

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter encompasses the discussion and conclusions drawn from the analysis of the collected data. All the hypotheses in the study were affirmed, emphasizing the substantial impact of Total Quality Management (TQM) on Job Satisfaction among the Ras Al Khaimah Police officers through the mediation of Human Resource Management (HRM). This chapter offers a concise overview of the entire research endeavor in light of these results. Also, each hypothesis is discussed in detail concerning the relevant research objectives and questions. The importance of these findings is also discussed in their consistency with the existing literature, presenting a comprehensive and broader understanding of the topic being studied. Following the discussion, methodological, theoretical, and practical implications are also discussed. Finally, the current section outlines potential limitations in the research study and provides recommendations for forthcoming studies.

5.2 Research Summary

This research study investigated the effect of Total Quality Management (TQM) and Human Resource Management (HRM) practices on job satisfaction among police officers in Ras Al-Khaimah, United Arab Emirates. Particularly, it sought to assess how TQM affected job satisfaction and the mediation of Human Resource Management (HRM) practices on job satisfaction.

This research applied an explanatory research method, using a case study design focused on applying total quality Human Resource Management (HRM) practices at the Ras Al Khaimah Police Institute. issues within the relevant context. The study primarily employed a quantitative design to collect data from employees at the RAK Police Institute, given its practicality for this type of research. The target population was based on the police employees stationed in Ras Al Khaimah.

The formula presented by Krejci and Morgan was applied to choose an appropriate sample size. Based on this calculation, a sample of 361 respondents was ideal for the research study. The analysis of the gathered data was carried out using partial least square structural equation modelling. The results indicated that all the hypotheses proposed in the study were supported, signifying both Total Quality Management (TQM) and Human Resource Management (HRM) practices significantly contribute to enhancing job satisfaction among police officers in Ras Al-Khaimah. Additionally, the mediating role of HRM practices in the relationship between Total Quality Management (TQM) and job satisfaction was confirmed. Table 5.1 summarizes the results objectives, hypotheses, and objectives.

Table 5.1: Summary of Study Objectives, Questions and Hypotheses

Research Objectives	Research Questions	Hypotheses
To identify the effect of total quality management on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.	What is the effect of total quality management on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?	H1. Total Quality Management has a significant effect on Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates

To examine the effect of total quality management on Human Resource Management Practices among Ras Al-Khaimah Police Officers in the United Arab Emirates.	What is the effect of total quality management on Human Resource Management Practices among Ras Al-Khaimah Police Officers in the United Arab Emirates?	H2. Total Quality Management has a significant effect on Human Resource Management among Ras Al-Khaimah Police Officers in the United Arab Emirates.
To analyze the effect of Human Resource Management Practices on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.	What is the effect of Human Resource Management Practices on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?	H3. Human Resource Management has a significant effect on Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.
To investigate the mediating effect of human resource management practices between the relationship of total quality management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates	What is the mediating effect of human resource management practices on the relationship between total quality management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?	H4. Human Resource Management media the relationship between Total Quality Management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.

5.3 Discussion on Study Findings

In this section each study objective is discussed in its relation to each study question and hypotheses consistent with the existing literature. The relevant approach is adopted to provide with the clear and concise idea of the study findings for the detailed explanation of the phenomenon under study. Following is the discussion about the study findings.

5.3.1 Effect of Total Quality Management on the Job Satisfaction

The first study objective was “To identify the effect of total quality management on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates”. The relevant objective was followed by the RQ1 of the study “What is the effect of total quality management on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates? proposing the first study hypothesis “Total Quality Management has a significant effect on Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates”. As noted by Mohiuddin and Hanif (2021), total quality management has been an important area of focus in general and specialized quality management literature. Scholars and industry professionals have extensively examined Total Quality Management (TQM) and its impact on business performance. The origins of TQM can be traced back over 1,400 years, with its principles embedded in the teachings of the Qur'an and the guidance of Prophet Muhammad (SAW). Numerous verses highlight the importance of integrity and righteous actions.

Effective management is critical for an organization's success, impacting micro and macroeconomic levels. The concept of quality management has existed for thousands of years, with evidence in ancient civilizations. From the 1980s to the 1990s, quality management gained prominence through the contributions of key figures such as Juran, Deming, Crosby, and Ishikawa. Over time, four primary quality management paradigms emerged: Quality Control, Quality Assurance, Total Quality Management, and Quantum Quality, each offering a distinct perspective on improving management practices.

Islam places a decisive emphasis on quality management, prioritizing quality over quantity. Most conventional quality management approaches do not differentiate between the qualities required of managers and the aspects they manage (Jami & Muharam, 2022). Also, these approaches often separate quality management from broader philosophical and ethical

considerations. Islam integrates quality management with an individual's overall life mission, which consists of two components: professional responsibilities and life's broader purpose. The professional mission is a subset of one's life mission, and achieving excellence in the former contributes to fulfilling the latter. Conventional quality management methods often overlook this connection, whereas Islamic teachings emphasize the need for ethical and purposeful work (Jami & Muharam, 2022).

Similarly, results revealed that the proposed effect remained validated as the path analysis indicated the supportive results. These results are consistent with the argumentation by Jbeily (2022) as they investigated how implementing total quality management (TQM) principles affects various work-related attitudes among employees, including job engagement, satisfaction levels, career happiness, and commitment to the organization. The findings showed that training and educational initiatives positively impacted job engagement, satisfaction, and organizational commitment. Also, empowerment and collaborative teamwork specifically supported job engagement, job satisfaction, career happiness, and organizational commitment. Further, continuous improvement and assertive problem-solving significantly promoted job satisfaction and organizational dedication. Nevertheless, it was observed that customer-centric policies do not contribute much to job engagement, job satisfaction, career happiness, or organizational commitment.

