

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter assists in determining the background of the variables, as well as other explanations provided by researchers and experts. A detailed review of the literature regarding HRM, TQM and their impacts on job satisfaction is highlighted in this chapter. The present chapter also focuses on proposing the conceptual framework after describing its relevance to the cited literature and theoretical ground that further leads to hypotheses development.

2.2 Total Quality Management

The notion of job satisfaction has been defined in different ways, with (Gaikar & Cherian, 2020) offering the widely used definition as "a pleasurable or positive emotional state resulting from the assessment of one's job or job experiences." Later researchers expanded on this definition, emphasizing that job satisfaction encompasses cognitive, affective, and behavioral elements, aligning with typical social attitudes conceptualizations (Antunes et al., 2021a). However, there are challenges with this viewpoint (Babaei & Aghdassi, 2022). First, while social attitudes generally poorly predict distinctive behaviors, job attitudes show a strong and consistent relationship with suitable job behaviors. This difference may arise from the greater salience and accessibility of job attitudes compared to social attitudes typically studied (Snongtaweeporn et al., 2020).

Second, despite including the definition of affect in job satisfaction, measurement instruments focus more on cognitive factors. Some researchers argue for new measures to address this affective component's absence, indicating that existing measures may be insufficient (Al-Sabi et al., 2023).

According to Al-Khalili and Subari (2023), job satisfaction is acknowledged as a global concept consisting of different facets. The typical categorization includes pay, promotions, coworkers, supervision, and work. Other factors like recognition, working conditions, and company and management are also acknowledged. Researchers often differentiate job satisfaction into intrinsic and extrinsic elements, with pay and promotions classified as extrinsic factors and coworkers, management, and work as intrinsic factors (Barua, 2021).

Total Quality Management (TQM) is a management strategy directed towards providing products and services of the highest quality to improve client satisfaction and adhere to regulatory standards (Kumar et al., 2020). It is focused on organization-wide functions for perpetual improvement to provide products and services promptly, aligning with evolving client needs (Parthasarathi et al., 2020). TQM encompasses all aspects of an organization, using tools and methodologies like project quality control, quality assurance, and testing (Parthasarathi et al., 2020; Schalkwyk & Steenkamp, 2020).

Organizations adopting TQM usually describe and highlight it under a prominent slogan, such as British Rail's 'Quality Through Teamwork,' IBM's 'Market Driven Quality,' and Xerox's 'Leadership through Quality.' The emphasis on creating a marketing-style slogan expands beyond TQM, highlighting the need to focus on clients, process enhancement, and unlocking employee potential to achieve continuous improvement and customer satisfaction (Parthasarathi et al., 2020).

The relationship between Total Quality Management and Human Resource Management is obvious, as the successful enactment of TQM depends on the input, skills, effort, and knowledge of individuals within the organization (Gaikar & Cherian, 2020). Organizations are encouraged to exceed traditional perceptions of HR Management as a mere support function and identify its strategic role in driving organizational performance and success (Snongtaweepon et al., 2020).

Furthermore, employees should be viewed as beneficial investments rather than costs, prioritizing training to improve their effectiveness and contribute to overall service or product quality. While changing global economic conditions, market dynamics, and heightened competitive pressures, many organizations actively adopt TQM to adapt and thrive (Hassan et al., 2023).

TQM is characterized by its constant improvement ethos, aiming to improve individuals, groups, and entire organizations throughout their lifecycles (Ioncica et al., 202). It arose from a cadre of American quality professionals post-World War II, with a fundamental tenet being the shift from internally defined to customer-defined quality. Companywide engagement in quality goals is another prominent aspect of TQM, necessitating commitment from top management down to all operational levels (Al-Ababneh, 2023).

Despite TQM's wide scope (Garstenauer et al., 2020), consensus on its dimensions remains to be unavailable, with inconsistent perspectives among experts. Garvin identified eight critical dimensions (Yapa, 2021), including performance, conformance, features, reliability, aesthetics, durability, serviceability, and perceived quality, which have been further outlined by the following researcher (Dhamija et al., 2021; Fransisca, 2023b; Hwang, 2020).

TQM's enactment can significantly improve the overall quality and organizational performance across industries, guided by principles such as strategic focus, client orientation, long-term commitment, quality obsession, scientific approach, teamwork, continual process improvement, freedom through control, education, and training, employee involvement and empowerment, and unity of purpose (Ngambi & Nkemkiafu, 2021). Principles such as client focus, constant improvement, strategic orientation, and total employee involvement work as vital variables in TQM implementation, guiding organizations toward sustained excellence (Saleh et al., 2021).

- **Customer-centric approach:** TQM prioritizes the client's experience in all organizational interchanges, from initial contact to buying and ongoing support (Ioncica et al., 2021).
- **Employee engagement:** TQM involves every team member to ensure extensive quality control at all levels of the organization, fostering a customer-centric culture (Jehangiri, 2020).
- **Process optimization:** TQM stresses creating and executing processes that enable organizations to execute and replicate success, focusing on quantifying success and defining actionable steps (Al-Dhaafri, 2020).
- **System integration:** TQM strategies aim to leverage all available assets within the organization through seamless integration, ensuring synergy among disparate parts. **Effective communication:** Transparency and communication are essential in TQM, with every team member expected to contribute as a value-adding member, encouraging collaboration and alignment (Sadq, 2020).
- **Data-driven decision-making:** TQM depends on data to drive organizational improvement, allowing informed decisions based on quantifiable facts rather than guesswork (Zaid et al., 2020).

- **Continuous improvement:** TQM considers perfection a constant pursuit, necessitating continuous efforts to bring the organization closer to attaining its goals. All these pillars serve as guiding principles for decision-making within the TQM framework, presenting direction and clarity whenever the organization faces challenges (Texeira-Quiros & Justino, 2022).

Total Quality Management (TQM) dates back to the pioneering work of W. Edwards Deming in the 1940s. Deming was critical in helping post-World War II Japan rebuild its manufacturing infrastructure (Garstenauer et al., 2020). TQM incorporates different organizational improvement processes, such as quality circles, statistical process control, self-managed teams, and extensive employee participation. It represents a holistic approach to promoting a company-wide culture of continuous improvement, where employees constantly improve their ability to deliver products and services with significant customer value (Chepkech & Cheluget, 2020).

TQM is structured as a systematic method to meet the needs of both internal and external customers and suppliers by integrating different aspects such as the organizational environment, continuous improvement, and breakthroughs (Ioncica et al., 2021). Effective management is essential for modern organizations, indicating their progressiveness, prosperity, and growth. Leaders must adeptly plan and implement management systems to minimize costs and maximize profits (Garstenauer et al., 2020). They must also consider different factors, including environmental conditions, internal and external consequences, and employees' skills and knowledge, to improve customer satisfaction and achieve a competitive edge (Ioncica et al., 2021).

Contemporary organizations are characterized by their focus on management revolution and adaptability to the current cluttered, complex, and ambivalent environment. These organizations demonstrate three key characteristics (Al-Shdaifat,

2021; Ioncica et al., 2021). First, they boast high-quality human resources, with leaders and employees possessing the required knowledge and skills to contribute to the organization's success (Al-Shdaifat, 2021; Saleh et al., 2021). They actively participate in setting organizational goals and visions. Second, contemporary organizations use advanced technologies to improve performance and productivity. They continually update and use sophisticated technologies to stay ahead. Finally, modern organizations adopt flexible structures and systems, often transitioning from vertical to horizontal organizational structures. They may decrease organizational size to improve flexibility, empowering employees at all levels to make quick decisions. Decentralized and flexible structures prioritize quick customer service and satisfaction (Garstenauer et al., 2020). Thus, the cited literature shows that Total Quality Management (TQM) is a management approach focused on continuous improvement, customer satisfaction, and compliance with regulatory standards. It incorporates different methodologies, i.e., quality control, assurance, and testing, to enhance organizational performance. The success of TQM depends on human resource contributions, highlighting employee training and engagement. TQM principles include customer focus, employee involvement, process optimization, system integration, transparency, data-driven decision-making, and continuous improvement. From W. Edwards Deming's post-World War II contributions, TQM promotes a holistic, company-wide culture of quality enhancement, demanding strong leadership, adaptability, and strategic implementation.

2.2.1 Goals and Challenges for Total Quality Management

Total Quality Management (TQM) is a persistent progress approach that prioritizes client needs and services, promotes participation and teamwork, and

develops a culture facilitative to productivity and profitability. In contemporary organizations, TQM is essential for directing change efforts toward three key areas: design, technology, and people. In terms of design, modern organizations should embrace a more decentralized approach (Sadq, 2020). This involves facilitating vertical differentiation, employing wider control spans, minimizing labour division, and facilitating cross-functional teams. These structural adjustments empower employees to implement process improvements. For example, creating work teams that exceed departmental boundaries allows those most related to the problem to drive its resolution (Al-Shdaifat, 2021).

Technology plays a critical role in improving the efficiency and effectiveness of modern organizations (Al-Dhaafri, 2020). To remain relevant and innovative, organizations must stay up to date on technological advancements that could impact productivity. Using technological progress constantly opens prospects for new product development, improvements to existing products, and enhancements to manufacturing and marketing techniques (Zaid et al., 2020). Technological change in TQM focuses on developing adaptable processes that support continuous improvement. Employees dedicated to TQM constantly strive for improvement areas, necessitating adaptable work processes. Consequently, extensive investment in education and training is necessary, covering problem-solving, decision-making, statistical analysis, team building, and providing quality data to work teams, including delinquency rates and customer satisfaction feedback (Saleh et al., 2021).

The people dimension of TQM requires a committed workforce that is aligned with the organization's quality and improvement purposes. Accomplishing this necessitates thorough education and training initiatives. Contemporary organizations should offer education reimbursement programs to workers seeking to improve their

skills, prepare the workforce for future challenges, and promote stronger employee relations (Texeira-Quiros & Justino, 2022). Also, executing a performance evaluation and reward system that supports TQM objectives is crucial. Many successful programs tie administrative bonuses and workforce incentives to acquiring quality objectives. To determine the goals of TQM, modern organizations must prioritize customer needs. With satisfied customers, the company can succeed. Therefore, organizations must transition to a more client-focused and market-driven culture. This entails listening to and understanding client needs, balancing client requirements with organizational value, predicting and promptly addressing customer needs, considering customer perspectives in decision-making, and delivering quality products and services that benefit clients (Wolor et al., 2022)

When addressing organizational development (OD) initiatives, one must address an essential question: What factors contribute to successful organizational change efforts? According to Al-Dhaafri (2020), effective change management involves five critical activities: motivating change, creating a vision, developing political support, handling the transition, and sustaining momentum. These activities offer different approaches to sustain momentum and successfully execute and stabilize change processes within modern organizations. Therefore, the implementation of Total Quality Management (TQM) should be driven from the top management level. Chief Executive Officers (CEOs) play a key role in leading and motivating workers while promoting a cultural shift within the organization to prioritize the delivery of superior goods and services to clients. Employee training is important, focusing on developing decision-making, problem-solving, enterprise negotiation, and teamwork skills, all of which are important strategies for modern organizations.

The cited literature indicates that TQM prioritizes customer needs, teamwork, and a culture of efficiency and profitability. It requires structural changes like decentralization, cross-functional teamwork, and minimizing labour division to improve employee-driven improvements. Technological advancements are integral to TQM, supporting product development, manufacturing, and marketing innovation. Constant education and training in problem-solving, decision-making, and statistical analysis are essential for a workforce committed to quality objectives. Organizations should also enforce performance evaluation and reward systems consistent with TQM goals to ensure employee motivation and engagement in quality improvement initiatives.

2.2.2 Factors Affecting TQM in Organizations

The current organization's initial goal was reducing costs, averting errors, and minimizing waste. However, this goal could have been more effectively communicated to the employees, and there needed to be more effort to ensure everyone comprehended the organization's purposes. While managerial intentions are essential for success, actual change is driven by frontline employees (Harianto, 2022). Organizations need to translate the value of their intent into tangible advantages for their employees, as their success will directly contribute to the organization's success.

A critical area for improvement in the change process was depending on an external consultant to endorse the implementation effort without adequately preparing the workforce for the impending changes. Although outside consultants can be advantageous for training leaders, the involvement of internal champions is essential for cultural change within the organization. The lack of involvement from the Human Resources (HR) department further hampered effective communication and preparation

for change. Ideally, the consultant should have teamed with HR to establish a Total Quality Management (TQM) team from within, as Sabella et al. (2023) suggested.

Groundwork, including proper training and employee communication, should have been applied before launching the TQM effort. When approached and trained effectively, employees can communicate organizational objectives and understand the importance of customer satisfaction. The HR team could have enabled this training and groundwork, ensuring that all employees comprehend and embrace the concept of TQM. Involving employees in goal setting motivates commitment and avoids a disagreement between management objectives and employee engagement (Nohoud et al., 2024).

Participation is important for employees to actively contribute ideas, provide recommendations, and make decisions that affect their work and lives within the organization.

Al-Dhaafri (2020) highlighted that employee involvement is crucial to successful organizational change initiatives. Executing processes like TQM needs concerted effort and acceptance from all parties involved. Success hinges on the involvement of every employee, yet the organization's change efforts need to be modified from the outset. The dependence on an external change agent, lack of employee involvement, and imposition of change without considering employees' interests led to inevitable conflict. Employing the expertise of the HR department could have mitigated these errors and fostered a more unified approach to change. Also, exploring reward and compensation inducements for employee success in the enactment process could have provided further motivation and support for the change effort (Hastuti & Utomo, 2022).

2.3 Dimensions of Total Quality Management

Some researchers indicate that the most impactful facets of Total Quality Management (TQM) are intangible and behavioural (Zaid et al., 2020), frequently referred to as soft variables. These involve customer focus, human resource focus, and leadership. Despite being invisible, these variables directly influence a company's performance (Ahmed & Idris, 2020b). While there is divergence in how TQM is assessed, a thorough review reveals six common dimensions: strategic planning, leadership, information and analysis, customer focus, process management, and people management. While some investigations disagree on the key dimensions of TQM, there is an agreement that customer focus, continuous improvement, worker involvement, and top management support are required (Lapiņa et al., 2023).

Existing research studies on TQM show six primary dimensions. These decisions may include Leadership and top management dedication, empowerment, teamwork, strategic planning, continuous improvement, and customer and employee satisfaction are recognised as key drivers of Total Quality Management (TQM) transformation. Among these, dimensions contribute to the softer results of TQM: Leadership and top management commitment, empowerment, teamwork, and customer and employee satisfaction (Jaafreh & Al-abedallat, 2021).

According to Lapiņa et al. (2023), to examine the impact of Total Quality Management (TQM) on performance, it is essential to recognize the four critical functional dimensions that TQM integrates by implementing a shared set of practices and techniques. Firstly, client focus prioritizes customer satisfaction as the primary driver behind all quality initiatives. Second, continuous improvement is required, often achieved through systematic benchmarking and self-assessment, to drive ongoing enhancement. The further dimension pertains to employee fulfilment. TQM aims to

improve workplace efficiency and morale and increase employee motivation. Finally, TQM seeks to improve the organization, emphasizing systemic enhancements to optimize overall performance.

Thus, these dimensions are completed by "hard" management necessities like strategic planning and constant improvement. They form the foundation and fundamental characteristics of the TQM framework, further studied in detail. Incorporated into a TQM telescopic framework, they represent a core set of values and paradigms that improve the focus on TQM (Alzoubi et al., 2020).

Cited literature indicates that several factors, including effective communication, employee involvement, and strategic planning, influence Total Quality Management (TQM) in organizations. Originally, organizations aimed to decrease costs and minimize errors, but inadequate communication and lack of workforce preparation restricted success. Depending on external consultants without involving internal teams, particularly HR, weakened the change process. Proper training and employee participation are crucial for ensuring alignment with TQM goals and fostering commitment. Studies highlight that employee engagement, leadership commitment, and reward systems can drive successful TQM implementation.

