

Effect of Trust and Integrity on The Community Happiness: Performance as Moderating Role

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Abstract

In the United Arab Emirates (UAE), the community police have been tasked with fostering community development. This study, conducted in the district of Baniyas in Al Shamkhah, explores the links between the constructs of integrity, trust, and community satisfaction, with performance serving as the moderator in the setting of the UAE. A quantitative research design built on a pragmatic approach was adopted. The complicated correlations between the constructs were estimated using descriptive statistics and partial least squares structural equation modeling (PLS-SEM) to answer the research questions. Integrity and trust, essential for effective community policing, were found to have a significant association with community happiness. Performance's moderating influence is on the link between integrity and community happiness. Thus, the trust serves as a predictor of happiness. The findings demonstrated that the policy feedback theory (PFT), legitimacy theory, and conceptual model given in this study provide explanatory aspects for community happiness and policing and explain the effect of police integrity and trust on community happiness. Future research should include additional constructs and variables, investigate community police officers' perceptions of community happiness, and measure the interrelationship between constructs to manipulate and strengthen the applicability of the theoretical model proposed in this study.

Keywords: Trust, integrity, performance, community happiness, community police, UAE

1. Introduction

Happiness is usually viewed as an individual trait for which only the individual is responsible. Similarly, happiness is a sociological trait impacted by external forces on the individual and group (Musikanski et al., 2017). In addition, happiness is sometimes known as life satisfaction and subjective well-being and is synonymous with concepts such as quality of life or satisfaction with life (Stein & Griffith, 2017; Veenhoven, 2012). Happiness is an emotional or affective state characterized by feelings of pleasure and contentment (Sumngern et al., 2010). Following the psychological definition of happiness, satisfaction is a subcategory (Rice, 2015).

Consequently, Uchida and Oishi (2016) describe happiness as "an interior emotion or state of contentment". It is frequently compared to contentment, morale, life fulfillment, and well-being (Helliwell, Layard, & Sachs, 2014; Jasielska, 2018). This study focuses on community happiness and related concepts of trust, police integrity, and performance, leading to greater resident satisfaction with community policing. Policing is one of the primary governmental mechanisms for regulating and

controlling behavior in a society. The police should offer a direct line of defense against deviants and lawbreakers if social condemnation and other informal social mechanisms fail to curb crime, drug misuse, and sociopathic behavior (Al-Ali, 2011). Community policing is a partnership between the police department and the community to identify and resolve community issues (Square-Smith, 2017).

Consequently, all community residents must be involved in enhancing the quality of their neighborhoods (Pagán, 2003). People are pleased with the performance of the community police, particularly if the officers demonstrate integrity and trust (Johnson, Rowatt, & Petrini, 2011). Nonetheless, it is necessary to determine if the community police are trusted and seen as legitimate if they advocate and implement fair procedures and act in the public interest, thereby pleasing citizens and communities. Therefore, this study aimed to examine the relationship between community police integrity, trust, performance, and community satisfaction in the United Arab Emirates (UAE). The relationship between happiness, well-being, and sustainability has recently drawn a growing number of scholars' attention (Eckhaus & Sheaffer, 2019). They focused their research on the distinctions between happiness and well-being, two words that have been traditionally used interchangeably (MacKerron, 2012). The literature argues for a deeper understanding of what happiness means for humans and how it may be obtained, even though everyone continues to desire it (Frey & Gallus, 2016; Gilbert et al., 2012). In the last few decades, marketing (Sääksjärvi & Hellén, 2013), economics (Choi & Jang, 2016; Pugno, 2016), and politics (Choi & Jang, 2016; Pugno, 2016; Sääksjärvi & Hellén, 2013) and other fields have emphasized the importance of Kamp and Desmet (2014). Consequently, this has resulted in the formation of numerous and somewhat contradictory definitions.

2. Literature Review

Community policing was first implemented in the UAE in 2003, while Abu Dhabi Police undertook substantial modernization (Sanker, 2013). In addition, involving the community is based on the assumption that police may not be able to build or sustain safe neighborhoods or promote community happiness on their own (Mulugeta & Mekuriaw, 2017). Authorities and community police in the United Arab

Emirates are fundamentally necessary to work together to solve the issues of locals and expatriates and increase confidence. Community-based efforts to assess happiness should include multiple elements, including a conducive political and social climate, adaptable and culturally relevant vocabulary, political will, and adequate and acceptable resources (Lim & Sloan, 2016). Audu (2016), on the other hand, noted that a community should be judged based on factors such as area, places, a shared culture, or an established link. According to Rosenberg (2012), a community is a collection of families that live close to one another in a specific geographical location, are firmly rooted in the soil they occupy, are interdependent on one another, support basic social institutions, and are politically dependent on other communities. According to Musikanski et al. (2017), the community comprises people who share the same locality and have similar interests and behavior patterns. The production, distribution, and consumption of products and services, socialization, social control, social involvement, and mutual support of these individuals are comparable (Hayee et al., 2021; Wright et al., 2014).