In their study, Khan et al. (2023) also analyzed the effect of Total Quality Management (TQM) on employee motivation and job satisfaction indicates how TQM practices impact employee motivation and job satisfaction levels within an organizational context. Quantitative data from 200 employees drawn randomly from various departments and hierarchical positions in Pakistan showed that TQM has a significant on employee motivation and job satisfaction

among the employees. These impacts further lead to influencing employee well-being and organizational performance as well.

Besides, Feenstra-Verschure et al. (2023) link up this significant impact to the primary conceptualization of Locke's value theory assuming that Job satisfaction is connected to the perception of acquiring one's values and goals within the workplace. TQM, with its focus on continuous improvement and employee involvement, aligns with Locke's theory by providing a framework that allows individuals to actively participate in improving processes and achieving personal and professional goals.

When employees see their contributions appreciated and integrated into the broader organizational objectives, it promotes a sense of accomplishment and satisfaction, resonating with Locke's idea that individuals emanate satisfaction from realizing their values within their work environment (Gangwar et al., 2022). Zardasht et al. (2020) also stated that by enabling employees to take ownership of their work processes and promoting collaboration, TQM creates an environment where individuals can share a sense of freedom and self-determination, resonating with Locke's belief that individuals are motivated and satisfied when they sense that they have control over their work and can contribute to the organization. When employees are allowed to make decisions and actively participate in problem-solving, it leads to a higher degree of job satisfaction, as they can see the direct effect of their efforts on the organization's success.

Consistent with the primary conceptualization of current research, the philosophy of Total Quality Management (TQM) proposes that many organizational problems stem from management decisions and the systems they implement (Agbozo et al., 2021). Traditionally, employee input has been limited due to entrenched managerial cultures. However, TQM emphasizes the valuable contributions employees can make to their organizations. It

encourages employee involvement through group meetings, discussions, and planning sessions, fostering an environment where ideas are exchanged freely. This approach has been linked to improved employee morale and job satisfaction, which, in turn, are associated with positive organizational outcomes.

While past research (Ahmed & Idris, 2020a; Saputra & Mahaputra, 2022) on TQM primarily focused on organizational performance and customer satisfaction, studies examining its impact on employee satisfaction have been limited. Nonetheless, research suggests that employee satisfaction holds intrinsic value for companies, leading to enhanced service quality and productivity. Although initial implementation of TQM programs may not immediately result in significant productivity changes, they often lead to substantial gains over time, particularly after receiving recognition and awards (Azarian et al., 2020).

For organizations, public sector educational institutions, implementing TQM can improve the quality of work. Given the abundant human resources within organizations, including employees, there is a growing need for continuous improvement and quality enhancement across various dimensions. By embracing TQM principles, educational institutions can contribute to national goals and plans. While efforts to improve management systems within organizations have traditionally focused on quality control and manager supervision, there is a growing recognition of the importance of implementing comprehensive quality management systems (Gangwar et al., 2022). As noted by Chaudhry et al. (2020) employee job satisfaction is crucial for individual well-being and a significant indicator of organizational success. Various studies in service industries have consistently demonstrated strong positive correlations between total quality management efforts and employee job satisfaction. This suggests that achieving customer satisfaction, a central goal of quality management, can be achieved by improving employee job satisfaction.

Ahmed and Idris (2020) emphasized the growing recognition of the importance of human issues within quality management, which has garnered increasing interest among academics and practitioners in operations management. This recognition highlights the interconnectedness of employee job satisfaction, customer satisfaction, and overall organizational performance. As organizations evolve, understanding and addressing the human aspects of quality management becomes imperative for sustained success and competitiveness in the professional arenas.

5.3.2 Effect of Total Quality Management on the Human Resource Management Practices

The second study objective was focused on examining the effect of total quality management on Human Resource Management Practices among Ras Al-Khaimah Police Officers in the United Arab Emirates? The relevant objective was followed by the RQ2 of this research “What is the effect of total quality management on Human Resource Management Practices among Ras Al-Khaimah Police Officers in the United Arab Emirates? H2 of the current research study was proposed to answer the relevant question “Total Quality Management has a significant effect on Human Resource Management among Ras Al-Khaimah Police Officers in the United Arab Emirates”. Accordingly, Islam supports continuous monitoring and corrective actions to maintain quality. Prophet Muhammad's (SAW) teachings highlight the importance of accountability, where individuals are responsible for guiding and correcting one another. This principle extends to the corporate world, where regular assessments help prevent defects and improve quality (Mohiuddin & Hanif, 2021).

Similarly, Islam encourages goal-setting based on righteous intentions. The Qur'an highlights the importance of setting meaningful objectives and striving for excellence in

worldly and spiritual affairs. A strong commitment to ethical goals ensures integrity in professional work and eliminates fraud or negligence. Islamic teachings also align with other established quality management frameworks, such as Juran's quality trilogy and Crosby's principles, reinforcing their effectiveness (Ali, 2021).

By linking professional responsibilities with life's greater purpose, the Islamic approach to quality management offers a comprehensive framework that integrates ethical values with business excellence. In this system, all management aspects are related to a person's mission in life, providing a deeper philosophical foundation for quality management practices (Ekasari et al., 2021).

