

**THE MEDIATING ROLE OF HUMAN RESOURCE
MANAGEMENT PRACTICES IN THE RELATIONSHIP
BETWEEN TOTAL QUALITY MANAGEMENT (TQM)
DIMENSIONS AND JOB SATISFACTION AMONG RAS AL-
KHAIMAH POLICE OFFICERS**

MOHAMMAD GHANEM OBAID ALZAABI

UNIVERSITI SAINS ISLAM MALAYSIA

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Thesis submitted in partial fulfilment for the degree of
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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

Kajian ini meneliti kesan Pengurusan Kualiti Menyeluruh (TQM) terhadap kepuasan kerja dalam kalangan pegawai polis di Ras Al Khaimah, Emiriah Arab Bersatu (UAE), dengan memberi tumpuan kepada peranan pengantara yang dimainkan oleh amalan Pengurusan Sumber Manusia (PSM). TQM merupakan inisiatif berterusan organisasi yang menggabungkan nilai, metodologi, dan alat untuk meningkatkan kualiti produk dan proses, kepuasan pelanggan, serta keberkesanan penggunaan sumber. Dalam konteks PSM, TQM menggalakkan penglibatan pekerja, latihan dan kerja berpasukan yang merupakan elemen penting dalam bidang bertekanan tinggi seperti penguatkuasaan undang-undang. Kajian ini meneroka bagaimana amalan PSM seperti pengambilan, latihan dan penilaian prestasi menyumbang kepada keberkesanan tugas kepolisan dan mempengaruhi kepuasan kerja pegawai. Memahami kepuasan kerja adalah penting kerana ketidakpuasan boleh menyebabkan motivasi rendah, prestasi lemah dan peningkatan risiko rasuah. Pendekatan kajian kes kuantitatif telah digunakan dengan pengumpulan data melalui soal selidik berstruktur daripada 361 pegawai polis di Ras Al Khaimah, dengan saiz sampel ditentukan menggunakan formula Krejcie dan Morgan. Instrumen soal selidik diadaptasi daripada literatur yang telah disahkan. Ujian hipotesis menunjukkan kesan langsung yang signifikan antara TQM dan kepuasan kerja ($\beta = 0.907$), TQM dan amalan PSM ($\beta = 0.858$), serta amalan PSM dan kepuasan kerja ($\beta = -0.244$). Analisis pengantaraan turut mengesahkan kesan tidak langsung yang signifikan bagi amalan PSM dalam hubungan antara TQM dan kepuasan kerja. Dapatan ini menekankan peranan penting amalan PSM sebagai penghubung antara TQM dan kepuasan kerja, serta keperluan kepada intervensi PSM yang strategik dalam pelaksanaan inisiatif kualiti. Kajian ini menyumbang kepada pengembangan pengetahuan tentang prestasi organisasi dalam sektor kepolisan dan menyerlahkan kepentingan penajaran antara pengurusan kualiti dan strategi modal insan bagi membentuk pasukan polis yang komited, bermotivasi dan berprestasi tinggi.

ABSTRACT

This study investigates the impact of Total Quality Management (TQM) on job satisfaction among police officers in Ras Al Khaimah, United Arab Emirates (UAE), emphasizing the mediating role of Human Resource Management (HRM) practices. TQM, as a continuous organizational initiative, integrates values, methodologies, and tools to enhance product and process quality, customer satisfaction, and resource efficiency. Within HRM, TQM promotes employee engagement, training, and teamwork which were the critical components in high-pressure fields such as law enforcement. The research explores how HRM practices such as recruitment, training, and performance evaluation contribute to effective policing and influence officers' job satisfaction. Understanding job satisfaction is essential, as dissatisfaction may lead to low morale, underperformance, and heightened risk of corruption. A quantitative case study approach was employed, collecting data through structured questionnaires from 361 police officers in Ras Al Khaimah, with the sample size determined using Krejcie and Morgan's formula. The instruments were adapted from validated literature. Hypotheses testing revealed significant direct effects between TQM and job satisfaction ($\beta = 0.907$), TQM and HRM practices ($\beta = 0.858$), and HRM practices and job satisfaction ($\beta = -0.244$). Mediation analysis further confirmed a significant indirect effect of HRM practices on the relationship between TQM and job satisfaction. These findings emphasize the pivotal role of HRM practices in connecting TQM with job satisfaction, underscoring the need for strategic HRM interventions in implementing quality initiatives. This research contributes to advancing knowledge on organizational performance in the policing sector and highlights the importance of aligning quality management with human capital strategies to foster a committed, motivated, and high-performing police force.

الملخص

تبحث هذه الدراسة في تأثير إدارة الجودة الشاملة (TQM) على الرضا الوظيفي بين ضباط الشرطة في رأس الخيمة بالإمارات العربية المتحدة، مع التركيز على دور الوساطة في ممارسات إدارة الموارد البشرية. TQM، كمبادرة تنظيمية مستمرة، تدمج القيم والمنهجيات والأدوات لتعزيز جودة المنتج والعملية، ورضا العملاء، وكفاءة الموارد. داخل HRM، تعزز TQM مشاركة الموظفين وتدريبهم والعمل الجماعي التي كانت المكونات الحيوية في مجالات الضغط العالي مثل إنفاذ القانون. يستكشف البحث كيف تسهم ممارسات إدارة الموارد البشرية مثل التوظيف والتدريب وتقييم الأداء في أعمال الشرطة الفعالة والتأثير على رضا الموظفين عن العمل. فهم الرضا الوظيفي أمر ضروري، لأن عدم الرضا قد يؤدي إلى انخفاض المعنويات، ونقص الأداء، وزيادة خطر الفساد. تم استخدام نهج دراسة الحالة الكمية، وجمع البيانات من خلال استبيانات ممتدة من 361 ضابط شرطة في رأس الخيمة، مع تحديد حجم العينة باستخدام صيغة كارنجي ومورغان. تم تكييف الأدوات من الأدب المصادق عليه. كشف اختبار الفرضيات عن تأثيرات مباشرة كبيرة بين TQM والرضا الوظيفي ($\beta = 0.907$)، وممارسات TQM وإدارة الموارد البشرية ($\beta = 0.858$)، وممارسات إدارة الموارد البشرية والرضا الوظيفي ($\beta = -0.244$). وأكد تحليل الوساطة كذلك تأثير غير مباشر كبير لممارسات إدارة الموارد البشرية على العلاقة بين TQM والرضا الوظيفي. وتؤكد هذه النتائج على الدور المحوري لممارسات إدارة الموارد البشرية في ربط TQM مع الرضا الوظيفي، مما يؤكد الحاجة إلى تدخلات استراتيجية لإدارة الموارد البشرية في تنفيذ مبادرات الجودة. يساهم هذا البحث في تعزيز المعرفة حول الأداء التنظيمي في قطاع الشرطة ويسلط الضوء على أهمية موازنة إدارة الجودة مع استراتيجيات رأس المال البشري لتعزيز قوة شرطة ملتزمة ومحفزة وعالية الأداء.

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LIST OF ABBREVIATION

UAE	United Arab Emirates
R ²	Coefficient of Determination
Q ²	Predictive Relevance
HTMT	Heterotrait-Monotrait – Ratio
SRMR	Standardised Root Mean Square Residual
SEM	Structural Equation Modelling
PLS	Partial Least Squares
VAF	Variance Accounted For
VIF	Variance Inflation Factor
AVE	Average Variance Extracted
JS	Job Satisfaction
OI	Organizational Innovation