TQM is built on both tangible and intangible dimensions. While leadership, teamwork, and customer focus are important, strategic planning and persistent improvement provide structural support. Research emphasizes six key dimensions of TQM: leadership, strategic planning, information and analysis, customer focus, process management, and people management. Customer satisfaction and constant improvement remain central to TQM's success, emphasizing systematic benchmarking, employee motivation, and organizational efficiency. These elements and structured management practices form the basis of a strong TQM framework.

2.3.1 Leadership and Management Commitment and TQM

Numerous researchers emphasize the important role of leadership and top management commitment in executing Total Quality Management (TQM) (Oakland, 2020). They highlight that these features provide a major focus for individuals within institutions embracing TQM practices. Leadership is prioritized across quality frameworks like the Malcolm Baldrige National Quality Award, EFQM, SAEF, and Australian Quality Criteria Framework, underlining its importance as a "key driver" for prosperous TQM endeavours. Two significant quality exponents, W.E. Deming and Phil Crosby highlight the significance of leadership and top management commitment in contemporary TQM practices (Harianto, 2022; Wong et al., 2020). Rather than management, leadership is especially important in challenging times for TQM enactment. The distinction between management and leadership is highlighted, focusing on control and consistency, while leadership causes change and improvement. Leadership guarantees that shared beliefs and values pervade the institution, directing task execution and interactions and articulating core values. Leadership is accountable for aligning the institution's culture with current facts and effecting required changes.

TQM enactment necessitates a profound commitment from top management alongside effective leadership. This responsibility must be transparent through policies, support structures, investments, and individual obligations. Commitment enables worker trust and support for institutional goals, creating a facilitative environment for TQM practices. In today's vigorous environment, leadership grows beyond institutional boundaries, concentrating on customer interface, product/service quality, and worker productivity (Vieira & Ferreira, 2020).

Leaders should develop partnerships, summarise quality objectives and policies, and prioritize customer requirements. TQM requires leadership to empower employees, develop new stakeholder relationships, and prioritize customer satisfaction. Leaders must work as educators and delegate employees based on the institution's goals. Therefore, effective leadership and top management commitment are essential for successful TQM enactment. Leaders must represent a clear vision, develop practical strategies, identify crucial success factors, and encourage employee participation. Through constant improvement and a systematic approach to management, TQM can succeed and lead to sustained organisational success (Antunes et al., 2021a).

Effective leadership is instrumental in promoting a collaborative environment where team members are empowered, motivated, and equipped with the necessary skills to drive continuous improvement and accomplish organizational goals. By demonstrating genuine concern for team members, sharing decision-making responsibilities, and inspiring them to exceed expectations, leaders play a pivotal role in cultivating high-performance teams and institutions committed to excellence (Harianto, 2022; Wong et al., 2020).

Research studies show that team members demonstrate more significant effort and persistence when working with team leaders, demonstrating increased problem-solving capabilities, willingness to take risks, and production of creative outputs (Fransisca, 2023a). Integration of the teamwork dimension with leadership, top management commitment, strategic planning, and empowerment is essential for enhancing total quality within an institution. As one of the primary dimensions, continuous improvement relies on the core elements of leadership, top management commitment, strategic planning, empowerment, and teamwork (Aichi, 2023).

Therefore, the literature emphasizes the crucial role of leadership and top management commitment in implementing Total Quality Management (TQM). Leadership is a critical driver of successful TQM adoption, as seen in different quality frameworks such as the Malcolm Baldrige Award and EFQM. Scholars like Deming and Crosby focus on leadership, rather than management, as vital in navigating challenges and fostering change. Effective leadership consistent institutional culture with evolving needs, ensuring shared values and structured execution. Top management commitment, reflected through policies, investments, and strategic planning, enables employee trust and a supportive environment for TQM. Leaders should empower employees, prioritize customer satisfaction, and promote continuous improvement to support organizational success. Strong leadership promotes collaboration, innovation, and high-performance teams, improving total quality within institutions.

2.3.1.1 Strategic Planning and TQM

Strategic planning is important to the success of Total Quality Management (TQM) efforts. This dimension is accentuated by different quality frameworks such as the Malcolm Baldrige National Quality Award, EFQM, SAEF, and the Australian Quality Criteria Framework. From the principles of TQM and insights from quality experts like W.E. Deming, Juran, and Phil Crosby, it is obvious that strategic planning is a fundamental factor in total quality improvement. Successful institutions acknowledge the significance of strategic planning in attaining desired results. Strategic planning involves defining long-term goals, objectives, customer targets, and services and designing systems to meet these goals (Alzoubi et al., 2020).

It is a process where top management expects the institution's future and develops strategies to recognise that vision (Saleh et al., 2021). Strategic planning is

about setting an institution for future conquest. It involves negotiating internal strengths and weaknesses with external prospects and threats to gain constant advantage. Each institution must use its distinctive capabilities, resources, and strengths to attain optimal results. The goal is to create a preferred future where all stakeholders' needs are met satisfactorily. Integration between TQM and strategic planning is essential for success (Oakland, 2020). TQM must be fully incorporated into all operations of the institution, starting with strategic planning closely related to leadership and top management commitment. The synergy between TQM and strategic planning supports an institution's competitiveness and enables success in the current environment.

Existing literature shows three crucial relations between TQM and strategic planning required for this integration: Customer-driven strategic planning provides long-term success by constantly providing customer value. Strategic planning provides direction and context for TQM initiatives, directing change and continuous advancement efforts. TQM culture and continuous improvement focus on reaching results that increase customer value and assure long-term success. Full integration of TQM with strategic planning provides direction, reason, and context for successful TQM initiatives (Harianto, 2022; Wong et al., 2020). It aligns the institution, its systems, and its people to provide ever-increasing customer value. An effective strategic plan needs a solid, well-understood strategic planning process to acquire quality goals and institutional improvement.

2.3.1.2 Processes in Strategic Planning

According to various researchers, including Antunes et al. (2021), practical strategic planning involves five critical activities: establishing a future-based task, setting strategic goals, identifying crucial success factors, developing departmental

action plans, and drafting individual actions within those plans. Each of these activities plays a critical role in shaping the strategic direction of an institution (Lazaros et al., 2021).

i. Future-based Mission:

Strategic planning starts with determining a mission that is consistent with Total Quality Management (TQM) principles. This mission should focus on customer-driven outcomes, continuous advancement, and assuring alignment with the institution's long-term objectives. A well-defined mission statement is the foundation for strategic planning and directs the institution's strategic goals and policies (Haffar et al., 2020).

ii. Strategic objectives:

A mission statement must be reinforced by measurable goals closely linked to it. These goals provide precise targets for the institution to execute its mission. Management by goals facilitates coordination and optimal use of workforce talents. Objectives should mirror the company plan, cover medium to long-term objectives, and authorize precise improvement measurement (Parthasarathi et al., 2020).

iii. Critical Success Factors:

More than creating a mission and goals is inadequate, top management must further determine Critical Success Factors to move the institution forward. Critical Success Factors are significant achievements needed to attain the mission, determined through detailed examination and categorization of effects (Alosani et al., 2020).

iv. Departmental Action Plans:

Strategic planning concerns participation from all organizational departments. Structured departmental action plans guarantee that the whole institution is engaged in the strategic planning process. Each department is accountable for developing its plan and associated performance standards (Schalkwyk & Steenkamp, 2020).

v. Individual Actions:

The success of the strategic plan eventually depends on the performance of individuals within the institution. Individual activities summarised in departmental action plans help all employees partake in strategic planning. Transparent communication and involvement across all institution levels are necessary for successful enactment (Singh et al., 2021).

2.3.1.3 SWOT Analysis of Strategic Planning

Strategic planning is much improved by performing a SWOT analysis, a thorough evaluation of an institution's internal Strengths and Weaknesses and external Opportunities and Threats. (Bazrkar & Aramoon, 2022) proclaim that such analysis significantly improves decision-making processes by highlighting key elements of an institution's operational landscape. SWOT analysis acts as a strategic compass, directing institutions towards developing new initiatives, optimizing resource distribution, and improving the overall quality of work and community life. This structured inspection allows institutions to determine growth prospects during the challenges posed by increasingly restrained resources (Jabeen et al., 2022). The SWOT framework promotes a balanced consideration of internal and external factors, providing a subtle understanding of the institution's role. By outlining detailed factors and elements and aligning them within a strategic matrix, institutions achieve clarity and consensus concerning the factors affecting their operations (Antunes et al., 2021a). Furthermore, incorporating a customer-driven approach into SWOT analysis ensures a focus on comprehending customer needs and anticipations, enhancing strategic planning results.

1. Structuring Strategic Planning

Effective strategic planning necessitates structuring and management to ensure its success. As Ali and Allan (2020) emphasized, the planning process should be carefully produced, with active involvement from workers across all institution levels. Strategic planning is encouraged by the institution's adherence to meeting customer requirements and expectations. Therefore, the planning structure should work autonomously from the organizational hierarchy, helping a free flow of ideas and initiatives. A well-designed planning process stimulates participation from all stakeholders and promotes an environment facilitative to innovation and collaboration.

2. Information System Support:

An information system is essential in supporting strategic planning endeavours, especially in customer-focused initiatives. Alzoubi et al. (2020) highlight the importance of having access to relevant information for making informed strategic decisions. Jabeen et al. (2022) further maintain that strategic planning without a powerful information system is akin to steering unthinkingly without a clear understanding of the institution's operating environment. Therefore, an effective information system provides the required data and insights to guide strategic decision-making processes and ensure the institution's continued viability.

3. Flexibility in Planning:

The vigorous nature of institutional environments needs strategic planning processes to be adaptable and adaptive. Antunes et al. (2021) stress the significance of accommodating changes and accommodating objectives as circumstances evolve. Alternative action plans and contingency measures should be in place to address unforeseen challenges and ensure continued progress towards strategic goals. By

adopting flexibility, institutions can steer uncertainties and seize appearing opportunities, thereby improving their strength and agility.

4. Foresight in Strategic Planning

Foresight emerges as a critical element of strategic planning, allowing institutions to anticipate and shape future results (Vieira & Ferreira, 2020). Foresight is described as the capability to explore and predict future scenarios, thereby authorizing organizations to respond to emerging trends and challenges proactively. By acquiring insights into macro-environmental forces, institutions can identify prospects and threats with greater clarity and foresight. Foresight enables a proactive strategy for strategic planning, allowing institutions to shape their future functioning and focus more on emerging possibilities (Daoud Abu-Doleh, 2021).

2.3.1.4 Empowerment and TQM

Existing research (Parthasarathi et al., 2020; Schalkwyk & Steenkamp, 2020; D. Singh et al., 2021) highlights the importance of empowerment in conducting total quality improvement efforts (Saleh et al., 2021). Notably, the foundation of TQM and empowerment emphasizes principles geared towards empowering employees. These include creating on-the-job training, promoting teamwork by breaking down departmental obstacles, eradicating fear in the workplace, terminating quotas on the shop floor, cultivating prerequisites for employees to take pride in their work, and emphasizing education and self-improvement programs. Also, empowerment is a key element supporting the entire TQM philosophy.

Ali and Allan (2020) highlight the need to adopt a comprehensive strategy to effectively empower employees, underlining its significant impact on the advancement of service quality. They describe empowerment as the delegation of power and

authority from higher echelons of management to lower levels within an organization, providing employees with tools, resources, and independence to further the institution's objectives. Empowerment posits that granting autonomy to employees promotes commitment, job satisfaction, and productivity, further improving overall performance and quality outcomes. Also, empowerment comprises entrusting responsibility from management to employees and facilitating information sharing across different groups within the organization. Oakland (2020) explains that empowerment revolves around augmenting employee autonomy by providing appropriate information and control over job-related factors, enabling individuals to shape the nature of their roles. Consequently, an empowered workforce helps employees feel competent and empowered to engage in decision-making and problem-solving at their respective levels, enabled by management's provision of resources and authority.

Similarly, compelling, and successful organizational performance is dependent upon motivated employees who creatively provide services in cooperation with management. To promote ownership of the institution among employees, management should designate them based on shared values, thereby gaining their trust and support (Vieira & Ferreira, 2020). Each employee's potential should be developed to infuse a sense of belonging, suggesting ample prospects for self-development, and maximizing the value added to their lives by the institution (Šikýř, 2020). Optimal empowerment should be embedded in a partnership between management and employees, building on their skills, capabilities, and training to establish a foundation for a restored, total-quality institution. Different perspectives on employee empowerment exist, each contributing to the institutionalization of TQM. Hence, a vital consideration of these viewpoints shows the underlying aims that are important for cultivating a culture of empowerment within institutions dedicated to TQM principles (Ali & Allan, 2020).

Empowerment plays a critical role in executing effective customer-oriented service within an organization (Gregory, 2020). It encourages workers to creatively contribute to the service delivery operation in partnership with management. To promote a sense of ownership and responsibility, management should designate employees based on shared values, providing prospects for self-development and assuring mutual benefit for both the employee and the institution. Optimal empowerment depends on a foundation of skills, capabilities, training, and a strong partnership between management and employees, acting as the cornerstone of a continued commitment to total quality within the organization (Ikhsannudin & Pakpahan, 2021).

Leadership and top management are important in promoting empowerment within the institution. In today's competitive landscape, characterized by convoluted customer needs and market dynamics, leaders must seek creative ways to harness the creative possibility of their workforce (Cesário, 2023). Empowerment should be invested in the institution's mission, with top management taking the lead in involving workers in institutional activities. However, for empowerment to succeed, top management must be empowered (Sucuoğlu & Erdem, 2021). Managers and supervisors must be willing to entrust responsibility and support employees to take action and contribute creatively. Empowerment does not entail renouncing managerial obligations but rather entails supporting and awarding employees for their initiatives within defined boundaries (Andrade et al., 2021).

Effective leadership entails setting precise standards and boundaries while inviting employees to contribute uniquely. Leaders must create an environment that releases employees' untapped potential and creativity (Cesário, 2023; Paşaoğlu, 2021).

Top management ensures that employees at all levels accept greater responsibility and

ownership, which is important for the institution's continued success. Establishing empowerment and enforcing total quality within the institution is only possible with the tenacious support of top management (Al-Sabi et al., 2023).

Employee involvement is a rudimentary empowerment aspect and represents a significant shift in institutional culture. Empowering institution members to make decisions and solve problems relevant to their roles. Employee involvement is essential for institutional success as it motivates employees to align their efforts with institutional goals. Trained, empowered, and acknowledged employees view their roles and the institution differently, contributing positively to its goals. Empowerment encourages creativity and constructive thinking among employees, leading to creative solutions that exceed customer needs. Providing employees with autonomy and full participation in work strategies promotes greater commitment and creativity in the workplace (Gözükara et al., 2021).

Organizational success depends on identifying and rewarding expected behaviors, effective decision-making processes, and assigning employees to participate actively. Recognition involves recognizing and appreciating desired behaviors, while rewards are tangible incentives valued by recipients (Al-Zoubi et al., 2023). Acquiring a symmetry between financial and non-financial motivators is important, with institutions needing to design reward management processes to meet their specific needs and the preferences of their employees (Babaei & Aghdassi, 2022; Saleh et al., 2021).

Aligning the reward system with Total Quality Management (TQM) principles is essential for supporting desired behaviors and ensuring the effectiveness of TQM practices. Research indicates that suitable recognition and reward practices can greatly improve institutional performance. Thus, institutions should establish

policies and programs linking performance to strategic quality goals at different levels. Regular review and improvement of the reward system are essential to ensure alignment with quality goals and to motivate employees towards excellence (Gözükara et al., 2021). Dynamic employee involvement in decision-making fosters ownership and increases the likelihood of objective accomplishment. Decision-making involves identifying options and selecting the best action to address challenges or opportunities. Empowering employees to make both routine (programmed) and infrequent (non-programmed) decisions is important. Top management should guide middle and lower management in making decisions across different levels of danger and uncertainty (Ikhsannudin & Pakpahan, 2021).

