

## *The role of applications of modern management concepts and principles in enhancing performance in UAE government work*

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### **ABSTRACT**

This study aimed to discover the most influential modern management principles on government performance, to understand the effectiveness of modern management principles and concepts in the UAE government, and to examine the impact of applying modern management principles on security performance at the UAE government. The study followed a descriptive and analytical approach to achieve its objectives. The study's results indicated that: Among the most important outcomes of applying modern management principles and concepts in the UAE government are supporting and coordinating the modern leadership plan, monitoring and evaluating departments' progress toward administrative planning objectives, and enhancing efficiency through evaluating institutional and organizational operating systems. Furthermore, the application of the management concept in the UAE government has helped government administration recognize and understand the external and internal threats that undermine its most important goal, which is maintaining security and order. The results also indicated that among the most important effects of modern management on government performance are strengthening the security system, increasing efficiency, and providing accurate information about its specializations and employees to analyze specific circumstances and evaluate organizational performance. Finally, the study results concluded that the most important principles of modern management applied by the UAE government include a clear vision, foresight, flexibility, proactivity, creativity, adaptability, and institutional excellence management. The study recommends implementing modern management strategies within the UAE government and focusing on enhancing modern management strategies within security institutions and organizations. The study also recommends that the UAE government develop management systems and information collection systems on a regular basis. Furthermore, it should use an appropriate decision-making management model to analyze data and develop plans to increase the effectiveness and efficiency of government organizations in the UAE.

### **Introduction**

Many organizations seek good practices to achieve excellence and survive in a competitive business environment (Luna-Arocas & Lara, 2020). Modern management is one of the means by which organizations enhance their competitive position (Scholl & Klischewski, 2007). It is natural to refer to management as a phenomenon that has existed since the beginning of human civilization and is defined as the sum of behaviors and characteristics associated with creative and innovative

capabilities (Belanche et al., 2012). Modern management is considered an important field in the economies of countries, contributing effectively to the advancement of comprehensive economic development. It represents the fundamental foundations for building business institutions, both governmental and private. Many departments in government institutions, in particular, have been able to combine the modern administrative capabilities of some of their employees and achieve their long-term goals and objectives through their work mechanisms (Höglund et al., 2021). This is achieved by enhancing the organization's capacity and success, which depends on the development and growth of modern management in various areas of innovation and creativity, which enhances the achievement of institutional excellence (Salum et al., 2018). Therefore, the application of modern management principles is considered an essential and effective element in building clear strategies for organizations, both in the short and long term (Kim, 2002). These strategies determine their path in light of the risks and challenges they face, and give them the advantage of exploiting existing opportunities (West & Blackman, 2015). Achieving success and excellence in performance requires awareness and understanding of the skills to deal with these challenges and exploit them optimally to achieve the organization's overall goals by instilling modern management thinking within them (Cvetković et al., 2021; Mansour, 2015; Podger, 2017). This is what the UAE government has worked and is working towards through its future vision to enhance the country's global standing, according to the indicators of the national agenda, to develop modern institutional management and organizational structures (Al Athmay, 2013; Rahim et al., 2020; United Nation World Tourism Organization, 2016). The mechanisms of government agencies' work in service institutions, including the UAE government, which adopts an effective strategic approach to developing the overall effectiveness and performance of the leadership and its affiliated police agencies, developing their management systems, and aligning their own strategic objectives with the overall strategic objectives of the state, in harmony with the UAE government's vision and strategy to achieve the highest levels of efficiency and effectiveness in the performance of UAE government agencies and advance their security work (Mansour, 2015). The study's importance stems from the importance of applying the concepts and principles of modern management in enhancing performance in security and police work, and the extent of their ability to help achieve the goals of the security organization (Byat & Sultan, 2014; Styles et al., 2006). It contributes to the arrangement of production factors, and the collection, organization, and integration of resources in an effective manner to achieve objectives. The importance of modern management also stems from its role as a key factor in directing the efforts of organizations and institutions toward achieving pre-determined goals (Alkaraan, 2018; Dirani, 2018). This is achieved by clearly defining the organization's objectives, thus eliminating the waste of time, money, and effort. This study also provides practical and effective experience for decision-makers in leadership, highlighting the most important methods and approaches of modern management and their impact on the effectiveness and performance of government work, through their adoption as actual results that are implemented on the ground at the Sharjah Police General Command (Darmaki, 2016; Sandhu et al., 2019). From a practical standpoint, it is hoped that this study will contribute to arriving at a framework, rules and foundations for how to practice modern

