




Theoretical Framework of Agility Workforce in Police of Dubai: Elements and Characteristics

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ABSTRACT

This study aims to investigate the theoretical framework of agility of the workforce in the police of Dubai. This study focusses on the elements of agility of workforce in police of Dubai. The study highlighted the importance of Potential, Motivation, and Opportunity (PMO) theory. This theory focus on how to use the skills of agility of workforce to achieve the goals of police of Dubai. This study followed a quantitative research method approach to investigate the theoretical framework of an agile workforce in the police of Dubai. The results show that an agile workforce has many characteristics, including intelligence, efficiency, cooperation, culture, and generic vision. The study recommends further research on the implementation of agility elements in public organisations to improve performance.

Keywords: Agility Workforce, Challenges, Elements

INTRODUCTION

Workforce agility is a significant topic now discussed in public management literature. The agile workforce significantly contributes to the development and attainment of organisational objectives by using their skills and competencies to promptly fulfil institutional aims. An agile workforce is made up of human resources with the knowledge, talents, and skills needed to quickly reach institutional goals while being as efficient and productive as possible (Das et al, 2023). An agile workforce is a group of employees who can quickly adapt to changes and contribute effectively to organisational goals (Al-Assaf & Saïdi, 2022). The report highlighted that the United Arab Emirates, particularly in the public sector, possesses the necessary human resources in the labour market and emphasises the need to enhance the workforce to capitalise on its comparative advantages.

Theoretical Framework

Agile Workforce

The agile workforce is one of the most prominent management topics currently addressed in the literature of public management. Study will address each point in more detail as follows:

Concept of Agile Workforce

The literature on public management varied in its definition of a precise and unambiguous concept of an agile workforce. One of the most significant concepts articulated by l'Assaf and Saïdi (2022) is that prior to defining the notion of an agile workforce, it is essential to understand "agility," which denotes a public sector's capacity to adapt

to the dynamics of the work environment within a specified timeframe, thereby augmenting its potential to attain long-term objectives. Agile public forces are characterised by a public sector capacity to adapt to prevailing circumstances and variables and promptly achieve their objectives, as well as their ability to identify requisite strategies and resources and to develop tasks and responsibilities in accordance with the public sector's structure necessary for agility. Das et al. (2023) have established that an agile workforce refers to employees' capacity within a public sector's to adapt to changes and fluctuations in the work environment, thereby aligning with business requirements and achieving public sector objectives promptly. According to Saeed et al. (2022), an agile workforce is one that can quickly adjust to changes in the organisation and unplanned events. It also quickly respond to risks by using agile methods and working together to reach public sector goals. Al-Assaf & Saïdi (2022) observed that an agile workforce signifies the resilience of a public sector's human resources by facilitating an active role that allows the public sector to endure, expand, and maintain a competitive edge. While Al-Assaf & Saïdi (2022) indicated that an agile workforce necessitates adaptation to the foundation's achievements, the notion failed to elucidate the conditions of the working environment, nor did Das et al. (2023). The flexible workforce needs to be able to adapt to regulatory standards. However, as Saeed et al. (2022) pointed out, the idea itself didn't talk about these standards, and it wasn't clear which regulatory parts the business needed to reach its goals. Asari et al. (2014) emphasised that an agile workforce is a human resource characterised by public sector flexibility, which is essential for enabling flexible production. The central premise of the study is that an effective workforce can adapt to change and respond to unforeseen internal and external factors, thereby managing abrupt shifts in the pursuit of public sector objectives and maximising employee enthusiasm for their roles. This approach facilitates staff in acquiring the knowledge necessary to achieve a public sector objective. The adaptable workforce attempts to establish an appropriate working environment by ensuring equitable compensation and incentives. The former idea is all-encompassing, including all governmental and public sectors, while the latter is distinguished by specificity, focusing on the workforce of these entities.