Educating employees on decision-making processes using techniques like group decision-making and brainstorming enhances their ability to contribute meaningfully to institutional objectives. Delegating decision-making authority to employees empowers them and provides top and middle management prospects to position the institution strategically (Ikhsannudin & Pakpahan, 2021; Suwandej, 2020). Also, involving employees in decision-making encourages motivation and encourages proactive engagement in achieving organizational goals (Al-Sabi et al., 2023). Thus, recognizing and rewarding desired behaviours, enabling effective decision-making, and empowering employees is essential for institutional success. Institutions must design reward systems that align with TQM principles, encourage employee involvement in decision-making, and provide prospects for continuous improvement. By doing so, institutions can create a culture of excellence and motivate employees to contribute positively to attaining organizational objectives.

On the other hand, participation is critical for the success of empowerment initiatives within an institution. Research shows that involving employees in decision-

making encourages greater commitment and leads to higher-quality outcomes than non-participative leadership approaches. Combining individual goals with institutional objectives should result in personal and institutional growth. This participative approach is the most effective strategy for improving quality and productivity (Aichi, 2023).

Employee participation can take different forms, including quality circles, advancement teams, productivity teams, and specific participation programs designed and implemented to the institution's needs and culture (Ahmadi et al., 2021). Also, communication plays a critical role in empowerment. Employees need precise and relevant information to be productive and effective. Effective communication promotes trust among employees, enhances problem-solving capabilities, and is essential for the success of empowerment initiatives (Arhin, 2024).

Allowing employees to articulate work-related concerns can improve their work performance and contribute to the accomplishment of institutional objectives. By soliciting employee input, management acknowledges their prominence as a helpful source of knowledge and experience. Empowerment is closely interwoven with leadership and strategic planning. Leadership commitment, strategic planning, and empowerment must be integrated and continuously emphasized to promote total quality within an institution. Teamwork is also a fourth direct dimension that complements and reinforces the other dimensions of establishing total quality within an organization (Wijaya et al., 2023).

Hence, the cited literature suggested that strategic planning is crucial in successfully executing Total Quality Management (TQM), as it provides the foundation for continuous improvement and long-term organizational success. Different quality frameworks, including the Malcolm Baldrige National Quality Award, EFQM, SAEF,

and the Australian Quality Criteria Framework, emphasize the importance of strategic planning as an essential element in achieving high-quality standards. Effective quality management experts, i.e., W.E. Deming, Juran, and Phil Crosby, have highlighted the importance of integrating strategic planning with TQM to ensure sustainable institutional improvement. Effective strategic planning is based on setting long-term goals, defining objectives, identifying customer needs, and designing systems to achieve these goals. It is a forward-looking process in which top management envisions the institution's future and formulates strategies to achieve its mission and goals. This approach needs organizations to leverage their strengths and resources while addressing external opportunities and threats, acquiring a competitive advantage. By aligning strategic planning with TQM, institutions can ensure that quality management principles permeate all operations, particularly through leadership commitment and top management support.

Integrating TQM and strategic planning results in a more structured and effective approach to continuous quality enhancement. Literature highlights three key relationships between the two: first, customer-driven strategic planning fosters long-term success by ensuring that customer value remains a priority; second, strategic planning provides clear direction and context for TQM initiatives, guiding change and improvement efforts; and third, a culture of continuous improvement, central to TQM, supports the achievement of quality objectives and improves customer satisfaction. Full consistency of TQM with strategic planning ensures that the organization, its systems, and its employees work cohesively toward delivering ever-increasing value to stakeholders. Organizations should establish a well-defined and widely understood strategic planning process that supports quality objectives and institutional development to successfully integrate these principles, o.

Strategic planning involves multiple key activities shaping an institution's direction. Researchers highlight five fundamental components: defining a future-oriented mission, setting strategic objectives, identifying critical success factors, developing departmental action plans, and formulating individual actions within those plans. The mission statement is the foundation for strategic planning, ensuring consistency with TQM principles by prioritizing customer satisfaction, continuous improvement, and long-term institutional goals. Strategic objectives build upon the mission by establishing measurable goals that guide organizational efforts, enabling effective coordination and optimization of human resources. Beyond mission and objectives, institutions must identify critical success factors and key achievements required for realizing their strategic vision. These factors are determined through rigorous evaluation and analysis. Departmental action plans ensure that strategic planning is a collaborative effort involving all organizational units, each of which must develop its strategic plan with performance benchmarks. The final element, individual actions, is crucial for successful implementation, as the execution of strategic plans ultimately depends on employee engagement. Transparent communication and active participation across all levels of the organization are vital to achieving the desired outcomes.

One essential tool for refining strategic planning is the SWOT analysis, which examines an institution's internal strengths and weaknesses alongside external opportunities and threats. A SWOT analysis improves decision-making by identifying key factors influencing an institution's operational effectiveness. This structured evaluation serves as a strategic guide, helping institutions allocate resources efficiently, capitalize on growth opportunities, and navigate challenges posed by limited resources or external uncertainties. By integrating a customer-centric approach into SWOT

analysis, institutions can better understand customer expectations, leading to improved strategic planning and decision-making processes.

To ensure successful strategic planning, institutions must adopt structured management practices that promote active participation from all levels of the organization. Employees should be involved in planning, as their contributions can foster innovation and collaboration. The planning framework should operate independently of organizational hierarchies, allowing free-flowing ideas and initiatives that enhance overall institutional quality. Furthermore, information systems are critical in supporting strategic planning by providing access to relevant data for informed decision-making. Strategic planning lacks clarity and direction without a robust information system, limiting the institution's ability to respond effectively to changing circumstances. The adaptability of strategic planning is another crucial factor, as institutions operate in dynamic environments that require flexibility in setting objectives and responding to unforeseen challenges. Contingency measures should be in place to ensure continued progress toward strategic goals despite unexpected disruptions.

Further, foresight in strategic planning enables institutions to anticipate and shape future outcomes, equipping them to proactively address emerging trends, risks, and opportunities. A key component of effective TQM implementation is employee empowerment, instrumental in fostering commitment, job satisfaction, and productivity. Studies highlight that empowering employees enhances service quality by giving them the authority, resources, and tools to contribute meaningfully to organizational objectives. Empowerment is deeply ingrained in TQM principles, emphasizing training, teamwork, open communication, and continuous professional development. Organizations can create an environment that nurtures innovation and

accountability by eliminating workplace fears, removing restrictive quotas, and encouraging employees to take pride in their work.

The cited literature affirms that integrating strategic planning and TQM is vital for continuous quality improvement and institutional effectiveness. Organizations can align their mission, goals, and operational strategies with customer-driven quality objectives by establishing a structured strategic planning process. SWOT analysis enhances decision-making, while information systems, flexibility, and foresight ensure adaptability in an ever-changing environment. Additionally, employee empowerment is a fundamental component of TQM, as it strengthens workforce commitment and enables proactive participation in quality improvement initiatives. These elements create a cohesive framework that supports the successful implementation of TQM and ensures sustained organizational excellence.

2.3.2 Teamwork and TQM

Teamwork plays a key role in Total Quality Management (TQM), characterising successful organisations from unsuccessful ones. While empowerment is important, it is inadequate on its own. Institutions must develop a team-oriented environment characterized by dynamic and adaptable boundaries. This setting enables workers to overpower the constraints of hierarchical, individual-focused management systems. Teamwork is complimented as a cornerstone of thriving TQM institutions, as it encourages collaboration across various parts of the organization to fulfil customer requirements in ways that individual performance cannot acquire (Haffar et al., 2020; Oakland, 2020).

A team evolves from a work group into a mature entity where leadership is shared, responsibility is both individual and collective, and members develop a common

goal. According to (Alzoubi et al., 2020), a team includes a small number of individuals with complementary skills committed to a common purpose and set of performance objectives. Team development is seen as important for improving institutional effectiveness and encouraging empowerment, invention, and learning.

Synergy ensures teamwork, where the collaborative contribution of the team exceeds that of individual members. Management plays a critical role in developing an environment that is facilitative to teamwork by eliminating institutional obstacles to cooperation. Teamwork is a behavioural factor that ought to be embedded in the organizational culture. Interdependence is crucial to effective teamwork. With it, the advantages of teamwork are infinite, as actual improvement originates from a high level of exchange among team members (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020).

In competitive environments, teamwork is highly appreciated for attaining better performance outcomes. Employees with myriad knowledge and skills are brought together to promote cooperation and interaction (Rufus et al., 2022). Teams are entrusted to solve problems, make rational decisions, and improve service delivery, product manufacturing, process enactment, and cost-effectiveness. Decentralizing decision-making authority to individuals close to information sources ensures quick and flexible actions. Different types of teams, including problem-solving teams, quality control teams, cross-functional teams, quality circles, and small group activities, contribute to constant improvement across different facets of the institution. Therefore, effective teamwork is critical for driving TQM initiatives and encouraging collaboration, innovation, and continued improvement across all levels of the organization (Lazaros et al., 2021; Rufus et al., 2022).

Teamwork is widely acknowledged as the most adequate approach for tackling complex problems and driving process progress (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020). It offers numerous benefits over individual work, such as generating innovative ideas through team interaction, pooling expertise, and resources to address diverse challenges, and revealing problems to different knowledge and skills for more efficient solutions. Also, teamwork boosts morale and ownership among team members, improves assessment accuracy, and increases the likelihood of executing recommendations due to high-quality decision-making (Khawka, 2020).

For teams to be effective, they must show specific attributes. Clear objectives and mutually agreed-upon goals are essential for ensuring commitment and ownership among team members. Openness and confrontation permit team members to express opinions and differences without fear, while support and trust foster open communication and problem-solving (Saleh et al., 2021). Collaboration and constructive conflict resolution enable teams to use diverse skills and perspectives effectively. Good decision-making processes, based on a clear understanding of objectives and open discussion of alternatives, are critical for achieving desired outcomes.

Effective communication is crucial to successful teamwork, characterized by flexibility, clarity, and openness. Appropriate leadership is also critical, as it enables results through collaboration and respects diverse leadership styles (Ikhsannudin & Pakpahan, 2021; Suwandej, 2020). Regular examination of team processes allows teams to learn from experience and improve teamwork, while sound inter-group relationships promote collaboration across different teams. Also, providing prospects for individual development improves team effectiveness and encourages personal growth among team members (Khawka, 2020; Snongtaweeporn et al., 2020).

Task team members should know TQM principles, group dynamics, communication skills, problem-solving strategies, and brainstorming sessions. Subsidizing the self-development and training of team members is crucial for successful team functioning. Clear roles and commitments and consideration of personal needs contribute to team effectiveness (Gözükara et al., 2021). Effective leadership guides teams towards objectives and strengthens trust and motivation, ensuring that teams can drive continuous improvement and improve overall organizational performance.

It is notable that, leadership plays a crucial role in promoting effective teamwork, as emphasized by the significance of team building in distinguishing successful leaders from unsuccessful ones. In total quality management (TQM), top management leadership is a crucial success factor in quality improvement initiatives across different organizations, including schools, healthcare facilities, and public organizations (Ikhsannudin & Pakpahan, 2021; Suwandej, 2020). When top management fails to show commitment to TQM, employee participation and interest in quality improvement programs decline. TQM initiatives will likely fail if upper management's motivation stems only from external pressures, such as meeting board expectations or accreditation standards. Consistency in applying TQM principles and avoiding the perception of TQM as a passing management trend is essential for successful implementation (Ikhsannudin & Pakpahan, 2021; Suwandej, 2020).

Given the fast pace of technological advancements, increasing needs for quality products and services, and fierce market competition, leaders must empower team members with greater accountability and autonomy. Team members welcome these changes and constantly demand them, seeking challenges and leaders who articulate a vision and promote the development of skills necessary to realize that vision (Ahmadi et al., 2021; Aichi, 2023). Transformational leadership is especially effective in driving

high-performance teams and institutions. Organizational leaders encourage team members to envision and seek new goals, motivate them to exceed standard expectations, motivate collaboration for the collective good, and support their growth and development (Snongtaweepon et al., 2020).

The cited literature implies that teamwork is central to the success of Total Quality Management (TQM) by fostering collaboration across organizational levels to meet customer needs. TQM institutions thrive when they emphasize team-oriented environments, where leadership is shared and goals are aligned. Teams, as small groups with complementary skills, evolve to enhance individual and collective performance, driving improvement and innovation. Synergy and interdependence within teams lead to better decision-making, problem-solving, and higher-quality outcomes. Effective communication, trust, and flexibility are key attributes for successful teamwork, while leadership that fosters collaboration and personal growth enhances overall performance. Teamwork is important in acclimating to competitive environments and accelerating process improvement, requiring a culture that supports continuous development and decentralizes decision-making.

2.3.3 Continuous Improvement

Continuous improvement has become a critical instrument in organizations. Continuous improvement is essential in today's globally competitive landscape, marked by immediate technological advancements and increasing client needs (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020). Continuous improvement stems from the Japanese term "kaizen," which means making incremental enhancements to sustain and improve working standards. Kaizen involves everyone in the organization, including managers and employees, in a systematic effort to restrict the gaps between customer

expectations and process results. It is a commitment and a process to continually improve processes and systems to provide more promising products and services (Jabeen et al., 2022).

Continuous improvement focuses on improving work processes to make them effective, efficient, flexible, cost-effective, and competitive. It is about constantly altering and improving products, services, and organizational systems to provide better value to clients. Leaders see continuous improvement as a strategic control mechanism that allows organizations to respond proactively and promptly to different factors affecting success (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020). In the TQM framework, all dimensions work together to drive continuous improvement or kaizen. Improvement is a continuous process with no concrete endpoint. As objectives are accomplished, new ones are set to seek even higher levels of efficiency in products, processes, and services. The objective is to build a quality culture where continuous improvement is compelled by customer and employee satisfaction, leading to further improvements in quality.

Continuous improvement needs several critical elements. These include a cultural shift, top management responsibility, a systematic approach to service improvement, structured problem-solving methods, employee participation, and teamwork (Suwandej, 2020). Also, Ali and Allan (2020) highlight crucial activities such as establishing a long-term vision, crafting a mission statement, developing a strategic plan, overseeing key activities, setting measurable goals, reviewing customer and supplier needs, prioritizing quality improvements, developing operational plans, and executing Deming's PDCA cycle (Oakland, 2020).

Existing research literature indicates that organizations must prioritize continuous improvement to invariably develop high-quality products and services while

minimizing costs to guarantee client satisfaction (Ershadi et al., 2022). Continuous improvement involves focusing on improving client service and facilitating production processes to continually upgrade performance levels and refine current tasks for future advancements. Organizational cultures that promote continuous improvement designate participants to innovate, minimize panic, and equip themselves with practical tools for progress. These strategies, internal to organizations, drive process changes led by groups of managers seeking to enhance current operations (Jimoh et al., 2020).

However, continuous improvement encounters challenges, mainly when external stakeholders, including clients, continuously evaluate progress toward targets. While continuous improvement may not be directly associated with improvements in products and services, it plays a critical role in quality management (Ershadi et al., 2022), particularly in emphasizing consumer needs and collaboration. Now, the debate is how continuous improvement is consistently identified and evaluated by clients and whether it is directly contributing to project performance within Total Quality Management (TQM) (Sanchez & Blanco, 2023).

Hence, TQM focuses on constantly improving processes within organizations to meet superior customer needs and provide significance for their investments (Al-Shdaifat, 2021). This perspective views organizations as groups of interconnected processes that must experience continuous enhancement by integrating worker experiences and knowledge to achieve superior performance. While TQM principles are expected to improve overall organizational performance, research implies that the relationship between TQM and performance is direct, with significant impacts on different performance measures (Pambreni et al., 2019).