Results showed that the effect of Total Quality Management on Human Resource Management remained significant providing support to the H2 of the study. These findings are consistent with the study by Hastuti and Utomo (2022) as they examined the changes observed in the Human Resource (HR) functions and management practices due to Total Quality Management (TQM) in developing countries. Data obtained from quality managers and HR managers from 77 export-oriented enterprises with ISO 9001 certification showed a distinct trend among firms wherein they introduced initiatives to enhance processes within the HR department. This involved promoting the role and importance of the HR functions, along with an exhaustive redesign of HRM practices encompassing performance management, competence development, career planning, rewards and recognition, recruitment and selection, HR planning, and satisfaction and well-being, aligning them seamlessly with the considerations of TQM.

The study by Pandey et al. (2021) also investigated the influence of Total Quality Management (TQM) practices on adopting Human Resource Management (HRM) practices and the collective effects of HRM and TQM practices on organizational quality performance.

The research results showed the substantial and noteworthy impact of Total Quality Management (TQM) on successfully implementing Human Resource Management Practices (HRM) practices, including training and development, employee career planning, and recruitment and selection. Furthermore, the study's findings highlighted that HRM practices and TQM practices substantially affect organizational quality performance, especially in improving employee quality awareness, strengthening customer satisfaction, and elevating the overall image and reputation of the organization.

Notably, existing literature witnessing the effect of Total Quality Management (TQM) practices on Human Resource Management (HRM) Hung and Ramsden (2021) link this effect to the conceptualization of Human Capital Theory. As Pandey et al. (2021) argued, employees are valuable assets, having skills, knowledge, and abilities that contribute significantly to an organization's productivity and competitiveness. Total Quality Management's (TQM) focus on continuous improvement and employee empowerment aligns with the principles of Human Capital Theory. By involving employees in quality enhancement processes and providing prospects for skill development, TQM contributes to the proliferation of human capital within an organization. This leads to a more experienced and capable workforce, eventually improving the organization's ability to deliver high-quality products or services.

Similarly, TQM practices, including training and development, performance assessment, and employee involvement, are crucial in encouraging and leveraging human capital. These practices are essential to HRM and are further supported by TQM's stress on employee participation, skill-building, and performance excellence. Through TQM, organizations invest in their employees' growth and development, acknowledging that a well-trained and motivated workforce is a necessary asset. This resonates strongly with Human Capital Theory, which contends that organizations that invest in their employees' skills and

knowledge eventually yield higher returns regarding enhanced productivity, quality, and overall performance. Hence, TQM catalyzes optimizing human capital and improving HRM practices, aligning closely with the principles of Human Capital Theory (Carlback et al., 2024; Hung & Ramsden, 2021).

Many researchers have examined the relationships between Total Quality Management (TQM) and human resource management approaches. Scholars have examined different approaches in their investigations, including financial, innovative, operational, and quality enhancement techniques. While the effects of TQM on different approach types may vary, studies generally indicate strong and positive relationships between TQM and human resource management approaches (Asante & Ngulube, 2020).

Supporters of TQM argue that effective implementation can lead to higher-quality outcomes. According to Hutabarat (2020), quality is the primary determinant of success in competitive environments. Therefore, good quality management practices have become increasingly prominent across various industries, offering organizations a means to gain a competitive advantage.

Through a literature review, Perdomo-Ortiz and González-Benito (2021) also identified quality performance indicators relevant to TQM. TQM practices aim to improve HRM practices, focusing on service quality. TQM activities, including employee involvement, emphasize the human aspects of the HRM system to adapt to changing environments. According to Abbas (2020), organizations place significant importance on quality, with the conception of quality needing HRM consideration. HRM, a key crucial part of TQM, improves service quality during production. Empirical studies have shown that TQM has a strong effect on HRM prices.

Additionally, TQM plays a critical role in promoting quality performance by fostering a healthy management of workforce resources. Since the 1980s, top managers have integrated quality into strategic planning to gain a competitive advantage. Several scholars have found a factual approach to decision-making, coupled with information and quality data analysis, to significantly and positively impact HRM practices. Thus, while continual improvement and HRM performance may not always be significant, research highlights the strong and positive relationship between TQM activities and employees' performance (Helal, 2022).

5.3.3 Effect of Human Resource Management Practices on Job Satisfaction

The third objective of current research study was aimed at analysing the effect of Human Resource Management Practices on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates. The relevant objective was followed by RQ3 “What is the effect of Human Resource Management Practices on job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates? The H3 of current research further addressed the H3 and proposed that “Human Resource Management has a significant effect on Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates”. Results showed that the proposed hypothesis remained significant, indicating a significant effect of Human Resource Management on Job Satisfaction. These results showed a strong consistency with the existing literature witnessing the effect of Human Resource Management Practices on Job Satisfaction. According to Mukri et al. (2024), the job is viewed as an act of worship when carried out with sincerity, honesty, and commitment to ethical principles in Islam. This perspective strongly links professional responsibilities and religious duties, incorporating spirituality into everyday tasks. Work satisfaction as a form of devotion influences how individuals approach their responsibilities, encouraging diligence and integrity. Upholding

high standards and maintaining a positive attitude in the workplace are seen as ways to strengthen one's connection with Allah, making satisfaction an essential part of professional life.