The Importance of the Agile Workforce

The importance of an agile workforce as a key force is to create adequate flexibility for public sector and to respond quickly to fluctuations and changes occurring in the working environment. According to Omidvar et al. (2021), companies now urgently need to enhance the dynamic power of their employees, significantly contribute to the achievement of strategic objectives, and maximize the use of modern technological methods by leveraging their public sector to achieve corporate goals in a timely manner. According to Das et al. (2023), senior management sponsors the agile workforce, as this workforce clearly maintains the flexibility required to tangibly enhance its performance. Senior managerial leadership contributes significantly to enhancing the performance of institutions by maintaining the flexibility and streamlining of the agile workforce. Franco & Landini also noted that the agile workforce contributes significantly to innovation. Contributing to the ability of employees to adapt their personal and public sector needs to the achievement of the public sector objectives, the agile workforce also contributes to exposing the speed of witness in dealing with the needs of the enterprise's needs", since staff are often highly skilled in meeting the needs of the public sector. The agile workforce also plays a prominent role in motivating creative staff to create and exchange ideas, which reveals employees' use of their technical and specialized public sector (Omidvar et al., 2021). It also underscores the significance of an agile workforce by emphasising the ability of staff members to adapt and engage with clear changes within public sector. The importance of an agile workforce is also highlighted by the presence of staff that can clearly continue the public sector success (Cyfert et al., 2022).

Agile Workforce Components

The study's literature indicated that professional flexibility, a scalable workforce, user-friendly information systems, and an adaptable infrastructure are prominent indicators of an agile workforce (Omidvar et al., 2021). Study shall elaborate on each point in greater detail as follows:

Primarily: Professional Adaptability

Das et al. (2023) One important part of an agile workforce is the company's ability to be flexible, to see opportunities and threats in the work environment, and to handle changes. This is because employees must also be able to adapt to changes in their surroundings for the workforce to be agile. Franco and Landini (2022) stated that workplace agility can be applied in the subsequent workforce assessment process for redistribution throughout the public sector structure of the firm. Agility enables people to respond efficiently when issues arise in the workplace. Storme et al. (2020) The adaptability of an agile workforce enhances public sector agility within a firm. Mania (2021) also observed that the flexibility of an agile workforce is contingent upon elements, such as the organization's size and financial limitations. Mania (2021) emphasised that flexibility encompasses public sector, task force, and individual dimensions, with interactions among staff members and individual flexibility becoming

both sustainable and competitive. Individual flexibility, previously referred to as workforce flexibility, is undoubtedly the managerial strategy that allows public sector to swiftly and efficiently address emerging challenges and opportunities in a competitive and turbulent work environment (Tessarini and Saltorato, 2021).

Secondly: Ensuring a Scalable Workforce

Franco and Landini (2022) noted that agile work is exceptionally scalable. A working group is necessary to enhance the organization's decision-making process. The agile workforce of public sector must be modified to revitalise the task force and attain adequate flexibility in its performance. An agile workforce is linked to employee development in the workplace, enabling them to address external challenges and enhance workforce flexibility, which can take various forms, such as public sector flexibility, manufacturing flexibility, and internal adaptability. This illustrates the significant expansion of the agile workforce.

Third: Accessibility of Information Systems

Al-Assaf & Saïdi (2022) observed that an agile workforce requires information systems to supply the knowledge necessary for enhancing the enterprise's database and to deliver higher quality services expeditiously. Information systems provide significant strategic advantages to the company, facilitating a greater decentralisation of managerial choices. The agile workforce requires information technology to attain complete flexibility in meeting the enterprise's objectives. Mania (2021) stated that an agile workforce is one capable of adapting to new technology and devising innovative methods of operation. They also stated that staff must be receptive to increased duties and possess the appropriate skills and habits. This is due to the perception of agile workplace adaptability from a behavioural rather than a developmental perspective. Mania (2021) emphasised that an agile workforce may engage in various activities and have diverse knowledge, greatly contributing to the contemplation of systems, personal mastery, mental models, and a shared vision. Franco and Landini (2022) indicated that public sector exhibit high employee flexibility are predisposed to innovation due to the interplay of information and experience among staff; this expertise serves as a crucial source of competitiveness and a primary catalyst for flexibility.

