

Transformational Leadership to enhance Performance of Tourist Police through Knowledge Management: A proposed framework

By

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Abstract

The security of tourists is one of the main requirements in countries familiar with tourism and pleasures. Many countries with large number of tourists have developed tourist police service to ensure the safety of tourists. Thus, the performance of law enforcement organizations such as tourist police department is essential to provide a safe destination for tourists and international guests. Accordingly, it is important that the leaders of tourist police departments to be effective and capable to deal with security challenge. There has been a great interest in terms of transformational leadership and its effects in organizations. Transformational leadership is crucial since it often assists organisational employees to perform effectively and productively. Based on this argument, there is a need for a robust research to examine the impact of transformational leadership on police performance. This study is a theoretical attempt to examine the relationship between transformational leadership and organizational performance in tourism police department through knowledge management. The research is a conceptual research. Explanatory research design is used in the study. And all data used in this research are obtained from secondary sources. That is, they are data from the findings of previous researches about transformational leadership and police performance for helping police officers to fight crimes and control threats on tourism industry.

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Keywords: Transformational leadership, Knowledge management, Tourism police performance.

Introduction

Research regarding the topic of organizational performance suggests that this variable is one of the most important for leaders to consider when attempting to build and improve their operations (Kroll, 2016). Despite the importance of organizational performance few investigators have sought to understand what facilities desired outcomes when it comes to performance (Kroll, 2016). Leadership offered within the organization has been targeted as a potential area for enhancing organizational performance (Al Derei & Musa, 2022). In particular transformational leadership has been identified as a refreshingly different approach to supporting employees; one that

has the potential to markedly revolutionize organizational performance (Al Derei & Musa, 2022). As the business environment becomes more complex as a result of market competition, globalization, technology, and intensified customer demands (Agarwal, 2019) organizations must cultivate the supports needed to achieve desired performance results. Leadership is defined as one of the most significant aspects influencing an organisation's performance and effectiveness. Leaders who lack the capacity to successfully lead people will never be successful and, as a result, will be unable to lead their subordinates effectively. As a result, it is strongly recommended that the company have the proper sort of leaders in order to enhance efficiency and production in the business (Agarwal, 2019). As a result, for an organisation that wants to not only survive but also thrive, an innovation-friendly business strategy, organisational structure, top management style, middle management practices, and effective methods of knowledge management must be implemented in order to achieve innovation and competitive success (Agarwal, 2019).

The performance of police departments related to tourist crimes is important and require special tools and effective leadership to ensure high degree of control on crimes against tourists. This issue is especially profound in developing countries where high rates of poverty make it difficult for government agencies to control the potential risk factors that could impact their tourism sector. According to (Trujillo et al., 2021) safety and security are of vital importance to tourism services consumers and any sort of threat could negatively impact the image tourism industry. In this regard, many countries especially those with high volume of tourism have developed tourist police service to ensure the safety of tourists (Olarinoye et al., 2016). Law enforcement are a challenging and extremely challenging task. This task requires a strong working team and leaders who are capable to deal with criminals (Alosani et al., 2020). Leadership is one of the basic predictors of whether a law enforcement organization is able to perform effectively in dynamic environments especially with crimes in the city and as such the need for effective police leadership is greater than ever (Meaklim and Sims, 2021). The importance of transformational leadership styles in law enforcement organizations is crucial. Dozens of years ago saw the interest of researchers to review the role of law enforcement (Azmi, 2019). several international reports reveal the absence of connections between tourist police departments among countries in the world (Alsuwaidi & Mansor, 2022). Therefore, the attacks on tourists are more probable to happen without alert. Accordingly, it is important that the leadership of tourist police department to understand the importance of international communication with the International Criminal Police Organization (Interpol) to fight terrorist attacks on tourists (Interpol-UN Environment, 2020).

Leadership in police organizations is a critical part of the managerial process and considered one of the most difficult tasks law enforcement executives face. In an effort to find a balance in meeting the needs of their officers, political leaders, and the communities in which they serve, police chiefs must develop a leadership style that suits the interest of all these stakeholders in order to be successful at the job. As the policing profession moves forward, it is vitally important for police leaders to build upon their organizations and seek to develop the supervisors and police officers under their command to be strong leaders themselves. The study of Decker (2018) relative to the transformational leadership revealed that one of the dimensions of transformational leadership which is idealized influence has significant influence on police officers' perception. Based on these arguments, this study assesses the transformational leadership to enhance the performance of tourist police through KM.