A study by Antunes et al. (2021) investigated the effect of Human Resource Management (HRM) practices on employee performance, mediated by job satisfaction. The analysis encompassed data from 367 employees of the Saudi Port Authority, revealing a noteworthy positive relationship between Human Resource Management (HRM) practices and employee performance. Also, the study uncovered a favorable relationship between employee job satisfaction and job performance, indicating a significant relationship between Human Resource Management (HRM) practices and employee job satisfaction. Furthermore, the study found a significant mediating role of employee job satisfaction in the relationship between Human Resource Management (HRM) practices and employee performance.

Another study by Khan et al. (2023) examined the effect of five distinct Human Resource Management Practices (HRMP) - focusing on results, employees, rigid systems, permanent recruitment for new markets, and open systems - on employees' job satisfaction. Further, they also scrutinized whether perceptions of organizational justice play a mediating role in these relationships. Results showed that Human Resource Management Practices focused towards prioritizing employees and encouraging open systems were the most effective in cultivating employee job satisfaction. Also, the study revealed that perceptions of organizational justice partially mediated the relationships between Human Resource Management Practices and employee satisfaction.

Alrawahi et al. (2020) attributed the effect of Human Resource Management Practices on Job Satisfaction. As stated, that Ability means an employee's skills, knowledge, and capabilities to perform their job effectively. Human Resource Management (HRM) practices,

including training and development programs, are important in improving employees' abilities. Employees with prospects for skill-building and continuous learning become more experienced in their roles, increasing their sense of competence and job satisfaction. By aligning employees' abilities with organizational goals and expectations, Human Resource Management (HRM) practices create a sense of ambition and transparency in their roles, further contributing to job satisfaction (Nemteanu et al., 2021; Yandi & Havidz, 2022).

According to Hassan et al. (2023), when employees feel appreciated and recognized for their contributions, it promotes a positive work environment and improves their motivation to excel. Human Resource Management (HRM) practices that encourage a supportive and inclusive workplace culture, i.e., effective communication and employee involvement programs, can promote motivation. This sense of belonging and involvement increases motivation and supports job satisfaction as employees feel more connected to their work and the organization. Thus, Human Resource Management (HRM) practices substantially affect both the ability and motivation components of the AMO Theory, thereby significantly influencing job satisfaction.

Consistent with the current research, the existing literature further witnesses the importance of HRM in job satisfaction. According to Fransisca (2023), human resources are widely acknowledged as the most valuable and intricate component of any organization's operations. In today's fiercely competitive global landscape, the retention of skilled personnel through effective Human Resource Management (HRM) practices is imperative.

Success in the market hinges significantly on having a satisfied, motivated, and proficient workforce. Such attributes empower companies to produce high-quality goods and services while minimizing costs (Alamri, 2020). Job satisfaction, the culmination of various positive and negative experiences associated with one's job, plays a pivotal role in this context.

Employee job satisfaction signifies an individual's satisfaction regarding their organizational role and responsibilities. It serves as a critical indicator of overall employee sentiment and directly influences productivity levels within the organization. High levels of job satisfaction contribute to lower turnover rates, underscoring their importance to organizational success.

Hussien et al. (2021) emphasizes that HRM practices optimize human capital deployment to achieve long-term organizational goals. HRM practices aim to enhance employee motivation, job satisfaction, and overall performance by offering benefits and cultivating conducive work environments. Assefa and Kassa (2023) highlights the relationship between HRM practices, employee job satisfaction, and organizational sustainability in the market. Thus, nurturing employee satisfaction through effective HRM becomes paramount for organizations striving for longevity and success.

Supporting the current research findings, Verma et al. (2021) argued that improving organizational competitiveness intertwines with implementing Total Quality Management (TQM) and Human Resource Management (HRM) practices. Numerous studies have emphasized the positive impact of TQM on competitiveness, highlighting its role in driving continuous improvements to meet customer needs and bolster a company's competitive edge. Organizations leverage TQM and HRM to improve product quality, human resources, services, processes, and environmental standards, fortifying their competitive position.

Recent research emphasizes the multifaceted objectives of HRM practices, including facilitating employee engagement, supporting ongoing organizational enhancements, and systematically reducing inefficiencies while improving service quality through continuous improvement initiatives. The interaction between HRM and TQM practices is critical, with

HRM significantly influencing TQM practices and substantially impacting employee and customer satisfaction (Ahmed & Idris, 2020).

HRM is a distinctive approach to achieving competitive advantage. This involves the organization's adeptness in converting various resources, such as financial capital, machinery, methodologies, and materials, into output, be it products or services. Moreover, competitive advantage is further improved by strategically integrating policies and practices for managing personnel aligned with overarching organizational goals and objectives (Gözükara et al., 2021).

5.3.4 The Mediation Role of Human Resource Management (HRM) Practices on the Relationship between Total Quality Management (TQM) and Job Satisfaction

The fourth objective aimed at evaluating the mediating effect of human resource management practices between the relationship of total quality management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates. The relevant objective was followed by RQ4 of the study “What is the mediating effect of human resource management practices on the relationship between total quality management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates?” further addressed by the H4 “Human Resource Management media the relationship between Total Quality Management and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates”. Considering the Islamic beliefs followed by organizations in the UAE, Toumi and Su (2023) argued that the principles of Islam in human resource management can play a crucial role in addressing challenges encountered by organizations, particularly in areas such as training, leadership, professional development, and the skills and attitudes necessary for a successful career and meaningful contribution to society. By incorporating these principles, institutions can enhance their HR practices and create a more effective workforce.

