

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Organizations and institutions strategically use different tactics to gain a competitive edge, ensuring a stable position in the labor market and meeting client demands. The human element is critical among the plethora of resources, serving as an important factor for organizational success and goal accomplishment. Thus, organizations prioritize the enhancement of Human Resource Management (HRM) to optimize human resource management (Chepkech & Cheluget, 2020; Gaikar & Cherian, 2020).

Contrarily, HRM is key to managing an organization's most useful asset: its people. HRM's significance lies in its ability to enhance performance, nurture talent, and encourage employee collaboration to drive organizational growth (Stahl et al., 2020b). Effective HRM integration with overarching organizational strategies assures optimal human capital usage, improving overall performance (Khawka, 2020). Recognizing that organizations can succeed through the collective efforts of their workforce, it becomes imperative to engage employees fully. A robust management approach without employee involvement can hinder organizational progress and adversely affect competitive advantage (Chepkech & Cheluget, 2020). In today's active workforce landscape, characterized by the need for multi-skilled and flexible employees, tailored management practices are important to open the workforce's full prospect.

Similarly, Total Quality Management (TQM) intersects with HRM in addressing employee-centric concerns. HRM initiatives contain efforts to promote employee engagement, continuous improvement programs, training initiatives, and team dynamics, aligning with the principles of quality management (Rufus et al., 2022). Organizations are increasingly improving their management practices to adapt to stringent changes in the evolving landscape of human resource management affected by globalization. The capability to determine environmental shifts and adopt suitable strategies and management approaches is crucial for organizational success. TQM is a central operational management practice that has garnered attention over the past six decades. Numerous studies highlight its efficacy in driving organizational success and providing a competitive advantage (Stahl et al. 2020a).

TQM, an integrated organizational initiative, promotes quality across all facets of operations. It operates on the principle that quality is a collective responsibility all stakeholders share in creating or consuming products or services (Al-Zoubi et al., 2023). This inclusive approach enlists the participation of management, employees, suppliers, and clients to meet or surpass customer expectations. As described by Stahl et al. (2020), TQM represents a management system in constant evolution, driven by values, methodologies, and tools to improve both external and internal customer satisfaction while optimizing resource usage.

Consequently, applying different strategic HRM approaches that may focus on the organization, employees, internal and external affairs, and others can further lead to constructive outcomes (Jahanshahi & Bhattacharjee, 2020). For example, applying different tactics regarding TQM-based approaches such as process approach, continual improvement, fact-based decision-making, and many others provide optimal support to improve performance quality at every level. In this regard, examining the impact of

TQM can help determine the extent to which these HRM-based principles further ensure the application and success of these relevant principles (Stahl et al. 2020a).

Thus, this chapter will also discuss and highlight the effect of Total Quality Management on the Job Performance accompanied by mediating role of Human Resource Management, among the police stations as organizations in the United Arab Emirates. The researcher will narrow down the study problem, objectives, and questions to bring clarity regarding this research. Finally, definitions of the main constructs, study scope, limitations, and structure also discussed accordingly.

## **1.2 Problem Statement**

Different factors have affected the scope and nature of quality management in recent years (Barua, 2021). Total Quality Management (TQM) has emerged as a critical approach in organizational settings, ensuring the efficiency of processes and enhancing the satisfaction of employees and customers alike (Haffar et al., 2020; Parthasarathi et al., 2020). TQM principles emphasize continuous improvement (Aljasmi et al., 2023), customer focus, and employee involvement (Al-Zoubi et al., 2023), which are essential for organizations operating in highly competitive environments. The adoption of TQM practices fosters increased efficiency, enhances employee engagement, and strengthens customer loyalty to organizational processes (Sohel-Uz-Zaman et al., 2022).

In this regard, like other organizations in the United Arab Emirates (Kurdi et al., 2023), local police authorities also incorporate TQM principles to enhance operational efficiency, particularly in recruitment, training, and performance evaluation (See Table 1 for details). The significance of TQM in police authorities is evident, as improving performance quality and job satisfaction can lead to a safer community (The Government of UAE, 2022). Examining job satisfaction among police employees in

Ras Al Khaimah is crucial for several reasons. Firstly, the police force is a fundamental institution responsible for maintaining law and order, protecting citizens, and preventing crime. If police officers experience dissatisfaction, it can result in negative consequences such as reduced motivation, lower job performance, and increased stress (Rad, 2018).