2.1 Integrity and trust in policing

Integrity and trust in policing refer to the underlying values and ethical attachments of the police, as well as how these values and ethics influence their conduct (Mazerolle et al., 2013). This suggests that police officer integrity is the propensity to do the right thing. The proper growth of police integrity is essential for creating ethical behavior standards and professionalizing policing (Mazerolle et al., 2013). Moreover, in the context of community policing, community people have expectations of officers and assume they possess positive ethical and moral principles (Ellwanger, 2012; McCartney & Parent, 2015). Consequently, establishing a culture of integrity is necessary for fostering respect and trust (COPS, 2012; Ivkovic & Sauerman, 2016). Integrity in the police is associated with characteristics such as accountability, allegiance, discretion or ethics, honesty, prudence, morality, virtuous behavior, respectfulness, duty, and commitment to serve the community; however, there is no specific meaning of the term 'integrity' (Rosenbaum et al., 2017). Integrity has arisen as a concept and acquired importance in research on public organizations and at all

levels of actual policymaking (Huberts, 2018; Lim & Sloan, 2016). Rosenbaum (2016) suggested that the concept of integrity is essential for a deeper comprehension of community government, such as community policing. Integrity in community policing is about protecting people, following their service's ideals, and attempting to do the right thing in every circumstance and earn the public's trust (Rosenbaum, 2016). Consequently, the following assumptions might be formulated based on the theoretical context.

H1. trust has a positive effect on community Happiness (Community satisfaction/well-being)

H2. Integrity has a positive effect on community Happiness (Community satisfaction/well-being)

2.2 Performance of community police

Not only does the performance of community police depend on volunteers' devotion to their duties, but also their honesty. For example, doing the right thing, being fair, consistent, and impartial in their decision-making, and having positive contact with the public (Bradford, Jackson, & Hough, 2013; Hickman et al., 2016; Johnson et al., 2011). Additionally, untrustworthy or lackadaisical individuals will harm the performance of the community police since they may be dishonest or commit unethical or illegal behaviors that damage their reputation (Bradford et al., 2014; Bradford et al., 2013). Moreover, the police performance model shows that public satisfaction is influenced by perceptions of the police's efficacy in fighting crime, preventing crime, and creating a safe environment (Boda & Medve-Bálint, 2017). Until recently, police performance was evaluated using a single metric of public confidence (Myhill & Beak, 2008). According to Myhill and Beak (2008) and Myhill and Quinton (2010), when residents see less antisocial behavior and crime in their communities, they are more likely to interact with the police and have greater faith in community police (2012). This conclusion suggests that greater self-assurance is related to greater contentment or happiness. According to Ludwig, McLean, and Norton (2017), police performance must be judged in terms of quality rather than output. According to these

scholars, quality relates to the subjective well-being of community members or their "quality of life" (Ludwig et al., 2017; Myhill & Beak, 2008; Myhill & Bradford, 2012). This indicates a connection between police performance and life satisfaction or happiness (Stein & Griffith, 2017; Thomassen & Kääriäinen, 2016). Based on this theoretical foundation, the following assumptions can be formulated.

H3. Community Police Performance positively moderates the effect in the relationship between Community Police integrity and Community Happiness (Community satisfaction/well-being).

H4. Community Police performance positively moderates the effect in the relationship between Community Police trust and Community Happiness (Community satisfaction/well-being).

2.3 Community happiness

Happiness is commonly regarded as an individual trait for which each person is solely responsible. Nevertheless, happiness is also a group trait influenced by factors external to the person (Cloutier & Pfeiffer, 2015). Moreover, pleasure is an eternal and ultimate objective for individuals, groups, and nations (Cosimato, Faggini, & del Prete, 2021). As a result, global (Helliwell, Layard, & Sachs, 2012) and UAE (Helliwell et al., 2014) public policy is promoting communal happiness, which is arguably identical to contentment (Dubai Statistics Center, 2016). With the introduction of the new happiness effort to combat crime in the UAE, the police force is expected to embrace the community policing principle through collaboration with the district. However, the government has not evaluated the previously adopted community policing programs.