2. Theoretical background and hypothesis development

The intersection of the path-goal theories of the organization lays the theoretical grounding for this research in policing and law enforcement to enhance tourism police performance.

2.1 Tourist police

Tourist police or tourism policing (TOPPs) is used to describe tourism or tourist-oriented protection and policing services. The concept of tourist police was initially crossed in the early nineties by tourism security experts (Tarlow, 2014). Generally, tourism policing is different from other forms of policing as it takes into consideration the relationship between local economy and tourists into the account. So, it is essential that tourist police adopt proper training and education so that they are able to perform their duties efficiently for the betterment of the society (Tarlow, 2014). The first tourist police unit was formed in 1994 by collaboration of Federal Aviation Administration, Police department and airlines operating from Miami International airport (Payam, 2016). Tourist police is special force developed with the goal to protect the properties and lives of tourists from local hazards and threats. The tourism policing is working closely with business leaders, airport authorities, businesses that cater to the traveling public, and private citizens can help prevent or tremendously reduce the tourism problems related to crime, fear of crime, and the decay of the neighborhoods that tourist frequently travel” (Payam, 2016). The main objectives of tourist police:

- Ensure the success of government initiatives regarding the development of tourism industry
- To provide assistance and security to local as well as international tourists.
- To prevent and investigate crimes against tourists.
- To prevent tourists from committing crimes in tourist spots

2.2 Transformational leadership

Researchers have shown that transformative leadership is a valid leadership theory through research in business organizations (Alsuwaidi & Mansor, 2022). Transformation leadership research is generally based on transformation in leadership models developed by three main schools of thought (B.M. Bass, J.M. Couses and B.Z. Pozner, V. Bennis and B. Nanus). In 1978, the scientist in management James Burns has developed a new concept of leadership called transformational leadership. According to Burns (1978) “transforming leadership is a process in which leaders and subordinates support each other to advance to a higher level of moral and motivation in the workplace”. This leadership style develops a significant change among workforce. It roots a shift in the values and worker’s perceptions, and lead to a change in future results and expectations for employees and the whole organizations.

Bass (2008) grouped the views and behavior of a transformation leader into three groups: 1) charisma, 2) intellectual stimulation and 3) individual considerations. The transformative leadership model founded by Bass has been improved several times. Later, Bass and Avolio (1997) designed the transformational leadership model with four elements (factors): exemplary effect (charisma), inspirational motivation, intellectual stimulation, and individual vision. These four characteristics are shown in Figure-1.

Transformational Leadership

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems.