Thus, continuous improvement, embedded in the Japanese concept of kaizen, is a fundamental aspect of TQM, driving organizations to make incremental changes that

meet evolving customer expectations. It involves a culture of continuous refinement, focusing on improving work processes, products, and services to remain competitive and responsive. Leaders are crucial in guiding the organization through these improvements, while teamwork and employee involvement are crucial to success. Organizations can systematically address challenges and enhance performance through techniques, i.e., the PDCA cycle. While continuous improvement is critical for organizational success, it should confound external stakeholder pressures and be measured against tangible outcomes to ensure effectiveness.

2.3.3.1 Knowledge Management and Continuous Improvement

Related to effectiveness and efficiency, continuous improvement is essential to Total Quality Management (TQM) philosophy (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020). It necessitates a culture that encourages continuous enhancement, using knowledge management to improve daily work processes continually. Knowledge management is a technique for continuous improvement that involves harnessing the collective knowledge, experience, skills, and information within an institution (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020). This contains internal knowledge and insights from external sources to drive advancement initiatives. In this regard, knowledge management aims to improve institution effectiveness by encouraging intellectual specialization, enhancing efficiency, decreasing rework, improving focus, and automating redundant tasks. The purpose of a knowledge-based institution is constant learning, regeneration, and sustainability. It acknowledges that effective knowledge management is about what workers know and how they think and use their knowledge. Existing studies (Haffar et al., 2020; Oakland, 2020) outline principles guiding knowledge management:

1. Focus on strategies: Improving and sharing process knowledge optimizes an institution's ongoing improvement prospect.
2. Total employee involvement: Engaging all employees, from top to bottom, encourages ownership and recognition of interdependencies.
3. Continuous learning and improvement: Cumulative, innovative change toward measurable goals drives transformation toward world-class knowledge management.

According to Antunes et al. (2021), knowledge management offers several advantages aligned with TQM principles, including breakthrough product and service quality improvements, decreased time, energy, and cost expenditures, more rapid decision-making, decreased need for supervision, improved collaboration, and effective use of institutional knowledge resources. Knowledge management completes TQM by enabling organizations to leverage their collective expertise, drive continuous progress, and acquire product and service delivery excellence.

Literature suggests that knowledge management is integral to continuous improvement within TQM, as it uses employees' collective knowledge, experience, and skills to drive progress. It emphasizes continuous learning, employee involvement, and knowledge sharing to enhance organizational effectiveness and foster innovation. Organizations can improve efficiency, reduce costs, and make quicker, more informed decisions by managing knowledge effectively. Knowledge management ensures that institutions can sustain improvement efforts, encouraging the achievement of high-quality products and services while encouraging a culture of innovation and sustainability.

2.3.3.2 Benchmarking

Benchmarking is a prescient process aimed at improving processes within an institution by systematically estimating its products, services, and procedures against top competitors or identified leaders in the field. It involves determining the best practices of organisations renowned for excellence in distinct areas. By adopting benchmarking, organisations can identify superior products, services, systems, and processes to incorporate into their procedures, aiming to improve performance and meet client requirements (Bazrkar & Aramoon, 2022).

Benchmarking seeks to drive greater efficiency and efficacy in meeting internal and external customer requirements. This may involve cost deductions, shorter cycle times, and improved product quality. Significantly, benchmarking is a continuous process ensuring an institution remains responsive to growing customer prerequisites. It mirrors a commitment to distinction across all an organisation's activities (Jabeen et al., 2022).

Al-Khalili and Subari (2023) further argued that benchmarking is not about resource reduction. Rather, it encourages organizations to reallocate resources most effectively to support client needs and improve customer satisfaction. Benchmarking may necessitate improved resource allocation, including personnel and expense, to accurately demarcate client satisfaction levels and needs. Finally, the advantages of benchmarking lie in the thorough investigation and incorporation of external best approaches into institutional processes, leading to greater efficiency, optimal asset use, and a competitive advantage in meeting client needs.

According to Dodrajka (2021), leaders argue that changing circumstances necessitate novel strategies to address emerging challenges. Therefore, many organizations embrace the principles of Total Quality and aim for excellence through

constant improvement. Essential to effective management is the constant evolution of the organization itself. Organisations compare themselves to their opponents and global leaders to stay ahead, acclimating their techniques accordingly through benchmarking. Practitioners recommend that benchmarking be executed in companies already well-versed in quality management principles. When discussing the evolution of benchmarking as a management tool alongside Total Quality Management (TQM) practices, several reasons emerge for its integration into Quality Management. For example, targets for process improvement projects should be established based on performance levels acquired by other companies. They identify superior process establishment methods and show that alternative approaches can yield better outcomes. They dispel rooted assumptions and limitations, decrease subjectivity in decision-making, and stimulate the generation of new ideas and approaches (Erdil & Erbiyık, 2021).

Benchmarking organizations usually choose their benchmarking partners from foreign organizations, leading to the confidentiality of relevant studies and results. A model can be created to comprehend this phenomenon better. Several elements contribute to the selection of benchmarking destinations (Haffar et al., 2020; Schalkwyk & Steenkamp, 2020), such as.

- a. **External Environmental Elements:** Globalization has made raw materials and semi-finished products available worldwide, accelerating product marketing across countries.
- b. **Organizational Elements:** Organizations are restructuring to lower hierarchical layers and adopt adjustable, client-oriented structures. Management philosophies are evolving towards more significant participation, flexibility, and

stress on quality. For example, Total Quality Management encourages continuous improvement and employee engagement in an organization.

Thus, it is found that benchmarking is a process of comparing an organization's practices, products, and services against industry leaders to identify best practices and areas for improvement. This method helps organizations align their strategies with superior standards, enhancing efficiency, decreasing costs, and improving product quality. It fosters a culture of continuous learning and adaptation, enabling organizations to stay competitive in dynamic markets. Benchmarking promotes reallocating resources and refining processes to better meet customer needs, eventually driving customer satisfaction and organizational performance. Institutions gain a competitive advantage by incorporating the best practices of top performers in their field through benchmarking.

2.4 Human Resources Management Practices

The terminology of "human resource management" (HRM) and "human resources" (HR) are largely referred "personnel management" in delineating the processes involved in overseeing personnel within organizations. HRM acts as the prominent factor for organizational activities, delineating various HRM models and their pragmatic applicability within organizational contexts (Arulrajah et al., 2020). Human resource management represents a strategic and integrated approach to managing an organization's most valuable assets: its employees, who contribute both individually and collectively to the attainment of organizational goals. Tortorella et al. (2022) assert that HRM encompasses a series of corresponding policies rooted in ideological and philosophical foundations. Four key components represent the essence

of HRM, including a distinct set of beliefs and assumptions, strategic direction and decisions about people management, active engagement of line managers, and using diverse mechanisms to shape the workplace relationships.

Similarly, human resource management (HRM) is undergoing significant changes in a continuously evolving environment (Cooke, 2021). Researchers Stewart & Brown, (2019) have defined HRM differently, usually highlighting its role in managing the workforce and organizational functions. HRM contains activities to attract, develop, and retain an effective workforce. It involves operating employment relationships, making decisions that influence people within the organization, and ensuring the strategic alignment of human resources with organizational objectives.

HRM focuses on hiring, training, evaluating, and rewarding workers while promoting better labour relations, health, safety, and equity. Šikýř (2020) defines HRM as the integration of human beings, resources, and management, emphasizing the role of people as valuable assets equipped with knowledge, skills, and competencies. HRM aims to handle the workforce effectively to acquire organizational objectives, integrating different processes such as recruitment, development, evaluation, and reward into overall HRM strategies.

Over time, HRM has recognized people as strategic business resources for value creation. A study by Martin-Rios (2023) indicated the approaches to HRM. These complex approach focuses on aligning human resource strategy with business strategy through workforce planning and emphasizes motivating employee commitment through human relations strategies. HRM involves different activities to address the workforce and ensure that human resources are effectively used to attain organizational goals. It contains strategic planning, decision-making, and integration of different HR functions

to create value and encourage employee engagement and commitment (Boxall & Purcell, 2022).

The concept of Human Resource Management (HRM) shows several key features emanated from the works of early researchers and later analysts. These features include diversity, strategic integration, commitment exposure, the perspective of human capital, unitarist and individualistic practices, management-driven implementation, and a business-focused orientation (Arulrajah et al., 2020). Diversity in HRM contains many models and practices that alter across organizations. Strategic integration is another hallmark, highlighting aligning HR practices with organizational objectives. HRM is commitment-oriented, prioritizing the employee's commitment to organizational objectives. Also, HRM adopts a human capital perspective, viewing employees as beneficial assets critical to organizational success (Mulolli et al., 2022).

Furthermore, HRM tends to embrace a unitarist and individualistic approach to employee relations, focusing on agreeable goals and individual contributions. Line managers are critical in implementing HRM practices, making it a management-driven endeavour. Finally, HRM is business-focused, aiming to improve business values and competitiveness. However, Armstrong and Taylor (2020) argued that these HRM characteristics are only sometimes practical, as HRM models and practices vary among organizations. Tortorella and Fogliatto (2020) support a more analytical approach to HRM, evading a singular, prescriptive model. They underline the significance of understanding organizational structures and strategies as foundational to HRM.

Šikýř (2020) differentiates between the "hard" and "soft" versions of HRM. The hard technique treats employees as resources to be managed for competitive advantage, focusing on quantitative and strategic factors. In contrast, the soft approach, rooted in the human relations school, highlights communication, motivation, and

leadership, appreciating employees as key benefactors to organizational success. Cesário (2023) describes the hard model as incorporating HR policies with organizational strategy and treating employees as resources to maximize returns. Conversely, the soft model considers employees as esteemed assets and a source of competitive advantage through their commitment and skills. Despite the rhetoric of soft HRM, Paşaoğlu (2021) notes that organizational interests often precede individual concerns. Okpara and Wynn (2021) found a blend of hard and soft HRM approaches in their research, proposing that their distinction is only sometimes clear-cut.

It is witnessed that HRM represents a strategic, integrated approach to managing an organization's employees to attain organizational goals. It includes policies, decisions about people management, and engagement of line managers, shaping workplace relationships. HRM focuses on attracting, developing, retaining an effective workforce and aligning human resources with organizational objectives. Different HRM models, including hard and soft approaches, determine how employees are managed for competitive advantage or valued as assets. HRM's key features include strategic integration, commitment, human capital perspective, and management-driven implementation.

2.4.1 Strategic Human Resource Management (HRM)

Over the past four decades, globalization's diligent and competitive terrain has prompted senior management to reassess how human resources (HR) are organized and managed (Bratton et al., 2021). The role of HRM in contributing to organizational effectiveness and performance has become a primary focus. During the late 1980s and early 2000s, there was a significant shift towards incorporating HRM with organizational strategy, highlighting the relationship between HRM and strategic

organizational management. In the 21st century, HRM has extended its scope to include HR comprehension, learning, knowledge, networks, and development within strategic management frameworks (Chams & García-Blandón, 2020). HRM's assertive role encompasses organizational effectiveness, strategic frameworks, behavioural facets, resource usage, capacity development, and adaptation to varying environments. Realizing that HR offers different competitive advantages to organizations, there is an increased need to align HR practices with evolving strategic perspectives in corporate environments. With the emergence of strategic HR planning, combined HR systems, strategic business environments, and new routes for organizational effectiveness, there has been a shift from traditional HRM to Strategic Human Resource Management.

Strategic human resource management involves aligning the HR function with the organization's strategic goals to improve performance. Hiring and maintaining talented employees is essential in today's dynamic organisational world. Even the best-designed strategies may succeed with suitable people, skills, behaviours, roles, motivation, and leadership support. Companies can achieve a competitive edge by using the skills and competencies of their workforce. Therefore, prioritizing people is crucial for success (Karami et al., 2020).

Strategic human resource management is about proactively managing people to add significance to them while allowing organizations to meet their employees' needs and achieve organizational goals. It highlights the unique importance of human resources in sustaining organizational success. The purpose is to ensure that the organization's culture, style, structure, and employees' quality, adherence, and motivation align with and contribute fully to the designated objectives. HR strategies incorporate all people management activities into a cohesive program to achieve the organization's strategic goals (Bratton et al., 2021).

Earlier works on HRM theory and practices influenced this idea. These works sought to connect HRM practices with organizational strategy, often using existing strategy typologies like prospectors, analysers, and defenders. Early researchers (Graham & Tarbell, 2023; Legge, 2021; Martín-Alcázar et al., 2022; Wood, 2020) proposed a broader strategy for the HRM system, arguing against viewing HRM as individual sub-functions and instead advocating for a more holistic viewpoint on the HR system. This approach, known as horizontal alignment, focused on how additional HR functions could work together to acquire HRM purposes. Vertical alignment (aligning HR practices with organizational strategy) and horizontal alignment (aligning HR functions with each other) were witnessed as important for HRM to contribute to strategic objectives. However, in earlier strategic management literature, HR was typically considered secondary in strategy accomplishment, focusing more on its role in implementation rather than formulation.

According to Bartram et al. (2020), strategic HRM models prioritized enactment over strategy formulation, considering human resources to attain strategic objectives instead of as strategic assets. This perception impeded the development of SHRM literature once a shift occurred in strategic management thinking. The resource-based view (RBV) diffusion into SHRM literature marked a paradigmatic shift in comprehending the association between strategy and HRM. The RBV indicates that a firm's competitive advantage stems from its internal resources, including human resources. This perspective provided a basis for asserting that people within a firm could contribute to firm-level performance and impact strategy formulation.

This led to different attempts to link strategic HRM with the resource-based view. Weerakoon (2022) indicated that while HR practices could be easily replicated, an organization's human capital pool might present a sustainable competitive advantage.

Ali (2020) argued that combining HR practices into a cohesive system could create a valuable, distinctive, and hard-to-imitate resource, contributing to sustained competitive advantage. Bartram et al. (2020) proposed differentiating between human resource advantage (originating from a superior human capital pool) and organizational process advantage (originating from superior human capital management processes). The resource-based view also provided a theoretical basis for empirical investigations on how HR practices influence firm performance.

According to Richman (2021), HRM must be assertive and dynamic, taking the lead in obliging management with the organization's workforce in the ever-changing organizational environment. This involves aligning human resource operations with the organization's strategy and ensuring that HR practices, procedures, and systems are developed based on organizational requirements to achieve business objectives. This technique is known as strategic human resource management (SHRM). Different scholars have defined SHRM and highlighted its various facets. It involves considering employees as a strategic resource for acquiring a competitive advantage and creating systems to achieve a sustainable competitive edge through people. SHRM focuses on enhancing the corporate ability to deliver new business strategies by framing and executing HR policies and practices that develop employee abilities and behaviours to achieve strategic objectives (Boxall & Purcell, 2022).

Current literature offers broader perspectives on strategic human resource management (SHRM), viewing contextual factors actively. SHRM contains a cohesive set of practices, procedures, and approaches through which firms handle their human capital (Bartram et al., 2020). It affects and is affected by the business strategy, organizational context, and socio-economic factors. Within SHRM, HR plans and procedures are aligned with general organizational strategies and purposes, ensuring

responsiveness to the evolving external environment, including societal shifts, economics, decree, technology, and demography. By establishing a linkage with the external environment, SHRM allows organizations to be responsive to external evolutions (Chams & García-Blandón, 2020).

Literature shows that SHRM involves aligning HR practices with organizational strategies to improve performance. It became important in the late 1980s and 2000s when HRM was integrated with strategic management to enhance organizational effectiveness. SHRM highlights using human resources to achieve a competitive edge, including workforce planning, skills development, and aligning HR systems with business goals. SHRM aligns HR practices vertically with organizational strategy and horizontally across functions, ensuring that human resources are used effectively to support business objectives and adapt to external changes.