Additionally, there is a lack of assessment and evaluation of police, which is not well understood by community policing personnel (Laycock, 2013). The execution of the new community policing/happiness project in the United Arab Emirates may not have been adequately conceptualized in terms of community trust, police integrity, and police performance and how these may affect community happiness (Johnson et al., 2011; Ludwig et al., 2017). This study concluded with a discussion on community

police and community happiness in the UAE. The research centered on the relationship between community trust, police honesty, police performance, and community happiness. Based on the evaluated literature, it can be asserted that no study has investigated this problem. However, most relevant research has focused on how community policing has disregarded the significance of police trust and integrity in the general satisfaction of the community. This study produced statistical data that academics and educational institutions can use as reference material. In addition, this study identified areas within the community policing profession that deserves additional research, thereby providing a foundation for future study. In addition, the study established a new research topic in the context of the United Arab Emirates, where the government has placed a premium on community happiness. This research will be the first in the United Arab Emirates and internationally.

2.4 Research Framework

Based on previous literature reviews, a conceptual framework was developed to identify key constructs and variables.

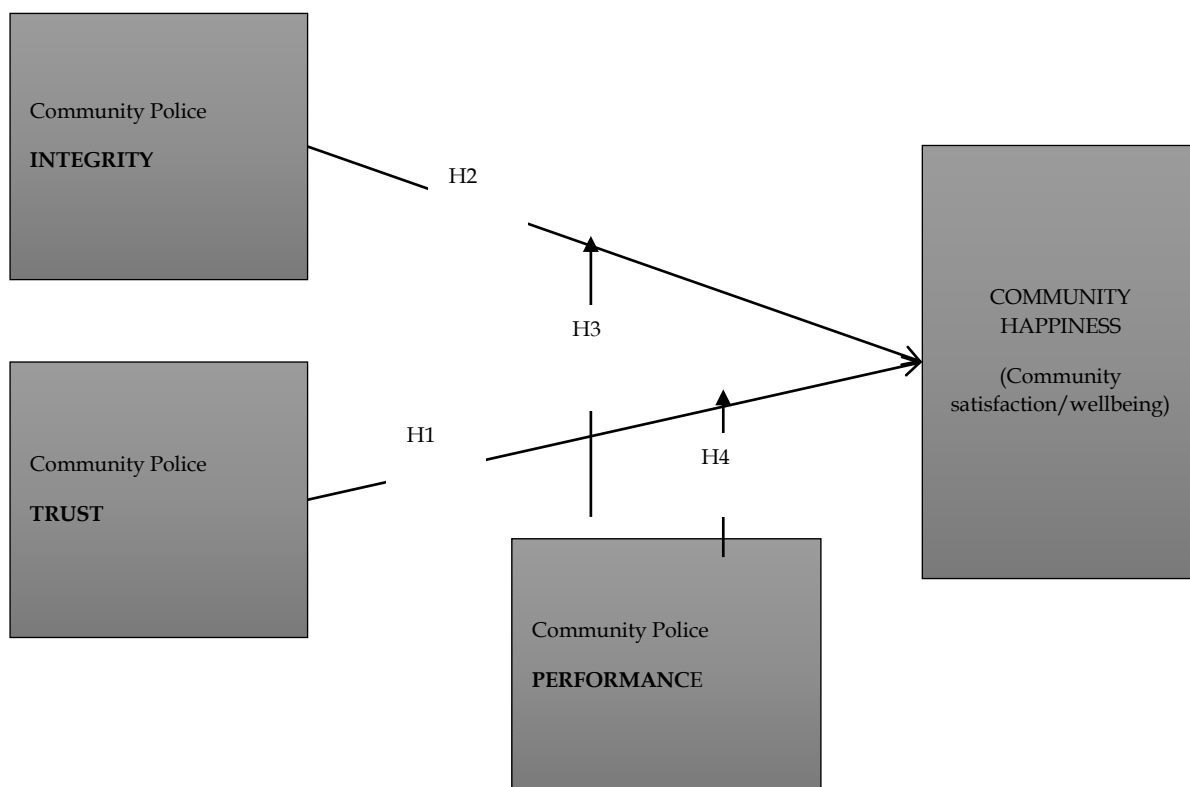


Figure 1: Conceptual Framework of the Study

Source: Authors

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3. Methodology

3.1 Participants and procedure

Participants were selected using the convenience sampling method, also known as non-probability sampling or strategic sampling, in which informants are picked based on their availability and convenience (Creswell, 2014; Palinkas et al., 2015). This technique was followed by snowball sampling, in which the succeeding sample was constructed by requesting key recommendations from those initially chosen (Young et al., 2018). These methods were employed to ensure that the selected respondents could deliver superior responses to the questions. Thus, they were chosen based on the idea that they included a wealth of relevant information (Creswell, 2014; Palinkas et al., 2015). The sample used for this study was representative of the Al Shamkhah, Abu Dhabi, population. It included UAE nationals and expatriates from Asia, Africa, Europe, Australia, and the United States. As previously indicated, Ban Yas was selected because it adopted community policing tactics and implemented community happiness initiatives. In addition, the region features both local and foreign populations. Therefore, it is an ideal pick that exemplifies the entire UAE society. Additionally, there are numerous public and government institutions. This made it easier to conduct the survey, as residents of various origins and professions were readily accessible.

