



# A Sustainable Approach for Organisational using Strategic Management

Abdulla Almazrouei<sup>1\*</sup>, Azlina Md Yassin<sup>2</sup>

<sup>1</sup>Researcher, Faculty of Technology Management and Business,  
Universiti Tun Hussein Onn Malaysia, Batu Pahat, MALAYSIA

<sup>2</sup>Researcher, Faculty of Technology Management and Business,  
Universiti Tun Hussein Onn Malaysia, Batu Pahat, MALAYSIA

\*Corresponding Author

DOI: <https://doi.org/10.30880/ijje.2020.11.02.030>

Received 30 July 2020; Accepted 30 August 2020; Available online 02 September 2020

**Abstract:** Strategic management have gained popularity in the public institutions to foster good delivery service to the public. The strategic planning enables organizations to establish a strategic match between the internal competency, resources and external environment. Majority of the successful organizations across the world use strategic management and planning as a tool that enables to optimize the operations and achieve maximum productivity with the resources. This paper reviewed on strategic management for organisations in Abu Dhabi especially for Abu Dhabi Police (ADP) force. It presents three strategic management theories which can be adopted by an organisation. This would help the organisation such as police department to reduce the increasing crime rate and mortality rate in UAE.

**Keywords:** Strategic management, strategic theory

## 1. Introduction

Strategic management is important to sustain organisation in this globalization and dynamic era. Developing human capital has become an inevitable function of strategic management. Human capital or the people is the most invaluable assets that an organisations have and its role is to execute strategies that have been formulated by the organisation to realize the objectives of the organisation (Lynch, 2015). Thus, the concept of strategic management has been accepted as an important management tool due to the fact that it includes the process of creating a strategic direction for an organisation (Freedman, 2015). Studies have shown that strategic management is one of the modern approaches in achieving organisational goals and objectives (Grunig, & Kuhn, 2015). In strategic management, the main functions of human resources is to select, recruit, develop and motivate the people in the organisation. Past researchers have shown that for any successful human resource development strategy, all the organisational stakeholders must support the strategy in order to enhance a coordinated approach towards skills development among the staff members in the organization (Langley & Tsoukas (2016), Buller & McEvoy, 2012).

Public sector in most countries often associated with systemic challenges on the effectiveness of service delivery to the public. One of the challenges is the bureaucratic process and unstable performance in the security sector. Police force apparently being among the least effective department in most developing countries (AlKaraeen, (2016). Good security and trusted security promotes investor confidence. Hence it is important to have performance management in organisation such as police service in order to tackle new challenges. Performance management should be accompanied with relevant programs to enable staff to revamp their skills and abilities in achieving the set goals and objectives (Al

Darmaki, 2015, Johnson et.al., 2014). Experienced staff is a key component of performance management towards achieving organisational goals. Even though public sectors globally exercising high degree of bureaucracy, the government now realise the importance of the public service in the development of the country and hence taking the efforts to streamline the performance management. Coulter, 2012, Hitt et.al., 2016).

## **2. Strategic Management Theory**

There are several established theories with regards to strategy adoption in organizations. Among the key areas of focus when classifying the strategic management theories include human resources, systems approach, and integration of various organizational aspects based on environmental changes. However this paper presented three of the theories which are the open system theory, the resource-based view and the institutionalization theory (McGehee, & Thayer, 1961).

### **2.1 Open System Theory**

Open system is based on the assumption that organisations/enterprises and society are an open systems that influence each other over time. This implies that organisational strategies are not only influenced by the changes in the environment but also the societal expectations (Alexander, 1995). An organization adopting an open system should be active in adapting to the relationship with its external environment. This explains why most organizational strategies are informed by external factors like social changes, socio-demographic factors, economic factors, political/legal systems, and environmental changes (Pfeffer, & Salancik, 2003). By focusing on the external environment, organizations are able to align their strategic resources and capabilities with the opportunities and threats in the external environment. Based on this theory, strategic management in the policy department can be considered to be largely influenced by the changes in the external environment, so as to establish a strategic fit between its strategies and the expectations of the society (Grant, 2002). This implies for sustainable relationship between the police force and its ability to effectively curb crime it means that it should remain open to receive and disseminate information to the public effectively. Through adopting an open system, it becomes easier for the police force to even respond more proactively rather than mainly being reactive.

