws empirical insights from international best practices and local institutional contexts.

By identifying and validating the critical enablers of EORM, this research contributes to the development of a practical and context-specific model that can enhance operational continuity, institutional accountability, and public trust. It also provides a strategic foundation for aligning Dubai Police risk practices with national priorities such as UAE Vision 2031, and contributes to broader discourses on innovation-driven, ethical, and resilient law enforcement in the 21st century.

2. Framework Development

This section presents the development of a framework for Effective Operational Risk

Management (EORM) within the Dubai Police by examining the impact of Operational Risk Enablers (ORE). In this framework, the Independent Variables (IVs) consist of key ORE dimensions, while the Dependent Variable (DV) represents the overall effectiveness of operational risk management. The relationships among these variables are analysed to establish a strategic foundation for enhancing risk mitigation practices. The following subsection elaborates on the constructs included in the framework.

2.1 Operational Risks Enabler (ORE) in the Dubai Police

In the proposed framework, Operational Risk Enablers (ORE) serve as the independent variables, representing a set of institutional, structural, and strategic capabilities that enhance an organization's ability to effectively manage operational risks. Within a high-stakes law enforcement context such as the Dubai Police, the importance of ORE is amplified due to the dynamic, unpredictable, and often hazardous nature of policing activities (Renner, Cvetković, & Lieftenegger, 2025). This study focuses on five key dimensions of ORE: governance, leadership, information technology, risk awareness, and compliance. These dimensions are further elaborate in the following sub-section.

2.1.1 Governance

Governance in the context of operational risk management refers to the systems, structures, policies, and procedures that define accountability, decision-making authority, and oversight mechanisms within an organization. For law enforcement agencies like the Dubai Police, effective governance is foundational to maintaining operational integrity and minimizing legal and reputational risks (Heaton, Bryant, & Tong, 2019).

Clear governance frameworks enable proactive risk identification, control, and coordination across departments, while ensuring transparency and compliance with national and organizational mandates (Farrow, 2024). These frameworks also promote strategic alignment with broader security and policy objectives, such as those outlined in national initiatives like UAE Vision 2031, reinforcing the integration of risk considerations into policing priorities.

Governance mechanisms in policing institutions support effective risk communication, internal reporting systems, and performance evaluation, thereby contributing to enhanced decision-making during routine and critical operations (Al Ramahi, 2015; Seaman & Gioia, 2023). Moreover, good governance fosters organizational learning by embedding accountability and continuous improvement into operational processes (Mowle, 2021).

2.1.2 Leadership

Leadership plays a pivotal role in shaping an organization's risk culture, influencing operational decision-making, and reinforcing accountability structures. In law enforcement, effective leadership is essential for fostering a risk-aware environment and promoting organizational learning from critical incidents (Mowle, 2021; Farrow, 2024). Leaders in police organizations are expected not only to manage day-to-day operations but also to navigate uncertainty, anticipate threats, and support resilience in high-risk situations. Transformational leadership has been recognized for its capacity to drive performance

improvement through innovation, adaptability, and ethical behavior (Al Ramahi, 2015). It empowers teams by encouraging participation, building trust, and promoting shared responsibility for risk outcomes.

In the context of the Dubai Police, leadership is central to mobilizing resources, implementing strategic risk mitigation initiatives, and aligning operations with national priorities such as UAE Vision 2031. Strong leadership also ensures effective communication across ranks and departments, thereby supporting risk coordination and compliance enforcement (Seaman & Gioia, 2023). Moreover, ethical leadership behaviour sets a standard for professionalism and reinforces organizational values, creating an internal culture where risk management is embedded into everyday policing practices (Renner, Cvetković, & Lieftenegger, 2025). By modelling transparency, accountability, and resilience, police leaders help build a sustainable foundation for operational risk management.