Secondly, understanding the factors that contribute to job satisfaction can help identify areas for improvement within the police force, including leadership styles, training opportunities, and working conditions (Ali et al., 2022). Addressing these issues can enhance organizational effectiveness and promote public safety. Finally, ensuring job satisfaction among police officers can help attract and retain skilled personnel, ensuring the continuity of a well-trained and professional police force (Hassan et al., 2023).

The police forces in the United Arab Emirates employ individuals from diverse backgrounds, including the UAE, Lebanon, Pakistan, India, Afghanistan, Kenya, Nigeria, Greece, Italy, the Philippines, Germany, and Sweden (The Government of UAE, 2022). Recent data from the UAE Police Department indicate that turnover rates in these organizations are relatively low, suggesting a high level of employee satisfaction. For instance, data from 2022 reveal that the turnover rate in the Sharjah police department is significantly lower (8.0%) than in other sectors (The Government of UAE, 2022). As a result, existing literature emphasizes the need to examine the factors responsible for lower turnover rates, increased job satisfaction, and the role of TQM in Emirati police organizations (Waxin et al., 2023). This trend reflects the ability of police institutions to retain skilled personnel, in addition to the supportive work environment and organizational factors that contribute to higher levels of job satisfaction.

**Table 1.1:** Police Departments in the United Arab Emirates (The Government of UAE, 2022)

	<b>Abu Dhabi Police</b>	<b>Dubai Police Force</b>	<b>Sharjah Police Force</b>
<b>Departments</b>	Five Departments	Fifteen Departments	Three Departments
<b>General Directorates</b>	Six General Directorates	Three General Directorates	Two General Directorates
<b>Frontline Staff</b>	12,500 employees	17,500 employees	200 employees
<b>Total Staff</b>	36,000 employees total (Civil Défense, Fire services, Ambulance, Border Security)	41,000 total employees (Civil Défense, Fire services, Ambulance, Border Security)	200 total recruitments (policing, licensing, narcotics, financial crimes unit)

Antunes et al. (2021) emphasized that TQM approaches significantly impact job satisfaction and performance in Emirati police forces. TQM principles, such as teamwork, employee empowerment, fair recruitment, performance appraisals, training, and compensation, are crucial in fostering job satisfaction and efficiency. Existing research highlights the role of these TQM dimensions not only in improving job satisfaction but also in enhancing overall job performance (Wolor et al., 2022). Consequently, job performance among police employees is a crucial aspect, particularly in Ras Al Khaimah, as it directly influences public safety and community trust. Effective job performance ensures that officers fulfil their duties efficiently, contributing to a safer society. Additionally, job performance assessments can help identify areas where police officers require further training and support to enhance their effectiveness and satisfaction (Al-Ababneh, 2023)

Although the Ras Al Khaimah Police have adopted the principles of total quality management and implemented police excellence programs and digital transformation

initiatives, levels of job satisfaction among employees may vary depending on the effectiveness of these applications and the organization's ability to translate them into impactful human resource practices. Literature suggests that total quality management may not directly affect employee satisfaction unless it is activated through human resource management practices such as training, motivation, performance appraisal, and empowerment (Wolor et al., 2022).

Ivanovic and Ivancevic (2022) emphasized the significance of TQM in ensuring job satisfaction and performance. Numerous studies in the United Arab Emirates have examined the impact of TQM on job satisfaction (Li et al. 2021), but most have focused on private sector institutions or policymakers' roles in fostering job satisfaction. While policymakers play an essential role in shaping employee satisfaction (Loan, 2020; Chiang, 2018), the direct application of TQM principles in the police sector remains underexplored.

Additionally, existing research on organizations in the UAE (Ahmed & Idris, 2020b; Al-Ababneh, 2023, 2023; M. Hassan et al., 2023) has primarily focused on Dubai (Jabeen et al. 2020) and Abu Dhabi (Juma et al. 2022). Expanding the scope of research to other Emirates, such as Ras Al Khaimah, can provide a more comprehensive understanding of TQM practices in police institutions. Exploring how TQM approaches influence job satisfaction and performance in lesser-studied regions can yield valuable insights (Singh et al. 2020). Furthermore, there is a noticeable gap in research focusing specifically on public-sector police organizations, as most studies concentrate on private-sector institutions (Ekaabi et al. 2020).

