

Leadership Responsibilities and Characteristics in Security Work

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Abstract

The study aims to explore the nature and significance of security leadership, identify the essential traits and skills required for effective security leaders, and examine their responsibilities. Additionally, the study seeks to address the challenges and difficulties faced by security leaders, particularly within police departments. The study employs a descriptive-analytical approach to describe and analyze the characteristics of security leadership and its responsibilities. It also includes an analysis of the challenges faced by security leaders. The research is based on a review of existing literature and case studies to highlight gaps and obstacles that affect the effectiveness of security leadership. The study is underpinned by the hypothesis that there is a relationship between the challenges faced by security leaders and the traits required for effective performance. The study reveals that security leadership plays a crucial role in maintaining stability and security within a state. Security leaders are required to possess key skills, such as the ability to make quick and effective decisions, coordinate between different teams, and handle crises efficiently. The findings indicate that security leaders face significant challenges, including complex security crises and increasing conflicts, which necessitates the enhancement of leadership skills and ongoing training. The study emphasizes the need for specialized training programs to improve the competence of security leaders and their ability to respond to changing security conditions.

Keywords

Security Leadership, Security Leaders, Responsibilities, Challenges

1. Introduction

Leadership plays a vital role in the life of various human societies. It has held great importance since the inception of human communities. Leadership is viewed as

both a science and an art. It is a science because it focuses on building an internal organizational framework capable of ensuring internal and cooperative coordination among different departments within a single institution. It also contributes to achieving positive interaction and dynamic balance with the surrounding environment of the institution, while ensuring integration among all operations and activities within the institution to achieve its general objectives (Al-Mutairi, 2005).

As for the artistic side, leadership is considered an art in the way it carries out its activities and in its use of appropriate styles that influence individuals and guide them toward active participation in actions aimed at achieving the institution's goals. In this sense, leadership is one of the most critical elements that distinguishes institutions across various specializations (Al-Sulami, 1999).

Considering the reality of institutions and security agencies, it becomes clear that security leadership is responsible for ensuring safety and stability in any country. With the beginning of the third millennium, the importance of security leadership has increased due to the complexity and interconnection of interests and the spread of conflicts and disputes, whether on the level of internal or external security. Ensuring stability and achieving security objectives within any security agency largely depends on the competence and effectiveness of the security leadership responsible for security tasks. A manager or leader in any institution is responsible for three main tasks: coordination, distribution, and decision-making. Accordingly, a leader—especially a security leader—must possess a set of skills that enable them to perform their security role effectively. These skills include intellectual, technical, and interpersonal skills (Khalaf, 2005).

Al-Mutairi clarified the concept of leadership and security, as well as the notion of security leadership. It also sought to explain the concept of terrorism and its impact on security leadership. The study explored the nature of senior and mid-level leadership and adopted both the case study and historical methodologies to achieve its objectives. The findings indicated that a successful security leader must be capable of assuming responsibility with dedication, ensuring the success of their mission, and coordinating effectively across various fronts. The leader should also possess the ability to make swift and appropriate decisions at the right time. The study recommended the need to focus on conducting specialized training courses in security leadership skills and emphasized the importance of continuous coordination among leaders in all security sectors. The study suggested creating special training programs for security leaders. These should include key areas such as crisis management, strategic planning, making quick decisions under stress, counterterrorism, and working efficiently with other agencies. Programs could take inspiration from the Leadership in Homeland Security Program at Harvard Kennedy School or the Executive Leadership in National Security program by the U.S. Department of Homeland Security. These training sessions enhance leaders' skills by combining classroom learning with practical exercises, simulations, and case studies. The study also stressed the importance of ongoing collaboration and communication among leaders in all areas of security to ensure

they remain prepared and adaptable in ever-changing security environments (Al-Mutairi, 2005).

Al-Naqbi defined the concept of security leadership, viewing it as a vital and essential element for all security sectors. Security leadership represents the quasi-military regulatory force of the state, operating within a system governed by extensive and profound rules, requiring a set of special traits and skills to fulfill its duties. The study also aimed to identify the challenges faced by this type of leadership. Key findings revealed that security leadership operates within a constrained framework and under specific limitations, such as external environmental influences it serves. Moreover, it was found that security leadership is responsible for roles that cannot be executed through other types of leadership (Al-Naqbi, 2010).