2.1.3 Information Technology

Information Technology (IT) serves as a strategic enabler of operational risk management by enhancing capabilities in risk detection, communication, analysis, and response. In contemporary policing environments, advanced technologies such as risk terrain modelling, predictive analytics, and surveillance systems support informed, data-driven decision-making, helping law enforcement agencies anticipate and mitigate operational threats (Kennedy, Caplan, & Piza, 2011; White, 2023). The integration of IT into police operations significantly improves situational awareness, incident response, and resource deployment, enabling officers and decision-makers to act with precision in real time. Technologies including big data analytics, artificial intelligence (AI), geospatial systems, and integrated communication platforms are now central to building intelligent and adaptive risk management systems (Seaman & Gioia, 2023; Renner, Cvetković, & Lieftenegger, 2025).

Dubai Police have emerged as a regional leader in smart policing, leveraging IT innovation to drive operational excellence. Initiatives such as the Smart Police Station (SPS) exemplify how digital infrastructure can reduce dependency on manual processes, improve service delivery, and support early detection of security risks. These systems not only reduce human error but also foster transparency and accountability through enhanced data tracking and reporting mechanisms (White, 2023). Ultimately, the strategic deployment of information technology strengthens the Dubai Police's capacity to monitor threats, coordinate responses, and align operational practices with evolving security demands.

2.1.4 Risk Awareness

Risk awareness refers to the degree to which personnel at all levels of a policing organization are cognizant of potential threats, vulnerabilities, and the appropriate mechanisms for mitigating them. It encompasses both an organizational culture of vigilance and the systematic training necessary to respond to dynamic and complex risk scenarios (Renner, Cvetković, & Lieftenegger, 2025; Seaman & Gioia, 2023).

Effective risk awareness is foundational to operational resilience. It must be institutionalized through regular training programs, scenario-based simulations, debriefing after critical

incidents, and the promotion of transparent communication across departments. As highlighted in studies of police organizations, a lack of awareness or preparedness can undermine even the most robust risk management structures or technological systems, leading to implementation failures and increased exposure to operational risks (Farrow, 2024; Mowle, 2021).

The Dubai Police have prioritized professional development and risk education as part of their broader transformation agenda. Initiatives focused on tactical readiness, continuous learning, and high-risk scenario planning reflect a proactive approach to embedding awareness into the organizational fabric. This commitment not only strengthens internal capacity but also enhances public trust by ensuring that personnel are equipped to act decisively and responsibly in high-pressure situations.

2.1.5 Compliance

Compliance refers to the adherence to laws, regulations, internal policies, and external standards that govern organizational operations. In the context of operational risk management, compliance is essential for ensuring that institutional practices align with legal, ethical, and procedural requirements, thereby safeguarding the organization from legal liabilities, reputational harm, and operational disruptions (Tayler, 2021; Farrow, 2024).

For law enforcement agencies such as the Dubai Police, compliance is not limited to administrative checks or audits. It encompasses broader dimensions such as ethical conduct, data protection, human rights obligations, and international policing standards. Effective compliance frameworks promote accountability, transparency, and trust, both internally among personnel and externally with the public and international partners (Al Ramahi, 2015; Seaman & Gioia, 2023).

In Dubai's rapidly evolving security environment, characterized by advanced biometric systems, national identity integration, and the deployment of AI-powered surveillance tools, compliance becomes even more critical. These innovations require careful balancing between national security imperatives and the protection of individual civil liberties. Failure to maintain compliance in such domains may lead to public resistance, legal challenges, or international scrutiny (White, 2023; Tayler, 2021).

The Dubai Police's approach reflects a strategic understanding of compliance as both a regulatory obligation and a mechanism for ethical risk governance. Through regular policy reviews, training, and alignment with global best practices, the force aims to institutionalize compliance as a key enabler of effective and sustainable operational risk management.

2.2 Operational Risk Management (ORM) in the Dubai Police

Operational Risk Management (ORM) is a structured and systematic process that enables organizations to identify, assess, control, and monitor risks that may arise from internal operations, personnel, systems, or external events. In policing contexts, ORM is crucial for ensuring operational continuity, safeguarding public safety, upholding legal and ethical standards, and protecting officers from harm or liability (Heaton, Bryant, & Tong, 2019;

Achim, 2014). The inherently high-risk nature of law enforcement such as crime intervention, emergency response, public demonstrations, and enforcement of legal mandates that makes ORM a core function within police institutions. ORM helps mitigate not only physical threats but also reputational, legal, ethical, and technological risks that could disrupt policing outcomes (Juma, Perumal, & Mansoor, 2022; Beroggi & Wallace, 2002).