Fourth: Accelerated Job Acquisition

Franco & Landini (2022) affirmed that a key component of an agile workforce is the swift acquisition of job responsibilities and the attainment of requisite skills for employment. The swift acquisition of job responsibilities allows individuals to remain informed about the newest advancements inside a public sector, thereby facilitating the attainment of its objectives. Al-Farjani et al. (2023) asserted that training is fundamental for the swift acquisition of job responsibilities, while Sabato et al. (2023) highlighted the necessity for the company to allocate adequate financial resources to progress to an advanced level of capacity and skills. Al-Batran and Al-Shinawi (2022) highlighted that creativity and innovation are essential components for addressing public sector challenges. The agile workforce is defined by its capacity to devise innovative solutions, produce novel concepts, and identify alternative strategies promptly; these ideas are relevant and implementable within the public sector (Al-Sabara et al., 2020). Mania (2021) observed that agile workforce flexibility emphasised people's significant capacity for self-directed learning and rapid development. Hanifah and Wicaksana (2024) affirmed that companies gain a reservoir of talent, competencies, and knowledge essential for achieving success swiftly and flexibly, thereby facilitating adaptations to various environmental changes.

Agile Workforce Elements

The literature for the study showed that the agile workforce has many aspects, but the Maina study (2021) focused on four main ones: institutional training, strategic rewards, staff participation, and information systems. Each element will be examined in greater detail as follows:

1. Organisational Training

Training is an investment that enables employees to fulfil their roles and obligations within a designated timeframe. Training is an intervention aimed at enhancing the performance factors of an employee's role (Abudlhabib and Al-Dhaafri, 2020). Ford Goldstein (2002) underscored the significance of training in augmenting institutional productivity, asserting that program directors regard themselves as ethically accountable for the training initiatives they deliver to personnel. The concept of training pertains to the skills that management must impart to the organization's members in order to advance its objectives (Haberfeld, 2013). As Abudlhabib and Al-Dhaafri (2020) pointed out, training has many goals, such as learning new information and getting better at things, improving skills that show behavioural changes in how tasks are done, and making people more interested in and aware of the benefits of training.

The efficacy of training is contingent upon many traditional and electronic approaches, including practical demonstrations, in-person instruction, or e-learning, which enables personnel to train from any location. The study's literature confirmed that the trainer is responsible for planning a clear and logical order of the information

given to staff, which includes going over concepts again, giving lectures, and having conversations that keep trainees interested. Staff observations about trainers, training methodologies, and the characteristics of the learning environment indicate trainees' reactions.

Abudlhabib and Al-Dhaafri (2020) found that the training environment is very important for improving the effectiveness of training because the training facilities, lighting, and sound environment all have a big impact on how well training works. The training environment facilitates the creation of a space conducive to learning, assessment, and multifaceted interaction between trainees and trainers. The training content also contributes to the assessment of the training.

The determinants of successful training include the alignment of the training design with its effectiveness, consequently significantly improving the learners' performance. The design of training facilitates the transfer of knowledge and skills, thereby improving learner performance (Haslinda, 2009). Key standards of training include student reactions, the nature of learning, behaviour, and the outcomes of the training process for the trainees. While institutions acknowledge the need for training, they primarily focus on the quantity of training imposed on workers rather than its quality (Huang, 2001).

The efficacy of the training clearly reflects the outcomes of the change, thereby aiding the management decision-making process. However, many researchers are hesitant to support the idea that training works because there is a group of younger trainees who are different from the older staff, making it harder to make comparisons with younger participants. Trainees may develop further after acquiring the requisite training to enhance their abilities and perspectives, facilitating the attainment of the foundation's goals. Consequently, by enhancing their skills, trainees can address numerous management challenges inside the public sector (Abudlhabib and Al-Dhaafri, 2020).

2. Strategic Compensations

Maina et al. (2021) observed that strategic rewards enhance individual motivation and foster public sector confidence in performance improvements. Moreover, strategic awards evidently foster a favourable environment for public sector members to fulfil their tasks. Strategic rewards alleviate tension, diminish instances of corruption, and unequivocally enhance trust among staff. Da Silva Leitão and colleagues (2016) Strategic bonuses encompass a blend of many types of bonuses, serving as remuneration to reward employees for their success. According to Muduli (2013), strategic rewards are important for the flexibility of the agile workforce. The normal way of paying people uses profit-sharing, gains, and employee stock ownership plans.