2.4.2 HRM and Best Practices

Human resource management (HRM) comprises strategies that affect employees' skills, stimulation, and productivity. Its effective enactment allows organizations to reach their expected level of performance and competitiveness by assuring optimal employee performance (Okpara & Wynn, 2021). The success of human resource management (HRM) practices usually distinguishes thriving organizations from those that struggle. It is evident that the practical application of HRM profoundly affects an organization's ability to meet performance targets and stay competitive by optimizing employee performance. To excel and stay competitive, organizations invariably benchmark their performance and competitiveness against industry leaders, embracing best practices in HRM accordingly (Masri & Jaaron, 2021).

Consequently, HRM continuously applies best practices as strategies embraced by leading organizations with comparable objectives and working conditions to improve their performance and competitiveness (Tortorella et al., 2022). These practices involve the mandated adoption of conceptual and systemic management approaches from top-performing organizations within a distinct sector or region. Executing best practices enables significant progress in organizational performance and competitiveness in a more efficient, quick, and cost-effective manner. This approach is promoted through benchmarking, which involves systematically comparing an organization's performance and competitiveness with those of industry leaders to determine areas for improvement (Shaukat et al., 2020).

The application of best practices in human resource management is a critical focus of global research in this field. It describes an alternative approach to examining the relationship between human resource management and organizational performance and competitiveness. This approach presumes that certain universally applicable human resource practices positively affect organizational outcomes regardless of contextual elements. In contrast, the best-fit approach asserts that HR practices should be designed to the specific possibilities of each organization (Chowhan et al., 2021).

Comprehending the positive effect of human resource management on organizational performance and competitiveness, as well as validating the application of best practices or best fit, are preliminary objectives of continuous global research. While researchers may adopt different conceptualizations of human resource management and organizational results and generate diverse results about their relationship, they consistently show the positive impact of HR practices on organizational performance and competitiveness. These results support the validity and significance of both the best practices and best-fit approaches in describing the positive

impacts of human resource management (Mulolli et al., 2022). According Arulrajah et al. (2020), while universally relevant best practices in human resource management positively influence organizational performance and competitiveness, their prosperous application relies on aligning them with the distinct conditions of each organization. This highlights the need for a strategic approach to HR management that assesses the unique context and features of individual organizations to maximize the advantages of applied best practices.

HRM best practices are strategies that top-performing organizations use to enhance employee performance and organizational competitiveness. These practices are often benchmarked against industry leaders to identify areas for improvement. The best practices approach assumes that certain HR strategies positively affect organizational outcomes universally. However, the best-fit approach suggests that HR practices should be customized to each organization's unique context. Organizations can improve performance and competitiveness by applying best practices, but these practices must be designed to each organization's specific needs and conditions.

2.4.3 Concepts in Human Capital in HRM

Individuals contribute to organizations by developing, maintaining, and using knowledge and skills, known as human capital, which constitutes the basis of intellectual capital. Human capital encompasses natural and cultivated abilities and is necessary for an organization's survival and success (Zakaria, 2022). It symbolizes an organization's combined intellect, skills, and expertise, shaping its character and long-term viability. Stewart and Brown (2019) consider human capital to be a critical relationship between HR practices and business performance, emphasizing its non-standardized, tacit, and dynamic nature.

The importance of human capital lies in its flexibility, creativity, and adaptability, making it challenging to assess. Sohel-Uz-Zaman et al. (2022) highlight that individuals own their human capital and decide how and when to contribute it to their work, highlighting the significance of attracting, retaining, and developing it. Employees' discretionary behavior, i.e., their effort, innovation, and satisfaction with work, plays a significant role in human capital management. In this regard, intellectual capital contains intangible knowledge resources unrestricted to an organization, complementing discernible assets like money and physical resources. It is closely affiliated with the concept of human capital and contributes to an organization's overall value. Goswami (2021) defines intangible resources as factors beyond financial and physical assets that contribute to a firm's value-generating processes and are under its authority.

Consequently, human resource management (HRM) practices revolve around promoting and using human capital, the communal knowledge, skills, and expertise of individuals within an organization. HRM is focused on maximizing the possibility of human capital to drive organizational success and competitiveness (Zakaria, 2022). It involves techniques for attracting, maintaining, developing, and effectively using the talent and capabilities of employees. HRM focuses on improving human capital's value and productivity through different policies, programs, and initiatives. Thus, human, and social capital represents the institutionalized knowledge owned by an organization, commonly stored in databases, manuals, and other repositories. Chowhan et al. (2021) refer to them as structural capital but prefers the term "organizational capital" to highlight that this knowledge is the rightful control of the organization itself.

Employees are paramount to a firm's procedures, representing its human resources, which forms the foundation for organizational abilities. The people within

organizations make decisions and assign resources, not the organizations themselves. Therefore, firms capitalize on their employees' ideas to use financial and physical resources, striving to generate financial returns (Arvanitis et al., 2021). When competent employees are merged with complementary human resource practices, firms can acquire a competitive edge. This is because these combined resources become myriad across the organization, making them socially complex and challenging to replicate. Strategic human resource practices are critical in improving the extent of human resources within a firm. By employing such practices, organizations can develop employees' skills and capabilities to acclimate to unexpected environmental changes. This adaptation process creates distinctive routines and procedures with limited value outside the firm's context. Once this adaptation is acquired, the firm's human capital becomes distinctive to that firm, contributing positively to its performance (Aslam et al., 2021).

Thus, today, with a growing focus on the intangible aspects of human resources functions, strategic HRM practices have evolved to become more intentional and designed for organizations' specific contexts. These practices are developed to align with the strategic plans and requirements of the organization. HRM, which encompasses tangible and intangible elements as well as static and dynamic elements, has become the focal point of human resource management efforts to improve performance (Arulrajah et al., 2020; Mulolli et al., 2022). For example, the intangible aspects of human capital include the skills, knowledge, and capabilities that employees use to execute tasks and achieve organizational goals. While employing competent individuals is important, organizations seek to understand and control the intangible and flexible components through human resource practices. Allen and Wright (2020) support using firm resources to create sustained competitive advantages by considering

human capital a sustainable competitive advantage. The later research on HRM reaffirms this perspective, emphasizing that combining human capital and other firm resources is heterogeneous and socially complex, making it less likely to be replicated.

Thus, human capital is the skills, knowledge, and expertise individuals contribute to organizations. It is a critical factor for organizational success and survival, encompassing innate abilities and cultivated skills. Human capital is dynamic, non-standardized, and difficult to measure, but it is crucial for innovation, adaptability, and long-term viability. HRM practices focusing on developing and sustaining human capital are crucial for fostering an organization's intellectual capital and driving business performance. The effective management of human capital can significantly affect organizational outcomes.

A review of previous studies related to total quality management, human resource management practices, and job satisfaction reveals a number of research gaps that justify the need for this study and reflect its expected contribution to the development of scientific knowledge in this field, particularly in the context of the Emirati police force. The first gap lies in the institutional context; most studies published between 2020 and 2024 addressed these variables in the education, health, industry, and service sectors, while they were rarely studied in the police sector, which is characterized by unique organizational features, a hierarchical leadership structure, and operational requirements that differ fundamentally from civilian sectors. This deficiency limits the generalizability of the results of those studies to the police work environment, making it necessary to study these variables directly in the Ras Al Khaimah Police.

The second gap is a theoretical one, as previous studies often focused on the bilateral relationship between total quality management and job satisfaction, or between

human resource management practices and job satisfaction, without integrating all three variables into a unified model that shows the mediating role of human resource practices. Consequently, the literature lacks a comprehensive understanding of how the impact of total quality management dimensions is transmitted to job satisfaction through human resource mechanisms, which is what this study aims to address.

A methodological gap also emerges in the use of advanced statistical analysis methods. A limited number of recent studies have used mediation analysis according to the Bootstrap methodology based on Preacher & Hayes, despite it being one of the most accurate methods for testing indirect effects. This study seeks to address this shortcoming by adopting modern analytical methodologies that are appropriate to the nature of the model.

Finally, a gap in measurement and application is also evident; Modern measurement tools adapted to the environment of the Emirati police force have not been implemented, particularly within the framework of digital transformation and government excellence. Therefore, this study offers a scientific and practical contribution by providing an integrated model that reflects the policing reality in Ras Al Khaimah more accurately and clearly.

2.5 Relationship between TQM and HRM

Moving from business as usual to a Total Quality Management culture necessitates a significant amount of effort on the part of a firm. The demand for human resource management services is more visible and crucial than everywhere else in the company. In the field of human resources, Total Quality Management is a well-known concept (Zeng, Phan, & Matsui, 2020). Total Quality Management recognizes that there is always space for error when humans are involved. Human resource management is

influenced by total quality management (TQM). It encourages employees to exercise self-control, autonomy, and creativity, as well as more active cooperation rather than just compliance (Khawka, 2020; Suwandej, 2020; Weerakoon, 2022). Organizations can use the best practices profile as a benchmark to evaluate their HR efforts. Reduced costs, enhanced product reliability, more customer satisfaction, and faster product development cycles are all benefits of successfully integrating HRM practices and TQM aims.

HRM and TQM cooperating really can work on organizational results. The arrangement of HR and quality approaches, like characterizing and conveying the TQM vision, setting up the organization and individuals for TQM execution, and raising quality mindfulness among employees at all levels, capacities, and divisions should assist the organization with performing better (Weerakoon, 2022). The blend of HRM, TQM, organizational responsibility and occupation association is basic to an organization's prosperity and progression. TQM is available when an organization has great HR strategies. TQM is the expertise of supervising the whole cycle to accomplish greatness. TQM is the term utilized when HRM is utilized to its maximum capacity. Employee commitment to the organization and occupation contribution increments (Nguyen et al., 2020).

Tahiri et al., (2020) reported that whenever HRM methods, for example, work configuration, work advancement, work augmentation, and other TQM strategies are utilized in work investigation to create work determinations and sets of responsibilities, the organization acquires gigantic advantages as far as quality outcomes when contrasted with an organization that doesn't involve TQM in work examination. Employee proficiency, viability, and usefulness further develop when TQM is utilized in work examination. It likewise prompts cost investment funds, further developed

employee wellbeing and security, and an expansion in employee fulfillment and quality of work life. At the point when work fulfillment is high, work association and organizational responsibility are additionally solid (Yahya & Alabdullah, 2022). Additionally, TQM isn't the piece of occupation plan and investigation, efficiency and staff turnover would endure. Truancy, complaints, unionization, and acquiescence are on the whole instances of non-attendance.

TQM-based apparatuses are planned for organizations to use to create brilliant individuals who affect the business. They measure and give absorbable outcomes on a singular's advancement, as well as give extra help and improvement open doors. TQM-empowered organizations can be a business of decision, bringing about a high standard for dependability. Staff turnover and the expenses related to enlistment are decreased when the perfect people are put in the right positions. To draw in the best staff, TQM arrangements are basic (Tripathi et al. 2022). TQM affects enrolling and determination strategies, bringing about more refined procedures, for example, psychometric and inclination tests, as well as appraisal focuses, trying to observe colleagues who are viable with a quality culture (Niqs, 2020).

Consequently, TQM essentially affects ability procurement, guaranteeing that the right employee is recruited and allotted to the appropriate position. Accordingly, the best individuals join the organization, and the organization picks the best among them. Since they might work in a pleasant workplace, those chosen people have a more prominent degree of occupation inclusion and organizational responsibility (van Son et al. 2022). The HR division utilizes a TQM culture for employees during preparation and choice. The exact preparation and improvement need for making TQM a pragmatic reality are dissected and given, to articulate the TQM reasoning. Preparing likewise offers employees the chance to be engaged and roused, which diminishes employee

opposition and further develops TQM's odds of coming out on top (Xiao et al. 2022). Writing showed that it is by and large remembered to have a solid relationship with consumer loyalty, top management responsibility, and employee strengthening is one of the most fundamental and crucial standards in complete quality management. Top management's obligation to TQM reception cultivates an organizational environment that enables individuals. Thus, top management's obligation to employee prepare and offer employees an amazing chance to be liable for the quality of their work can be accomplished. Employee strengthening in TQM brings about a straightening of the organizational stepping stool, with chiefs and employees sharing liabilities. Work joy and occupation contribution are worked with by cooperation, and TQM improves work fulfilment and occupation association. A huge part of an organization's way to deal with TQM is the improvement of individuals and their association in further developing exercises both exclusively and through collaboration (Morales, 2021).

Taking full advantage of every one of the employees' capacities and information to support people and the business, as well as making a gathering society, is a crucial part of this (Lee & Lee, 2022). Organizations that embrace TQM support collaboration from their HR rehearse, and the job of the HR administrator in cooperation is basic. As indicated by Hassan & Jaaron (Hassan & Jaaron, 2021), TQM is a very group-arranged procedure, and it distinguishes administration, a positive work culture, and employee perspectives as the key viewpoints that impact TQM's greatness. Albeit a few TQM ideas and practices change by organization and industry, there is a widespread settlement on the need for top management administration in executing TQM. All methodology and activity plans require this degree of initiative. Solid administration has empowered those organizations that have prevailed in creating total quality work for them (Sohel-Uz-Zaman et al., 2022; Suwandej, 2020; Weerakoon, 2022)

Beforehand, Ulle & Santosh Kumar (Ulle & Santosh Kumar, 2017) investigated the effect of human resource management (HRM) rehearses on the reception of total quality management (TQM) practices, and the effect of HRM and TQM rehearses on organizational quality execution. The main effects on TQM execution were HRM strategies including preparing and improvement, employee vocation arranging, and enrollment and determination. The review's discoveries likewise show that HRM and TQM techniques affect organizational quality execution.

The cited literature affirms that implementing Total Quality Management (TQM) in an organization requires significant effort, especially from Human Resource Management (HRM), which plays a central role in driving quality culture. TQM fosters employee autonomy, creativity, and active collaboration, which HRM supports by combining best practices into recruitment, training, and performance management. HRM and TQM help improve organizational performance by focusing on employee engagement, commitment, and job satisfaction. Practices, i.e., work design and job analysis under TQM, lead to enhanced employee effectiveness and cost savings. Besides, TQM-based tools and HR strategies ensure that organizations attract and retain skilled employees, decreasing turnover and higher job satisfaction. When HRM supports TQM principles, it helps create a culture of continuous improvement, enhancing organizational success. Top management commitment is crucial in promoting this quality-driven environment, ensuring that employees are empowered and responsible for the quality of their work.

2.5.1 HRM Practices in the Implementation of TQM

Total Quality Management (TQM) is widely adopted to improve quality and productivity in today's organizations. It seeks to enhance organizational performance

continuously over time (Perdomo-Ortiz & González-Benito, 2021). Researchers in TQM and HRM (Arvanitis et al., 2021; Chepkech & Cheluget, 2020; Khawka, 2020; Snongtaweepon et al., 2020; Sohel-Uz-Zaman et al., 2022; Suwandej, 2020; Weerakoon, 2022) emphasize the importance of human factors in quality management. They emphasize that human resources are essential for acquiring ongoing quality enhancement. Consequently, Human Resource Management (HRM) practices play a critical role in TQM initiatives by overseeing how people are managed within the organization. HRM addresses different factors which enable a quality-focused culture (Verma et al., 2021).

Effective HRM practices are essential for infusing quality-oriented attitudes in employees, as quality eventually hinges on individuals' dedication and performance (Martin-Rios, 2023). Cooperation among all staff members is essential for producing high-quality products and services that meet client expectations (Helal, 2022). Leadership, rewards, appraisals, communication, training, education, and measurement all affect human resources productivity and, consequently, the quality of products and services delivered. TQM and HRM practices are essential for continuously evolving organizations to stay competitive in the transnational market (Reza, 2020).