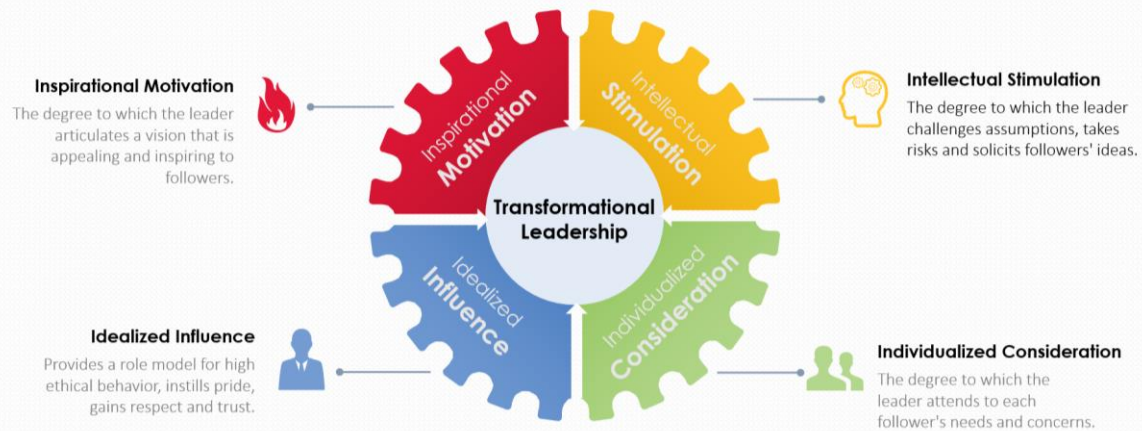


Figure-1: *The characteristics of transformational leadership*

Bass argued in 1985 the predominant assumption was that transformational leadership is not the same as charismatic leadership, but it is impossible to be a transformation leader without a charisma. Bass & Bass (2008) notes that transformational leaders help their followers change their mindset, encourage them to think and act alone, and, if necessary, overcome the difficulties that arise more issues in the workplace. In addition to that, transformational leaders devote great individual attention to the development of each subordinate and create conditions that encourage them to learn more on regular bases, and deepen their knowledge continuously and acquire new skills. Jandaghi et al. (2009) found that the ideal influence of a leader demonstrated the ability to build confidence and understand leadership from supporters. It is a fundamental factor in accepting changes to the organization. The ideal effect means that the leader is a model of follower behavior. The leader's ideal effect is to transform followers by adjusting their goals, values, needs, beliefs, and aspirations (Rowold & Heinitz 2007). While Inspirational motivation is a characteristic of transformational leadership that presents a leader as a personality that encourages followers to demonstrate appropriate inspiring behavior. If transformative changes are made within the organization, the leader must encourage followers to accept new beliefs and ideas constantly (Bass, 1985). In the same context, transformational leader use intellectual stimulation encourage their followers to be creative and innovative. These leaders encourage change in thinking styles to solve problems and use metaphors and examples. Therefore, they can use new and creative ideas to solve problems. Intellectual stimulation is a process by which the transformation leader stimulates supporters intellectually (Jandaghi et al., 2009). Finally, individualized consideration of the individual is another feature of transformation management. One of the most important aspects of transformational leadership is caring for others. Managers support people and managers who are concerned about their feelings and personal needs (Jandaghi et al., 2009).

2.3 knowledge management

In order for an organization to ensure its efficiency in knowledge management, it needs to have a firsthand knowledge of its position in knowledge management. It is said that what cannot be measured cannot be managed (Zhang et al., 2022). In this study, the Knowledge Management Assessment Tool (KMAT) created by Maier and Mosley (2003) is utilized to assess knowledge management level. Knowledge identification and creation (KIC), knowledge collection and capture (KCC), knowledge storage and organization (KSO), knowledge sharing

and dissemination (KSD), and knowledge application and use are the five dimensions of KMAT (KAU). Furthermore, the KMAT offers a mechanism for categorizing the resulting score for those dimensions as explicit knowledge management practices (EKMP) or tacit knowledge management practices (TKMP) (Kariyawasam, 2016).

2.3.1 Knowledge Creation

It is described that organizational knowledge creation as the addition of new elements of knowledge while updating and rearranging the existing ones. Knowledge creation suggested that employees are the major facilitators of knowledge creation (Ode & Ayavoo, 2022).

2.3.2 Knowledge Organizing

Knowledge organization as the means by which knowledge from past occurrence influence present organization activities. Several empirical research suggests that organizations embark on knowledge creation but may as well lack proper organization and storage of that knowledge (Oliva & Kotabe, 2019). The organizational knowledge should be adequately stored. Knowledge in various forms like written documentation, and codified human expertise is stored in a specialized system. information stored via electronic means, organizational procedures, processes, and tacit knowledge acquired by individuals or networks of individuals must be properly stored. Also, explicit knowledge should also be stored properly including unstructured documents in the form of memos, notes, meeting minutes (Othman et al., 2018).

2.3.3 Knowledge Sharing

Sharing knowledge is not the same as sharing information. The aim of knowledge sharing is to assist an organization to fulfill its business goals. Some obstacles to knowledge sharing may include lack of trust, cultural difference and language, time limitation, assembly point, the narrowness of work productivity, work, status and gratification of knowledge owners, lack of absorptive capacity in recipients (Ode & Ayavoo, 2022).

2.3.4 Knowledge Utilization

Knowledge utilization is defined as a process that consists of several occurrences depending on the person or organization. Information gathering, processing, and application comprise knowledge to use (Oliva & Kotabe, 2019). These processes, though, are critical for knowledge usage. Made significant conceptual advancements while identifying distinct uses. Knowledge generation, knowledge organization, knowledge sharing, and knowledge use were chosen to explain knowledge management in policing as shown in Figure 2.