As a result, this study aims to address these gaps by examining police institutions as a critical public sector organization in the UAE, particularly in Ras Al Khaimah. While the impact of TQM on job satisfaction has been explored in the Emirati

context (Al-Subehat, 2021), the mediating role of TQM in enhancing job satisfaction within the police sector remains an underrepresented phenomenon. Thus, this research seeks to provide valuable insights into the relationship between TQM and job satisfaction in the police sector of the UAE.

### **1.3 Research Questions**

The primary questions in this study involve:

- 1) What is the effect of total quality management on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?
- 2) What is the effect of total quality management on Human Resource Management Practices among Ras Al-Khaimah Police Officers in the United Arab Emirates?
- 3) What is the effect of Human Resource Management Practices on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?
- 4) What is the mediating effect of human resource management practices on the relationship between total quality management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?

### **1.4 Research Objectives**

The objectives of this research mainly involve:

- 1) To identify the effect of total quality management on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.

- 2) To examine the effect of total quality management on Human Resource Management Practices among Ras Al-Khaimah Police Officers in the United Arab Emirates.
- 3) To analyze the effect of Human Resource Management Practices on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.
- 4) To investigate the mediating effect of human resource management practices between the relationship of total quality management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates

## **1.5 Definitions of the Key Terms**

### **1.5.1 Conceptual Definitions**

#### **1.5.1.1 Total Quality Management**

Quality Management (QM) is a managerial perspective or system comprising a cohesive set of principles supported by related practices and techniques (Rufus et al., 2022). It is a crucial research focus within operations management, reflecting its profound importance. Total Quality Management (TQM) has become a widely adopted organizational objective across multiple companies. However, the extensive expansion of literature in both academic and practical realms has led to varying interpretations of the term TQM. Consequently, a critical need exists for agreement concerning the scope of activities contained within TQM (Lazaros et al., 2021; Rufus et al., 2022)

#### **1.5.1.2 Human Resources Management**

According to Tortorella and Fogliatto (2020), HRM is a "process that specializes in securing and increasing skills of individual employees and enhances communication

and cooperation between them to support organizational development." Alamri (2020) define HRM as responsible for the recruitment, selection, evaluation, and further development of human resources that may significantly affect organizational performance and achievement.

### **1.5.1.3 Job Satisfaction**

Job satisfaction is primarily a measure of the workers' behavior towards their jobs (Davidescu et al., 2020). This job satisfaction is attributed to factors such as employees' wellbeing, development, suitable strategies, and others that satisfy their needs and increase their association with their organization, leading to better job performance (Hitka et al., 2021).

## **1.5.2 Operational Definitions**

### **1.5.2.1 Total Quality Management**

This research operationalizes the term Total Quality Management (TQM) as different strategic measures, mutually agreed upon by the organizational stakeholders, that may positively or indirectly affect the workforce's job performance. In other words, Total Quality Management (TQM) is the set of certain approaches that ensure improved job performance and organizational development (Al-Ababneh, 2023).

### **1.5.2.2 Human Resources Management**

Human Resource Management (HRM) (Atmaja et al., 2023) is identified as a process and a department focused on employees as an integral asset of organizational growth and development in the context of Ras Al-Khaimah Police institutions. Human Resource Managers consider the workforce as a building block, ensuring an organization's success, excellence, and competitiveness. Thus, all tasks are managed by

the HRM within an organization, from hiring to training and development (Shehhi et al., 2020).

### **1.5.2.3 Job Satisfaction**

The concept of job satisfaction in this research is defined as certain measures and approaches (Badrianto & Ekhsan, 2020) adopted by Emirati police organizations that positively affect the job performance among their employees. Job satisfaction can be any measure that is focused on employees that are further leading to improve performance by the employees (Loan, 2020).