The most significant tasks in HRM are attracting and retaining the best people inside the firm, boosting job happiness, and achieving improved levels of performance from employees. However, to attain all these things and fulfil organizational goals, an organization must have employees who are committed to the company and involved in their jobs, which is only feasible if every stakeholder in the organization strives for quality in every activity, they perform (Obeidat et al., 2020).

HRM's commitment to the progress of TQM execution is essential. TQM is a significant piece of HRM's liability, as recently expressed (Fransisca, 2023a). The HRM

office is presently mindful of ensuring quality improvement across the organization's specializations, a task it satisfies through the Total Quality Management theory (Diamantidis & Chatzoglou, 2018). On the off chance that an organization's HRM neglects to get a sense of ownership by taking on Total Quality Management, different offices will endure because of their absence of preparation and quality advancement experience. Previously, quality improvement was seen as the obligation of quality improvement experts like item and interaction creators, however, in the present business climate, it has advanced into an essential capacity for HRM. This is because of rising industry interest and rising client assumptions for quality (Helal, 2022).

The HRM office is presently responsible for guaranteeing quality improvement through all regions of the organization, an assignment it achieves by utilizing the Total Quality Management technique (Fransisca, 2023a). Different offices will endure because of their absence of preparation and quality improvement experience if an organization's HRM neglects to assume a sense of ownership in executing Total Quality Management (Nanjundeswaraswamy et al., 2023). It is accordingly the occupation of HRM to ensure that employees are thoroughly prepared and created all through their professions so they can offer types of assistance that meet the organization's quality objectives. There ought to likewise be prepared to stay up with the latest on the dangers that have emerged because of the TQM. This will guarantee that the workforce is exceptional to offer excellent types of assistance as per TQM rules (Ikhide et al., 2022).

The HRM office fills in as a good example for different divisions in the firm regarding TQM execution. HRM serves the organization's different offices, in this manner, it should ensure that it furnishes them with great administration (Helal, 2022).

Accordingly, the HRM division regards different offices as clients and endeavors to offer the most ideal assistance. Accordingly, HRM should keep on working fair and

square of administration it gives to different divisions. The organization will foster a culture of consistent quality improvement accordingly (Wilkinson et al., 2021). Different divisions will figure out how to furnish clients with the very great assistance that the HRM Department does. At long last, the HRM shows its obligation to guarantee that the TQM standards are kept. In serving different offices, the office will stick to TQM standards, imparting the qualities in different offices. For instance, HRM can be client-centered and concentrate on the requests of the clients, which are different divisions (Nehra et al., 2023).

Therefore, Human Resource Management (HRM) is crucial in successfully implementing Total Quality Management (TQM). It fosters a quality-focused culture by ensuring employees at all levels are dedicated to continuous quality improvement. HRM practices like recruitment, training, leadership, rewards, and communication directly impact the quality of products and services. Effective HRM practices contribute to employee satisfaction, performance, and engagement, which is critical for attaining organizational goals. Additionally, HRM is responsible for ensuring that all employees are adequately trained in TQM principles and practices, and it supports other departments by setting an instance in delivering high-quality service. When HRM adopts TQM strategies, it helps create a culture of excellence, motivating employees to contribute to the organization's quality objectives. Hence, HRM's commitment to TQM is important for preserving consistent quality improvement.

2.6 Job Satisfaction

The notion of job satisfaction has been defined in different ways, with Judge et al. (2020) offering the widely used definition as "a pleasurable or positive emotional state resulting from the assessment of one's job or job experiences." Later researchers

(Pan, 2020; Toropova et al., 2021) expanded on this definition, emphasizing that job satisfaction encompasses cognitive, affective, and behavioural elements, aligning with typical social attitudes conceptualizations. However, there are challenges with this viewpoint (Yadav & Bari, 2021). First, while social attitudes generally poorly predict distinctive behaviours, job attitudes show a strong and consistent relationship with suitable job behaviours. This difference may arise from the greater salience and accessibility of job attitudes compared to social attitudes typically studied. Second, despite including the definition of affect in job satisfaction, measurement instruments focus more on cognitive factors. Some researchers argue for new measures to address this affective component's absence, indicating that existing measures may be insufficient (Al-Sabi et al., 2023).

Job satisfaction is acknowledged as a global concept consisting of different facets. The typical categorization includes pay, promotions, coworkers, supervision, and work. Other factors like recognition, working conditions, and company and management are also acknowledged. Researchers often differentiate job satisfaction into intrinsic and extrinsic elements, with pay and promotions classified as extrinsic factors and coworkers, management, and work as intrinsic factors. Ayub et al. (2020) suggested that job satisfaction occurs when individuals feel positive about their work, usually from performing tasks well, enhancing professional skills, or receiving recognition for their efforts. According to De Sousa Sabbagha et al. (2022), different motivators drive individuals at work, including tangible factors like monetary rewards and intangible factors such as a sense of accomplishment. Riyanto (2019) implied that job satisfaction contains positive and negative feelings toward work, affected by various job-related characteristics and personal attributes like age, gender, health, and social relationships.

Job satisfaction and factors like motivation are interconnected, responding to organizational factors like productivity and working conditions. These aspects are affected by individuals' perceptions and behaviours in the workplace, driven by intrinsic and extrinsic requirements and attitudes toward job-related and organizational factors. Although job satisfaction has historically been overlooked, existing literature, such as Hitka et al. (2021), has highlighted a strong positive association. For instance, Ali and Anwar (2021) further found that individuals who value outward signs of status and recognition tend to experience higher levels of job satisfaction. Andreas (2022) reported that distinct motivational elements significantly predict job satisfaction.

Thus, job satisfaction is critical for employee morale and productivity. It is important to determine whether an employee will remain with an organization or seek a job elsewhere. Employees who feel satisfied and appreciated in their jobs are more likely to stay with the company and actively contribute to its success (Ayub et al., 2020). According to Azarian et al. (2020), job satisfaction is essential in determining employees' performance and overall success. Satisfied employees are more likely to be productive, motivated, and engaged. They are also more likely to be committed to their job, which can lead to increased job performance and a greater sense of purpose.

A study conducted by Kim (2020) showed that job satisfaction is linked to greater creativity, higher levels of engagement, a better quality of work, increased job performance, and, ultimately, greater organizational effectiveness. Therefore, employers need to pay attention to their employees' satisfaction levels and provide them with the necessary resources and support to ensure they are engaged and motivated. Another study by Badrianto & Ekhsan, (2020) empirically examined the effect of work environment and job satisfaction on employee performance in PT. Nesinak Industries. The study included 166 employees and found that work environment and job

satisfaction positively affect employee performance. The study also showed that the work environment has a greater impact than job satisfaction on employee performance.

Riyanto et al. (2021) also investigated the effect of work motivation and job satisfaction on employee performance, and the mediating role of employee engagement. The authors used a quantitative research design based on a survey of 150 employees from two universities in Indonesia. The results from this research showed that work motivation and job satisfaction are significantly correlated with employee performance. Additionally, employee engagement was found to mediate the relationship between work motivation and job satisfaction, and employee performance. The researchers further concluded that providing employees with a motivating work environment and job satisfaction can help to improve employee performance through employee engagement.

Hussien et al. (2021) further noted that Job satisfaction creates a positive work environment, which encourages collaboration and creativity. When employees are satisfied in their roles, they are more likely to go the extra mile and strive for excellence. They will also be more invested in their work and better able to problem-solve. Satisfied employees will also be more willing to build relationships with their co-workers, which can lead to more productive teams. Additionally, job satisfaction can lead to higher employee retention rates, which can save organizations time and money. Thus, Judge, (2020) considers job satisfaction essential for a company's success, as it can benefit organizations in various ways. Companies should strive to foster a work environment conducive to job satisfaction, as it can result in improved morale, productivity, and collaboration.

2.6.1 Role of TQM in Job Satisfaction

Total Quality Management in job satisfaction is not a new phenomenon. Yet it contains several insights about the aspects and approaches an organization adopts to ensure TQM and further employee satisfaction (Hussien et al., 2021). According to Judge (2020), compared to the earlier, TQM today is based on even modern approaches that may require constant consideration and scrutiny. Here Khan et al. (2023) cited an example of technology adopted by the HRM to ensure TQM, such as employee training sessions and online skills development in a virtual environment. Consequently, the employees feel confident about their professional development, further motivating them and enhancing job satisfaction. The importance of Total Quality Management can be determined by the fact it stimulates people to attain the designated goals. HRM sets different goals to avail motivation and job satisfaction among their employees. However, the relationship between TQM and job satisfaction is direct and indirect in different aspects (Abdi et al., 2023).

To further validate this, Ahmed and Idris (2020) examined the effect of TQM on job satisfaction among the employees of telecom sector organizations. Data gathered from $n= 350$ employees indicated that TQM was significantly correlated with job satisfaction among employees. However, among all, organizational culture was found as one of the strongest factors in TQM in ensuring job satisfaction among the employees. Other factors such as rewards and appraisals, trust, teamwork, and coordination, also remained significant, yet organizational culture remained the prominent approach. Existing literature on TQM and job satisfaction shows different constructs indicating different approaches representing TQM for job satisfaction among organizational employees (Riyanto et al., 2021). Factors such as workplace safety, critical success factors, innovation, organizational changes, and others are widely

witnessed by these studies as approaches to TQM (Asante & Ngulube, 2020; Tidd & Bessant, 2020).

A study conducted by Yadav and Bari (2021) also examined the effect of TQM on job satisfaction among Islamic banking employees in Indonesia. The researcher opted for “spirituality” as a mutually agreed approach of TQM and found that spirituality in the workplace environment was significantly associated with the employee’s job performance. In simple terms, employees inclined towards spirituality and religion accepted the relevant TQM as further supporting their beliefs regarding Islamic Shariah banking. As a result, employees also felt confident and empowered to share their opinions with others, indicating the significance of TQM in job satisfaction among employees.

Ababneh (2020) examined the effect of TQM on the patients' safety culture attitudes among the nursing staff in the Taiwanese healthcare sector. The researchers operationalized TQM as appraisals, staff well-being, work value, and moral development. Results revealed that the effect of TQM on patients' safety culture remained significant through the work value. As the hospital administration accepted employees' satisfaction as an important consideration, the staff nurses further valued patients' safety culture as a core organizational consideration.

Literature indicates that Job satisfaction is widely a positive emotional state derived from evaluating one’s job experiences, with researchers emphasizing cognitive, affective, and behavioural components. It is impacted by pay, promotions, coworkers, and work conditions and is typically divided into intrinsic and extrinsic elements. Motivators like monetary rewards and a sense of accomplishment also affect satisfaction. Job satisfaction is critical for employee morale, performance, creativity, and engagement. Research suggests that satisfied employees are more likely to stay with

a company, be productive, and contribute positively to organizational success. Studies also link job satisfaction to greater creativity, higher work quality, and improved performance, emphasizing its impact on organizational effectiveness.

Total Quality Management (TQM) is also related to job satisfaction. Training and creating a positive organizational culture affects employee motivation and satisfaction. Research shows that TQM enhances job satisfaction in various sectors, with organizational culture, teamwork, and rewards being key factors. For example, studies in the telecom sector and Islamic banking indicate that factors like organizational culture and spirituality in the workplace significantly contribute to job satisfaction. TQM is a direct and indirect driver of employee satisfaction, fostering motivation, collaboration, and job performance.

2.7 Police Institutions in the UAE

The United Arab Emirates was instituted in December 1971, combining the former Trucial States of Abu Dhabi, Ajman, Dubai, Fujairah, Ras al Khaimah, Sharjah, and Umm al Qawain. Each Emirate is governed by a Ruler who has a position in the Supreme Council of Rulers of the UAE (Al Mamourah Comprehensive Police Station, 2023). Earlier, each Emirate had its small police force, generally with limited paramilitary powers. However, there has been a recent shift towards consolidating these local police forces into a Federal Police entity. While there has been some opposition to this initiative, it is nearly fully enforced. The Federal Police is comprised of administrative, criminal investigation, public security, and traffic branches under the authority of the Federal Minister of the Interior. However, each Emirate retains some sovereignty in matters specific to its jurisdiction (Bureau of Democracy UAE, 2021).

The UAE Police operate a Federal Police Air Wing equipped with around a dozen helicopters. The Federal Bureau of Criminal Investigation is responsible for crime detection and teams with Interpol. The preliminary police forces of Abu Dhabi and Dubai sustain organizational structures similar to their pre-federalization setup (Al Manhali et al., 2022). In Abu Dhabi, the Police Force is led by a Director-General and encompasses nine departments, including Criminal Investigation, Equipment and Purchasing, Financial, Immigration and Naturalization, Licence, Operations, Registration, Telecommunications, and Traffic. There are separate divisions for urban Abu Dhabi, known as the Town Police and the Airport Police, with stations located in various areas (Alam, 2022).

Notably, the United Arab Emirates (UAE) is a federation comprised of seven semi-autonomous emirates with a calculated population of 4.5 million residents, among whom only 21 per cent hold citizenship. The highest legislative and administrative body is the Federal Supreme Council, including the rulers of the seven emirates. From its members, the Council selects a president and vice president, who then selects the prime minister and cabinet. Sheikh Khalifa bin Zayed al-Nahyan, Ruler of Abu Dhabi Emirate, was selected as the head of state for a five-year term in November 2004.

Conventional governance in the emirates is generally patriarchal, with political allegiance centred around loyalty to tribal and emirate leaders, as well as to the federation. Democratic institutions and political parties do not exist, and there are no general elections. Nevertheless, citizens can express their concerns directly to leaders through conventional forums like the open majlis or Council. The Federal National Council (FNC) acts as a consultative body, comprising 40 advisors appointed by emirate rulers for two-year terms. Despite the lack of democratic processes, civilian authorities generally retain effective control over the security forces.

Similarly, the Ras Al Khaimah police force consists of a Traffic Branch, Port and Marine Police, riot control Emergency Forces, and a Training School. The force handles the prosecution of offenders and supervises the Prison Service, with police stations situated across diverse districts (Al Mamourah Comprehensive Police Station, 2023). In the context of law enforcement in the UAE, stringent compliance with judicial regulations is vital to preserve the legitimacy, lawfulness, and overall societal stability within police organizations (Al Hanaee & Davies, 2022). Nevertheless, the military works with less visible judicial constraints, usually measuring success by its ability to show force and aggression against perceived threats. The ongoing confusion about the appropriate law enforcement model, whether it should reflect military tactics, focus on crime control, or prioritize due process is a considerable challenge that may have political ramifications in the UAE. To address this confusion and specify a clear role for the police, it is important to draw upon internationally recognized principles of security designed for the UAE's context. This process should align with the expectations of a civilized society, esteeming Islamic traditions and global standards while ensuring a balance between police authority and individual rights.

Despite aspirations for reform, the ingrained influence of tribal and bureaucratic systems presents barriers to developing a more advanced and humane police force in the UAE. Nonetheless, urgent steps must be taken to reform law enforcement practices, drawing insights from successful approaches in other nations, particularly those emphasizing due process and accountability. Consequently, today, in line with the Ministry of Interior's dedication to promoting talent and improving service standards, Ras Al Khaimah Police is steadfastly dedicated to empowering its workforce. The immediate aim is to boost abilities and expertise, using them to maintain institutional security operations and drive progress. This approach to professional growth revolves

around attaining knowledge, adopting contemporary strategies, promoting innovation, and harnessing energy to promote continuous improvement and long-term sustainability (Arabian Laws, 2021).

2.8 Theoretical Framework

This section provides an extensive discussion regarding theories providing support to current research study. Notably, three theories provide support to current research including Locke's Value Theory, Human Capital Theory and Ability, Motivation, and Opportunity Theory.