2.4 Police Performance

Organizational performance is one of the key dependent variables of interest to researchers in all areas of management, as organizations can only achieve and grow at the expense of productivity (Bhola, 2015). Managers have begun to realize that organizations are achieving their goals (effectiveness) with minimal resources (effectiveness). The following organizational theories have therefore supported the idea of organizing the achievement of performance objectives according to the constraints imposed by limited resources. In this sense, profitability has become one of the many indicators of organizational performance (Qistina & Devi, 2017).

It's widely understood that police departments have a tremendous responsibility to protect and serve their communities, whether at the local, state, or even federal level. Those same departments also have an obligation to be fiscally responsible they spend while protecting and serving. Thus, the importance of performance measures, both for individual officers and entire agencies, is easy to see (Anton, 2015). Historically, these measurements have come in

the form of easy-to-track metrics, such as the number of arrests an officer made, calls the officer responded to, and reports taken. Enforcement activities-arrests, warnings, and the like often receive particularly close attention. For departments, crime rates tend to be the go-to metric to determine effectiveness, despite the fact that issues well outside of a police agency's control can have a tremendous impact on crime in a given community. Since the establishment of a modern police station in the mid-19th century, attempts have been made to measure police performance ([Alsuwaidi & Mansor, 2022](#)). The purpose of the performance measurement was to check how well the department performed the assigned tasks. In general, measures have been taken at local or municipal level, focusing on the work, activities and results of the police ([Maguire, 2003](#)). Provisional measurements of police performance were limited to direct measures: crime; Number of arrests and fines; Conversion fees; and response time. The United States did not recognize the importance of public opinion for police performance until the late 1930s, during the so-called "Police Professionalism". The survey became popular and was part of performance measurement models in the 1960s and 1970s.

The police do all kinds of work. In addition to traditional tasks such as prosecution, arrest and prosecution of criminals, crime prevention and resolution of traffic-related offenses and accidents, police are expected to resolve these various community conflicts, reduce or prevent social disturbances, and more. and maintain relationships with the community. Recognizing the wide range of tasks entrusted to the police, it is important to understand that measuring police performance is a complex, multidimensional task ([Coleman, 2012](#)). There is no single measure that is far from everything the police do. Measuring the success of the police is nothing but simple.

Direct and indirect measures must be taken into account when measuring police performance. Each possible measure has its strengths and weaknesses, which need to be understood before starting a broader discussion of which measures are being taken. Direct police measurements, sometimes referred to as traditional measures in this report, are very effective measures that can be an objective way of measuring police performance when properly applied ([Anton, 2015](#)). With respect to tourism police department, it is essential to determine what are the components that affect the performance of tourism police department. Adding to that, there is therefore a difference between small and medium organizations and large organizations working in Tourist Police context. Although both work in unstable financial market, the objectives, activities and characteristics of organizations are not the same for large organizations. Based on the theory of unforeseen circumstances, there is no universally appropriate performance indicator that can be applied to all types of organizations in all situations. However, the system must be adapted to specific organizational and contextual aspects. For this reason, organizations should define a specific criterion for evaluating their effectiveness, in accordance with their strategy, size and objectives ([Mishra & Misra, 2017](#)). The basics components that influence the performance of law enforcement organization are explained below:

In police stations, financial performance is measured through efficient use of financial resources. This dimension is indirectly linked to the work of the police, as the public expects the police to do their job efficiently without relationship to financial aspects. As with any public or private organization, the waste of resources within the police force is generally rejected by the public. Therefore, measuring the financial performance of police departments is essential. ([Anton, 2015](#)).

Operational performance is the consistency of all functional units in an organization to ensure collaboration to achieve the core business objectives. According to ([Saleh et al., 2018](#)),

operational performance is defined as productivity, which is associated with an organization's internal operations, such as productivity, product quality, and customer satisfaction. Therefore, operational performance can be measured from a productivity perspective. Law enforcement agencies, such as the police, are involved in dealing with violence and power. The police are always facing violence. Police violence has been controversial for decades during operations. The police try to train their officers and follow instructions that reduce the use of force to protect public safety (Anton, 2015).