administrative work in security institutions and organizations, which will contribute to raising the level of their effectiveness and efficiency in solving administrative problems and making and taking appropriate decisions and implementing them on the ground as practical and applied practices in UAE government institutions.

### **Modern Management, Its Functions, and Principles**

Many organizations are seeking good practices to achieve excellence and survive in a competitive business environment (Joyce, 2015; Kasemsap, 2015; Nafei, 2017; Pritvorova et al., 2018). Modern management is one of the means by which organizations strengthen their competitive position. It is natural to refer to management as a phenomenon that has existed since the beginning of human civilization and is defined as the sum of behaviors and characteristics associated with creative and innovative capabilities (Aslam et al., 2014; Nedelea & Păun, 2009). Modern management is considered an important field in the economies of countries, contributing effectively to the advancement of comprehensive economic development, as it represents the fundamental foundations for building business institutions, both governmental and private (Alsawalhah, 2020; Bradutan & Sarbu, 2014). Many departments in government institutions, in particular, have been able to combine the modern administrative capabilities of some of their employees and achieve their long-term goals and objectives through their work mechanisms (Al Mansoori et al., 2020; Nitsche, 2018; Pulic, 2000). This is achieved by enhancing the institution's capacity and success, which depends on the development and growth of modern management in various innovative and creative endeavors that enhance the achievement of institutional excellence. When contemplating the statement of His Highness Mohammed bin Rashid Al Maktoum, we find that it is a comprehensive definition of modern management in the government of the United Arab Emirates. His Highness stated, "The UAE has been able to achieve its leading global position thanks to moving away from traditional thinking and focusing on early anticipation of the future, developing proactive scenarios and strategies for it, and utilizing modern technologies to monitor information, analyze data, and optimally utilize human competencies (Kasemsap, 2016; Keskin et al., 2021). It has been able to transform challenges into opportunities and launch proactive initiatives capable of shaping the future and finding solutions to confront the challenges and changes that confront us on our path to global leadership." Modern management is the process of implementation. Strategies for managing endpoints in a consistent and unified manner without compromising endpoint security. Organizations typically have a variety of endpoints running on different operating systems. Modern management enables IT administrators to enforce policies across different endpoints without compromising the end-user experience (Orieno et al., 2024; Subramanian, 2017). Modern management reimagines the way we manage laptops, desktops, and mobile devices, streamlining all traditional processes such as asset management, software deployment and patching, software auditing, application security, and more from a single interface. Management also aims to guide organizations toward achieving a goal and combining and utilizing resources to achieve organizational objectives—that is, knowing what needs to be done, determining how to do it, and assembling the resources necessary to accomplish it. The

modern management process consists of four interconnected managerial functions: planning, organizing, influencing, and controlling (Altiok, 2011; Gope et al., 2018; Storey et al., 2006):

- **Planning:** This step involves determining exactly how a particular goal will be achieved. For example, an organization's goal is to improve the company's sales, so the manager first needs to determine the steps necessary to achieve that goal. These steps might include increasing advertising, inventory, and sales staff, so that these necessary steps can be developed into a plan. Once the plan is in place, the manager can follow it to achieve the goal of improving the company's sales.
- **Organizing:** After developing a plan, the manager needs to organize the team and materials according to the plan. Assigning work and granting authority are two (2) important elements of organizing.
- **Influencing:** A manager needs to do more than just plan, organize, and recruit the team to achieve a goal. The manager must also lead. Leadership involves motivating, communicating, directing, and encouraging. It requires the manager to train, assist, and resolve problems with employees.
- **Controlling:** After the other elements are in place, the manager's job doesn't end. The manager needs to continually check results against the goals and take any necessary corrective actions to ensure the plan remains on track. Thus, all managers at all levels in every organization perform these functions, but the amount of time a manager spends on each function depends on both the level of management and the specific organization.