Doush's sought to identify the role of security skills in enhancing the performance levels of police station managers, as well as to understand how these skills influence the nomination process for these leadership positions. Additionally, it aimed to examine the obstacles limiting the performance of police station managers. The study adopted a descriptive methodology and utilized a questionnaire administered to a sample of 28 officers working in 11 security centers. Results showed a consensus among the sample that security skills play a significant role in improving the performance of security leaders in police stations. The study also confirmed the existence of several obstacles and challenges impacting these leaders' performance. It recommended that responsible authorities work on improving the security skills of police center leaders, unify efforts, and coordinate strategies to enhance the effectiveness of these skills while addressing the barriers that hinder their success (Dosh, 2015).

The role of security leadership becomes especially evident during times of crisis or when disturbances occur that lead to public fear or harm, such as terrorist incidents. Such crises require security leaders with critical leadership skills. In the event of a terrorist incident, for example, it is essential for the leadership to possess the ability to make swift decisions to understand and contain the security situation as much as possible. Through the current study on security leadership, we aim to highlight the essential skills and attributes that must be present in security leaders.

2. Research Problem

Leadership in various institutions faces numerous difficulties and challenges that require highly efficient leadership skills to address them effectively. Among these types of leadership are security leaders, who encounter security-related challenges and difficulties that necessitate swift intervention to resolve. Herein lies the responsibility of leadership within security agencies: to take prompt measures to address problems effectively and prevent as much damage as possible.

Therefore, the current study seeks to explain the essential characteristics that should be present in security leaders in general, and in police leadership in particular. It also aims to explore the responsibilities that fall within the scope of this

type of leadership, by answering the main research question:

What are the responsibilities and characteristics of security leadership in security work?

This main question branches into several sub-questions:

What is the importance of security leadership?

What are the necessary characteristics that a security leader should possess?

What are the responsibilities specific to security leadership in police agencies?

What are the challenges and difficulties faced by security leadership in police agencies?

To address the research problem, the current study aims to:

- Define the nature of security leadership and highlight the importance of this type of leadership.
- Identify the traits that should be present in leaders within security work.
- Clarify the responsibilities specific to leadership roles in police security work.
- Highlight the challenges and difficulties faced by leaders in police security work.

3. Significance of the Study

Studying the responsibilities and characteristics of leadership in security work is of great importance due to the vital role leadership plays in achieving the strategic and institutional goals of security organizations. In this context, leaders are not merely responsible for directing operations and making decisions; they bear a significant responsibility for maintaining public safety and security in society. Identifying the traits of effective leaders in the security field and fully understanding their responsibilities contributes to building a leadership system capable of addressing the growing challenges facing modern societies and security institutions.

This study will enable security institutions to gain a better understanding of the importance of developing leadership skills and identifying the qualities that leaders must possess to ensure the effectiveness of security operations and strengthen public trust in the security system. Additionally, understanding the leadership traits required in the field of security can support the development of training programs aimed at enhancing leaders' capabilities and improving their efficiency in managing the complex and evolving challenges within the security environment.

4. Research Methodology

The present study is based on the descriptive-analytical method, as it is the most appropriate approach given the nature and objectives of the study. This method is used to explain the nature of leadership and describe security leadership and its associated responsibilities. The analytical aspect involves examining the challenges faced by leaders in security work, as well as analyzing the traits that should be present in security leaders.

This article is primarily conceptual and based on a synthesis of existing litera-

ture, academic studies, and documented practices in the field of security leadership. While no direct consultations with real-life security leaders or agencies were conducted during the preparation of this study, future research is encouraged to include interviews, surveys, or field observations to further validate and enrich the findings.

5. Research Hypothesis

The current study is based on the hypothesis that there is a relationship between the challenges faced by leaders in security work and the traits required in effective security leadership.

6. Security Leadership and Its Importance

Police and security agencies are among the most important governmental institutions responsible for maintaining safety and stability in the state. Therefore, they receive significant attention from decision-makers, as security policy ranks at the top of government priorities, being the cornerstone of the state's national security strategy. In this context, security policy requires strong institutions and highly precise mechanisms of operation to ensure the prevalence of safety and security within the state. Police and security forces are considered among the most critical of these institutions, and their ability to implement pre-formulated security policies depends on the efficiency and competence of their leadership (Khalaf, 2005).

