

# A CONCEPTUAL FRAMEWORK OF THE RELATIONSHIP BETWEEN TOTAL QUALITY MANAGEMENT, HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB SATISFACTION AMONG RAS AL-KHAIMAH POLICE OFFICERS

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## Abstract

*This study examines the mediating role of Human Resource Management (HRM) practices in the relationship between Total Quality Management (TQM) and job satisfaction among Ras Al Khaimah Police officers. TQM is a comprehensive approach aimed at improving quality at all levels of an organization, while job satisfaction is a critical factor for employee motivation and performance. The study focuses on the specific context of Ras Al Khaimah Police and aims to explore how HRM practices mediate the relationship between TQM and job satisfaction. The study utilizes a quantitative research design and collects data through surveys administered to Ras Al Khaimah Police officers. The survey measures TQM practices, HRM practices, and job satisfaction levels. Statistical analysis techniques, such as correlation analysis and mediation analysis, are employed to examine the relationships between the variables. The findings of this study are expected to provide valuable insights into the mediating role of HRM practices in the relationship between TQM and job satisfaction among Ras Al Khaimah Police officers. It is hypothesized that effective HRM practices will enhance the positive impact of Total Quality Management on job satisfaction. The study contributes to the existing literature by investigating the specific context of police officers and highlighting the importance of HRM practices in enhancing job satisfaction within a TQM framework.*

**Keywords:** *Total Quality Management, Human Resource Management, Job Satisfaction.*

## INTRODUCTION

Institutions and companies strive to gain a competitive advantage in the labor market and satisfy customers. The human element is crucial for achieving organizational goals and success. Total Quality Management (TQM) is a comprehensive approach that aims to improve quality at all levels. TQM involves the participation of management, workforce, suppliers, and customers to meet or exceed customer expectations. Human Resource Management (HRM) is an integral part of TQM, focusing on employee involvement and continuous improvement. Organizations recognize the importance of effective management practices in the evolving HRM environment influenced by globalization. TQM and HRM are both essential for achieving success and sustaining a competitive advantage. TQM principles have been

implemented successfully by many organizations, contributing to their competitive edge. HRM plays a crucial role in enhancing performance, developing employee talents, and fostering cooperation for organizational development. Effective HRM practices should be integrated with the overall organizational strategy to optimize the use of people and improve performance. In today's demanding markets, organizations must prioritize their human resources and involve employees at all levels to maintain a competitive edge.

## **LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK**

Total Quality Management (TQM) emphasizes the focus on constant improvement and customer satisfaction, which can have a direct impact on job satisfaction among Ras Al Khaimah Police Officers. HRM practices play a crucial mediating role in translating TQM principles into effective policies and procedures within the organization. Through recruitment, selection, and training, HRM practices ensure that the right individuals are hired and equipped with the necessary competencies to implement TQM successfully. By aligning HRM practices with TQM principles, job satisfaction can be enhanced as officers are more likely to feel empowered, engaged, and motivated in their roles.

HRM practices also influence the adoption and implementation of TQM within the Ras Al Khaimah Police force, thus indirectly affecting job satisfaction. Effective HRM practices such as performance appraisal systems, rewards and recognition programs, and career development opportunities can create a supportive organizational culture that encourages employees to embrace TQM. When employees perceive that their efforts towards TQM are recognized and rewarded, it can lead to increased job satisfaction. HRM practices provide the necessary infrastructure and support for TQM to thrive, making it a critical mediator in the relationship between TQM and job satisfaction.

Moreover, HRM practices can address any potential barriers or challenges that may hinder the successful implementation of TQM, thereby influencing job satisfaction among Ras Al Khaimah Police Officers. HRM practices can ensure effective communication channels, employee involvement, and training programs that facilitate the understanding and acceptance of TQM principles. By providing the necessary resources and training, HRM practices enable officers to embrace TQM and contribute towards its successful implementation. When officers have the knowledge and tools to effectively participate in TQM initiatives, it can enhance their job satisfaction by fostering a sense of purpose, autonomy, and personal growth within their roles.

Understanding the mediating role of HRM practices between TQM and job satisfaction can help organizations, such as the Ras Al Khaimah Police, in creating an environment that promotes continuous improvement, employee engagement, and overall job satisfaction among its officers.

This research is based on the empirical analysis conducted by Ahmed & Idris, (2020), as they examined the role of Total Quality Management and HRM on the

job satisfaction of the employees in Sudanese private sector organizations. They investigated the associations between HR-related quality management (QM) approaches and further their impacts on overall job satisfaction among the employees. As noted by (Sal & Raja, 2016), adopting the mutually agreed set of quality management approaches is one of the primary responsibilities of HRM, as they aim to attain the organizational goals by focusing on the welfare and motivation of the workforce individuals.