3.2 Questionnaire development

Concern was given to the audience, or the people of Al Shamkhah, Abu Dhabi, UAE, and their interest in the concept of community happiness and related concepts while determining the number of questions. The amount of time required by responders to complete the questionnaire was another consideration. A lengthy questionnaire with an excessive number of questions may fatigue responders and reduce the precision of the results (Harlacher, 2016). To alleviate this burden and allow respondents to complete the questionnaire, only a restricted number of questions (32 items and 5 demographic questions) were devised, which could be answered in around 20 minutes. In addition, basic language was employed. In addition, double-

barrelled or two-in-one questions (Dillman, Smyth, & Christian, 2014) and those that may have led respondents to reply in ways that did not accurately reflect their opinions were avoided (Harlacher, 2016). The questionnaire contained only closed-ended questions, which were simpler to respond to. All measurements employed a five-point Likert scale, with responses of 1 (strongly disagree), 2 (disagree), 3 (neither/nor), 4 (agree), and 5 (strongly agree) (Burns & Kho, 2015). A seven-point Likert scale was not employed since a five-point scale can reduce respondents' irritation and improve the accuracy of their comments (Harlacher, 2016).

Table 1: Questionnaire Format

| | Section | Question | Response style |
|----------|-------------------------|-----------------|-------------------------|
| A | Demographic information | 5 | Checkbox |
| B | Integrity | 6 | Five-point Likert scale |
| | Trust | 7 | Five-point Likert scale |
| C | Performance | 9 | Five-point Likert scale |
| | Community happiness | 10 | Five-point Likert scale |

3.3 Data Collection

Before collecting the data, an official consent letter from Universiti Tun Hussein Onn Malaysia was received (UTHM). The researcher had already obtained verbal consent from respondents in Al Shamkhah, Abu Dhabi, UAE, to perform this study. Once permission to undertake the research had been granted, the survey was randomly administered to respondents. The questionnaire was administered online via survey Monkey by the researcher.

3.4 Data analysis

An exploratory-cum-explanatory sequential mixed methods research design framework was utilized to analyze the data in this study. The statistical analysis of quantitative data included nominal (descriptive statistics) and ordinal data analysis (PLS-SEM). SEM was employed in this work, a technique that can explain the correlations between many variables or test and estimate the causal linkages among

various exogenous and endogenous factors (Hair et al., 2010). SEM was utilized to test the hypotheses, the theoretical links among the study's constructs, and the conceptual model in this investigation. Covariance-based and variance-based (or component-based) methods exist for estimating the SEM parameters (Reinartz, Haenlein, & Henseler, 2009; Ringle et al., 2009).

Consequently, it was necessary to choose between variance-based PLS-SEM and covariance-based SEM (CB-SEM), which are complementary statistical approaches for estimating structural equation models. The practical distinction between CB-SEM and PLS-SEM is that CB-SEM estimates model parameters by minimizing the difference between estimated and sample covariance matrices and is applicable for theory testing and confirmation (Hair, Ringle, & Sarstedt, 2011). In contrast, the PLS-SEM approach aims to maximize the variance of endogenous latent variables by estimating partial model relationships in a succession of ordinary least squares regressions (Malhotra, 2010). Since this study aimed not to minimize but rather to maximize sample covariance differences, the variance-based strategy was adopted (Hair et al., 2010). Moreover, CB-SEM is said to produce nil or, at best dubious outcomes (Hair et al., 2017; Reinartz et al., 2009). In addition, PLS-SEM was selected over CB-SEM since it allowed for the unrestricted creation and estimation of the formative model.

4. Results

4.1 Demographic Statistics

The percentage of males and females in the sample was 53.81 percent and 46.19 percent, respectively. 20.73% of the respondents in this study's sample were less than 20 years old, 16.01% were between 21 and 30 years old, 13.65% were between 31 and 40 years old, 15.75% were between 41 and 50 years old, 16.80% were between 51 and 60 years old, and the remaining 17.06% were older than 60 years old. Regarding nationalities and ethnicities, 20.47 percent of participants were Arabs (Emiratis and from other GCC states), 18.37 percent were Indian, 19.42 percent were Pakistani, 24.15 percent were Filipino, and 17.57 percent were from other countries (like Egypt, the UK, Europe, etc.).