Security leadership is a form of administrative leadership shaped by the nature of the institution's work. It represents the state's quasi-military regulatory force and is closely tied to security, which is defined as "a governmental activity aimed at stabilizing national security, encompassing social defense, civil defense, traffic regulation, protection of public morality, and the safeguarding of the state's social and political systems from disruptions that may affect social and political conditions. This responsibility falls upon the security leadership of the state" (Al-Naqbi, 2010).

From this, several definitions of security leadership have emerged, including:

Mohamed Basharah Abdul Rahman defines it as "a process of interaction, influence, and relationship between a leader and their followers, who accept the leader either by conviction or by necessity. Leadership can be either effective or ineffective, depending on the leader's ability to understand and determine the behavior and needs of their followers, respond to those needs, anticipate their aspirations and desires, and address them."

It is also defined as "the science and ability to direct efforts and utilize available resources to influence others—whether personnel in security agencies, leaders in other departments and institutions, or citizens—in order to achieve desired goals in accordance with specific plans."

Based on this, a security leader is one who can manage various security situations through a strong understanding of their dimensions and respond to them

appropriately, guided by practice and effective communication with all parties involved. A security leader possesses distinctive leadership traits and skills that set them apart from other leaders, enabling them to guide their team efficiently and competently toward the intended objective, manage emerging security challenges and crises, and restore security to its former state through sound decision-making (Kofli, 2021).

Accordingly, it can be concluded that security leadership does not differ significantly from administrative leadership. Both revolve around the individual's inherent ability to lead, influence subordinates, and guide them toward achieving institutional goals and visions. However, security leadership is unique in its specialization and specific purpose—ensuring national security and stability by employing all necessary tools and mechanisms to fulfill this mission. Thus, it represents a specific type of leadership focused on the security domain.

7. Elements of Security Leadership

The work involved in motivating individuals within various police and security agencies to perform at their highest level and directing these services toward achieving the general objectives of the police institutions requires the presence of several key elements. These elements include the following.

7.1. The Presence of a Group of Individuals Affiliated with the Police Force

Leadership, in general, necessitates the presence of a group of individuals, with a minimum of three, because leadership is essentially a social phenomenon that emerged alongside the formation of societies. Whenever a community exists—even a small one—there arises a need for leadership as a means to coordinate the efforts of its members and unify them toward achieving common goals. Objectives cannot be realized without the element of leadership. Since police agencies are among the most important governmental institutions in various countries and encompass a large number of personnel, the presence of a leadership element is considered one of the most essential requirements for achieving the overall objectives of these agencies (Al-Mutairi, 2005).

In major urban police departments, task forces are often created to address specific issues such as organized crime. These units, composed of multiple officers from different departments, require strong leadership to coordinate operations, ensure cooperation, and achieve the mission successfully.

7.2. The Presence of an Individual within the Police Force Who Influences Others

This represents the essence of leadership. Leadership is the ability possessed by an individual (the leader) to influence a group in a way that enables him to gain their obedience and loyalty. The process of influence in leadership does not occur in a vacuum; there must be someone who exerts influence and another who is influ-

enced. The success or failure of a leader in guiding the group is determined by the strength and effectiveness of the method of influence used to direct the group and modify its behavior.

During emergency disaster responses, such as those following natural disasters or terrorist attacks, police commanders must quickly mobilize and direct large teams under stressful conditions. Their ability to keep morale high, communicate clearly, and gain rapid compliance with orders is a direct result of effective leadership influence.

Methods of influence affect the behavior of group members and lead to behavioral change in the desired direction as a result of the efforts made by the leader. These efforts help fulfill the group's needs, achieve their goals, and reinforce their trust and confidence in the leader.

The importance of a security leader's ability to influence the behavior of subordinates within the police force lies in his capacity to affect individuals in the organization—either because he possesses something they desire, can help them achieve their goals, or has the potential to do so (Al-Mutairi, 2005).