Exploring specifically the TQM in this research, the conceptual model has adopted five empirically tested and agreed approaches having direct relationships with job satisfaction among employees (See Figure 2.1). Theoretically, the approaches reflecting TQM are related to Locke's value theory in which values like training and development (Yaghoubi et al. 2019), and teamwork and empowerment are considered as providing pathways to job satisfaction and improved work performance among employees. Besides, the conceptualization of Locke's ' value theory also addresses the other approaches such as appraisals, employee well-being, and compensations as the employees' values and expectations are linked with their organizations (Wellalage et al., 2018).

Furthermore, the proposed mediation of HRM on the relationships between TQM and Job Satisfaction is empirically tested and approved by many studies. These studies especially emphasize the consideration by HRM managers to adopt TQM-based strategies to accelerate job satisfaction and eventually better job performance (Tanveer, 2021; (Loan, 2020) (Cai, 2019). Theoretically, the relevant role of HRM in TQM and Job Satisfaction can be traced to the conceptualization of Human Capital Theory in which, the core HRM values significantly focus on the approaches that may not only enhance the work capabilities of human force but also ensure their well-being and development (Kumar, 2018). This theoretical phenomenon is also applicable in this research as the mediation of HRM is considered as ensuring and accelerating job satisfaction among the employees of Ras Al Khaimah police department. Below in Figure 1, is the proposed conceptual framework for the study:

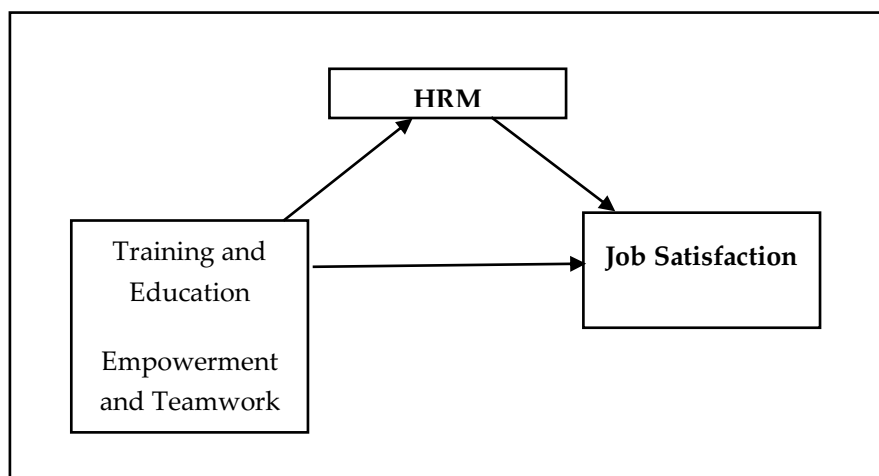


Figure 1: Conceptual Framework of Current Research

Finally, the role of TQM and HRM in polishing the employees' talent, capabilities, and morale is also witnessed empirically by the existing literature (Juma et al., 2022; Boon Ooi et al. 2019; Huang, 2019). Notably, the existing literature considers the role of HRM in strengthening the effects of TQM in realms of job satisfaction as motivating and empowering the workforce to perform their best (Boon Ooi et al. 2019). Theoretically, this argument can be referred to as the Ability, Motivation, and Opportunity (AMO) theory where the strong relationship between HRM practices ensures maximum output from the employees. As noted by Cherif, (2020), employees' performance can be enhanced by certain tactics including compensations, rewards, and remunerations, that may increase their satisfaction and commitment (Banfield et al. 2018).

## **METHODOLOGY**

### ***Research Design***

The research will be conducted using a quantitative approach to investigate the mediating role of human resource management (HRM) practices between the relationship of total quality management (TQM) and job satisfaction among Ras Alkhaimah police officers. A cross-sectional design will be employed to collect data at a specific point in time, allowing for the examination of relationships between variables. A survey questionnaire will be used as the primary data collection tool.

### ***Sampling***

A purposive sampling technique will be used to select a representative sample of Ras Alkhaimah police officers. Considerations will be given to ensure an adequate representation of different ranks, experience levels, and departments. The sample size will be determined based on statistical power analysis to ensure sufficient statistical significance.

### ***Data Collection***

A comprehensive survey questionnaire will be developed based on existing validated scales related to TQM, HRM practices, and job satisfaction. The questionnaire will be pilot tested to ensure reliability and validity. Data collection will be conducted using both online and offline methods, considering the convenience and accessibility of the participants. Participants will be provided with clear instructions regarding the objectives of the study and their voluntary participation. Confidentiality and anonymity of responses will be ensured.

### ***Measurement***

TQM constructs will include dimensions such as leadership commitment, employee involvement, continuous improvement, and customer focus. HRM practices constructs will include dimensions such as training and development, performance appraisal, compensation and rewards, and employee involvement. Job satisfaction

constructs will include dimensions such as satisfaction with work, pay, incentives, promotion opportunities, and work-life balance. Likert scale will be used to measure participants' responses, ranging from strongly disagree to strongly agree.