Research on middle eastern organizations (Al-Alwan et al., 2022; M. K. Hassan et al., 2023; Islam et al., 2021) has shown that applying Islamic values and maintaining strong workplace discipline positively impacts employee performance. When organizations incorporate these ethical and professional values, they contribute to a more motivated and productive workforce, eventually improving overall organizational success.

According to Priya (2023), Human Resource Management (HRM) practices provide a pathway to Total Quality Management (TQM) principles that are implemented and integrated into daily organizational operations. Training and development initiatives, performance assessment systems, and employee involvement are programs inherent to HRM to promote the adoption of Total Quality Management (TQM), improving employees' skills and enabling them to actively contribute to quality improvement efforts.

As a result, it fosters a sense of competence, autonomy, and achievement among employees, leading to higher job satisfaction (Ali, 2020). Also, Human Resource Management (HRM) practices that highlight open communication, recognition, and rewards support the positive impact of Total Quality Management (TQM) on job satisfaction by confirming that employees' contributions are recognized and valued (Atmaja et al., 2023; Boxall & Purcell, 2022). Thus, findings indicated that the presumed mediation of Human Resource Management (HRM) practices on the relationship between Total Quality Management (TQM) and Job Satisfaction remained significant.

The findings were compatible with the study by Ahmed and Idris (2020) investigating the correlation between the five most prevalent Total Quality Management (TQM) practices and job satisfaction among employees in Sudanese oil companies. The results revealed that the elements of Total Quality Management (TQM), encompassing "top management commitment," "employee empowerment," "teamwork," "training and education," and

"employee involvement," caused 75.0% of the variance in employees' job satisfaction. Also, a positive and statistically significant relationship was found between Total Quality Management (TQM) and job satisfaction, established at the 6% significance level. Further, each component of the TQM elements showed a noteworthy positive relationship with employees' job satisfaction.

Likewise, another study by Al-Jedaiah and Albdareen (2020) examined the influence of Total Quality Management (TQM) practices on the performance of employees within higher education institutions (HEIs) in Pakistan. The researchers scrutinized the underlying mechanisms through which TQM practices affect employee performance. The findings showed a positive and significant correlation between TQM implementation and employee performance. Also, the study emphasized the crucial role of job satisfaction and affective commitment as mediating variables in the relationship between TQM practices and employee performance. These mediating elements significantly contributed to the association between TQM and improved employee performance, showcasing their critical role in this dynamic.

On the other side, Human Resource Management (HRM) practices are important in the relationship between Total Quality Management (TQM) and job satisfaction (Abbas & Kumari, 2023; Vuong et al., 2021). Total Quality Management (TQM), underlining continuous improvement and employee involvement, aligns closely with Locke's notion that individuals derive satisfaction from achieving their values within the workplace. Human Resource Management (HRM) practices facilitate the integration of Total Quality Management (TQM) principles by enhancing employees' skills and empowering them to contribute to quality enhancement efforts actively (Hitka et al., 2021). By providing opportunities for employees to align their abilities and contributions with organizational goals, Human Resource Management

(HRM) practices create a sense of achievement, supporting job satisfaction in line with Locke's theory.

Further, Human Resource Management (HRM) practices that prefer recognition and rewards further strengthen the positive impact of Total Quality Management (TQM) on job satisfaction by ensuring that employees' useful contributions are acknowledged and valued. These propositions are aligned with Locke's idea that individuals find satisfaction in seeing their efforts recognized and valued within the organizational context (Cooke et al., 2020). This integration of Human Resource Management (HRM) practices improves the relationship between Total Quality Management (TQM) and job satisfaction, eventually allowing a more fulfilling and motivated workforce by Locke's Value Theory (Babu & Thomas, 2021).

The argumentation by Kirubel (2021) also supports the current results. As argued that Notably, HRM is critical in promoting a quality-based orientation within organizations through recruitment, selection, performance appraisal, and the development of reward systems. Assessing the capacity of the Human Resources Department to institutionalize Total Quality Management (TQM) begins with a thorough understanding of the TQM philosophy, which emphasizes the involvement of both management and the workforce.

In recent decades, TQM and Human Resource Management (HRM) have emerged as significant research areas due to their profound impact on individual and organizational performance. Today, a heightened emphasis on enhancing enterprise competitiveness necessitates a concerted approach encompassing TQM and human resources strategies (Asad et al., 2020).

TQM represents maximizing competitiveness through continuous improvement across various dimensions, including product quality, human resources, services, processes, and the environment. It embodies a relationship between systems and the implementation of quality

practices, closely linked to competitiveness and performance improvement (Ahmed & Idris, 2020).

HRM and TQM are instrumental in creating a culture or a high-performance system within organizations. This culture emphasizes continuous improvement, employee involvement, and a commitment to quality throughout the organization. By aligning HRM practices with TQM principles, organizations can cultivate an environment conducive to excellence and sustained success (Ahakwa et al., 2021).

According to Fransisca (2023), Total Quality Management (TQM) and Human Resource Management (HRM) are two interconnected frameworks that significantly influence job satisfaction among employees within an organization. By integrating TQM principles with HRM practices, companies can foster a work environment conducive to employee well-being, engagement, and overall job satisfaction (Babaei & Aghdassi, 2022; F. I. M. Saleh et al., 2021).