The greater the ability of the security leader to influence the behavior of those working with him, the stronger and more centralized his leadership becomes in the directives he issues. This influence focuses on the behavior of subordinates, paying attention to their actions and fulfilling their social, humanitarian, professional, and academic needs—ultimately leading to the overall achievement of the goals of the police force.

7.3. The Presence of a Common Goal That Security Leadership Strives to Achieve

A goal is the purpose or objective that is intended to be accomplished. It represents a tangible reality the institution aims to reach and is defined based on the sector to which the institution belongs. In the case of security leadership, the goal revolves around leading members of the security apparatus to achieve security objectives—namely, ensuring safety, security, and stability in the area under the agency's jurisdiction. This, in turn, contributes to the integration of various agencies across different regions to achieve nationwide security (Al-Shaker, 2016a).

During large-scale public events such as international summits or national celebrations, security agencies work toward a common goal: ensuring the event proceeds without incident. Security leaders coordinate crowd control, surveillance, emergency preparedness, and inter-agency communication to meet this objective efficiently.

The role of the security leader is highlighted in achieving the general objectives, which include maintaining security and order, enforcing regulations and laws, as well as handling administrative aspects related to improving the job performance of the agency's personnel, providing the resources and requirements imposed by the nature of security work, and developing the skills of those working within the agency.

8. Principles of Selecting Security Leadership

Given the uniqueness of security leadership and the specific tasks assigned to it, several criteria must be considered when selecting security leaders. The most prominent of these criteria include (Al-Shaker, 2016b):

- Moving away from traditional criteria such as seniority, administrative hierarchy, and selection based on skills that enable the individual to perform security tasks.
- Considering the availability of strategic leadership requirements in the security leader.
- The leader should be someone who interacts with the spirit of the age, its scientific, cultural, and civilizational requirements.
- The leader must have a high level of training.
- The individual should possess a high level of experience and security skills to handle various security situations.
- The leader should be capable of creating solutions for potential security crises.
- The individual should have been selected and trained for these positions.
- The leader must have a strong personality and ethical leadership qualities.
- The leader should be able to play a transformational leadership role in encouraging subordinates and selecting the best among them for positions of responsibility and important duties.
- The leader should combine the qualities of a manager who relies on authority, uses rewards and punishments, and enforces laws and orders, while the leader is a developer and innovator who uses their skills and experience to motivate and inspire others towards success.

From the above, it is clear that security leadership is one of the most important elements that must be present in various security institutions, especially police forces. These institutions are most directly engaged with the challenges and factors of achieving security and stability in society. Police officers are the executive elements responsible for confronting security disruptions and challenges that may affect individuals' sense of safety and security. Therefore, security leadership is essential for guiding these personnel, making quick decisions during emergency crises, and ensuring law enforcement.

9. Characteristics of a Security Leader

Effective security leadership is all about certain personal qualities and professional skills. These help leaders handle emergencies, keep things in order, and motivate their teams (Al-Hazli, 2002). There are four key areas.

9.1. Personal and Psychological Traits

Security leaders need to be strong both in body and mind. Important traits include energy, stamina, and good health, which are critical in challenging situations. Mentally, leaders should be smart and able to make good judgments. They should think critically and have emotional maturity, patience, and self-control. These

traits help in making swift and sensible decisions under pressure (Al-Mutairi, 2005; Al-Ghamdi, 2006).

9.2. Social and People Skills

Good communication and the ability to interact well with others are crucial for security leaders. They should be persuasive and approachable. They need to manage groups effectively, solve conflicts, and accept helpful feedback. Strong social skills are important in building team unity, lifting spirits, and improving the team's overall performance (Al-Hazli, 2002).

9.3. Strategic and Practical Skills

Effective security leadership requires certain practical skills, such as planning, organization, and coordination (Al-Mutairi, 2005).

- Planning involves making strategies and setting goals that align with the organization's resources and limits. It's important to be adaptable, realistic, timely, and methodical.
- Organization and Coordination mean clearly defining roles, delegating tasks, and ensuring smooth cooperation within the organization. This helps leaders manage operations more effectively, especially in complicated security situations.
- Control and Monitoring involve overseeing how plans are carried out, assessing performance, and making necessary adjustments. Leaders need to spot problems, fix issues promptly, and stay focused on the organization's goals.