### **2.2 Resource-Based Theory**

This theory is constructed on the organizations adoption strategic decisions based on the availability of resources. Each organization has its own unique resources and capabilities which enable it to sustain the operations with its vision and mission (Barney, 2001). According to (Hanson, et.al., 2013), the theory is the concept of competitive advantage in an organization which is based on its capabilities and strategic resources. Useful resources to the organization must be valuable, rare, difficult to imitate, and irreplaceable. Useful resources and capabilities should be able to add value to the organization's operations. Even though the strategies are developed based on the organization's capabilities and resources, it should be a balance between the internal and external environment of the organization in fostering competitive advantage (Miller, Wilson, & Hickson, 2004). In most cases, resource based theory is assuming that organizational success is mainly determined by their resources and capabilities, and hence when these resources and competencies are developed to make them less vulnerable to imitations, rarity, and value to the organizational core activities contributes largely towards the success of the organization. Knowing that not one-size-fits-all with regards to resources and capabilities of the organizations, the most important factor to consider is how the available resources and competencies will contribute towards the achievement of the organization's vision and mission (Boba, & Crank, 2008). Therefore each organization seeks to develop its own resources and capabilities that enable it to be in a position to achieve a competitive edge. Nevertheless, resource-based theory, pointed out that it is also important to consider what other competitors are doing in order to be able to revamp its strategies (Bynum, 2001).

### **2.3 Institutional Theory**

Institutional theory is how behaviours and strategies are created, diffused, adopted, and adapted over space and time. It established on social relations within an organization which has direct impact on how strategies are developed and implemented within the organisation. For example, if an organisation is based highly on bureaucratic culture and centralised structure, planned strategies may face with difficulties at the implementation stage. In highly bureaucratic organisation, it is difficult for open communication and sharing of information. Thus it is difficult to implement some of the strategies. Further, the social behaviours expected of the players in the organisation plays a central role in determining how effective some strategies are implemented. Institutional theory assumes that organisation survive because it has a certain set of values and norms that all the stakeholders are expected to operate within in order to enable the organisation to continue enjoying the competitive advantage. However between strategic practices and the behaviours in the organization is not well developed which leaves systemic gaps with regard to how institutional values and norms relate to effective strategy implementation and success (Scott, 2004).

### 3. Strategic Management in Abu Dhabi Organisations

Abu Dhabi is the largest emirate in the UAE. It is the most culturally diverse group of people having largest economic system among the seven emirates. It has the largest area (comprising of 87% of the total UAE geographical area) and also accounts for over 90% of the total oil production in the country. The population in Abu Dhabi is about 3 million, where nationals comprised of about 17% (551,535 people) while non-locals comprised of 83% of the population (Abu Dhabi Digital Government, 2016) & Abu Dhabi Digital Government, 2016). With high rate of foreigners in the region in pursuit of business and other economic connections, Abu Dhabi Police (ADP) force is a fundamental law enforcing agency in the UAE. With the advancement of technology, it causes a large impact on organisation department in UAE especially the police department. Beside poses new threats to the security systems, the technology also revolutionised the police department operations. Studies generally found that the police force have become more innovative by creating more specialised strategies aimed at making their work more effective in controlling crime. These institutional changes are needed for organisations to achieve the performance targets Hanson, et.al., 2013). By restructuring the conventional operations, the department have been able to achieve strategic competitive advantages. According to Grant (2002), strategic innovations that emerged in the departments can be attributed to technology advancements which lead into new challenges.

Generalising the performance management of organisations such as police force with the notion ‘one-size-fits-all’ seems to ignore that police service represents a particular geographic area with an independent leadership (Barton, Ramahi, & Tansley, 2016). This implies that the measurement performance of police force should be based on geographic area of service. Thus the police force departments whose performance over the recent years can be attributed to its strategic management initiatives. Abu Dhabi Police (ADP) is a typical example of how the police service has adopted strategic management which aimed at fostering effectiveness in service delivery to the public. Being the capital city of UAE, Abu Dhabi is not only an economic but also an administrative city where all key government agencies are located. As such the city needs improved security due to the sensitive nature of the services offered in the city (Abu Dhabi Police, 2018A).

### 4. Empirical Analysis of strategic performance

Series of empirical studies have been conducted to determine the performance of police force in several countries. However only a small number of empirical research is available on the impact of specialised strategy in UAE police department. Table 2 shows a summary of the key empirical studies explored with respect to the adopted methodologies, and the main findings of each research.

**Table 2 - Summary of empirical researches**

Author(s)	Research Aim	Methodology	Findings
<b>Alkinani, (2013)</b>	Analyse post-academy needs for a selected US police school in Texas.	Questionnaire survey involved 425 participants from 37 Police School	Officers returned back from further study have to share their experience to ensure conformity with the police department expectations
<b>Pickering, &amp; Klinger, (2016)</b>	Explored the impact of specialised safety culture among the police on the effectiveness in reducing the use of force against citizens	Used <b>systematic</b> literature review	By adopting specialised strategy in the police department, it contributes towards improving the moral and ethical duties
<b>Mitrović, et.al., (2016)</b>	Explored the importance of morphological characteristics and motor abilities of police trainees.	Survey involved 137 police trainees.	A significantly decreased favourable morphological characteristics and motor abilities after the trainees left for 8 months
<b>Abdulla, (2009)</b>	Identified the determinants of job satisfaction among the police staff members on Dubai	Survey with a sample of 1075 respondents	Availability of specialised equipment and tools is the major factors that determined staff satisfaction.
<b>Al-Muhairi, (2008)</b>	Corruption in ADP, and the possible reasons for the levels of corruption revealed.	Survey with undisclosed sample of participants from the ADP.	Majority of the police officers engaged in corrupt due to lack of moral and ethical connections with their job.
<b>Prather, (2017)</b>	Explore how impacted on the performance in the police	Primary data collected from officers with articulated specific tasks.	The officer individually has direct impact on conformity with task requirements and expectations.