## **1.6 Significance of the Study**

### **1.6.1 Practical Significance**

This study derives its importance from its expected ability to fill a knowledge gap in the literature concerning job satisfaction in Emirati police organizations, particularly the Ras Al Khaimah Police. The findings of this research are expected to contribute to a deeper understanding of how the dimensions of Total Quality Management (TQM) affect job satisfaction, and the role of human resource management practices as a mediating factor that can either enhance or explain this relationship. Its importance also stems from the scarcity of studies that have addressed these variables collectively within the context of police work, which is expected to add theoretical value by developing a model that illustrates the potential interactions between quality, human resources, and satisfaction. On a practical level, the study's results are expected to provide insights that will assist police leaders in improving the work environment, enhancing career development programs, and aligning quality policies with the needs of employees. It may also enable organizations to identify areas that require strengthening or redesign, thereby contributing to higher levels of job

satisfaction and professional stability. Thus, the importance of this study lies in its potential future contribution to supporting decision-making and developing organizational policies, rather than merely presenting conclusions based on previously obtained results. This study has significance in considerable ways.

Beyond theoretical contributions, this research offers practical insights for organizations, particularly police departments. Implementing TQM effectively can lead to improved job satisfaction, motivation, and overall employee engagement, which are crucial for operational efficiency and public trust. Since HRM plays a key role in supporting TQM initiatives, aligning HRM practices with TQM principles can help organizations build a culture of continuous improvement. These findings guide police organizations in Ras Al Khaimah and beyond, offering a framework that can enhance workplace dynamics and contribute to more effective law enforcement practices.

For employees, this study emphasizes the probable benefits of TQM in creating a supportive and growth-oriented work environment. When TQM is implemented alongside strong HRM strategies, employees can experience greater professional development opportunities, increased motivation, and a sense of fulfilment in their roles. A work environment that prioritizes continuous improvement and job satisfaction can lead to higher morale, lower turnover, and a more committed workforce. Suppose organizations incorporate these findings into their HR and management strategies. In that case, employees are likely to experience a more engaging and productive work atmosphere, eventually benefiting both the workforce and the community they serve.

### **1.6.2 Theoretical Significance**

From the theoretical perspective, this theory is based on three primary types of significance. First, the study contributes to Locke's Value Theory, which suggests that

job satisfaction is based on the degree to which a person's work meets their values and needs. TQM aligns organizational goals with employee values by focusing on customer satisfaction and continuous improvement. By examining the effect of TQM on job satisfaction among police employees, this study can provide insights into the extent to which TQM principles can meet the values and needs of police employees, thereby contributing to the development of Locke's Value Theory.

Second, this study contributes to Human Capital Theory, which suggests that employee skills, knowledge, and abilities contribute to organizational performance. TQM is an approach that aims to improve organizational performance by focusing on continuous improvement, which requires a skilled and knowledgeable workforce. By examining the mediating role of HRM in the relationship between TQM and job satisfaction, this study can provide insights into the specific human capital factors necessary for the successful implementation of TQM, thereby contributing to the development of Human Capital Theory. Finally, the study will contribute to the Ability, Motivation, and Opportunity Theory, which suggests that job performance is a function of employee ability, motivation, and opportunity. TQM is an approach that provides employees with the ability and opportunity to improve their performance by providing training, development, and support for continuous improvement. By examining the effect of TQM on job satisfaction with the mediating role of HRM, this study can provide insights into how TQM can influence employee motivation, ability, and opportunity, thereby contributing to the development of the Ability, Motivation, and Opportunity Theory.

## 1.7 Limitations of the Study

The scope of this research contains an in-depth analysis of Total Quality Management (TQM) approaches, especially focusing on their effect on Human Resource Management (HRM) and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates. This study aims to determine the strengths and weaknesses of different TQM strategies by examining TQM from the employees' perspective, allowing organizations to improve their management practices for improved job satisfaction and workforce efficiency. The research analyses how different elements of TQM influence HRM policies and practices, eventually shaping employee perceptions, motivation, and overall job performance. Besides, it seeks to provide empirical insights into the role of structured management frameworks in fostering a culture of constant improvement within public sector organizations.