One way TQM influences job satisfaction is by promoting a culture of continuous improvement and employee involvement (Nemteanu et al., 2021). TQM encourages employees to participate in problem-solving, decision-making, and quality improvement initiatives. When employees feel empowered to contribute their ideas and insights, it enhances their autonomy, competence, and fulfillment. This increased involvement fosters a greater sense of job satisfaction as employees see their contributions recognized and valued by the organization (Basalamah & As'ad, 2021).

Similarly, TQM emphasizes the importance of training and development in enhancing employee skills and competencies (Babaei & Aghdassi, 2022). HRM is crucial in facilitating training programs that enable employees to acquire new knowledge, skills, and capabilities to perform their jobs effectively. When employees receive adequate training and support for

professional growth, their job satisfaction is enhanced by increasing their confidence, competence, and job security (Wolor et al., 2022).

HRM practices such as performance management and recognition also contribute to job satisfaction by providing feedback, acknowledging achievements (Lazaros et al., 2021; Rufus et al., 2022), and rewarding excellence. Employees who receive regular feedback on their performance and feel recognized for their contributions are more likely to feel valued and satisfied in their roles. HRM practices related to work-life balance, flexible scheduling, and employee wellness programs also impact job satisfaction. When organizations prioritize their employees' well-being and work-life balance, it creates a positive work environment where employees feel supported in managing their personal and professional responsibilities (Kaur Paposa et al., 2023).

5.4 Conceptual Framework Summary

The conceptual framework in this study serves as the crucial factor, outlining the relationships between Total Quality Management (TQM), Human Resource Management (HRM), and Job Satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates (UAE).

The primary conceptualization is built upon the work of previous researchers who explored similar dynamics in different contexts. Existing literature also examined the role of TQM and HRM in the employees' job satisfaction in Sudanese private sector organizations. Their findings strongly link HR-related quality management approaches and overall job satisfaction.

Notably, the cited studies also emphasize the critical role of HRM in adopting quality management approaches. They emphasized the importance of aligning HRM strategies with organizational goals to enhance employee welfare and motivation.

Drawing on theoretical foundations such as Locke's value theory, specific approaches are identified within TQM that contribute to job satisfaction. These include training, development, teamwork, empowerment, appraisals, employee well-being, and compensations. These elements resonate with employees' values and expectations, thus enhancing their satisfaction and performance.

Further, the conceptual framework incorporates the mediation of HRM in the relationship between TQM and Job Satisfaction. Different studies empirically tested and validated this mediation, emphasizing HRM's pivotal role in implementing TQM strategies to boost job satisfaction and performance.

Theoretical frameworks such as Human Capital Theory and the Ability, Motivation, and Opportunity (AMO) theory support our understanding of how HRM practices can optimize human resources, ensuring their well-being, development, and maximum output. Cited studies highlight the positive impact of TQM and HRM on polishing employees' talent, capabilities, and morale. By motivating and empowering the workforce, HRM strengthens the effects of TQM, promoting a conducive environment for job satisfaction and commitment.

This study contributes to this body of knowledge by focusing on the context of Ras Al-Khaimah Police Officers in the UAE. By examining the interaction between TQM, HRM, and job satisfaction in this unique setting, we aim to provide insights that inform HRM strategies and practices within law enforcement organizations.

5.5 Study Implications

Based on the extensive nature of study including its aims, questions, and hypotheses, this research proposes some primary implications. These implications may involve methodological, practical, and theoretical implications that further signify its role and contribution in the management sciences research and practice.

5.5.1 Methodological Implications

The study employed a comprehensive methodology that combined descriptive and inferential statistics, including structural equation modeling (SEM). This approach holds significant implications for future research and practical applications. By rigorously examining the relationships among Total Quality Management (TQM), Human Resource Management (HRM) practices, and job satisfaction, SEM provided a robust framework. The researcher investigating organizational behavior, particularly in high-stress environments like law enforcement, can benefit from adopting a similar method. Such an approach allows for nuanced exploration of subtle relationships and identifies potential areas for improvement.

Employing structured surveys for data collection not only emphasizes the reliability and standardization of responses obtained from participants but also underscores the meticulousness required in crafting surveys tailored to the nuances of organizational behavior and management practices. This methodological choice not only facilitates the acquisition of robust data but also promotes the comparability of findings across diverse organizational contexts and industries. By adhering to a structured survey approach, the researcher can ensure consistency in data collection methodologies, thereby enhancing the credibility and validity of their study outcomes.

On the other hand, Smart-PLS emerges as a formidable tool for the researcher grappling with complex relationships among multiple variables, particularly in structural equation modelling (SEM). Its unique ability to handle latent variables and non-normal data distributions makes it indispensable for studies seeking to unravel the underlying mechanisms governing organizational phenomena. By leveraging the advanced functionalities of Smart-PLS, the researcher can conduct sophisticated analyses that capture the intricate interplay between theoretical constructs, thus enriching the depth and breadth of their empirical investigations.

Incorporating Smart-PLS into the methodological toolkit not only broadens the analytical horizons of the researcher but also ensures a comprehensive and nuanced exploration of organizational behavior and management practices. By synergistically harnessing the strengths of these software packages, the researcher can unlock valuable insights that pave the way for informed decision-making and transformative organizational interventions.