Conversely, the non-traditional compensation system focusses on recognising existing incentives and enhancing performance levels. Non-monetary compensation and skills-based remuneration frameworks, wherein individuals receive strategic compensation according to their gained abilities and contributions to public sector objectives, aligning with the adaptability of the agile workforce. Strategic rewards also promote production incentives contingent upon the team's participation and the capacity to learn diverse abilities. Strategic rewards also provide non-monetary incentives, directly reflecting the adaptability of the agile workforce.

Opara and Chinda (2022) observed that documented rules for strategic remuneration assist employees in comprehending the implications and aligning their efforts with public sector goals. Conversely, several public sector's are unable to reveal compensation plans to mitigate employee discontent or dissent regarding the differential remuneration of certain staff members. Opara and Chinda (2022) underscored that the compensation policy must be acceptable to both employers and employees, as employees pursue external remuneration in the form of wages and supplementary benefits, while employers seek psychological rewards and internal feelings of satisfaction and accomplishment, highlighting the significance of strategic remuneration.

3. Employee Belongings

Hanifah and Wicaksana (2024) have confirmed a positive association between employee belongings and workforce flexibility. Moreover, employee involvement significantly enhances the adaptability of an agile workforce and overall public sector performance. Participation fosters staff resilience, enabling them to make informed managerial decisions and effectively tackle public sector challenges. Staff participation seeks to foster psychological empowerment and a sense of competence in executing their tasks efficiently and effectively, so boosting their responsiveness to client needs and adaptability to the complexities of the contemporary environment.

Maina et al. (2021) emphasised that employee participation seeks to involve this group in administrative decision-making, foster collaboration among team members, and facilitate workshops for both new and existing employees to enhance awareness, promote an open-door policy, clarify task delegations, and implement collective rewards. Muduli (2013) said that employee participation has a big effect on the flexibility of the workforce because it improves the quality of working life and encourages engagement and power-sharing between management and employees. Muduli (2013) observed that staff belonging is a prominent element of a multifunctional group work environment, significantly augmenting the adaptability of the agile workforce.

4. Information Systems

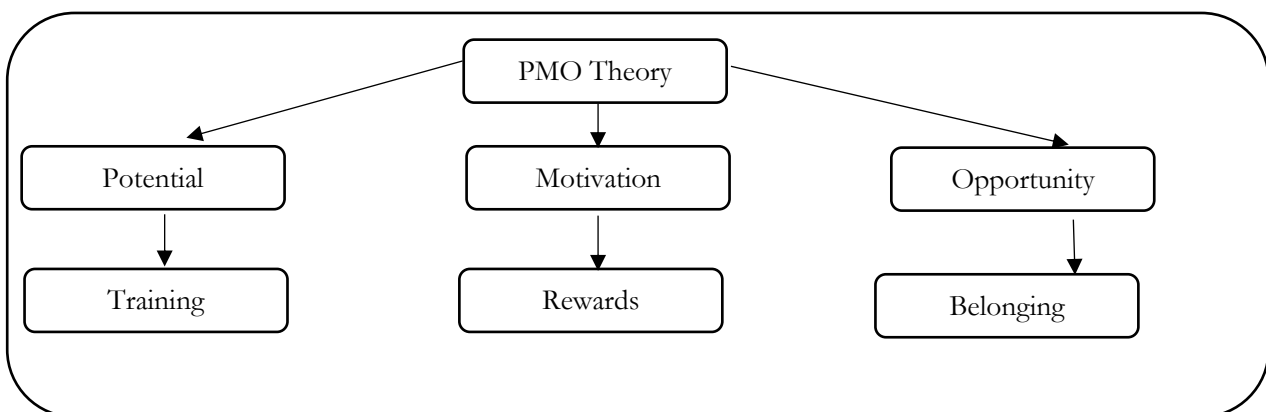
Maina et al. (2021) highlighted that information systems play a crucial and successful role in **public sector** by enhancing staff interactions through instant engagement and swift access to information. The agile workforce is proficient at utilising diverse software and new applications, demonstrating demonstrable competency in employing these technologies (El-Sayed and Abdel-Azeem, 2022). Bailey (1993) affirmed that contemporary research has predominantly focused on evaluating the outcomes of a **public sector** personnel via information systems rather than conventional methodologies.