2.8.1 Locke's Value Theory

According to Locke's value theory, workers experience happiness on the job when the outcomes they receive from their work are consistent with their aspirations. Accordingly, the employee will feel more satisfied if they obtain more of the outcomes they value, and will feel less happy if they receive fewer of the outcomes they value (Helal, 2022). In other words, discontent with one's employment results from a gap between the employee's expectations and the reality of the position. The greater the discrepancy, the greater the work discontent, and vice versa (Yaghoubi et al. 2019). The relevant point of view asserts that employers should focus on addressing employees' complaints about their jobs to increase job satisfaction (Nanjundeswaraswamy et al., 2023).

According to Locke's theory of value, one's level of satisfaction at work depends on how well such expectations match actual results. Job satisfaction increases when an employee moves closer to their desired goal. Job satisfaction, according to Locke's value theory, leads to the same result as the individual value stated by

Herzberg's theory (Fraser et al. 1999). Since job satisfaction can be generated from a variety of sources, a larger gap between expectations and actual results indicates more satisfaction, whereas a smaller gap indicates increased dissatisfaction. Locke's value theory revealed based on numerous research that job satisfaction is reliant on job outcomes (Khasawneh & Abaker, 2022). According to Gözükarar et al. (2021) when the expectations are not met and the workforce confronts zero consideration towards employees' training, development, welfare, appraisals, empowerment, etc, job satisfaction becomes unachievable leading to poor performance by the employees. In this regard, Locke's considers the relevant matters as values or expectations by the employees as directly linked with their job performance.

According to Ikhida et al. (2022), Edwin Locke's (1976) range of affect theory has its roots in organizational psychology and is probably the most well-known model of job satisfaction. Locke's thesis acknowledged the importance of how much individuals value certain components of their profession, together with how well their expectations are satisfied. One's values guide their expectations, and the closer they are to reality, the happier one feels. For example, if person A significantly appreciates a work culture of teamwork and collaboration, whereas person B sees this characteristic neutrally, person A is more likely to feel disappointed if this expectation isn't delivered by their employer (Allen & Wright, 2020). As a result, the relevance of TQM with Locke's value theory was indicated by Assefa and Kassa (2023) when they indicated the link between job satisfaction and the expectations of employees leading to better job performance among them. However, here the role of TQM remained as a mediating phenomenon, positively affecting the relationship between job performance and job satisfaction among the employees of educational institutions in Pakistan.

As job satisfaction is derived from different factors fulfilling the employees' expectations, job satisfaction becomes inevitable. Consequently, we consider job satisfaction as entirely dependent on the value or expectations of the workforce individuals that can be among the principles of TQM (Verma et al., 2021), aimed at achieving organizational goals through improved job performance.

2.8.2 Locke's Value Theory and Current Study

Locke's Value Theory is pertinent to the current study as it helps explain the relationship between Total Quality Management (TQM), Human Resource Management (HRM) practices, and job satisfaction among Ras Al-Khaimah Police Officers. According to Locke, individuals derive satisfaction from the value they attach to their work, which is influenced by factors such as skill development, recognition, and meaningfulness in their tasks (Khan et al., 2022). In the context of police officers, the implementation of TQM practices can increase the perceived value of their work by enhancing service quality, which, in turn, is likely to improve job satisfaction. When officers feel that their efforts lead to positive outcomes for the community and are aligned with high-quality standards, they are more likely to experience intrinsic satisfaction.

The theory also supports the HRM practices in this study, as Locke's Value Theory highlights how the alignment of employees' values with organizational goals contributes to their motivation and job satisfaction (Zhang, 2024). In this case, if HRM practices, i.e., training, performance feedback, and career development, are designed to resonate with the officers' values and enhance their sense of accomplishment, their job satisfaction can be positively impacted. By focusing on value-driven HRM strategies,

the police department can ensure that officers not only feel appreciated but also find more profound meaning in their roles, eventually leading to higher job satisfaction.

Finally, Locke's Value Theory supports the idea that HRM practices mediate the relationship between TQM and job satisfaction by adding value to the officers' work experience (Locke & Robinson, 2021). As HRM practices focus on aligning organizational values with individual aspirations, officers' perceptions of their work's value are enhanced. This makes the relationship between TQM and job satisfaction stronger, as officers experience a greater sense of fulfilment and motivation when they believe their work has intrinsic value. Thus, Locke's Value Theory provides a theoretical foundation for understanding how TQM and HRM practices collectively contribute to improved job satisfaction among Ras Al-Khaimah Police Officers.

2.8.3 Human Capital Theory

The Human Capital Theory argues that, across all sectors of the economy, human capital is the most important factor in determining economic success in general. Notably, HRM and business administration in macroeconomics are potentially associated with the human capital theory (Chowhan et al., 2021). Human Resource management is considerable for almost every organization as it can appeal to, develop, sustain, and further improve human capital performance. HRM's recruitment ability and function are supposed to search, find, and select the most suitable individuals that may help meet the organizational goals (Graham & Tarbell, 2023). Thus, the foundation of Human Capital theory can be traced in the research regarding macroeconomic growth and progress. The relevant concept originated during the 1950s when physical capital, labor, and management were among the most significant factors in growth and production (Zakaria, 2022). However, the evolving research in business management,

especially HRM, further extended the circle of these factors leading to adding or removing some factors under empirical scrutiny and evidence.

The conventional wisdom that increased investment in physical capital is crucial to economic growth was called into question by the empirical work of economists (Quiggin, 1999). A study conducted by Joiner (2021) examined the effect of training programs, especially by HRM on the job satisfaction and employees of private sector organizations in India. Results also witnessed a positive correlation between HRM, employees' training programs, and job satisfaction. According to the respondents, they rely on professional training programs to improve the skills that also help them to enhance their organizational commitment and performance. According to Reza (2020), training and development programs by HRM positively affect the employees' productivity and performance. Their performance is considered the cornerstone for success. Today, organizations are confronting extensive competition and continuously changing business environments. As a result, constantly developing and modifying the employees' skills can help an organization to avail success and excellence.

The human capital theory is predicated on the idea that an individual's intellectual potential is on par with other resources used to create a good or service (Hwang, 2020). When applied to the business world, HC theory says that workers who invest in their education and training would become more skilled and productive than their less educated peers, justifying a substantial raise. Higher education increases incomes and productivity because it teaches individuals how to evaluate analytically and address obstacles, as Broek (2021) puts it. Furthermore, Becker's views play a significant part in the current literature on employee development and learning, as HC theory supports the notion that employees' knowledge and abilities may be developed by the expenditure of time and money on education or training (Bae, 2014)). In training,

Becker has made significant contributions to the theory of employee development. While Cabeza-Ramírez et al. (2020) acknowledge that education and training are relatively beneficial investments that pay off in higher output, he contends that the type of training ultimately determines whether the employee or the organization will cover the costs. Notably, previous research concluded that enterprises lack sufficient incentives to invest in their employees' talents because trained individuals can leave for other employers who can utilize their skills (Basalamah & As'ad, 2021).

2.8.4 Human Capital Theory and Current Study

Human Capital Theory is applicable to the current study as it highlights the value of employees' skills, knowledge, and abilities in driving organizational performance (Carlbäck et al., 2024). In the context of Ras Al-Khaimah Police Officers, the application of Human Capital Theory can help present how Total Quality Management (TQM) initiatives enhance officers' capabilities, thereby influencing their job satisfaction. By focusing on supporting training, professional development, and skills enhancement, TQM can improve the overall competence of police officers, making them more effective in their roles and more satisfied with their work. The theory proposes that as the human capital of police officers improves through well-structured quality management practices, their productivity and job satisfaction are likely to rise.

Furthermore, Human Capital Theory highlights the role of human resources in achieving organizational goals (Leoni, 2025), which ties into the research objective of examining the effect of Human Resource Management (HRM) practices on job satisfaction. By viewing officers as useful assets, HRM practices can be designed to nurture their skills and motivation. When officers feel that their knowledge and abilities are being developed and recognized through HR practices, i.e., continuous education,

mentoring, and career advancement opportunities, their job satisfaction is likely to increase. This is consistent with the study's investigation of how HRM practices mediate the relationship between TQM and job satisfaction among police officers.

In this study, Human Capital Theory also helps to frame the mediating role of HRM practices between TQM and job satisfaction. The theory posits that the investment in human capital not only helps individual officers but also contributes to broader organizational outcomes, such as improved service quality and efficiency (Hung & Ramsden, 2021). By enhancing the human capital of Ras Al-Khaimah Police Officers through HRM practices that support TQM, the organization can enhance both job satisfaction and overall performance. This relationship highlights the significance of investing in human resources to promote a positive work environment and increase satisfaction within the police force.

2.8.5 Ability, Motivation, and Opportunity Theory

The Ability, Motivation, and Opportunity (AMO) theory has achieved significant attention in human resource management (HRM) as a reasonable explanation for the complex relationship between management practices and employee performance. It asserts that Performance (P) is a function of an individual's Ability (A), Motivation (M), and Opportunity (O), expressed as $AMO = P$ (Yu et al. 2020). Despite the interpretive challenges posed by this formula, HRM scholars have adopted the AMO framework in recent years, demonstrating that interconnected HRM practices impact an individual's proficiency, motivation, and possibility, eventually influencing performance outcomes. For instance, employee capability can be supported through training initiatives, motivation can be fostered via performance-based compensation,

and opportunities for participation can be affected by membership in self-directed teams (Dasí et al. 2020).

Industrial psychologists, who believe performance is a function of recruiting and training, and social psychologists, who consider that motivation is important to ensure performance, have engaged in a never-ending scientific debate that ultimately gave rise to the AMO model (Szulc & Smith, 2021). Ability-motivation theory (AMO) can be traced back to the writings of Vroom (1964), who argues that performance is dependent on both innate talent and the degree to which an individual is driven to succeed. However, this method solely considers internal attributes and ignores environmental factors. According to Gangwar et al. (2022), Blumberg and Pringle added the opportunity aspect in 1982, which considers factors including working environment, equipment, materials, leadership styles, processes, and timing, to this model. Individual performance, according to these authors, is a function of three factors: capability (one's abilities), willingness (one's motivation), and opportunity (O). If performance (P) is defined as output, then all three components must be present $p = f(O \times C \times W)$. Individual performance would also be severely hindered by flaws in any of these areas. The AMO framework was first presented by Bailey (1993), 11 years after the work of Blumberg and Pringle (1982) which was later developed by Applebaum in 2000 (Broek, 2021).

Human resource management (HRM) strategies that boost organizational performance are highlighted in the Ability-Motivation-Opportunity (AMO) theory established by Applebaum and their colleagues (Szulc & Smith, 2021). Human resource management (HRM) is the process of consciously shaping an organization's workforce in terms of their skills (through selection, hiring, and training), motivation (through mechanisms including performance-related pay), and access to opportunities (through

flexible work schedules, for example) (emphasizing teamwork, or suggestion systems). Later, Dasí et al. (2020) classify HRM practices into three categories: those that have an impact on employees' abilities to perform, their motivation to succeed, and the chances they are given to do so.

The link between Ability, Motivation, and Opportunity theory with Human Resource Management is witnessed by the existing literature. Yet this link can be further strengthened by elaborating on the role of different approaches adopted by HRM in an organization (Basahel, 2021). For instance, the abilities of employees can be modified by providing them with relevant training and development programs (Aşkun et al., 2021). According to Andreas (2022), training and professional development are focused on empowering employees and proving them with the confidence to equally contribute and share their opinion in the decision-making process. This decision-making not only indicates that their abilities are polished but also provides them with certain opportunities to demonstrate their skills to boost their morale. Alawag et al. (2023) systematically define and distinguish HRM practice into three types trying to draw a distinction: skill, motivation, and empowerment-enhancing approaches. Human resource practices that focus on skill enhancement help workers acquire the information and expertise they need to accomplish their jobs effectively. Also, such procedures that concentrate on a person's talents, such as job selection, and those that concentrate on the development of a person's knowledge and skills, which can be influenced by interventions such as training and coaching, are both included here (Obeidat et al., 2020).

2.8.6 Ability, Motivation, and Opportunity Theory and the Current Study

The Ability, Motivation, and Opportunity (AMO) Theory is relevant to this study as it provides a structured approach to understanding how Total Quality Management (TQM) and Human Resource Management (HRM) practices influence job satisfaction among Ras Al-Khaimah Police Officers in the UAE. The "ability" component of AMO Theory (Willmott et al., 2021) is consistent with the role of TQM in providing officers with the required skills, resources, and knowledge to perform their duties efficiently. When police officers have access to well-structured training programs, clear performance standards, and quality-driven work processes, their job satisfaction is likely to improve as they feel more competent in their roles.

Motivation is another important element in this study, as TQM initiatives and HRM practices directly influence officers' willingness to perform at their best. The study investigates whether HRM practices mediate the relationship between TQM and job satisfaction, which reflects how motivation acts as a driving force in workplace satisfaction. When officers perceive that HR policies, i.e., fair performance evaluations, career development opportunities, and employee recognition programs, are aligned with quality management efforts (Rizvi & Garg, 2021), they are more likely to feel engaged and valued, leading to increased job satisfaction.

The "opportunity" aspect of AMO Theory (Rajiani et al., 2015) relates to how HRM practices create an enabling work environment that enhances job satisfaction. Even if officers have the necessary skills (ability) and motivation, the presence of supportive workplace structures, leadership involvement, and collaborative work settings can further strengthen their job satisfaction. This study examines how HRM practices mediate the relationship between TQM and job satisfaction, emphasizing that without proper opportunities, i.e., fair work policies, participatory decision-making, and

resource availability, officers may not fully benefit from TQM initiatives. By applying AMO Theory, this research provides a thorough understanding of the mechanisms through which TQM and HRM practices contribute to job satisfaction in law enforcement settings.

2.9 Hypotheses Development

This section aims to provide an extensive review of literature facilitating the propositions and conceptualization of primary conceptual framework of current research study. First, empirical literature is discussed that further helped proposing the research hypotheses. Further, conceptual framework is illustrated and further discussed to justify its applicability in the current study.

2.9.1 Effect of Total Quality Management on Job Satisfaction

Total Quality Management in job satisfaction is not a new phenomenon. Yet it contains several insights about the aspects and approaches an organization adopts to ensure TQM and further employee satisfaction (Alawag et al., 2023). According to Asante and Ngulube (2020), compared to the earlier, TQM today is based on even modern approaches that may require constant consideration and scrutiny. Here Joiner (2021) cited an example of technology adopted by the HRM to ensure TQM, such as employee training sessions and online skills development in a virtual environment. Consequently, the employees feel confident about their professional development, further motivating them and enhancing job satisfaction. The importance of Total Quality Management can be determined by the fact it stimulates people to attain the designated goals. HRM sets different goals to avail motivation and job satisfaction

among their employees. However, the relationship between TQM and job satisfaction is direct and indirect in different aspects (Al-Dhaafri, 2020).

To further validate this, Parthasarathi et al. (2020) examined the effect of TQM on job satisfaction among the employees of telecom sector organizations. Data gathered from n= 350 employees indicated that TQM was significantly correlated with job satisfaction among employees. However, among all, organizational culture was found as one of the strongest factors in TQM in ensuring job satisfaction among the employees. Other factors such as rewards and appraisals, trust, teamwork, and coordination, also remained significant, yet organizational culture remained the prominent approach. Existing literature on TQM and job satisfaction shows different constructs indicating different approaches representing TQM for job satisfaction among organizational employees (Mousavifard et al. 2017). Factors such as workplace safety, critical success factors, innovation, organizational changes, and others are widely witnessed by these studies as approaches to TQM (Asante & Ngulube, 2020; Tidd & Bessant, 2020) .

A study conducted by Oakland (2020) also examined the effect of TQM on job satisfaction among Islamic banking employees in Indonesia. The researcher opted for “spirituality” as a mutually agreed approach of TQM and found that spirituality in the workplace environment was significantly associated with the employee’s job performance. In simple terms, employees inclined towards spirituality and religion accepted the relevant TQM as further supporting their beliefs regarding Islamic Shariah banking. As a result, employees also felt confident and empowered to share their opinions with others, indicating the significance of TQM in job satisfaction among employees.