Policing agencies like the Dubai Police operate in environments characterized by volatility, public scrutiny, and complex security challenges. This calls for a proactive and adaptive ORM approach that not only responds to immediate threats but also anticipates future vulnerabilities through risk forecasting, scenario planning, and data-driven intelligence (Bogdalski, 2018; Renner, Cvetković, & Lieftenegger, 2025). Modern ORM in policing is no longer limited to field operations; it increasingly encompasses digital and systemic risks arising from surveillance technologies, artificial intelligence, big data usage, and cybercrime investigations. While these technologies enhance police capabilities, they introduce new challenges such as data privacy concerns, algorithmic bias, cybersecurity breaches, and accountability in automated decision-making, underscoring the need for robust and responsive ORM frameworks (Young & Fone, 1998; Paton, 2006).

In the case of Dubai Police, ORM is deeply embedded into strategic planning, operational procedures, and digital transformation efforts. The deployment of smart policing initiatives, including AI-integrated surveillance, biometric systems, and digital citizen services, has been accompanied by efforts to institutionalize ORM within command structures, internal audits, and officer training programs (Juma et al., 2022; Bogdalski, 2018). A distinguishing feature of effective ORM is its integration into organizational culture. Risk-aware cultures are driven by strong leadership, governance, and open communication, encouraging transparency, ethical conduct, and continuous learning (Stankovski, n.d.; Rojek, 2005). In policing, cultural alignment ensures that risk management systems are embraced by personnel, rather than undermined through disengagement or resistance.

Furthermore, interdisciplinary collaboration, knowledge sharing, and international benchmarking have become vital components of ORM in today's globalized security landscape. Dubai's positioning as a hub for innovation and safety makes comprehensive ORM not only a best practice but a strategic imperative to maintain operational resilience and public trust.

2.3 Formulation of the Framework

The conceptual framework developed in this study, as illustrated in Figure 1, aims to examine how the Dubai Police Department manages operational risks through the influence of key internal enablers. This framework identifies five critical independent variables, governance, leadership, information technology, risk awareness, and compliance, collectively referred to as Operational Risk Enablers (ORE). These enablers are hypothesized to exert a direct influence on the dependent variable, Operational Risk Management (ORM), which in this context refers to the structured processes by which the Dubai Police identify, assess, mitigate, and monitor operational risks across their diverse operational domains (Juma, Perumal, & Mansoor, 2022; Heaton, Bryant, & Tong, 2019).

The theoretical grounding of the framework is rooted in Contingency Theory, which asserts that organizational effectiveness is contingent upon the fit between internal structures and external demands. Within a law enforcement context, this theory implies that effective operational risk management is shaped by how well the organization aligns its governance mechanisms, leadership styles, technological tools, and risk management culture with the evolving complexities and threats of its environment (Young & Fone, 1998; Beroggi & Wallace, 2002). For example, adaptive governance and strategic leadership in policing can determine how efficiently operational risks are assessed and acted upon under varying situational pressures (Al Ramahi, 2015).

To further strengthen its conceptual basis, the framework also incorporates principles from the Resource-Based View (RBV), which emphasizes that organizations achieve sustained effectiveness through the deployment of valuable, rare, inimitable, and non-substitutable (VRIN) resources. These include leadership competency, regulatory compliance systems, and technological capabilities, which collectively shape an institution's ability to respond effectively to operational risks (Seaman & Gioia, 2023; Kennedy, Caplan, & Piza, 2011). In the case of the Dubai Police, smart policing initiatives such as predictive surveillance and AI-enabled decision systems highlight the strategic use of technology as a risk management enabler (White, 2023).

Furthermore, the framework reflects insights from recent empirical research emphasizing the importance of risk-aware organizational culture and ethical governance in policing (Renner, Cvetković, & Lieftenegger, 2025; Farrow, 2024). These dimensions are not only operational tools but also part of the institutional DNA that drives resilience, accountability, and responsiveness in high-risk public service environments..