Muduli (2013) underscored that information systems augment the agile workforce's capacity to function swiftly and adaptably in operations. Furthermore, these systems mirror the advancement of information technology infrastructure, particularly in contemporary and emerging information systems. Muduli (2013) asserted that information systems contributed to the advancement of information technology by utilising graphs, engaging specialists, enhancing the **public sector** collective decision-making capabilities, and aiding in the selection of the suitable information system for the **public sector**.

The assessment from the British Centre indicated that the United Arab Emirates heavily depends on technology, particularly within public and governmental sectors. Over 75% of executives affirmed their reliance on technology at present. The survey indicated that forthcoming employment prospects will emphasise technology, collaborative abilities, task forces, and the capacity to operate within flexible and agile teams.

Potential, Motivation, and Opportunity (PMO) Theory

Bailey (1993), the originator of the theory, asserted that **public sector** staff effort necessitates three components: capacity, skills essential for effective task completion, and adequate motivation. The theory posits that employers must provide employees with suitable opportunities for engagement in the business to achieve optimal results. The notion of possibility, motivation, and opportunity succinctly encapsulates the three elements that enhance service delivery: capability, motivation, and sufficient opportunities for belonging.



Maina et al. (2021) This method shows why it's important for managers to improve their employees' skills, give them incentives, and give them chances to use their skills by letting them help make decisions. Musah (2008) affirmed that a motivated, proficient, and resilient staff assists **public sector** in their pursuit of core competencies and diligently endeavours to enhance their service delivery to consumers. A good work system aims to improve employees' knowledge, skills, and abilities through formal training and participation. It also keeps them motivated with planned and substantial rewards, which shows how self-directed task forces and participatory management can work.

Boxall and Purcell (2003) observe that good discretionary behaviours correlate with employees undertaking supplementary activities and engaging freely, indicating improved **public sector** effectiveness. Potential, motivation, and opportunity theory has faced scrutiny due to a lack of empirical evidence supporting the utilisation of skills and opportunities; however, it has effectively underscored the importance of staff training, reward strategies, and employee engagement in fostering a lean workforce (Kellner, Cafferkey, and Townsend, 1999). Bailey (1993) asserted that the motivational theory framework of potential and opportunities linked employees' talents and abilities to their motivation and commitment to achieving employment objectives. This provided the **public sector** with the opportunity to enhance their abilities, boost performance, reduce personnel turnover, and effectively achieve **public sector** commitment. Akbiyıklı et al. (2023) stated that training can assist in acquiring suitable candidates for positions, as education and development enable managers to stay aligned with the **public sector** management advancement.

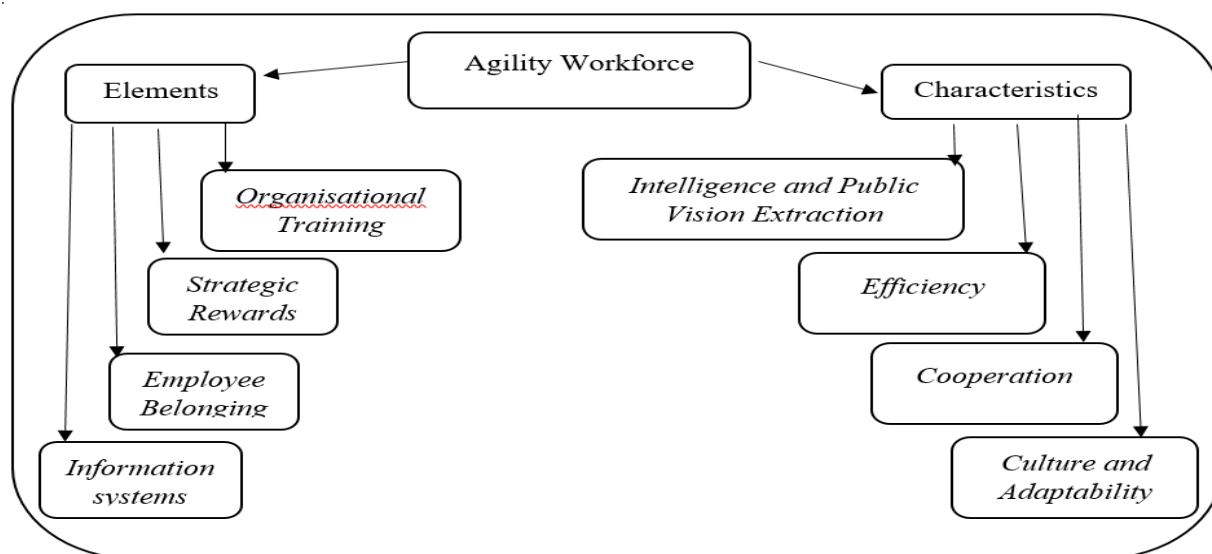
PMO Component	Agility	Element
Potential		Organisational Training
Motivation		Strategic Compensation
Opportunity		Employee Belonging