Furthermore, this study extends its scope by considering broader implications for organizational development, offering valuable recommendations for policymakers and HR professionals aiming to implement effective TQM-driven strategies. This research contributes to theoretical knowledge and managerial practice by evaluating TQM's practical applications and direct and indirect influence on HRM and job satisfaction. The findings will serve as a foundation for future studies exploring the relationship between quality management and employee well-being, particularly within public service institutions. This study thoroughly examines TQM practices while ensuring that its insights apply to real-world organizational settings, providing consequential contributions to the HRM and quality management field.

## 1.8 Research Structure

This study is organized into five chapters as follows: First chapter, also known as the "introduction," introduces the study topic and the problem that needs to be addressed. The research problem shows some gaps in the existing literature focused on in this research. Further, the researcher highlights the study questions and objectives to specify the actual goal. Finally, the study's conceptual and operational definitions, significance, and scope were discussed accordingly.

The second chapter highlights and discusses the literature providing empirical support to current research. The cited literature is carefully gathered from the study conducted especially during the past five years (2020-2024) to provide an idea about the recent trends in relevant management research, methodologies used by the researchers, and their results. Finally, the researcher also formulates the conceptual model of this study supported by certain theoretical grounds to narrow the study variables graphically. The third chapter of this project discusses and highlights the most suitable methodological approaches for this research. The chapter focuses on the study design, population, sampling techniques, analysis approaches, and further details that helps to obtain data and examine it using the discussed methods.

The fourth chapter is about the data analysis and results. Depending on the study requirements, the researcher uses descriptive and inferential techniques to analyze the data and represent the results in tables and graphs. The fifth chapter discusses the results that will highlight the consistency and compatibility of findings with existing studies. The researcher also summarizes the study based on the discussion of the findings. Finally, the limitation and recommendations for future investigations is also provided in the final chapter.

## **1.9 Operational Definition**

### **A. Total Quality Management (TQM)**

Total Quality Management is a comprehensive management approach that aims to improve organizational performance by focusing on continuous improvement, involving all employees, and developing processes to achieve customer and employee satisfaction alike. (Juran & Godfrey, 1999)

### **B. Operational Definition**

This variable is measured through a set of dimensions adopted in the literature, such as: quality-supportive leadership, continuous improvement, process management, employee focus, and customer focus. It is measured using questionnaire items based on a five-point Likert scale.

### **C. Human Resource Management Practices**

#### **- Theoretical Definition:**

These are a set of policies and activities aimed at attracting, training, motivating, and evaluating employees to ensure the achievement of organizational objectives. (Armstrong & Taylor, 2020)

#### **- Operational Definition**

Human resource practices are measured through key practices including: training, motivation, evaluation, empowerment, and performance management. Each dimension is measured using standardized questionnaire items that assess the extent to which these practices are applied from the employees' perspective.

### **D. Job Satisfaction**

#### **- Theoretical Definition:**

Job satisfaction is the positive feeling that results from an employee's evaluation of their work experience, and is shaped by the nature of the tasks, relationships, work environment, fairness, and opportunities for growth. (Spector, 2019)

- **Operational Definition**

Job satisfaction is measured through a set of items covering satisfaction with the nature of the work, supervision, colleagues, development opportunities, and the organizational environment, using a five-point Likert scale. Quality Practices in the Policing Context

Theoretical Definition: These are applications of total quality management within police institutions aimed at improving security services, developing the efficiency of personnel, and enhancing organizational processes. (Al Suwaidi & Al Hosani, 2021)

- **Operational Definition:**

It is measured through indicators related to the improvement of security services, work procedures, organizational innovation, and response speed.

### 1.10 Chapter summary

This chapter extensively discussed and highlighted Total Quality Management and Job performance. The researcher has further highlighted the effect of HRM, further indicating its significance in the relationship between TQM and job satisfaction. This chapter also contains a research problem indicating a brief overview of police departments in the UAE and Raas Al-Khaimah. Further, the questions, study objectives, and definitions of the key terms are also highlighted. Finally, the chapter ends with the current project's significance, limitations, and proposed structure. The relevant chapter also provides support to narrow down and discuss the literature in Chapter 2 that is

considered as most suitable to the study constructs and aims. Chapter 2 will help to highlight the literature and theories related to the research problem, further helping in creating the research hypotheses and conceptual framework.