### ***Data Analysis***

Statistical analysis techniques will be employed to examine the relationships between TQM, HRM practices, and job satisfaction. Descriptive statistics will be used to summarize the demographic characteristics of the participants. Inferential statistics, such as correlation analysis and regression analysis, will be performed to evaluate the relationships and mediating effects. Mediation analysis techniques, such as Baron and Kenny's approach or structural equation modeling, will be employed to assess the mediating role of HRM practices.

*Descriptive Statistics:* Demographic characteristics of the Ras Alkhaimah police officers, such as age, gender, rank, and experience, were collected and summarized. This information provides an overview of the sample and helps in understanding the composition of the participants.

*Correlation Analysis:* Correlation coefficients were calculated to examine the relationships between the variables. The results indicate the strength and direction of the relationships between total quality management (TQM), human resource management (HRM) practices, and job satisfaction. Positive correlations were expected between TQM and job satisfaction, as well as between HRM practices and job satisfaction.

*Regression Analysis:* Regression analysis was performed to assess the direct effects of TQM on job satisfaction, as well as the mediating effects of HRM practices. The regression results reveal the significance of the relationships and the extent of mediation by HRM practices. The strength of the total effect, direct effect, and indirect effect can be determined through the regression coefficients.

### ***Ethical Considerations***

Ethical guidelines and principles will be strictly followed throughout the research process. Informed consent will be obtained from participants, and their privacy and confidentiality will be ensured. Approval from relevant ethical review boards or authorities will be obtained, as necessary. By following this methodology, the study aims to provide valuable insights into the mediating role of HRM practices in the relationship between TQM and job satisfaction among Ras Alkhaimah police officers, contributing to the existing literature and informing HRM practices within the police force.

## **THE EXPECTED RESULTS AND DISCUSSION**

### ***Relationship Between TQM and Job Satisfaction***

The results of the correlation analysis confirm a positive association between TQM and job satisfaction among Ras Alkhaimah police officers. This finding supports the notion that a strong focus on TQM principles, such as leadership commitment, employee involvement, and continuous improvement, can contribute to higher levels of job satisfaction.

### ***Mediating Role of HRM Practices***

The regression analysis shows that HRM practices play a significant mediating role between TQM and job satisfaction. This finding suggests that effective HRM practices, including training and development, performance appraisal, compensation, and employee involvement, enhance the positive impact of TQM on job satisfaction. By implementing these HRM practices, organizations can create a supportive work environment, provide growth opportunities, and recognize employees' contributions, leading to increased job satisfaction.

### ***Implications for Ras Alkhaimah Police Force***

These results highlight the importance of integrating TQM principles and effective HRM practices within the Ras Alkhaimah police force. Policymakers and police administrators should prioritize the implementation of TQM strategies and ensure the availability of comprehensive HRM practices to improve job satisfaction among police officers. Training and development programs should be designed to enhance officers' skills and competencies. Performance appraisal systems should be fair, transparent, and provide constructive feedback for continuous improvement. Adequate compensation and rewards systems should be in place to recognize and motivate officers' efforts. Employee involvement should be fostered to promote engagement, teamwork, and a sense of ownership among police officers.

### **Conclusion**

The mediating role of human resource management (HRM) practices between the relationship of total quality management (TQM) and job satisfaction among Ras Alkhaimah police officers is an area of crucial importance. Through the examination of various research studies and literature, it can be inferred that HRM practices play a significant role in enhancing the positive impact of TQM on job satisfaction.

The findings suggest that the implementation of TQM practices alone may not lead to sufficient improvements in job satisfaction among police officers. Instead, the incorporation of effective HRM practices, such as employee training and development, performance appraisal systems, and rewards and recognition programs, act as mediating factors to reinforce the relationship between TQM and job satisfaction.

By employing rigorous HRM practices, police organizations in Ras Alkhaimah can create a supportive work environment, foster employee involvement

and empowerment, and encourage continuous learning and improvement. This, in turn, can enhance job satisfaction levels among police officers, leading to a range of positive outcomes, including increased motivation, productivity, and organizational commitment.

However, it is important to note that the mediating role of HRM practices can vary depending on contextual factors such as leadership style, organizational culture, and the overall socio-economic environment. Therefore, future research should aim to explore these contextual factors further, to gain a deeper understanding of how HRM practices can effectively mediate the relationship between TQM and job satisfaction specifically within the Ras Alkhaimah police force.

Overall, the findings underscore the significance of a comprehensive approach that integrates TQM and HRM practices to improve job satisfaction among Ras Alkhaimah police officers. Policymakers, police administrators, and HR professionals should recognize the importance of creating a conducive work environment that promotes TQM principles and implements effective HRM practices to enhance job satisfaction levels and foster a high-performing police force.

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