RESEARCH METHODOLOGY

This study employed a conceptual approach based on literature review to explore agile the workforce in Dubai police. Study also used descriptive analytical method of literature review to examine the theoretical framework of Agility workforce in police of Dubai. The data collected extracted from literature review. Employing a validated scientific methodology, research design serves as an instrument to elucidate the trajectory and course of the investigation. This facilitates the comprehension of social phenomena to identify effective solutions to the issue under investigation and tackle it immediately. The study methodology refers to the approach or technique employed to achieve its objectives and address its enquiries, consistent with the methodological frameworks explicitly utilised in the study (Snyder, 2019). The present study employs the descriptive analytical method. This is the predominant method for addressing the study's questions and objectives quantitatively since it facilitates the evaluation of the study's hypotheses and attainment of its goals.

Conceptual Summary

The next figure extracted from literature review. It discovered the elements and characteristics of agility workforce in Police of Dubai.



Based on the literature, there four essential elements such as training, strategic rewards, employee belongings and information system (Maina et al., 2021).

Organisational Training

Training aids in equipping staff to mitigate the frustration or anxiety associated with unfamiliar tasks and insufficient skills in effective execution. Training is essential for staff to adjust to dynamic changes in the workplace and to enhance their skills; consequently, employees who lack the requisite competence are more likely to resign. Training is the most effective method for enhancing public sector efficiency, and it serves as the primary mechanism for imparting knowledge and skills that ultimately elevate employee performance (Opara and Chinda, 2020). The trainee's response may be favourable if the training enhances their work capacity; conversely, it may be unfavourable, indicating inadequate training and the objectives for which the staff members underwent this training.

Training emphasises its influence through the knowledge and skills staff members acquire and implement at work, referred to as the self-assessment of trainees. The public sector may conduct a final evaluation to determine the effect of the training on staff performance. According to the trainers, both managers and supervisors of training programs must be apprised of the training outcomes, facilitating their improvement, and ensuring the clear application of all notes. Public sector ascertain the nature of staff training by evaluating their specific needs; some may restrict training to job-related requirements. Employees should not engage in lifelong learning; however,

advancements in technology necessitate training that enhances their competencies significantly (Abudlhabib and Al-Dhaafri, 2020).

Strategic Rewards

Strategic rewards represent the organization's human resource requirements and practices in the labour market since employee compensation correlates with their skill levels in attaining public sector objectives. Strategic remuneration pertains to an organization's capacity to finance its objectives, which means that it must focus on attracting, retaining, and motivating personnel to enhance performance and productivity (Akbiyikli et al, 2023).

Employee Belongings

Employee belongings is a critical component of an agile workforce, as engagement influences various facets of performance and culture. Employees within the public sector can readily exchange and articulate ideas; those who are engaged in their work typically foster superior working relationships and deliver optimal value to customers. This creates and maintains an agile workforce while making training more efficient and helping staff members work together, switch roles, and do more than one thing at a time (Maina et al, 2021).