The number of crimes is the most traditional measure of police success. The rationale for using the crime rate as a measure of success reflects the common belief that crime reduction is a core task of the police. Reducing crime can actually be an indicator of the police's excellent work. Using at least three crime rates or crime rates as a primary measure of police effectiveness creates at least three problems. This is considered to be the main and most important dimension of police work. The police aim to protect civilians and their well-being and reduce the real and perceived risk of victimization and crime in the community. Moreover, even if police efficiency can be measured precisely by the crime rate, a reduction in this percentage should not turn into public confidence in police efficiency, because trust is formed by factors other than crime reduction (Anton, 2015).

The review of literature reveals various performance indicators for policing. Based on the findings and results of previous studies, this study uses the following components to measure the performance of a tourism police department as shown in Figure-2.

2.5 Hypothesis Development

2.5.1 Transformational leadership and organizational performance

A leader's other responsibilities include identifying challenges that hinder the performance of his/her organization and responses to a concrete solution (Dananjaya et al., 2021). Transformational leadership and organizational performance have been studied extensively (e.g., Aymerich et al., 2021; Dananjaya et al., 2021; Park et al., 2021; Molines et al., 2022). According to research conducted since the 1990s, transformational leadership is associated with a variety of favorable outcomes within businesses. In the security domain, transformational leadership has a significant influence on follower performance (Aymerich et al., 2021; Molines et al., 2022; Molines et al., 2022).

Atif (2015) was curious about the impact of transformative leadership on organizational performance at Jordan Ahli Bank. His research demonstrated that transformational leadership characteristics (idealized influence, inspiring motivation, intellectual stimulation, personalized consideration, and empowerment) affect organizational performance at the structural, technological, and people levels, according to Jordan Ahli Bank branch managers.

Ehsan et al. (2019) studied the impact of different leadership styles on individuals and, more broadly, organizational performance. Transformational leadership has a stronger impact on organizational performance and effectiveness than transactional leadership, according to his research. This study hypothesizes, based on past research findings, that transformational leadership improves police performance through idealized influence, inspirational motivation, intellectual stimulation, and personalized concern (Dananjaya et al., 2021; Aymerich et al., 2021; Molines et al., 2022). As a result, the following hypothesis will be investigated in the survey.

Hypothesis 1: There is a significant relationship between transformational leadership and the performance of police departments

2.5.1 Transformational leadership and knowledge management

The relationship between leadership and knowledge management is observed and taken as a prominent aspect to leverage knowledge management by various researchers (Al-Husseini, 2018; Kim & Park, 2020; Griffiths et al., 2016). Their contribution is valuable to developing and reviewing the literature in this study. Researchers in the past urged to explore the role of leadership and examination of police knowledge sharing across regional, institutional and international boundaries. Practical recommendations include having procedural clarity in systems, policies for sharing knowledge, and developing the relevant knowledge, skills, and motivation of police personnel through appropriate training (Griffiths et al., 2016).

Several studies have shown the association between transformational leadership and knowledge management. Kim & Park, (2020) aimed to explore the relationship between transformational leadership and knowledge management in Alvan Sabet Company by making a revision of the existing literature on the field. The results of the study indicated that there is a positive relationship between the transformational leadership style and knowledge management and the correlation has been 0.784 which is considerably high. While Aliasghar et al. (2015) examined the relationship between transformational and leadership with knowledge management in higher education. The findings of this study showed that there is a positive relationship between transformational leadership and knowledge management and the correlations between transformational leadership with knowledge management were significant.

Another study conducted by Kariyawasam (2016) examined the role of transformational leadership in knowledge management in police departments. This study's findings revealed statistical significance and a variety of links between transformational leadership and knowledge management. Furthermore, Kariyawasam (2016) discovered that several aspects of transformative leadership and knowledge management are inextricably linked. He asserted that transformational leadership is critical for the growth of knowledge management inside the policing system.

Similarly, Lin & Hsiao (2014) concluded that the relationship between transformational leadership and subordinates' intention to share knowledge showed a significantly positive correlation, indicating that transformational leadership had an effect on subordinates' intention to share knowledge. The adoption of transformational leadership is actually in line with sharing knowledge, which is an important integral part of knowledge management. While Boroumand, et al. (2014) noted that transformational leadership eases the process of knowledge management and transformational leaders have the potential to get the personnel involved with the process of knowledge management for the sake of advantage in their organization.

Another study by Marjan and Narges (2015) aimed to investigate the relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran. The findings of their study indicated that there is a positive and significant correlation between the components of knowledge management and the components of transformational leadership style. Furthermore, Al-Husseini, (2018) discovered that transformational leadership is essential for supporting knowledge management methods in a business.