5.5.2 Practical Implications

The research findings indicated that implementing Total Quality Management (TQM) practices strongly impacts job satisfaction among Ras Al-Khaimah Police Officers. This emphasizes the significance of prioritizing integrating Total Quality Management (TQM) principles within the organizations, particularly the police force. By promoting a quality culture, the organization can enhance overall job satisfaction levels, leading to a more motivated and devoted workforce. The study also underlines the influence of Human Resource Management (HRM) practices on job satisfaction and Total Quality Management's (TQM) effectiveness within the police force. Policymakers should consider supporting training and development programs for HR professionals in the police department. This will ensure they

have the essential skills and knowledge to execute effective HRM strategies aligned with the broader Total Quality Management (TQM) framework.

Also, the research demonstrates that HRM practices mediate the relationship between TQM and job satisfaction. This highlights the need for policymakers and HR professionals to collaboratively create policies and practices that support TQM initiatives. By promoting a supportive HR environment, the positive effects of TQM on job satisfaction can be strengthened, leading to a more engaged and contented police force. Policymakers must stress the significance of a culture of continuous improvement within the police force. This includes promoting feedback mechanisms, providing prospects for skill development, and recognizing and rewarding excellence in performance (Youssef et al., 2018).

Job satisfaction levels will likely improve by promoting an environment where officers feel valued and empowered to contribute to the organization's growth. This research suggests that a satisfied and motivated police force is likelier to show higher professionalism and effectiveness in their duties. This can lead to improved public trust and safety within the community. Policymakers should acknowledge the direct association between the well-being of police officers and the overall safety and security of the population and distribute resources accordingly (Madanat & Khasawneh, 2017).

Similarly, the practical significance of this research can be determined by the fact that it emphasizes TQM as an important phenomenon that organizations should consider. TQM is a crucial approach that aims to improve job satisfaction by focusing on customer satisfaction and continuous improvement. If TQM is effective in improving job satisfaction among police employees, this could have positive impacts on their motivation, engagement, and overall performance, ultimately leading to improved public safety and trust between the community and the police force. Furthermore, the mediating role of HRM is important to examine because

effective human resource management practices are essential for the successful implementation of TQM. HRM practices must be aligned with TQM principles to ensure the effectiveness of TQM initiatives (Para-González et al., 2019).

Therefore, understanding the mediating role of HRM in the relationship between TQM and job satisfaction can help identify specific HRM practices necessary to implement TQM in the police force successfully. The findings of this study will provide valuable insights for police organizations in Ras Al Khaimah and beyond, as TQM is a widely used approach in many industries and sectors. If TQM effectively improves job satisfaction among police employees with the mediating role of HRM, this can serve as a model for other police organizations to follow and adopt (Wickramasinghe, 2012).

5.5.3 Theoretical Implications

The research results align with Locke's Value Theory, which asserts that the perceived value of work-related outcomes affects job satisfaction. In this regard, executing Total Quality Management (TQM) practices improves the quality of work processes and outcomes, leading to expanded job satisfaction among Ras Al-Khaimah Police Officers. The theory highlights the significance of aligning organizational practices with employees' values and expectations to improve their satisfaction and motivation. The research also supports the principles of Human Capital Theory, highlighting the significance of investing in human capital through training, education, and skill development.

The study reveals that effective Human Resource Management (HRM) practices particularly contribute to job satisfaction. This indicates that by investing in the development and well-being of police officers, the organization can improve their skills, knowledge, and overall job satisfaction, finally leading to improved organizational performance. ‘

Further, the research findings align with the Ability, Motivation, and Opportunity (AMO) Theory, which assumes that organizational performance is affected by the interaction of employees' abilities, motivation, and the possibilities the organization provides (Jayashree & Faisal, 2018). The study highlights that the integration of Total Quality Management (TQM) practices provides the prospect for officers to excel in their roles, which, in turn, positively impacts their job satisfaction. Effective Human Resource Management practices improve employees' motivation and capabilities, further affecting job satisfaction (Perdomo-Ortiz et al., 2019). This theory emphasizes the importance of creating an environment that encourages employees' abilities, motivations, and opportunities to succeed. Therefore, these research findings provide empirical support for these theoretical frameworks.

Locke's Value Theory highlights the alignment of organizational practices with employees' values, Human Capital Theory underlines the importance of investing in human capital, and the Ability, Motivation, and Opportunity (AMO) Theory stresses the interplay of abilities, motivations, and opportunities in job satisfaction (Dubey et al., 2020). These theories collectively contribute to a deeper comprehension of how Total Quality Management and Human Resource Management practices impact job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates.

5.6 Conclusion

This research has provided important insights into the dynamics between Total Quality Management (TQM), Human Resource Management (HRM) practices, and job satisfaction among Ras Al-Khaimah Police Officers in the United Arab Emirates. The study's results have confirmed the initial hypotheses, indicating that TQM significantly influences Human

Resource Management (HRM) practices and job satisfaction. Besides, HRM practices were recognized as a pivotal mediator between TQM and job satisfaction.

This highlights the rudimentary role of effective Human Resource Management (HRM) practices in acquiring job satisfaction, especially within requiring professions such as law enforcement. Job satisfaction holds a prominent position in organizational efficacy and employee well-being. It is a basis for a motivated, committed, and engaged workforce. Satisfied employees are more likely to show higher levels of performance productivity and are prone to stay with the organization over the long term.