9.4. Decision Making and Crisis Handling

In high-pressure situations, security leaders must decide quickly and effectively. (Al-Hazli, 2002; Al-Mutairi, 2005).

- Leadership means guiding and motivating the team to reach their objectives.
- Time Management is about making quick decisions during crises and using time efficiently.
- Problem-solving involves coming up with new and effective solutions when facing challenges, adapting to unexpected situations, and choosing the best alternatives after analyzing the situation thoroughly.

These elements combine to create strong security leadership, helping leaders deal with emergencies, maintain order, and motivate their teams effectively.

10. Types of Security Leadership

Security leadership is characterized by a variety of styles that help define the relationship between security leaders and their subordinates within the security organization. The effectiveness of a security leader depends on the leadership style they adopt in their relationship with their subordinates. Security leadership is divided into three main types: authoritarian security leadership, democratic security leadership, and chaotic security leadership.

10.1. Authoritarian Leadership (Autocratic)

This style refers to the concentration of authority and power in the hands of the leader. In this type of leadership, the security leader adopts absolute centralization as a method of work by carrying out all tasks independently, without involving other members of the organization in decision-making or delegating authority. The authoritarian leader constantly seeks to expand their powers and authority, thus increasing their control. The leader defines problems, provides solutions, makes decisions, chooses alternatives, and then communicates those decisions to subordinates for implementation without allowing any input or participation. The authoritarian leader lacks flexibility in directing work policies and sets strict duties for the group. Their style is based on stringent supervision of the group's performance, with decisions being imposed on subordinates whether they are willing to carry them out or not (Wae'r, 2009).

In this leadership style, the group's goals are unclear and undefined due to a lack of communication and cohesion within the group, as well as the absence of loyalty to the leader and the organization. The group tends to prefer subordination, avoid responsibility, and have little motivation to work, relying on reward and punishment systems and material incentives. There is little interaction between the leader and the group members, and no real accomplishments are achieved, with a focus on trivial and repetitive tasks (Bass & Bass, 2008; Chan et al., 2013; Chuang et al., 2012). The practice of this leadership style results in anger, tension, and frustration among employees, lower morale, and negative effects on work performance. There are three main forms of authoritarian leadership:

The Strict and Controlling Autocratic Leader: This leader takes control of all tasks, authority, and powers, doing everything alone and not delegating responsibilities to other group members. They issue orders and instructions that must be followed without discussion.

The Benevolent Autocratic Leader: This leader believes in managerial participation but limits it to listening to the opinions and suggestions of subordinates. There is limited trust in their subordinates, and the relationship is based on rewarding them for completing tasks while being strict with them when they fail to do so.

The Polite Autocratic Leader: This leader works to create a sense of participation in decision-making among subordinates, without involving them by organizing seminars and meetings. They create opportunities for discussions while making decisions on their own.

10.2. Democratic Leadership

This leadership style is based on involving subordinates in decision-making and delegating authority, as well as setting policies related to the organization. The democratic leader acts as a coordinator for the group by providing opportunities for members to express their opinions and positions, and representing them to higher administrative levels. The democratic security leader believes in the deci-

sion-making abilities of their subordinates and only makes decisions after consulting with the group, considering their ideas, opinions, and talents that contribute to achieving the required productivity. The democratic security leader works towards balancing and fulfilling the needs of both the leader and the subordinates. The relationship between the democratic leader and their subordinates is characterized by mutual respect, where the leader focuses on the human aspects of interacting with subordinates and relies on positive motivational methods to improve employee performance. There are several forms of democratic leadership, which include (El-Sayed, 2022):

- Consultative Model: The leader allows team members to share their ideas and suggestions, but the leader is the one who makes the final choice.
- Delegative Model: The leader describes the problem and gives the team the authority to decide the final outcome, but they must work within certain boundaries set by the leader.
- Consensus Model: The decision requires everyone in the team to agree, ensuring that the decision is accepted by all and everyone has a shared understanding.
- Participative Model: Team members are encouraged to take part in the decision-making process and contribute to developing action plans.
- Empowered Model: Team members receive full authority to make decisions on their own, and they approve the final decision with very little input needed from the leader.