Table 2: Demographic Statistics

| Variable | Category | Frequency | Percentage |
|--------------------------|-------------------|-----------|------------|
| Gender | Male | 205 | 53.81% |
| | Female | 176 | 46.19% |
| Age (in years) | Below 20 | 79 | 20.73% |
| | 21-30 | 61 | 16.01% |
| | 31-40 | 52 | 13.65% |
| | 41-50 | 60 | 15.75% |
| | 51-60 | 64 | 16.80% |
| | 61 and above | 65 | 17.06% |
| Race/ethnicity | Arab | 78 | 20.47% |
| | Indian | 70 | 18.37% |
| | Pakistani | 74 | 19.42% |
| | Filipino | 92 | 24.15% |
| | Others | 67 | 17.59% |
| Marital status | Single | 152 | 39.90% |
| | Married | 224 | 58.79% |
| | Divorced | 4 | 1.04% |
| Educational level | Diploma | 143 | 37.53% |
| | Bachelor's degree | 52 | 13.65% |
| | Master's degree | 65 | 17.06% |
| | PhD | 63 | 16.54% |
| | Others | 58 | 15.22% |

Regarding marital status, 58.79% of respondents were married, 39.9% were unmarried, and 1.04% were divorced. The majority of participants were

educated, with diploma holders (37.53%), undergraduates (13.65%), post-graduates (17.06%), Ph.D. holders (16.54%), and others (15.22%) comprising the majority. The descriptive statistics results (Table 2) determined that the sample was appropriately representative of the target population. In addition, it was suited for the contexts of community happiness and community policing in this study. This result was reached because most respondents were employed and had a high to moderate degree of education. In addition, a suitable split was obtained between male and female respondents and Arab and expatriate respondents.

4.2 Descriptive Statistics of Constructs

The mean, standard deviation, and frequency (Table 3) values for the construct items were presented using descriptive statistics. Descriptive statistics adequately described and summarized the 31-item raw data set. The item numbers matched their placement on the questionnaire. This statistical method was used for each of the four study queries.

Table 3: Descriptive Statistics of Constructs/Variables

| Questionnaire item | Construct | n | M | SD | Kurt | Skew |
|--|-----------|-----|------|-------|-------|------|
| Integrity | | | | | | |
| Police in the community has a high level of integrity. | Int1 | 381 | 3.72 | 0.890 | -1.08 | 0.38 |
| Community members are happy with the honesty of the police. | Int2 | 381 | 3.66 | 0.813 | -1.12 | 0.66 |
| Respect from the police affects community happiness. | Int3 | 381 | 3.75 | 0.839 | -1.37 | 0.47 |
| Community police often adhere to the principles of integrity. | Int5 | 381 | 3.73 | 0.878 | -1.04 | 0.34 |
| A culture of police integrity is crucial in enhancing community satisfaction and happiness with police services. | Int6 | 381 | 3.70 | 0.827 | -1.25 | 0.58 |

| Questionnaire item | Construct | n | M | SD | Kurt | Skew |
|---|-----------|-----|------|-------|-------|-------|
| Trust | | | | | | |
| Building community trust is the cornerstone of law enforcement. | Tru1 | 381 | 3.73 | 0.827 | -1.32 | 0.55 |
| Building and maintaining trust with the community takes a great deal of continuous effort. | Tru2 | 381 | 3.82 | 0.860 | -1.56 | 0.35 |
| Developing relationships with the communities based on trust is critical for the success of community happiness projects. | Tru3 | 381 | 3.73 | 0.822 | -1.32 | 0.53 |
| Integrity is the cornerstone of community trust-building. | Tru4 | 381 | 3.75 | 0.850 | -1.42 | 0.51 |
| To build trust in the community, police have to be transparent. | Tru5 | 381 | 3.77 | 0.844 | -1.45 | 0.45 |
| Proactively engaging the local media can effectively influence the community's perception of the police. | Tru6 | 381 | 3.80 | 0.837 | -1.46 | 0.40 |
| Convening monthly meetings with community members could increase community trust and enhance happiness. | Tru7 | 381 | 3.81 | 0.849 | -1.51 | 0.38 |
| Performance | | | | | | |
| Police performance influences community happiness. | Per1 | 381 | 3.23 | 1.500 | -1.43 | -0.17 |
| Community police response time plays an important role in evaluating the effectiveness of police work. | Per2 | 381 | 3.13 | 1.400 | -1.24 | -0.13 |