Also, job satisfaction contributes positively to the general work atmosphere, fostering a culture of trust, collaboration, and a sense of belonging. In high-pressure work environments like law enforcement agencies, such as Ras Al-Khaimah Police, where officers hold significant responsibilities, job satisfaction is important in providing their mental and emotional well-being, directly affecting their effectiveness in maintaining law and order. The link between Total Quality Management (TQM) and Human Resource Management (HRM) practices holds critical significance in promoting employee satisfaction and organizational success. TQM provides the overarching framework for continuous quality advancement, while HRM practices act as the functional engine, aligning human capital with organizational objectives. Effective HRM practices guarantee officers are equipped with the skills and knowledge to fulfil their roles effectively.

Furthermore, HRM practices mediate, promoting translating TQM principles into concrete actions directly affecting job satisfaction. This study highlights the mutually beneficial relationship between Total Quality Management (TQM) and HRM, underscoring their combined significance in shaping a conducive work environment.

Comprehending the mediating role of Human Resource Management (HRM) practices in the Total Quality Management (TQM)-job satisfaction relationship provides valuable implications for law enforcement agencies and organizations. Recognizing the pivotal role of Total Quality Management (TQM) and HRM practices permits organizational leaders to implement targeted initiatives to promote a more satisfying work environment for police officers. By prioritizing training, employee development, and empowerment, agencies can develop a workforce that is better prepared to manage their responsibilities and more content and motivated. This holistic strategy, leveraging both TQM and Human Resource Management (HRM) practices, can lead to higher levels of job satisfaction, finally contributing to a more effective and successful law enforcement agency in Ras Al-Khaimah, UAE.

The study's findings, when analyzed in light of the Academic Quality Learning Index (AQLI) and the National Academic Quality Learning Index (NAQLI), demonstrate clear consistency with the trends derived from these two indices. The results indicate positive effects of the studied variables in enhancing quality outcomes, which aligns with the AQLI standards that emphasize the importance of an efficient educational and organizational environment in raising performance and learning levels. The study's findings also support the trends highlighted by NAQLI regarding the quality of educational practices, as the index assesses elements such as the effectiveness of educational planning, student readiness, and the competence of the academic staff, all of which are directly related to the variables measured in this study.

Comparing the results with national outcomes, it is evident that the pattern of influence revealed by the analysis is consistent with NAQLI's priorities in enhancing the quality of education through practices that focus on developing human capital and improving the learning environment. The data also show that the current levels of application of the studied factors

contribute to supporting quality indicators according to the global framework adopted by AQLI, thus enhancing the external validity of the study's results. This integration provides a more comprehensive and accurate interpretation, linking the findings to both the local and international contexts of educational quality, thereby increasing their practical value.

5.7 Study Limitations and Recommendations

Despite this research has addressed a novel topic and investigated by using extensive approaches, it has some basic limitations that can be addressed by the future researchers. First, the first limitation of this research stems from its emphasis on Ras Al-Khaimah Police Officers in the United Arab Emirates. While this precise context provides useful insights, it may restrict the generalizability of the results to other regions or law enforcement agencies with diverse organizational structures, cultures, or socio-political environments.

Future researchers can diversify their sampling method by including respondents from various regions, cultural backgrounds, and organizational settings to address this. This would lead to a more exhaustive comprehension of how Total Quality Management and Human Resource Management practices affect job satisfaction across distinct contexts.

The second probable limitation arises from the dependence on self-reported data, which can introduce social desirability bias, indicating participants may answer in a manner they believe is socially acceptable or favorable, potentially skewing the results. To nullify this bias, future researchers should consider utilizing a mixed-methods approach. Researchers can gain more in-depth insights into participants' experiences and perspectives by incorporating quantitative surveys with qualitative methods like interviews or observations.

This approach would provide a more well-rounded and objective examination of the variables under investigation. The third limitation involves using a case study design, capturing

data at a single point in time, and introducing a limitation in specifying causal relationships among variables. This design may need to grasp the dynamic relationships between Total Quality Management, Human Resource Management practices, and job satisfaction over time. To overcome this limitation, future researchers could employ longitudinal studies. By tracking changes and interactions between these variables over time, researchers can better assess causal links and gain a more subtle understanding of the underlying dynamics.

Finally, the fourth limitation involves reliance on a single method (survey) for data gathering, which may introduce probable common method variance. This occurs when the survey instrument affects respondents' perceptions of variables rather than the true relationships between the constructs. To handle this, future researchers should try to control for possible confounding variables. This may involve including more control variables in the analysis or employing progressive statistical approaches to account for potential sources of bias. By addressing this limitation, researchers can improve the reliability and validity of their results.

5.8 Chapter summary

This chapter presents the study's findings, focusing on the relationships between Total Quality Management (TQM), Human Resource Management (HRM) practices, and job satisfaction among Ras Al-Khaimah Police Officers. The study demonstrated that both TQM and HRM have a significant impact on job satisfaction, with HRM practices playing a crucial mediating role in translating TQM principles into improved employee satisfaction. The chapter connected these results to established theories such as Locke's Value Theory, Human Capital Theory, and the AMO Theory, providing a strong theoretical foundation for understanding how organizational practices influence job satisfaction.

Also, the chapter summarized important methodological, practical, and theoretical implications of the research. It emphasized the value of advanced statistical techniques for studying organizational behavior, highlighted the practical benefits of integrating TQM and HRM in law enforcement, and acknowledged the study's limitations while offering recommendations for future research. Thus, this chapter provided a comprehensive interpretation of the results, setting the stage for applying these insights to improve workforce satisfaction and organizational effectiveness.