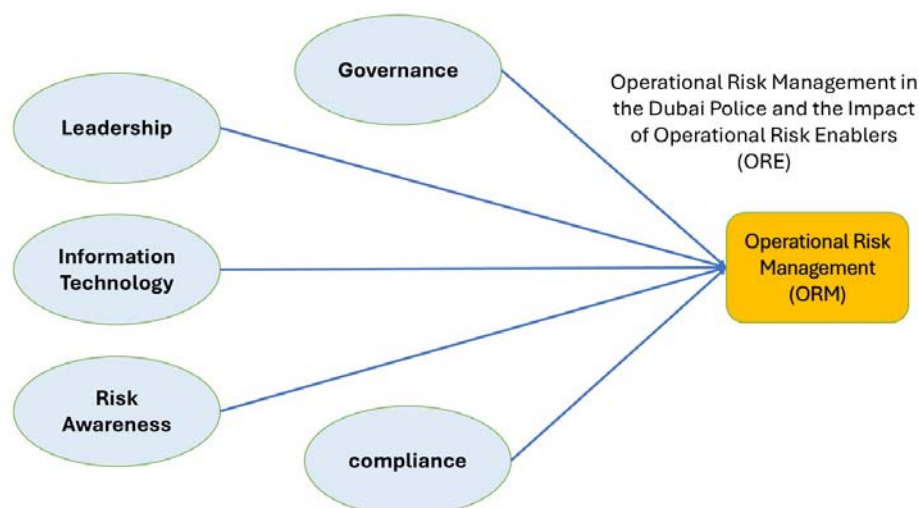


Figure 1. Conceptual Framework

3. Modelling of Framework

Based on the developed conceptual framework, a structural model was constructed to empirically examine the relationships between Operational Risk Enablers (ORE) and Operational Risk Management (ORM) within the Dubai Police Department. The model was operationalized using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS software, a robust variance-based technique suitable for complex models and theory development (Hair et al., 2017; Memon et al., 2021).

Primary data were collected through a structured questionnaire survey distributed to 328 police personnel, ensuring adequate sample size for statistical power and model estimation (Cohen, 1988). Each of the five enablers, governance, leadership, information technology, risk awareness, and compliance, was treated as an independent latent variable, while ORM was modelled as the dependent variable reflecting overall risk management effectiveness.

The PLS-SEM algorithm was employed to evaluate both the measurement model (reliability and validity of constructs) and the structural model (hypothesized relationships between constructs), following the analytical procedures recommended by Hair et al. (2019) and Sarstedt et al. (2020). The discriminant validity of the constructs was assessed using the Fornell-Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio, as proposed by Henseler, Ringle, and Sarstedt (2015), confirming that each construct was empirically distinct. Figure 2 presents the validated structural model, illustrating the path coefficients and statistical significance of each relationship. The model was evaluated using standard fit indices and metrics such as R^2 , t-values, p-values, and effect sizes (f^2) to determine explanatory power and practical relevance (Hair et al., 2017; Aburumman et al., 2022).

These analytical steps ensured rigorous testing of the theoretical framework and provided a robust foundation for interpreting the model's implications in the context of public sector risk management. This methodological approach aligns with best practices in PLS-SEM research, especially for studies focused on exploratory modelling, predictive accuracy, and complex constructs in applied organizational settings (Zeng et al., 2021; Memon et al., 2021). As such, it supports both the theoretical validation and practical utility of the proposed framework for improving risk governance in law enforcement agencies like the Dubai Police.