### The principles necessary for modern management that most affect performance

Modern management and the role it plays in the success of organizations have been the subject of comprehensive research and study for a long time. Most studies have pointed to the importance of modern management in organizations, as it works to define organizational goals, identify key issues, allocate time and resources, standardize performance, and create an internal environment conducive to achieving agreed-upon goals and outcomes (Al-Samirae et al., 2020; Lim et al., 2018; Subramanian, 2017). This enables the organization to remain flexible in the face of any external change. Recently, more organizations have realized that applying modern management principles is essential to successfully assisting them through any sudden emergencies, whether internal or external (Al-Samirae et al., 2020; Arkkelin, 2014; Kasemsap, 2015; Lim et al., 2018; Subramanian, 2017). They have begun to understand the concept and process of modern management, starting with the basic administrative levels. These levels are the core of the management plan for leading the organization toward achieving its goals, with a general, organized organizational structure that defines responsibilities at each level and integrates specific strategies at each level with the overall strategy of the organization. According to Ansoff (2018), the implementation of modern management is equivalent to a massive fundamental investment for any organization or institution. Therefore, developing strategies for modern management becomes an essential factor for successful internal operations, as well as for achieving the current and future goals of institutions and business organizations (Al-Samirae et al., 2020; Arkkelin, 2014; Kasemsap, 2015; Lim et al.,

2018; Saderuddin & Barghathi, 2018; Salum et al., 2018; Subramanian, 2017). (Rawiya, 2001) indicates another important aspect of modern management, which is that the institution and organization are prepared for future opportunities, risks, and market trends. This paves the way for companies to analyze, examine, and implement management in a way that is likely to achieve the specific objectives of the company and institution (Arnold & Paulus, 2010; *USING PUBLIC RELATIONS AS A MANAGEMENT*, 2016). As such, strategy and administrative strategic planning must be given utmost importance in management work, with a great deal of risk and resource assessment, methods of confronting risks, and the effective use of all resources. Modern management is of great importance to public and private organizations and institutions alike, especially in an era characterized by continuous and rapid change in the surrounding environmental conditions, due to the many advantages it provides to these organizations, the most important of which are (Joyce, 2015; Pritvorova et al., 2018):

- Guiding and directing departments and divisions regarding organizational goals, as they determine what each level must accomplish in the future.
- Modern management works to identify the changes occurring in the environment surrounding the organization or institution.
- Monitoring the opportunities and threats resulting from these changes.
- Modern management helps identify the objective criteria necessary to evaluate available investment opportunities and select those appropriate for the organization in light of the organization's overall risks and profits.
- Modern management serves as a primary tool for ensuring coordination between the organization's various levels and administrative units, whether in terms of defining goals and responsibilities, or the availability and allocation of resources.
- Modern management helps control and influence changes rather than merely reacting to them. This helps the organization direct competition and customer desires to its advantage, rather than being merely a passive responder to these changes.

Strickland (2007) also points to two aspects of the importance of modern management. First, management requires a proactive formulation of how the organization conducts its business (Al-Dhaafri & Alosani, 2020; Almarshoodi, 2021). Clear and thoughtful modern management is the management prescription for conducting business and services, a roadmap to competitive advantage, and a comprehensive plan for customer satisfaction and improving the organization's financial and future performance. Second, an organization that focuses on modern management is likely to have a strong image and presence in the outcome, which it considers a secondary strategy and prioritizes elsewhere. Thus, the formulation and implementation of modern management have a significant positive impact on revenue growth, profits, return on investment, and the services provided by the organization. Thus, both aspects work to achieve the overall future goal of the organization or institution and achieve several other objectives, including (Alsalman et al., 2023; Michael et al., 2019; Waxin, 2016):

- Making important and influential decisions that increase market share and competitiveness.