| Questionnaire item | Construct | n | M | SD | Kurt | Skew |
|---|-----------|-----|------|-------|-------|-------|
| Community police interactions could improve our perceptions of police performance. | Per3 | 381 | 3.12 | 1.468 | -1.40 | -0.14 |
| The performance of community police (for example, problem-solving) can affect the quality of life in the communities they serve. | Per4 | 381 | 3.15 | 1.542 | -1.49 | -0.12 |
| Improved communication among community members could enhance community trust and confidence in the community police and eventually improve performance. | Per5 | 381 | 3.13 | 1.459 | -1.37 | -0.11 |
| Community policing officers should develop their performance measures with their community partners. | Per6 | 381 | 3.15 | 1.470 | -1.40 | -0.12 |
| The police and the community should establish objectives before measuring outcomes. | Per7 | 381 | 3.20 | 1.528 | -1.45 | -0.20 |
| Creating appropriate measures that are feasible and achievable is important for the community police. | Per8 | 381 | 3.14 | 1.450 | -1.35 | -0.15 |
| Feedback from the community about how well they are doing could improve police performance. | Per9 | 381 | 3.16 | 1.453 | -1.34 | -0.16 |
| Community Happiness | | | | | | |
| Community police play a key role in helping to reduce crime and violence in the community. | CHap1 | 381 | 3.18 | 1.460 | -1.36 | -0.18 |
| We are happy with the nature or level of policing. | CHap2 | 381 | 3.14 | 1.460 | -1.37 | -0.13 |

| Questionnaire item | Construct | n | M | SD | Kurt | Skew |
|--|-----------|-----|------|-------|-------|-------|
| The councils for happiness established by the government positively affect the roles of community police in promoting happiness. | CHap3 | 381 | 3.09 | 1.474 | -1.42 | -0.06 |
| Community policing and community bonding have developed strong roots resulting in happiness. | CHap4 | 381 | 3.20 | 1.483 | -1.37 | -0.17 |
| Transparency is essential for enhancing community happiness. | CHap6 | 381 | 3.09 | 1.523 | -1.45 | -0.10 |
| If the police are visible in communities and know their residents, it will make us happy. | CHap7 | 381 | 3.16 | 1.453 | -1.30 | -0.22 |
| Personal interactions between police officers and community members build community happiness. | CHap8 | 381 | 3.18 | 1.415 | -1.28 | -0.16 |
| Using the happiness plan, the community police positively impact the youth. | CHap9 | 381 | 3.16 | 1.456 | -1.34 | -0.15 |
| The community police impact how we feel about our neighborhood or community. | CHap10 | 381 | 3.06 | 1.428 | -1.33 | -0.07 |

*N=number of participants, M=Mean, SD=Standard Deviation, Kurt= kurtosis, Skew=Skewness

4.3 Hypothesis testing

This part includes examining the various inter-relationships between the hypotheses previously proposed for this analysis by conducting PLS-SEM and bootstrapping in Smart PLS software (Hair et al., 2014). Based on the results presented in Figure 2 and Table 4 bellow, it was the clarified results of this study that the path relationships that were significant at the 0.05 level were between: integrity and

community happiness ($\beta = 0.101$, $t = 2.19$, $p = 0.029$); Integrity and happiness with performance as moderator ($\beta = 0.139$, $t = 3.523$, $p = 0.000$); while performance and happiness was ($\beta = 0.127$, $t = 2.594$, $p = 0.010$), then trust and happiness was ($\beta = 0.186$, $t = 3.803$, $p = 0.000$), finally trust and happiness with performance was ($\beta = 0.134$, $t = 3.619$, $p = 0.000$).

Table 4: The Results of Hypotheses Testing

| | Original Sample | Standard | | T Statistics | P |
|------------------------------------|-----------------|----------|-----------|--------------|--------|
| | Sample | Mean | Deviation | (O/STDEV) | Values |
| | (O) | (M) | (STDEV) | | |
| Integrity -> Happiness | 0.101 | 0.109 | 0.046 | 2.19 | 0.029 |
| Integrity Interaction -> Happiness | 0.139 | 0.132 | 0.039 | 3.523 | 0.000 |
| Performance -> Happiness | 0.127 | 0.151 | 0.049 | 2.594 | 0.010 |
| Trust -> Happiness | 0.186 | 0.197 | 0.049 | 3.803 | 0.000 |
| Trust Interaction -> Happiness | 0.134 | 0.125 | 0.037 | 3.619 | 0.000 |

Source: Authors

As shown in [Figures 3](#) and [4](#), the moderation or interaction effects model incorporated the interaction term as extra latent variables representing the product of the exogenous latent variables (integrity and trust) and the moderator (performance). The model included the connection between performance and integrity, and trust. These extra latent variables covered the product of the exogenous latent variables trust and integrity, as well as the moderator's performance. This is known as cascaded moderator analysis ([Hair Jr et al., 2017](#)), in which the strength of a moderating impact (performance) is affected by additional variables (trust and integrity). [Figures 2](#) and [3](#) illustrate the often-employed three-way interaction ([Hair Jr et al., 2017](#)). The performance had a continual moderating effect but was influenced by trust and integrity.