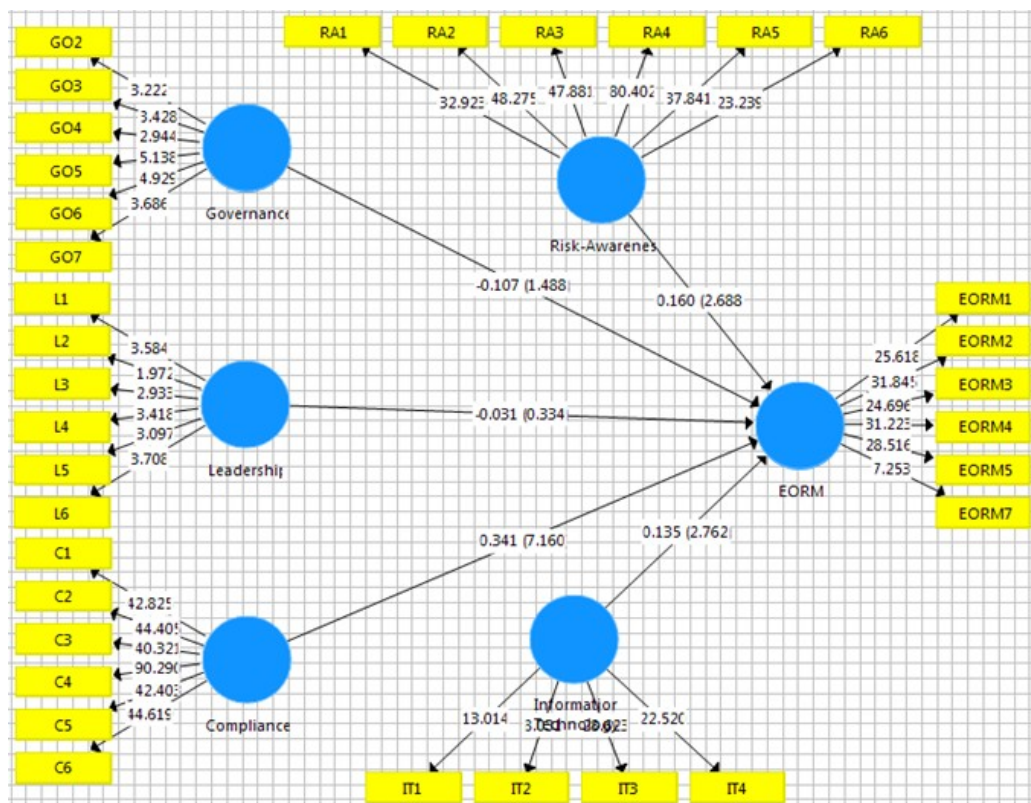


Figure 2. The developed model

3.1 Measurement Model Assessment

3.1.1. Construct Reliability and Validity

To evaluate the measurement model, construct reliability and validity were assessed using established Partial Least Squares Structural Equation Modelling (PLS-SEM) criteria. These assessments ensure that the latent constructs used in the framework accurately and consistently reflect their respective indicators. Specifically, convergent validity was examined through three main metrics: indicator loadings, composite reliability (CR), and average variance extracted (AVE) are in line with the guidelines proposed by Hair et al. (2017) and Hair et al. (2019).

Table 1. Results of construct reliability and validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Compliance	0.907	0.928	0.683
EORM	0.828	0.877	0.551
Governance	0.903	0.910	0.631
Information Technology	0.794	0.847	0.584
Leadership	0.877	0.882	0.562
Risk-Awareness	0.897	0.920	0.659

The results in Table 1 indicate that all variables in the model demonstrate strong internal consistency and convergent validity. Cronbach's Alpha values range from 0.794 (Information Technology) to 0.907 (Compliance), all exceeding the recommended threshold of 0.70, confirming the reliability of the constructs. Similarly, Composite Reliability (CR) values are all above 0.84, with the highest being 0.928 for Compliance, further supporting the internal consistency of the measurement items. In terms of Average Variance Extracted (AVE), all constructs meet the minimum acceptable value of 0.50, indicating sufficient convergent validity. The AVE values range from 0.551 for EORM to 0.683 for Compliance. These results collectively confirm that the measurement model is both reliable and valid, allowing for robust structural analysis in subsequent stages of the study.

3.1.2 Discriminant Validity

To ensure that each construct in the model represents a unique conceptual domain, discriminant validity was assessed using two widely accepted approaches: the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio of correlations. These techniques are considered standard practice in PLS-SEM research for confirming that latent constructs are empirically distinct from one another (Hair et al., 2019; Henseler, Ringle, & Sarstedt, 2015; Memon et al., 2021).