- Determining priorities and relative importance in setting long-term and annual objectives, policies, and programs, and conducting resource allocation processes based on priorities.
- Increasing the effectiveness and efficiency of strategic decision-making, coordination, and control. • Establishing an objective standard for judging management efficiency and determining its success in achieving its goals.
- Emphasis on collecting and analyzing data to identify strengths and weaknesses, and identifying opportunities and threats.

Modern management provides overall direction for the organization and involves defining organizational goals, developing policies and plans to achieve those goals, and then allocating resources to implement management plans (Al Mazrouei et al., 2019). Recently, academics and practicing managers have developed numerous models and frameworks to assist in decision-making in the context of complex environments and competitive dynamics, thereby increasing performance effectiveness. Modern management is not static in nature; models often include a feedback loop to monitor implementation and inform the next round of planning. According to a study by Steiss (2019), modern management involves applying effective and flexible management across the organization, ensuring the achievement of all its goals, strengthening its effectiveness among other organizations, and increasing the efficiency of its operations (Benuyenah & Pandya, 2020; Johnson & Babu, 2020).

### **Modern administrative methods and principles in the UAE government**

There is no single, universally accepted model for modern management in government work that all practitioners agree upon (Dulaimi, 2022; Waxin, 2016). However, the common ground among all proposed models of modern management in government work is that government institutions in all countries of the world are of paramount importance in the process of managing the comprehensive concept of security (Alhelli et al., 2021; Alsalman et al., 2023). They require effective and strong management to achieve security and safety through modern management. This is an ongoing process that seeks opportunities to enhance operational efficiency by identifying internal issues and external influences that hinder strategic and organizational planning (Almuraqab et al., 2021; Lasrado & Uzbek, 2017; Michael et al., 2019). This process focuses on the responsibility of management to implement a high-performance government system focused on maintaining security, with leaders and decision-makers in the leadership integrating strategic planning with other modern administrative systems. Today, government departments have evolved into highly complex organizational structures that require dynamic and organized leadership models that are adaptable to a fast-paced world for the UAE government to succeed in a law enforcement environment (Al-Dhaafri & Alosani, 2020; Almarshoodi, 2021). Police executives must also set the operational and organizational path through modern management, which is considered the "institutional mind" of a modern government institution, using systems thinking approaches (Mohamed Al Suwaidi, 2018; Saderuddin & Barghathi, 2018). By leveraging the security sense that drives organizational change in management, leaders in government institutions also use it to achieve efficiency in the UAE government. Modern management in the

UAE government also works by assembling a small team of employees to analyze operational functions, identify shortcomings, review systems integration, and discover gaps in administrative communications that hinder performance (SWOT analysis). It also identifies organizational barriers, whether operational or due to specific mismanagement, so that strategic managers can recommend strategies to the executive branch to improve operations and accelerate response to increase the efficiency and effectiveness of security work institutions (Mawed & Al-Hajj, 2017; Tabash et al., 2017). The primary purpose of modern management is to improve leadership performance by developing operational strategies across organizational boundaries while addressing employee resistance to change (Al-Raisi et al., 2011; Davies & Al, 2022; Zeineddine, 2017).

Here is a set of principles and foundations upon which modern management is based and its applications in security work. These steps are implemented to achieve the effectiveness of the security institution through the government's commitment to the UAE government's Administrative Excellence System, as follows (Alameeri et al., 2018; Alzaabi et al., 2020; de Waal & Frijns, 2016):

- Conducting research to support and coordinate the modern management plan.
- Making adjustments to the organizational structures of the government institution.
- Identifying potential barriers or gaps arising from human negligence.
- Monitoring and evaluating departments' progress toward administrative planning objectives.
- Acting as a liaison with external stakeholders in government project planning.
- Reviewing strategic analysis to determine its applicability to the needs of government departments and divisions.
- Identifying proactive approaches to issues through trend analysis, forecasting, and indicators.
- Working to achieve organizational development by training and educating employees on best practices for government work.
- Enhancing efficiency by evaluating institutional and organizational operating systems.