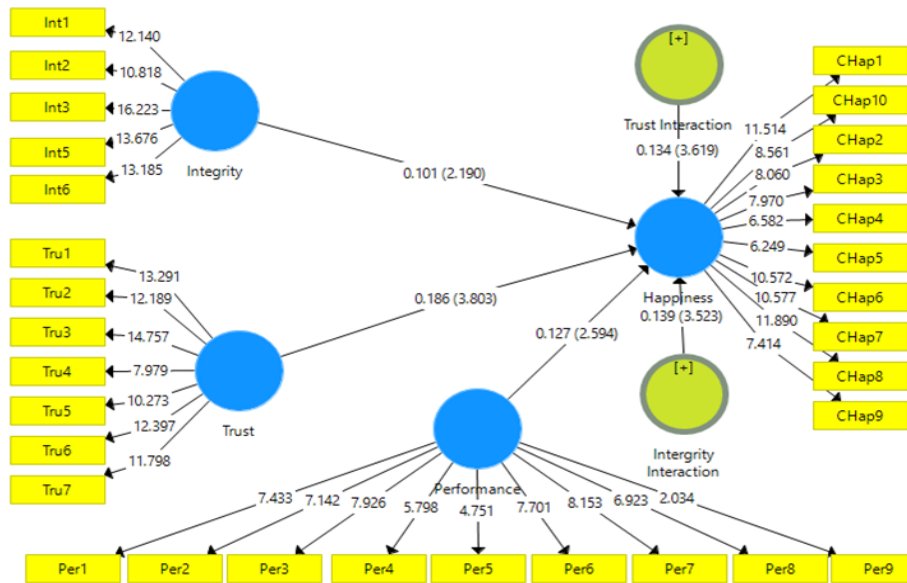


Figure 2: Bootstrapping and T-value

Since the interaction term of Trust with Performance was significant ($\beta = 0.134$, $p = 0.000$), plotted the slope of trust on community happiness as in (Figure 3). The plot demonstrates that the link between trust and community happiness becomes stronger at a higher level of performance.

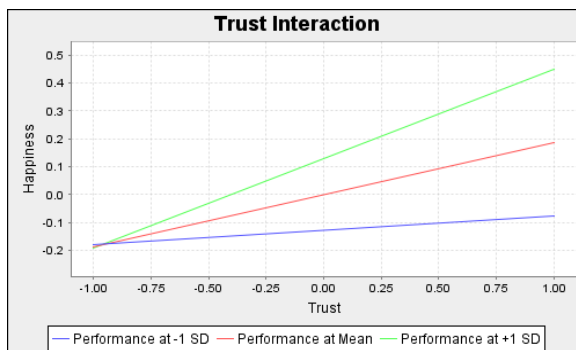


Figure 3: Interaction effect of Trust and Performance on Community Happiness

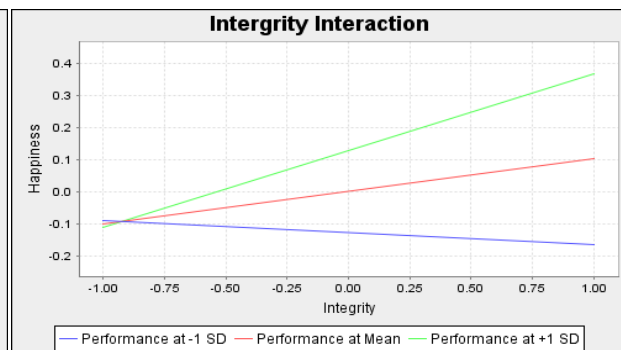


Figure 4: Interaction effect of Integrity and Performance on Community Happiness

Thus, the results offered in Table 4 provided the supported hypothesis H3. While the interaction of integrity with performance was significant ($\beta = 0.139$, $p = 0.000$), the slope of integrity on community happiness was (Figure 4). The plot demonstrates that the link between integrity and community happiness becomes stronger at a higher level of performance. Thus, the results offered in Table 4 provided the supported hypothesis H4.

5. Discussion

This study examined a new endogenous construct or dependent variable, community happiness, which has not been tested elsewhere together with the exogenous constructs or independent variables, integrity, and trust. The underlying variables used to examine the proposed model were conceptualized following a literature review. Then, an integrated model of community happiness was tested with the belief that it would lead to a better understanding of the relationship between community policing and the constructs of integrity and trust with performance as the moderator. Thus, the results of this study confirm that community happiness is positively and significantly influenced by the integrity and trust of community happiness. These findings ($\beta = 0.101, t = 2.19, p = 0.029$); $\beta = 0.186, t = 3.803, p = 0.000$), support H1 and H2 respectively, indicating that community happiness (which includes satisfaction/wellbeing) plays a vital role in employee encourages and also inspires them to be committed to providing excellent and innovative service. These findings align with previous studies ([Abdullah, Ling, & Peng, 2016](#); [Achor, 2010](#); [Alnuaimi, 2018](#); [Svare, Gausdal, & Möllering, 2020](#); [Williams, Kern, & Waters, 2017](#)).