10.3. Laissez-Faire Leadership (Chaotic Leadership)

This is a type of leadership that is unstructured and chaotic, where the leader has no authority over the group members. The laissez-faire security leader gives the individual in the group complete freedom to make decisions and take actions based on their own perspective. The leader has no authority or power to influence the group members and does not affect them. This leadership style aims to encourage subordinates to advance and contribute to independent thinking and personal creativity. This style is defined by having subordinates who are willing to take responsibility and exercise authority. However, it loses all morale of effective leadership due to the leader's abandonment of decision-making responsibility. The group in this style is characterized by fragmentation, lack of cohesion, absence of clear goals and responsibilities, and a lack of disciplinary authority. There is also an inability to make decisions and a lack of vision for future planning due to the absence of necessary resources, skills, and experiences (Ba'othman, 2021).

Different leadership styles can be used based on the situation and organization culture. In police work, research shows that democratic leadership often works best. It helps improve organizational performance, boosts officer job satisfaction, and builds community trust.

When officers can participate in decision-making, they feel more satisfied and committed to their jobs. Democratic leadership supports open discussion, ac-

accountability, and teamwork in solving problems, which are essential in modern policing focused on community relationships (Modise, 2024).

Studies also indicate that democratic leadership promotes ethical behavior and reduces misconduct by encouraging openness and shared responsibility (Randall et al., 2020).

It aids officers in adapting and innovating, which is crucial for tackling modern issues like cybercrime, terrorism, and civil unrest. Conversely, authoritarian leadership is useful in emergencies or high-risk situations because it enables quick, decisive actions. However, overuse can lead to low morale and resistance among officers (Bailes & Frommelt, 2004).

Laissez-faire leadership, where leaders take a hands-off approach, usually isn't effective in policing due to the need for clear guidelines, accountability, and structure (Densten, 2003). In summary, a balanced democratic leadership style is considered the best for police agencies. It combines participatory decision-making with maintaining authority and accountability. This approach enhances professionalism, fosters community cooperation, and supports sustainable security outcomes.

11. Security Leadership Tasks and Its Challenges

11.1. Security Leadership Tasks

Security leadership plays a vital role in implementing the state's security policies and directives, as it is the fundamental pillar of the state and an essential component of its survival. Therefore, the tasks within the scope of this type of leadership have been defined, and the ultimate criterion for determining the success of these tasks is how citizens feel about security and safety, in addition to other criteria, such as accurate data on organized crime, challenges, threats, and security risks that affect the state's vital interests. This section will address these tasks and review the obstacles and challenges they may face.

The police forces are responsible for maintaining public security, public order, and public morality, protecting lives, honor, and property, preventing and investigating crimes, and ensuring security and peace for citizens in all areas. They also carry out all duties imposed on them by laws and regulations. Police officers have the authority to use force without firearms, but only to the extent necessary to perform their duties, provided that force is the only means to do so.

Managing tasks in a security agency is a vital part of a security leader's job. This involves making sure the public stays safe, crime is reduced, and people and property are protected. Security leaders ensure police and security operations run smoothly while addressing any threats to government safety. They play an important role in stopping crimes before they happen, quickly arresting criminals, gathering evidence, and carrying out investigations. It's also their job to follow and enforce security laws and rules. To organize security work well, leaders create a positive environment for security staff. It's important that police and security team members feel they belong, as this motivates them to work hard towards their

goals. Leaders break down large objectives into smaller, manageable tasks for different teams to accomplish, making it easier to achieve results and track progress. Planning ahead is a key responsibility for security leaders. This means they must set clear goals and devise strategies to achieve them. Good planning is based on strong information, so leaders must develop good information systems. They also set up advisory groups to provide insights on social, cultural, and economic changes that might impact security tasks. Proper planning includes setting a budget to ensure all operations are carried out smoothly. Directing the team toward specific goals is another important duty for security leaders. They ensure all parts of the security service work together effectively and can adjust plans to fit changing circumstances. Leaders know which tasks can run without much guidance and which need more attention. They evaluate team performance and offer guidance while fostering trust in team members' abilities. Supervision is crucial to ensure the agency stays on track. It includes checking that operations follow established rules and standards. Leaders monitor performance, collect accurate information, and address potential problems early. By setting performance standards and taking corrective actions when needed, security leaders make sure the agency runs efficiently and effectively (Ministry of Justice, 1993).