<b>Gottschalk &amp; Gudmundsen (2010)</b>	How intelligence strategy implementation is done in the police service	Systematic review of literature was employed	Organisation that fail to develop specialised strategies to deal with the changing face of technology and environmental dynamics were found to be having weak intelligence system
<b>Storey, &amp; Hart, (2011)</b>	Determine the police respond to stalking with focus on risk management strategies and tactics used in ant-stalking law enforcement	Qualitative method was adopted	Specialised police is an important factor that contributes largely towards the improved performance of the police forces

## 5. Conclusion

This paper has presented a literature review on strategic management for organisation. Three approaches of the strategic management concepts were discussed which are the open systems, the resource-based view and the institutionalization theory. This strategic approach is timely to be implemented to organisation in facing competitive era such as Abu Dhabi police department. Being the capital city of UAE, Abu Dhabi is not only an economic but also an administrative city where all key government agencies are located. As such the city needs improved security due to the sensitive nature of the services offered in the city. By applying the concept of strategic management organisation in UAE such as police department is regarded as one of the most critical department in any nation because this department monitors people's activities operations to prevent crimes in any nation.

## Acknowledgement

The authors would like to thank the Universiti Tun Hussein Onn Malaysia for supporting this research work.

## References

- Abu Dhabi Digital Government, (2016). Abu Dhabi Emirate: Facts and Figure, Retrieved from <http://www.abudhabi.ae/portal/public/en/abu-dhabi-emirate/abu-dhabi-emirate-facts-and-figures>
- Abu Dhabi National Government (2016). Abu Dhabi Emirate: Facts and figures. Retrieved on 23rd March 2018 from: [https://www.abudhabi.ae/portal/public/en/abu-dhabi-emirate/abu-dhabi-emirate-facts-and-figures;jsessionid=xxtOSr1rwdj9shk34B64cr47\\_pdtvTdMVI4dj3wr7FlIP33Zn69k!656418081!1836575500!1521731943787](https://www.abudhabi.ae/portal/public/en/abu-dhabi-emirate/abu-dhabi-emirate-facts-and-figures;jsessionid=xxtOSr1rwdj9shk34B64cr47_pdtvTdMVI4dj3wr7FlIP33Zn69k!656418081!1836575500!1521731943787)
- Abu Dhabi Police (2018A). Abu Dhabi Police GHQ organise the first leadership forum to promote police work. Retrieved on 6th March, 2018 from: <https://www.adpolice.gov.ae/en/media/news/pages/7118122.aspx>
- Abu Dhabi Police (2018B). Vision, mission and values. Retrieved on 6th March 2018 from: <https://www.adpolice.gov.ae/en/strategic/Pages/vision.aspx>
- Al Darmaki, A.R. (2015). A systematic analysis of strategic planning key success factors and its required professional skills: Case of Abu Dhabi Police GHQ. *International Journal of Sales, Retailing & Marketing*, 4(7), 1-106
- Alexander, L.D (1995). Strategy implementation: Nature of the problem. *International Review of Strategic Management*, 2(1), 73-91
- AlKaraeen, B.B. (2016). Effective Leadership during strategic change: An Investigative study of abdu dhabi police. PhD Thesis. University of East Anglia
- Aristovnik, A., Seljak, J., & Mencinger, J. (2014). Performance measurement of police forces at the local level: A non-parametric mathematical programming approach. *Expert Systems with Applications*, 41(4), 1647–1653
- Barney, J.B. (2001). Is the resource-based theory a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1), 41–56
- Barton, H., Ramahi, A. & Tansley, C. (2016). Policing performance improvement: A case study of the Abu Dhabi Police. 20th International Research Society on Public Management Conference 2016 Hong Kong (13th – 15th April). Retrieved at: <http://programme.exordo.com/irspm2016/delegates/presentation/477/>