3.1.2.1 Fornell-Larcker Criterion

The Fornell–Larcker Criterion is a widely used method in PLS-SEM to assess discriminant validity by comparing the square root of each construct's AVE with its correlations to other constructs. If the AVE's square root is greater than the inter-construct correlations, it confirms that each construct is empirically distinct (Fornell & Larcker, 1981; Hair et al., 2019).

Table 2. Fornell-Larcker Criterion

	Compliance	EORM	Governance	Information Technology	Leadership	Risk Awareness
Compliance	0.826					
EORM	0.422	0.742				
Governance	0.182	-0.111	0.794			
Information Technology	0.247	0.323	-0.220	0.764		
Leadership	-0.256	-0.110	0.011	0.001	0.749	
Risk Awareness	0.374	0.378	-0.228	0.506	0.054	0.812

The results in Table 2 confirm this requirement for all constructs. For example, the square root of AVE for Compliance is 0.826, which is higher than its correlations with other constructs such as EORM (0.422), Information Technology (0.247), and Risk Awareness (0.374). Similarly, EORM shows a square root of AVE of 0.742, exceeding its correlations with other constructs, such as Risk Awareness (0.378) and Information Technology (0.323).

Other constructs such as Governance (0.794), Information Technology (0.764), Leadership (0.749), and Risk Awareness (0.812) also meet this criterion. These results collectively indicate that each construct is empirically distinct from the others, confirming strong discriminant validity within the model.

3.1.2.2 Heterotrait-Monotrait Ratio (HTMT)

The Heterotrait-Monotrait Ratio (HTMT) is a modern and more reliable approach for assessing discriminant validity in PLS-SEM, comparing the average correlations across constructs to those within constructs. Discriminant validity is considered adequate when HTMT values are below 0.85 or 0.90, depending on the strictness of the threshold (Henseler, Ringle, & Sarstedt, 2015; Hair et al., 2019).

Table 3. Heterotrait–Monotrait (HTMT) Ratios

	Compliance	EORM	Governance	Information Technology	Leadership	Risk Awareness
Compliance						
EORM	0.446					
Governance	0.226	0.132				
Information Technology	0.262	0.309	0.380			
Leadership	0.263	0.119	0.278	0.204		
Risk Awareness	0.401	0.386	0.241	0.595	0.102	

As shown in Table 3, all HTMT values fall well below the threshold of 0.85. For instance, the HTMT between Compliance and EORM is 0.446, between Information Technology and Risk Awareness is 0.595, and between Governance and Information Technology is 0.380. The lowest HTMT value is between Leadership and Risk Awareness (0.102), suggesting minimal overlap. These results provide strong evidence of discriminant validity, confirming that each construct in the model is distinct from the others in both conceptual and empirical terms.

3.2 Structural Model Assessment

The structural model was assessed to test the hypothesized relationships between the five exogenous latent variables, Governance, Compliance, Information Technology, Leadership, and Risk Awareness and the endogenous latent variable, Effective Operational Risk Management (EORM). This analysis aimed to determine the extent to which each operational risk enabler contributes to improving risk management practices within the Dubai Police context.

Path coefficients (β) were used to estimate the strength and direction of these relationships. According to Hair et al. (2017), coefficients approaching +1 indicate strong positive associations, while those nearing –1 suggest strong negative effects. The statistical

significance of these path estimates was determined using the bootstrapping technique with 5,000 subsamples, as recommended for robust hypothesis testing in PLS-SEM (Hair et al., 2019; Sarstedt et al., 2020).

Table 4. Results of structural assessment

Direct Relationship	Beta	T Statistics	P Values	f ²	R ²
Compliance -> EORM	0.341	7.160	0.000	1.600	0.263
Governance -> EORM	-0.107	1.488	0.137	0.734	
Information Technology -> EORM	0.135	2.762	0.006	0.792	
Leadership -> EORM	-0.031	0.334	0.739	0.791	
Risk-Awareness -> EORM	0.160	2.688	0.007	0.805	

Table 4 reveals critical insights into how Operational Risk Enablers (ORE) influence Effective Operational Risk Management (EORM) within the Dubai Police. The strongest and most statistically significant predictor is compliance, with a beta coefficient of 0.341 ($t = 7.160$, $p < 0.001$) and a large effect size ($f^2 = 1.600$). This finding aligns with Tayler (2021) and Farrow (2024), who emphasized that adherence to internal protocols, legal standards, and ethical frameworks is essential to minimizing liability and ensuring operational consistency in policing environments. The importance of compliance is particularly pronounced in technologically advanced law enforcement settings, where regulatory oversight must keep pace with innovation (White, 2023).