11.2. Challenges Faced by Security Leadership in Performing Their Tasks

Security leaders face many interconnected challenges. These can be both traditional and modern. Traditional challenges often stem from limited information in security police agencies. This is because information is kept secret and hard to access. Also, there are often not enough trained staff in some police agencies, which hinders effective work. Another issue is estimating the time needed to implement security plans, leading to inefficiencies. Keeping up with global training programs for security leaders is another hurdle. Police agencies frequently encounter crises and emergencies, making it difficult for leaders to stay prepared and adaptable. Modern challenges are equally significant due to rapid environmental changes. Keeping up with technological advancements and modern methods is crucial for security agencies. The use of modern tools is needed for improved effectiveness. Restrictions on social media use by security personnel also pose a challenge, as many share personal information online. This complicates their involvement in secret operations. Additionally, international organizations often seek to reveal details about detention and arrest processes, including names and locations, under the guise of defending detainees' rights. This can compromise the security and confidentiality of operations, challenging the ability of security personnel to maintain secrecy (Al-Shaker, 2016b).

12. Results

Based on what has been discussed in previous studies and the findings reached by researchers, we consider an effective leader in the field of security work to be an

individual who possesses distinctive qualities that help lead the team successfully toward achieving defined goals and ensuring safety and security within the organization. The traits of this leader are as follows:

Self-confidence and resilience, where the effective security leader has confidence in themselves and their ability to act with assurance and excellence in difficult situations, remaining steadfast on their path toward achieving security objectives.

Effective communication, where the leader excels in communicating with team members, whether in giving orders or providing proactive guidance to avoid risks, ensuring a clear understanding of tasks and security instructions.

Creativity and innovation, where the effective security leader has the ability to think creatively and find innovative solutions to complex security challenges, contributing to improved outcomes and enhanced safety.

Wisdom and sound judgment in crises, where the effective security leader demonstrates wisdom and moderation in handling security crises, and is able to make sound and effective decisions in a timely manner.

Adaptability and change management, where the effective security leader is flexible and capable of adapting to changes in the security work environment, having the ability to develop strategies and tactics to face new challenges.

Forecasting and wisdom, where the effective security leader has the ability to predict potential risks and make wise decisions to avoid or manage them efficiently, thus contributing to enhanced security and safety within the organization.

Humanity and interaction, where the effective security leader shows care for individuals and interacts with them humanely, building trust and positive relationships within the team, and fostering collaboration to achieve security objectives.

13. Conclusion

From the above discussion, it is clear that security leadership is one of the most important elements in police institutions, given the magnitude of tasks and responsibilities entrusted to them. The security leader bears the majority of the security institution's duties, which revolve around maintaining safety and security, enforcing the law, and upholding public morals in society. Therefore, this leadership style requires a specific set of skills in addition to the general skills that a leader must possess. The presence of these skills and traits enables the security leadership to perform its tasks to the best of its ability. Despite the significant importance of this leadership style, it faces a number of obstacles and challenges, which are shaped by several factors, the most important of which are the surrounding environment and the competence level of the personnel under the security leader. In this context, we recommend the need to prepare a series of training and qualification courses that would enhance the competence and effectiveness of security leaders, to strengthen their leadership skills.

Additionally, it is important to hold lectures and seminars aimed at developing

security leadership skills, especially in dealing with and communicating with the executive personnel, to elevate their performance and ensure the achievement of the desired goals in the best possible way.

The success of these programs can be evaluated by considering several factors:

- Conducting tests before and after the training helps in recognizing knowledge and skills the participants have gained.
- Observing how well the leaders perform in actual situations shows their growth.
- Gathering opinions through surveys from both the trainees and their team members provides valuable feedback.
- Noticing fewer disciplinary issues and seeing better teamwork after the training indicate improvement.

14. Recommendations

Our study recommends continuously developing oneself through obtaining appropriate training and participating in leadership development programs and specialized workshops. It is essential to enhance effective communication within the team and build positive relationships with colleagues and other employees in the organization.

Security leaders must be capable of adapting to rapid changes in the work environment, taking the necessary actions to improve performance and enhance security.

It is important for security leaders to adhere to high ethical standards and act with integrity, as they serve as role models for correct ethical behavior.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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