Therefore, modern government management helps government agencies recognize and understand the external and internal threats that undermine their primary goal, which is maintaining security and order (Ali Hassan et al., 2018). Through this understanding, government agencies can put in place valuable measures to protect themselves from the negative effects of such threats (Al-Shehhi et al., 2020; Al Mazrouei et al., 2019; Othman & Al Hammadi, 2022). For example, internal employees are vulnerable to future confusion if they continue to work in the same capacity for several years. Therefore, there is a need to ensure continuous learning by providing them with training opportunities and modern government work methods to make them more productive in carrying out their duties. Modern government management can also introduce a reward system to motivate employees and specific team-building activities outside the office environment, allowing employees to engage with each other in a more interactive and positive environment. This can also reduce these internal threats and achieve efficiency and effectiveness in government work in the UAE (Aburayya et al., 2020; Shqairat & Sundarakani, 2018).

At the same time, however, government departments still need to make appropriate decisions to satisfy citizens, even in the most complex situations and given the nature of the societies in which they operate (Elbanna, 2010; Mansour, 2015). In this regard, government departments fundamentally need to employ a rational decision-making system to facilitate their functions and increase their strength, knowledge, and skills. Various institutions and organizations seek to develop a general strategy for modern management by defining the dimensions of the management strategy to achieve institutional excellence in performance and services provided. Habish et al. (2019) believe that these dimensions are as follows (Almazrouei & Yassin, 2020; Gupta & Mirchandani, 2018; Jones & Mosteanu, 2019):

- **Vision:** The vision is the heart of leadership. It reflects the organization's ambitions, provides it with a comprehensive view of "where we are going," and charts a strategic path for achieving it. The vision is a means of connecting the organization to the surrounding community because it reflects the goals and needs of society, restoring trust and building a strong relationship between the organization and society.
- **Flexibility:** Flexibility reflects the degree to which the organization's strategic behavior manifests itself and determines the organization's freedom of movement toward its environment and competitors. Flexibility refers to an organization's ability to respond to unexpected changes. It is considered one of the most important characteristics of an organization, giving it the strength to confront unexpected external environmental changes and positioning it better to successfully respond to them.
- **Proactiveness:** The organization's initiative to take action in the face of future changes, rather than merely reacting. This means employees meeting expected work requirements and being adaptable.
- **Creativity:** The initiative shown by an individual through their ability to break away from the normal sequence of thinking and completely contradict it. It is the ability to create and formulate something new, to combine old or new ideas into a new form, or to use imagination to adapt and develop ideas to meet needs in a new way, or to create something new, tangible or intangible.
- **Institutional success:** In the Arabic dictionary, success means achieving the desired result. In the English dictionary, it means the preferred end or achieving excellence. In the French dictionary, success means achieving a new result. Some believe that organizational success is efficiency and effectiveness in performance.

## Conclusion

This study explores the role of applying modern management concepts and principles in enhancing government performance through an applied study of UAE government institutions. Applying modern management concepts and principles is one of the most dynamic roles in any successful organization (Darmaki, 2016). All organizations need managers and leaders responsible for directing and managing the organization's daily activities to ensure success and meet customer needs. Successful management also requires managers to maintain harmony within the organization's environment to help facilitate its growth. Each manager must be aware of its



strengths and weaknesses in order to implement continuous improvements. Typically, an organization requires multiple managers in all areas within it, such as human resources, marketing, operations, finance, and others. Managers should also possess strong communication, analytical, and motivational skills, so that each manager can develop and retain those working under them. Modern management in institutions and organizations is considered one of the fundamental pillars for achieving the modern management system and achieving the objectives sought by security institutions and organizations. The principle of modern management is based primarily on the administrative levels, by adopting a modern management approach from top to bottom and ensuring that these objectives are cascaded into realistic plans and tangible projects through which they can achieve their objectives in the medium and even long term in police and security institutions. This is in light of an environment characterized by rapid technical and technological development, continuous change, and intense competition for all types of resources. This requires state institutions, including UAE government institutions, to adopt an effective and advanced strategic management approach to enable them to deal effectively and efficiently with the economic, environmental, competitive, security, and technological changes taking place in government institutions in the United Arab Emirates.

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