Information Systems

Information systems play a crucial role in preserving confidentiality and enhancing work quality. However, these systems require careful oversight to prevent technical issues, performance degradation, and interruptions. They make it easier to get to customer information quickly and make management information systems much more useful, which leads to a greater sense of being ready and able to respond (Maina et al, 2021).

Based on literature review, the characteristics of agility of workforce in Dubai police includes four elements as a following statement:

Intelligence and Public Vision Extraction

Intelligence is a crucial attribute of an agile workforce; it is focused on an employee's capacity to adapt to continual adjustments and comprehend market conditions by identifying distinctly flexible solutions to the challenges faced by the public sector (Menon and Suresh, 2022). Owhorji and Ehule (2023) assert that a comprehensive vision must encompass the beliefs and cognitive frameworks that managers employ to prioritise public sector significance, formulate problems, devise solutions, and establish criteria for decision-making. A key trait of the agile workforce is competence, which is shown by their ability to match their level of competence to the needs of their jobs and use their skills and knowledge to help the company reach its goals (Paul et al., 2020).

Efficiency

When it comes to the agile workforce, efficiency is very important. Their ability is measured by how well they can do their jobs and use their skills and knowledge to help the company reach its goals (Paul et al., 2020).

Cooperation

Owhorji and Ehule (2023) noted that cooperation is the social behaviour of the public sector staff to achieve public sector objectives. Menon and Suresh (2022) highlight cooperation by identifying the level of collaboration among staff within departments, which contributes to the timely implementation of functions. Collaboration is highlighted by the presence of team agility and individual agility, with Petermann and Zacher (2020) pointing out that the agile team is the presence of teams to complete the work on a daily basis. Among the many characteristics these teams share is their public sector and responsibility for all their operations. The Group can also delegate one of its members to cooperate and exchange information among themselves. The group has many other advantages, including achieving the highest possible level of transparency and progressively achieving objectives. Cooperation also includes a graceful individual with many characteristics, including their possession of the knowledge and skills to proactively interact with events within the organization. An agile individual can effectively utilize their skills to achieve the goals of the organization. Owhorji and Ehule (2023) emphasised that collaboration means staff participation in management decision-making and is a participatory practice among staff within the public sector to achieve public sector objectives and meet staff members' needs. and cooperation takes many forms, including as much information as possible, direct and indirect consultation and financial participation decisions. In-house cooperation processes contribute to increasing efficiency and productivity, improving industrial relations and the working environment, increasing functions and effectiveness, and that cooperation within the public sector reduces the spread of public sector proves the intentions of the public sector.' The development of collaborative relationships among the public sector staff increases its efficiency, productivity, and competitiveness and improves its working environment. Owhorji and Ehule (2023) noted that the lack of collaboration between staff and managers adversely affects staff productivity.

Culture and Adaptability

One of the most prominent characteristics of the agile workforce is its level of culture, which indicates a relationship between organizational culture and individual skills (Evangelist-Roach, 2020). OWHORJI and Ehule (2023) noted that adaptability is a characteristic of staff being able to modify their behaviour and ways of responding to environmental changes faster. This ability is translated into actionable strategies, and public sector are certainly operating in complex rather than simple environments, which affects the public sector environment and internal behaviours of the public sector. Researchers OWHORJI and Ehule (2023) confirmed that people in charge of making administrative decisions are working to find the right balance between adapting to changes in the internal environment and not adapting to those changes, which causes imbalances in different areas. Petermann and Zacher (2020) confirmed that public sector are currently trying to clearly integrate a flexibility mindset with staff members' flexible behaviours, especially in everyday business. institutional culture", where the need to integrate resilience components into institutional culture has increased vigorously, this represents a strong foundation for cultural change in the agile workforce.

CONCLUSION

The study underscores the importance of agility workforce in cultivating and sustaining public sector agility. The elements of agility and force motivate the pursuit of elevated status in future endeavours. The results also indicate that empowerment, flexibility, collaborative creativity, leadership, and learning are among the most critical elements of an agile workforce. The Dubai Police have permitted personnel to operate in cooperation, which fosters an efficiency of creativity, positively influences public sector culture, and enhances flexibility. It also functions as a guarantee for the transmission of job-related skills to all training participants.

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