- Boba, R., & J.P. Crank. (2008). Institutionalizing problem-oriented policing: Rethinking problem solving, analysis, and accountability. *Police Practice and Research*, 9, 379-393
- Buller, P. & McEvoy, G. (2012). Strategy, human resource management and performance: sharpening line of sight. *Human Resource Management Review*, 22(1), 43-56
- Bynum, T.W., (2001). Computer Ethics: Basic Concepts and Historical Overview. In the *Stanford Encyclopedia of Philosophy*
- Coulter, M. (2012). *Strategic management in action*. (6th ed.). London, UK: Prentice Hall.
- Embassy of the United Arab Emirates (2016). UAE economy. Web. Retrieved on March 23, 2018 from: <http://www.uae-embassy.org/about-uae/uae-economy>
- Freedman, L. (2015). *Strategy: A history*. Oxford University: Oxford University Press
- Genet, T. & Hayward, M. (2017). Productivity measurement case study: Police. Retrieved on 9 March 2018 from: <https://www.productivity.govt.nz/sites/default/files/Police%20productivity%20case%20study.pdf>
- Gottschalk, P. & Gudmundsen, Y.S. (2010). Empirical study of intelligence strategy implementation. *International Journal of Police Science and Management*, 12(1), 55-68
- Grant, R.M. (2002). *Contemporary strategy analysis: concepts, techniques, applications*. Blackwell, Oxford: SAGE
- Grunig, R., & Kuhn, R. (2015). *The strategy planning process: Analyses, options, projects*. London: Springer
- Hanson, D., Hitt, M.A., Ireland R.D., & Hoskisson, R.E., (2013). *Strategic Management: Competitiveness and Globalisation*, Cengage Learning
- Hitt, M.A, Ireland, R.D., & Hoskisson, R.E. (2016) *Strategic management: Concepts and cases – competitiveness and globalisation*. London: Cengage Learning
- Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regner, P. (2014) *Exploring strategy: Texts and cases* (10th edn.). Harlow, UK: Pearson Education Limited
- Jones, G., & Hill, C. (2013). *Theory of strategic management with cases*. (10th edn.). London, UK: South-Western
- Landman, A., Nieuwenhuys, A. & Oudejans, R.D. (2015). The impact of personality traits and professional experience on police officer's shooting performance under pressure. *Agronomics*, 59(7), 950-961
- Langley, A. & Tsoukas, H. (2016). *The SAGE handbook of process organization studies*. London: SAGE
- Lynch, R.L. (2015). *Strategic management*. London: Pearson
- McGehee, W. & Thayer, P.W. (1961). *Training in business and industry*. New York: Wiley
- McManus, A., O'Driscoll, J., Coleman, D. A. & Wiles, J. (2016). Strongman training – Needs analysis and integration into strength and conditioning programming: part 2. *Professional Strength and Conditioning*, 44(1), 7-15
- Miles-Johnson, T., Mazerolle, L., Pickering, S. & Smith, P. (2016). Police perceptions of prejudice: How police awareness training influences the capacity of police to assess prejudiced motivated crime. *Policing and Society: An International Journal of Research and Policy*, 1-16. DOI: 10.1080/10439463.2016.1206099
- Miller, S., Wilson, D. & Hickson, D. (2004). Beyond planning strategies for successfully implementing strategic decisions. *Long Range Planning*, 37(1), 201-218
- Mitrović, B.J., Janković, R., Dopsaj, M., Vučković, G., Milojević, S., Pantelić, S., Nurkić, M. (2016). How an eight-month period without specialised physical education classes affects the morphological characteristics and motor abilities of students of the academy of criminalistic and police studies. *Physical Education and Sport*, 14(2), 167-178
- Pfeffer, J., and Salancik, G.R., (2003). *The External Control of Organisations: A Resource Dependence Perspective*, Part 3, Stanford University Press

Pickering, J.C. & Klinger, D.A. (2016). Enhancing police legitimacy by promoting safety culture, in Mathieu Deflem (ed) *The politics of Policing: Between force and legitimacy (sociology of Crime, Law and Deviance, Volume 21)* (21-39). London: Emerald Publishing Group

Prather, J., Pettit, R., McMurry, K.H., Peters, A. Homer, N.S., & Cohen, M., (2017). On Novices' Interaction with Compiler Error Messages: A Human Factors Approach, *ICER'17: Proceedings of the 2017 ACM Conference on International Computing Education Research*

Scott, W.R., (2004). *Encyclopedia of Social Theory*, Thousand Oaks, CA: Sage

Storey, J.E., & Hart, S.D. (2011). How Do Police Respond to Stalking? An Examination of the Risk Management Strategies and Tactics Used in a Specialised Anti-Stalking Law Enforcement Unit. *Journal of Police and Criminal Psychology*, 26(2), 128-142

White, C., (2004). *Strategic Management*, The Palgrave Macmillan

Wu, T., Chen, M. & Yeh, J. (2010). Measuring the performance of police forces in Taiwan using data envelopment analysis. *Evaluation and Program Planning*, 33(3), 246-254