Information technology also demonstrates a statistically significant positive effect on EORM ($\beta = 0.135$, $p = 0.006$, $t = 2.762$; $f^2 = 0.792$), reinforcing previous research by Kennedy, Caplan, and Piza (2011) and White (2023), who highlighted the role of smart policing tools, risk terrain modeling, and predictive analytics in improving risk detection and real-time responsiveness. Similarly, Bogdalski (2018) found that IT integration enhances planning and execution of police operations by improving data quality and risk communication, which aligns with the Dubai Police's digital transformation strategies.

Risk awareness also shows a positive and significant relationship with EORM ($\beta = 0.160$, $p = 0.007$, $t = 2.688$; $f^2 = 0.805$). This supports findings from Renner et al. (2025) and Seaman & Gioia (2023), who stress that cultivating risk-conscious personnel through training, group dynamics, and scenario-based learning enhances institutional safety and resilience. The presence of a risk-aware culture ensures that operational risks are proactively identified and addressed at all levels of the organization.

In contrast, governance is negatively related to EORM ($\beta = -0.107$, $p = 0.137$, $t = 1.488$), and leadership shows a similarly non-significant effect ($\beta = -0.031$, $p = 0.739$, $t = 0.334$), despite both having moderate effect sizes. These results diverge from theoretical expectations and prior studies such as Heaton et al. (2019) and Al Ramahi (2015), who argued that strong governance and leadership structures are foundational to effective police risk management.

One possible explanation may be that, within the Dubai Police context, formal structures and leadership styles are present but not yet fully embedded in operational decision-making or are constrained by hierarchical and procedural rigidity. As Mowle (2021) suggests, leadership that lacks adaptive learning mechanisms may be less effective in dynamic, high-risk environments.

Overall, the model explains 26.3% of the variance in EORM ($R^2 = 0.263$), indicating a moderate explanatory power. These findings provide empirical support for the central role of compliance, information technology, and risk awareness in shaping effective risk management practices in law enforcement, while also identifying areas particularly governance and leadership where further development or contextual adaptation may be required.

4. Conclusion

This study investigated the influence of five key enablers, governance, leadership, information technology, risk awareness, and compliance, on Effective Operational Risk Management (EORM) within the Dubai Police Department. Grounded in established theoretical frameworks and supported by empirical data from 328 police personnel, the research developed and validated a conceptual model to assess the role of Operational Risk Enablers (ORE) in enhancing risk mitigation and operational resilience.

The structural model analysis revealed that compliance, information technology, and risk awareness have statistically significant and positive effects on EORM. Of these, compliance emerged as the most influential factor, highlighting the critical role of institutional adherence to legal standards, internal protocols, and ethical practices in fostering a culture of risk accountability. Information technology was also found to significantly enhance EORM by facilitating real-time decision-making, enabling advanced surveillance capabilities, and improving communication efficiency. Likewise, risk awareness contributed positively to risk outcomes, suggesting that cultivating organizational understanding of potential threats and vulnerabilities strengthens preparedness and resilience.

In contrast, governance and leadership demonstrated statistically non-significant relationships with EORM. Although both constructs are traditionally considered fundamental to organizational effectiveness, their limited impact in this context points to potential gaps in structural alignment or contextual implementation within the Dubai Police. This suggests the need for more tailored governance frameworks and adaptive leadership approaches that reflect the dynamic operational challenges of modern policing.

The model accounted for 26.3% of the variance ($R^2 = 0.263$) in EORM, indicating a moderate level of explanatory power. These findings offer valuable implications for police leadership and policymakers in the UAE, providing evidence-based guidance for strengthening operational risk frameworks. Enhancing compliance mechanisms, investing in smart technologies, and promoting a risk-aware organizational culture can serve as strategic levers to improve institutional performance and public safety outcomes.

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