It is evident that transformational leadership motivates followers to do more than they originally expected and often even more than they thought possible for the good of the group. This attempt would create more positive leadership relationship between employees and leaders and this consistently encourages sharing of information among employees (Al-Husseini, 2018; Kim & Park, 2020).

An assumption in this study is that transformational leadership is influenced by idealized influence, inspirational motivation, and intellectual stimulation, as well as individual consideration.

Hypothesis 2: There is a significant relationship between transformational leadership and knowledge management.

2.5.3 Knowledge management and organizational performance

In today's environment, communities and organizations are looking for long-term competitive advantages. In this approach, knowledge management can help firms develop their intellectual capital, foster innovation, and achieve desired results. According to the literature, numerous studies have been conducted in the past to better understand the concept of knowledge management and its impact on organizational success, as well as to apply it to improve organizational performance (Hasani, 2021; Rezaei et al., 2021; Ehsan & Masoomeh, 2013). In this context, Ehsan and Masoomeh (2013) conducted a study that tested this association on a population of all Auxin Steel Company employees, with 380 subjects chosen at random. They discovered that if employees are familiar with knowledge management components, their access to these components increases and their performance improves. According to the findings of their study, the knowledge management application is an essential component of businesses, and its use boosts employee knowledge and information, hence increasing organizational productivity (Ehsan & Masoomeh, 2013)

Zargar & Rezaee, (2020) investigated the impact of knowledge management on human resource performance in banking sector management in the same setting. They investigated the impact of knowledge management on organizational performance and its components. According to the findings, KM had a considerable impact on HR performance as well as all performance components except the environment. Further research directions are also suggested.

Badar et al. (2018) found that knowledge management is vital in today's fiercely competitive, uncertain, and rapidly changing corporate environment. In this regard, Badar et al. (2018) examined how knowledge management processes (knowledge acquisition, knowledge sharing, knowledge creation, and knowledge retention) and knowledge management approaches (social networks, codification, and personalization) affect job satisfaction and work performance. They discovered that knowledge management techniques increase employee work performance as an innovative organizational practice. As a result, they urge that knowledge management systems be viewed as organizational growth instruments in order to improve working conditions for employees.

Fadli and Jarot (2017) investigated the elements that affect organizational performance using the Knowledge Management System (KMS) and a model that can portray the fundamental cause of the labor knowledge distribution problem. They discovered that ten major component aspects of Knowledge Management (KM) influence the problem of KMS workforce performance improvement in PT Data Citra Mandiri. To put it another way, there is a significant link between knowledge management and organizational performance. In a recent study, Junaid et al. (2018) evaluated the impact of knowledge management on organizational performance. Sharing tacit knowledge and the use of technology are two components of knowledge management examined in relation to organizational success. According to their findings, total knowledge management has a significant impact on organizational performance. Furthermore, tacit knowledge exchange improves organizational effectiveness more than technology use. Junaid et al. (2018) advocated that manager use knowledge management

strategies such as sharing tacit knowledge and leveraging technology to increase employee performance and create better organizational outcomes. Based on previous research, the author assumed that knowledge management and organizational performance are related, and that this relationship is significant in police departments and law enforcement agencies (Tan, 2020; Castro et al., 2021). As a result, the following hypothesis statement will be investigated:

Hypothesis 3: There is a significant relationship between knowledge management and the police performance.

2.5.4 Mediating role of knowledge management

Knowledge management serves not only as an antecedent to organizational effectiveness, but also a medium between organizational factors and effectiveness. Knowledge resources are an outcome of organizational culture, structure, and strategy, because knowledge is created, made sense of, and utilized in accordance with a set of cultural values and norms, embedded in structural relationships, and reflected in strategic priorities. For example, knowledge sharing practices are affected by cultural expectations such as what knowledge should be shared with the organization and what should be hoarded by individuals, by structural relationships such as how quickly the knowledge flows through formal reporting relationships, and by strategic priorities such as what knowledge is to be paid attention to and what to be ignored. In turn, organizational knowledge reflective of cultural, structural, and strategic characteristics of the organization is utilized to help produce new products and services, improve efficiency, and enhance effectiveness (Nonaka et al., 2000). Grant (1996) suggests that the challenge of the knowledge-based view of the organization is effective coordination among organizational members as their knowledge is specialized and needs to be integrated. The division of tasks between individuals and departments and the specification of the interface between them lies within the domain of organizational design (Grant, 1996). Organizational culture, structure, and strategy constitute critical dimensions of organizational design. Their influence on organizational effectiveness may be channeled through their interface with knowledge management.