Ahmadi et al. (2021) examined the effect of TQM on the patients' safety culture attitudes among the nursing staff in the Taiwanese healthcare sector. The researchers operationalized TQM as appraisals, staff well-being, work value, and moral development. Results revealed that the effect of TQM on patients' safety culture remained significant through the work value. As the hospital administration accepted employees' satisfaction as an important consideration, the staff nurses further valued patients' safety culture as a core organizational consideration. This research hypothesized that.

H1: Total Quality Management has a significant effect on Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.

2.9.2 Relationship between TQM and HRM

Moving from business as usual to a Total Quality Management culture necessitates a significant amount of effort on the part of a firm. The demand for human resource management services is more visible and crucial than everywhere else in the company. In the field of human resources, Total Quality Management is a well-known concept (Oakland, 2020). Total Quality Management recognizes that there is always space for error when humans are involved. Human resource management is influenced by total quality management (TQM). It encourages employees to exercise self-control, autonomy, and creativity, as well as more active cooperation rather than just compliance (Lazaros et al., 2021). Organizations can use the best practices profile as a benchmark to evaluate their HR efforts. Reduced costs, enhanced product reliability, more customer satisfaction, and faster product development cycles are all benefits of successfully integrating HRM practices and TQM aims.

HRM and TQM cooperating really can work on organizational results. The arrangement of HR and quality approaches, like characterizing and conveying the TQM vision, setting up the organization and individuals for TQM execution, and raising quality mindfulness among employees at all levels, capacities, and divisions should assist the organization with performing better (Haffar et al., 2020; Parthasarathi et al., 2020). The blend of HRM, TQM, organizational responsibility and occupation association is basic to an organization's prosperity and progression. TQM is available when an organization has great HR strategies. TQM is the expertise of supervising the whole cycle to accomplish greatness. TQM is the term utilized when HRM is utilized to its maximum capacity. Employee commitment to the organization and occupation contribution increments (Saleh et al., 2021).

Hariato (2022) reported that whenever HRM methods, for example, work configuration, work advancement, work augmentation, and other TQM strategies are utilized in work investigation to create work determinations and sets of responsibilities, the organization acquires gigantic advantages as far as quality outcomes when contrasted with an organization that doesn't involve TQM in work examination. Employee proficiency, viability, and usefulness further develop when TQM is utilized in work examination. It likewise prompts cost investment funds, further developed employee wellbeing and security, and an expansion in employee fulfilment and quality of work life. At the point when work fulfilment is high, work association and organizational responsibility are additionally solid (Mukherjee, 2020). Additionally, TQM isn't the piece of occupation plan and investigation, efficiency and staff turnover would endure. Truancy, complaints, unionization, and acquiescence are on the whole instances of non-attendance.

TQM-based apparatuses are planned for organizations to use to create brilliant individuals who affect the business. They measure and give absorbable outcomes on a singular's advancement, as well as give extra help and improvement open doors. TQM-empowered organizations can be a business of decision, bringing about a high standard for dependability. Staff turnover and the expenses related to enlistment are decreased when the perfect people are put in the right positions. To draw the best staff, TQM arrangements are basic (Harianto, 2022).

TQM affects enrolling and determination strategies, bringing about more refined procedures, for example, psychometric and inclination tests, as well as appraisal focuses, trying to observe colleagues who are viable with a quality culture (Harianto, 2022; Wong et al., 2020).

Consequently, TQM essentially affects ability procurement, guaranteeing that the right employee is recruited and allotted to the appropriate position. Accordingly, the best individuals join the organization, and the organization picks the best among them. Since they might work in a pleasant workplace, those chosen people have a more prominent degree of occupation inclusion and organizational responsibility (Haffar et al., 2020).

The HR division utilizes a TQM culture for employees during preparation and choice. The exact preparation and improvement need for making TQM a pragmatic reality are dissected and given, to articulate the TQM reasoning. Preparing likewise offers employees the chance to be engaged and roused, which diminishes employee opposition and further develops TQM's odds of coming out on top (Mukherjee, 2020).

The writing showed that it is by and large remembered to have a solid relationship with consumer loyalty, top management responsibility, and employee strengthening is one of the most fundamental and crucial standards in complete quality

management. Top management's obligation to TQM reception cultivates an organizational environment that enables individuals. Thus, top management's obligation to employee prepares and offer employees an amazing chance to be liable for the quality of their work can be accomplished. Employee strengthening in TQM brings about a straightening of the organizational stepping stool, with chiefs and employees sharing liabilities. Work joy and occupational contribution are worked with by cooperation, and TQM improves work fulfilment and occupation association. A huge part of an organization's way to deal with TQM is the improvement of individuals and their association in further developing exercises both exclusively and through collaboration (Vieira & Ferreira, 2020).

Taking full advantage of every one of the employees' capacities and information to support people and the business, as well as making a gathering society, is a crucial part of this TQM ptraices (Babaei & Aghdassi, 2022). Organizations that embrace TQM support collaboration from their HR rehearse, and the job of the HR administrator in cooperation is basic. As indicated by Saleh et al. (2021), TQM is a very group-arranged procedure, and it distinguishes administration, a positive work culture, and employee perspectives as the key viewpoints that impact TQM's greatness. Albeit a few TQM ideas and practices change by organization and industry, there is a widespread settlement on the need for top management administration in executing TQM. All methodology and activity plans require this degree of initiative. Solid administration has empowered those organizations that have prevailed in creating total quality work for them (Haffar et al., 2020; Parthasarathi et al., 2020).

Beforehand, Vieira and Ferreira (2020) investigated the effect of human resource management (HRM) rehearses on the reception of total quality management (TQM) practices, and the effect of HRM and TQM rehearses on organizational quality

execution. The main effects on TQM execution were HRM strategies including preparing and improvement, employee vocation arranging, and enrolment and determination. The review's discoveries likewise show that HRM and TQM techniques affect organizational quality execution, especially employee quality mindfulness, consumer loyalty, and corporate picture. Based on the cited literature, it is hypothesized that.

H2: Total Quality Management has a significant effect on Human Resource Management among Ras Al-Khaimah Police Officers in the United Arab Emirates.

2.9.3 The Effect of Human Resource Management (HRM) on Job Satisfaction

Total Quality Management is a strategy for enhancing the quality of organizational performance. Its main purpose is to accomplish the organizational goals every subsequent time so that resources may be utilized appropriately (Davidescu et al., 2020). At this point, some may argue that TQM in HR is excessively rigorous and sets unachievable standards. When it comes to human resource management (HRM), total quality management (TQM) is a tried-and-true method for ensuring continued success in the organizational environment (Judge et al. 2020). Over the past few decades, this functionality has seen dramatic growth. In today's context, HRM leverages TQM as a powerful tool to quantify the way an organization performs. Studies have shown that quality improvement programs boost strategic performance in several key areas, including market share, ROI, manufacturing costs, productivity, and more (Bailey & Breslin, 2021) .

There is a dearth of literature recognizing research conducted within public sector firms (Suharto et al. 2019), although a large body of literature on HRM and TQM has developed to investigate the connection between HRM, TQM, and employees' job

satisfaction in a variety of nations and industries (Cooke et al. 2020). The positive effects of the TQM culture on employee morale and work attitudes—and, by extension, on job satisfaction—highlight the significance of the latter. Human resource management has also progressed tremendously in terms of its function and importance. Therefore, elements of TQM are likely to affect workers' satisfaction in the workplace. There is a wide range of organizational outcomes that have been linked to job satisfaction, making it a crucial factor (Cooke et al. 2020). Talking more specifically about the phenomenon of HRM and TQM in job satisfaction, Assefa and Kassa (2023) examined it in the Saudi Ports Authority. Results revealed that lesser consideration towards hiring specific employees and world overload is negatively affecting job satisfaction among the employees. The respondents also indicated that if the HRM and recruitment committee focus on their issues, job satisfaction will increase, and they will be more likely to perform well.

Management strategies that effectively plan, organize, lead, control, and respond to issues and the wellbeing of human capital gain consistent sustainability (Agbozo et al., 2021). They are striving to modify the quality of HRM practices to focus on TQM for job satisfaction and organizational success. By increasing workers' satisfaction regarding their jobs, for instance, HRM ensures the potential growth and success of an organization. Rather than focusing solely on narrowed methods of organizational development, they consider establishing HRM practices that mutually agreed on the basic approaches to TQM further enhancing job satisfaction among their employees (Bailey & Breslin, 2021). Practices aimed at boosting job satisfaction have a significant positive effect on overall organizational performance. Studies also demonstrate that HRM and TQM positively influence employee performance and job satisfaction levels

which results in providing with improved job performance (Badrianto & Ekhsan, 2020). Thus, it is hypothesized that.

H3: Human Resource Management has a significant effect on Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.

2.9.4 HRM in the relationship between TQM and Job Satisfaction

A study by Cherif (2020) witnessed the role of HRM in enhancing job satisfaction among employees through TQM was conducted by Cherif (2020). The researcher used a quantitative approach and found that HRM was found positively correlated with TQM, job satisfaction, and job commitment among the banking sector employees. Here the HRM worked as the mediating factor using different approaches of TQM further leading to job satisfaction and a significant determinant of job commitment among the employees.

Similarly, researchers supporting Total Quality Management (TQM) including Deming, Juran, Crosby, and others have established that considering the wellbeing of the workforce in quality management is crucial to the TQM philosophy (Awneh, 2022). The secret to perpetual progress in performance quality lies in human resources. Therefore, human resources may be in a precarious position concerning a company's total quality management initiative (Riyanto et al., 2021). Managers of human resources are accountable for the working conditions in their companies. Their primary functions are recruiting new employees, training them on the job, rewarding them for their efforts, and resolving issues that happen on the job (Loan, 2020). Since an organization's people are its driving force, human resource management activities are carefully organized to shape employees' quality-oriented mindsets. To achieve their objectives, all members of the organization's workforce collaborate to provide superior goods and services (Li et

al. 2021). Higher performance can only be expected when HRM resorts to TQM to enhance job satisfaction among the organizational workforce (Zardasht et al. 2020). Thus it is hypothesized that.

H4: Human Resource Management mediates the relationship between Total Quality Management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.

2.10 Conceptual Model of the Current Study

The conceptual framework of this study combines three key constructs: Total Quality Management (TQM) (Davidescu et al., 2020), Human Resource Management (HRM), and Job Satisfaction. It builds on empirical analysis from Ahmed and Idris (2020) and existing literature to examine how these elements interact to influence employee outcomes (Allen & Wright, 2020), specifically within the Ras Al Khaimah police department. This framework is designed to examine how TQM practices, when mediated by HRM strategies, impact job satisfaction and, in turn, employee performance and organizational effectiveness.

As the study's focal point, TQM is operationalized through several key dimensions (Alkhodary, 2021), including training and education, empowerment and teamwork, and continuous improvement and problem-solving. These constructs are empirically linked to employee job satisfaction and performance. Training and education focus on enhancing employees' skills and capabilities, improving their problem-solving abilities and contributing to their productivity and morale. This aligns with Locke's Value Theory (Tanveer, 2021; Loan, 2020), where values like training and development are pathways to improving job satisfaction and enhancing performance. Empowerment and teamwork create an environment where employees are encouraged to participate in

decision-making and collaborate effectively, fostering motivation and satisfaction by providing opportunities to contribute meaningfully to organizational goals. Continuous improvement and problem-solving are crucial for developing a culture of learning and growth where employees feel supported in overcoming challenges and enhancing their work outcomes. As measured through items from Khan (2019), these practices emphasize the organization's role in supporting employee growth, ultimately enhancing job satisfaction and performance.

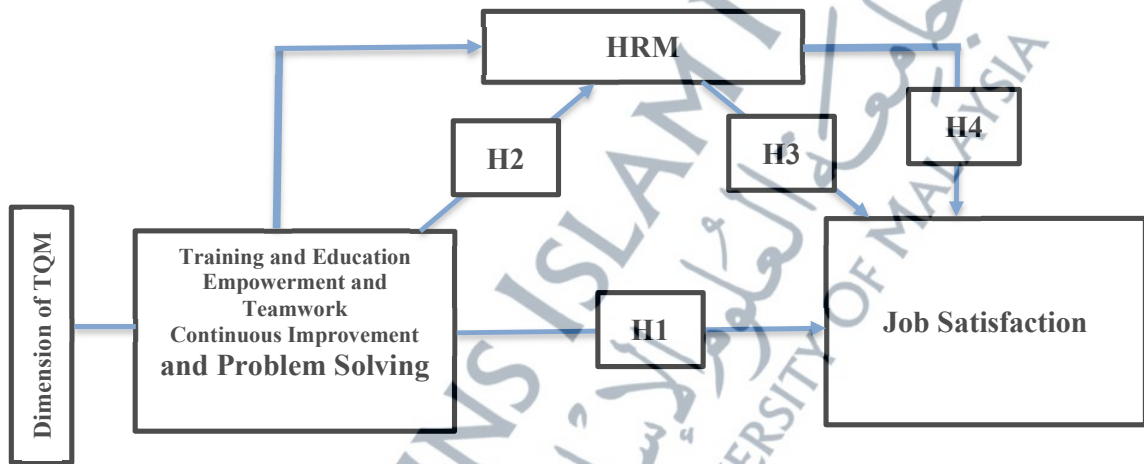


Figure 2.1: Conceptual Framework of the Study

HRM is a mediator in this framework, bridging the gap between TQM practices and job satisfaction. HRM strategies such as recruitment, performance monitoring, and a supportive work environment ensure that TQM initiatives are effectively executed and that employees are motivated to perform at their best (Juma et al., 2022). This mediation is supported by Human Capital Theory, which emphasizes HRM's role in developing employees' skills and enhancing both individual and organizational performance. HRM practices support TQM implementation and motivate employees, amplifying the positive effects of TQM on job satisfaction (Judge, 2020).

TQM and HRM impact job satisfaction (Ahmed & Idris, 2020), the outcome variable in this framework. The framework posits that when HRM strategies effectively mediate TQM practices, employees experience higher levels of job satisfaction. This is reflected in items linked to job satisfaction that assess employees' overall contentment with their job tasks, relationships with colleagues and superiors, and the organizational environment. As employees' satisfaction with these factors increases, so does their motivation, commitment, and performance, contributing to the organization's overall success.

This study builds upon the findings of Alrawahi et al. (2020), which examined the impact of TQM and HRM on job satisfaction within Sudanese private sector organizations, showing the connection between HR-related quality management practices and employee satisfaction. Their research highlights HRM's responsibility to adopt quality management approaches aligned with organizational goals while prioritizing employee welfare and motivation. This aligns with the findings of Sal and Raja (2016) and Judge (2020), highlighting the role of HRM in creating quality management practices that foster employee motivation and well-being.

Thus, the conceptual framework underscores the interconnectedness of TQM, HRM, and job satisfaction, highlighting how HRM practices mediate the effects of TQM on job satisfaction. By integrating TQM practices with HRM strategies, organizations can create an environment that enhances employee satisfaction and performance, leading to a more productive and effective workforce. This framework provides insights into how HRM, grounded in Human Capital and AMO Theory, can strengthen the effects of TQM on job satisfaction and ultimately improve outcomes within the Ras Al Khaimah police department.

2.11 Chapter summary

This chapter extensively discussed and highlighted the study constructs, including TQM, HRM, and Job Satisfaction. The researcher highlighted the relevant constructs in detail in light of existing literature, further providing empirical support to the conceptualization in the current research. This chapter also involved theoretical underpinnings that proposed the study hypotheses and conceptual model. The next chapter will further discuss the most suitable methodological approaches to test the structural reliability between the study constructs and also help to test the conceptual model accordingly.