4.4 Does performance moderate the relationship between integrity and community happiness in the UAE?

When individuals have favorable impressions of safety, it is often assumed that the community police are performing well. Nevertheless, the data suggested that the police contributed to the pleasure of society by reducing crime and rewarding citizens for good behavior rather than simply punishing them for infractions. Regarding police integrity and performance, the police's capacity to carry out their duties efficiently rests partly on the degree to which the community views them as dependable and impartial partners in the fight against crime. The results revealed that the path relationship between integrity and community happiness with performance as the moderator was significant at the 0.05 level ($\beta = 0.139, p = 0.000$), indicating that police response time was not affected by the complainants' nationality or ethnicity, such as whether they were UAE nationals or expatriates of various ethnicities. Surprisingly, and contrary to commonly held perceptions that the police discriminate against minorities, expatriates obtained a quicker response from the authorities.

4.5 Does performance moderate the relationship between trust and community happiness in the UAE?

Based on quantitative findings, it was determined that citizens provided significant input or feedback during regular meetings and that they viewed community input or feedback as essential for the operation of the community police. The results generally indicated that Al Shamkhahh's people were a cohesive group of individuals who understood the significance of establishing cooperative relationships with the community police. They believed that the purpose of law enforcement was to maintain order, provide a sense of safety, and control crime. Quantitative results of the moderating (Performance) influence with trust and community Happiness ($\beta = 0.134, p = 0.000$) demonstrated that via participation in monthly meetings and bonding, the community police and the inhabitants had created strong roots, which led to happiness. These findings are consistent with prior research ([Alnuaimi, 2018](#); [Jasielska, 2018](#); [Mroueh & de Waal, 2020](#); [Rego & Souto, 2009](#)).

6. Conclusion

Even though procedural justice was not the focus of this study, the relevance of the community police in promoting fairness and assistance was emphasized. Consequently, this research has crucial implications for the community happiness program and criminal justice institutions attempting to build relationships with citizens, increase happiness, and eventually promote legitimacy. In certain situations, illegitimacy and incompetence might diminish the good effect of procedural justice policing on community happiness. Implementing procedural justice policing alongside other police reforms to decrease corruption and impunity and build public security and well-being is more likely to increase community happiness. If community police handle these concerns, citizen attitudes will improve, and community satisfaction will increase. The results validated the hypothesis that while the trust was connected with happiness, performance strengthened this association. Hence, performance seems to be crucial for receiving satisfaction from trustful police. Due to the level of social interactions it promoted between citizens and police, trust in the community police impacted police performance. Positive emotions were associated

with the community's and police's ability to establish trust. This study discovered a positive relationship between trust and police performance and that police performance moderated the relationship between trust and community satisfaction. Together, trust and performance have contributed to establishing the legitimacy and dependability of the police. The community police's ability to build trust and effectiveness was related to achieving the government's happiness agenda. For these two reasons, community happiness proved to favor people's faith in the police. First, the campaign increased people's faith in the police's capacity to keep their word and good intentions. The people's confidence in the community police's capability and willingness to protect them through effective policing was bolstered by their valuable comments or input. The community happiness program provides a fundamental new beginning towards a rebirth of respect for the community police and a new push by law enforcement personnel to safeguard the personal dignity of both victims and lawbreakers as well as the public confidence of Al Shamkhahh people. Aside from that, future studies might collect and analyze the perspectives of community police officers towards the neighborhood, which are essential for the successful implementation of community policing and community happiness programs. Community policing activities that are to be effective must take into account the perceptions of community police personnel. It is also essential to determine whether communities' and police officers' perceptions are aligned or misaligned. Even though the potential interaction between trust, integrity, and community happiness has not yet been investigated, additional research from the perspective of the community police would be a fascinating subject to investigate. Future research should include additional constructs and variables, analyze community police officers' perceptions of community happiness, and measure the interrelationship between constructs to manipulate and strengthen the applicability of the theoretical model proposed in this study.

Each table and figure must be centered, and the title should be at the top. All tables and figures should be numbered with Arabic numerals in the order in which they are first mentioned in the text. Use a font size of 9 points for table and figure contents and 8 points for notes and sources. All text images (charts, figures, and graphs) will be reproduced in black and white.

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