Hypothesis 4: Knowledge management mediates the relationship transformative leadership and police performance.

3. The proposed framework

Numerous studies have been undertaken in the past to investigate and test the path-goal hypothesis in various industries, according to the literature. Despite the path-goal theory's importance, concrete evidence proved difficult to come by (Alanazi et al., 2013). Some of the disagreements in theory study activities are explained by the various ways of developing a model from this theory in policing and law enforcement. However, the essential empirical evidence in from the body of knowledge established in the literature to evaluate the path-goal theory has demonstrated that the path-goal theory needs further investigation and enhancement. Furthermore, this study claims that developing a framework in policing based on the notion of path-goal theory is a successful achievement, owing to the path-goal theory's foundation on two distinct hypotheses. The first is when subordinates perceive leaders' actions as a source of job satisfaction, which is acceptable and leads to employee job satisfaction and performance improvement.

Subordinates will accept a leader's actions only if they believe they will provide immediate gratification or will be beneficial in gaining job fulfillment in the future. According to the second theory, leaders' actions function as an incentive for personnel. Employees will be

more motivated if leaders model employee motivational behavior. Subordinates may be motivated if their needs are linked to effective performance. It can also be achieved by providing extensive guidance, direction, and rewards for effective performance in subordinates' work surroundings. Motivated law enforcement officers can increase policing performance and reduce crime rates (Malcolm, 2015; Chong, 2019; Elntib et al., 2021). The above claims are identical to the principles of path-goal theory as presented by its founder, House (1971), who identified four distinct leadership styles (directive, supportive, participatory, and achievement-oriented) that could be used depending on the situation and would invariably increase leader effectiveness as well as subordinate motivation, satisfaction, and performance. All of these attributes are ideal for personnel in law enforcement and policing. The path-goal theory is used in this study to establish leadership approaches for a police department that can encourage employees and police officers to engage with the community, based on the previous reasons. With the help of knowledge management research, the path-goal theory will be given as a model.

Finally, a review of the literature and leadership theory reveals significant linkages between transformational leadership, knowledge management, and organizational (police) performance. This study will examine the conceptual framework depicted in Figure.1 using empirical data from prior studies on the subject. This hypothesis describes how knowledge management mediates the relationship between transformative leadership and police department performance. This study's analysis will provide actual data to back up this claim. The conceptual framework shown in Figure 1 shows all the independent variables as well as the dependent variables. The framework explains clearly how the postulated hypotheses relate to each other and provides the key input of this research. Based on the discussion above, a research framework has been developed as shown in Figure 2.

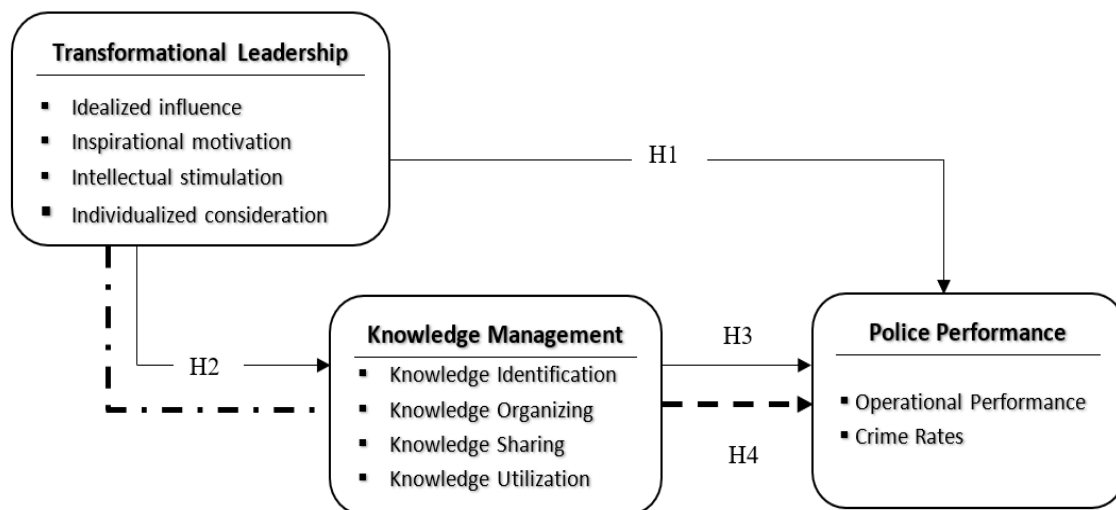


Figure 2. Conceptual framework

4. Results and Discussion

After reviewing the sample researches selected from the huge population of research reports on leadership styles and performance, the researchers observed that leadership styles affect organizational performance in the following ways: Effective leadership style is one of the key driving forces for improving organizational performance (Aldholay et al., 2018). Effective leadership style is an indispensable tool for organizational performance improvement

(Al Khajeh., 2018). Transactional leadership style improves organizational performance by helping organizations to achieve their objectives more efficiently through the linking of employee job performance to valued rewards (Aldholay et al., 2018). The style of leadership used by a leader in an organization has a considerable effect on the performance or productivity of the organization (Chowdhury, 2017). The success of every organization is attributed to leadership efficiency. Leadership style has a significantly positive correlation with organizational performance (Aldholay et al., 2018). Al Khajeh., (2018) also observed that there is a positive relationship between the leadership style of an organization's leader and overall organizational performance. Transformational Leadership Style has a positive correlation with organizational performance (Aldholay et al., 2018). Al Derei & Musa, (2022) found out that laissez-faire Leadership Style improves an organization's overall performance. (Chowdhury, 2017). Leadership styles have significant and substantial effects on the performances of both small and large organizations (Aldholay et al., 2018).

The literature reveals that transformational leadership and organizational performance are linked to each other (Kim & Park, 2020; Aymerich et al., 2021; Molines et al., 2022), and this relationship could be mediated by other variables (Arif & Akram, 2018). Raluca-Elena evaluated the influence of different leadership styles on organizational performance, according to their findings; an organization is regarded as effective if it is able to use an effective leadership style such as transformational leadership. Likewise, Ehsan et al. (2019) investigated the impact of leadership styles on employee performance and, more broadly, the overall performance of the organization. Their research found that transformational leadership has a greater impact on organizational performance and effectiveness than transactional leadership. Based on the findings and outcomes of prior studies, this study hypothesizes that transformational leadership influences police performance through idealized influence, inspirational motivation, intellectual stimulation, and personalized consideration (Dananjaya et al., 2021; Aymerich et al., 2021; Molines et al., 2022). In the same context, knowledge management has been found to act as a mediator between leadership and performance. In this regard, Junaid et al. (2018) examined the impact of knowledge management on organizational performance through two components (i.e., tacit knowledge sharing and technology). The findings of their study indicate that tacit knowledge sharing contributes more to organizational effectiveness than technology utilization. Knowledge management and organizational performance are associated with each other in a significant relationship in policing mission (Tan, 2020; Castro et al., 2021). Transformational leadership clearly drives followers to accomplish more than they expected and, in many cases, more than they thought possible for the good of the group. This endeavor would foster a more positive leadership relationship between employees and leaders, and it would continually encourage employee information sharing and foster overall performance (Al-Husseini, 2018; Kim & Park, 2020). Based on the previous findings in the literature, this research hypothesizes the following conceptual framework (Figure-2) in the domain of policing and law enforcement.

5. Conclusion

This research study mainly discussed the relationship between transformational leadership and performance of tourist police through Knowledge Management. In other words, when there is cooperation among employees, their performances will increase and such increase in employees' individual performances leads to higher overall performance of tourist police. Similarly, when there is ease of communication and decision-making, information can be transferred very fast from top management to lower-level employees and decisions will be made very fast. This will eventually result in improved performance of tourist police. The

findings of this study have also shown that transformational leadership have significant effects on performance of tourist police. Furthermore, the results of the research have shown that Knowledge Management to enhance performance of tourist police.

6. Recommendations

In view of the results of this research, it is strongly recommended that leaders of organizations use transformational leadership. This is because the results of this research have shown that transformational leadership has positive effects on performance of tourist police through Knowledge Management.

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