An Investigation of Ras Al-Khaimah Police Officers' Job Satisfaction, Total Quality Management, and HR Management Practices

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Abstract
The goal of this study is to evaluate the degree to which Human Resource Management (HRM) practises mediate the relationship between the level of job satisfaction experienced by Ras Al Khaimah Police personnel and Total Quality Management (TQM). TQM is an all-encompassing approach that strives to promote quality across all levels of an organisation, while job happiness is a vital factor in employee motivation and performance. This study's objective is to evaluate, within the context of the Ras Al Khaimah Police Department, how TQM and job satisfaction are moderated by HRM practises and procedures. In this study, a quantitative research methodology is used, and the collection of data is carried out via the use of questionnaires that are sent to members of the Ras Al Khaimah Police. The poll investigates employees' levels of contentment with their jobs, as well as TQM practises and HRM protocols. Investigation of the relationships that exist between the variables is carried out with the use of statistical analysis techniques such as correlation analysis and mediation analysis. It is predicted that the findings of this study will give major contributions to the knowledge of how HRM practises mediate the link between TQM and job satisfaction among workers working for the Ras Al Khaimah Police Department. It is envisaged that the positive benefits of Total Quality Management on employee satisfaction would be augmented by the positive effects of effective HRM practises. This study contributes to the current body of knowledge by examining the unique environment of police officers and highlighting the relevance of HRM practises in increasing job satisfaction within the context of a TQM framework.
Keywords: Total Quality Management, Human Resource Management, Job Satisfaction

Introduction

Institutions and companies strive to gain a competitive advantage in the labor market and satisfy customers. The human element is crucial for achieving organizational goals and success. Total Quality Management (TQM) is a comprehensive approach that aims to improve quality at all levels. TQM involves the participation of management, workforce, suppliers, and customers to meet or exceed customer expectations. Human Resource Management (HRM) is an integral part of TQM, focusing on employee involvement and continuous improvement. Organizations recognize the importance of effective management practices in the evolving HRM environment influenced by globalization. TQM and HRM are both essential for achieving success and sustaining a competitive advantage. TQM principles have been implemented successfully by many organizations, contributing to their competitive edge. HRM plays a crucial role in enhancing performance, developing employee talents, and fostering cooperation for organizational development. Effective HRM practices should be integrated with the overall organizational strategy to optimize the use of people and improve performance. In today's demanding markets, organizations must prioritize their human resources and involve employees at all levels to maintain a competitive edge.

Literature Review and Conceptual Framework

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

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

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

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

This research is based on the empirical analysis conducted by Ahmed & Idris, (2020), as they examined the role of Total Quality Management and HRM on the job satisfaction of the employees in Sudanese private sector organizations. They investigated the associations between HR-related quality management (QM) approaches and further their impacts on overall job satisfaction among the employees. As noted by (Sal & Raja, 2016), adopting the mutually agreed set of quality management approaches is one of the primary responsibilities of HRM, as they aim to attain the organizational goals by focusing on the welfare and motivation of the workforce individuals.

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

Furthermore, the proposed mediation of HRM on the relationships between TQM and Job Satisfaction is empirically tested and approved by many studies. These studies especially emphasize the consideration by HRM managers to adopt TQM-based strategies to accelerate job satisfaction and eventually better job performance (Tanveer, 2021; (Loan, 2020) (Cai, 2019). Theoretically, the relevant role of HRM in TQM and Job Satisfaction can be traced to the conceptualization of Human Capital Theory in which, the core HRM values significantly focus on the approaches that may not only enhance the work capabilities of human force but also ensure their well-being and development (Kumar, 2018). This theoretical phenomenon is also applicable in this research as the mediation of HRM is considered as ensuring and accelerating job satisfaction among the employees of Ras Al Khaimah police department. Below in Figure 1, is the proposed conceptual framework for the study:
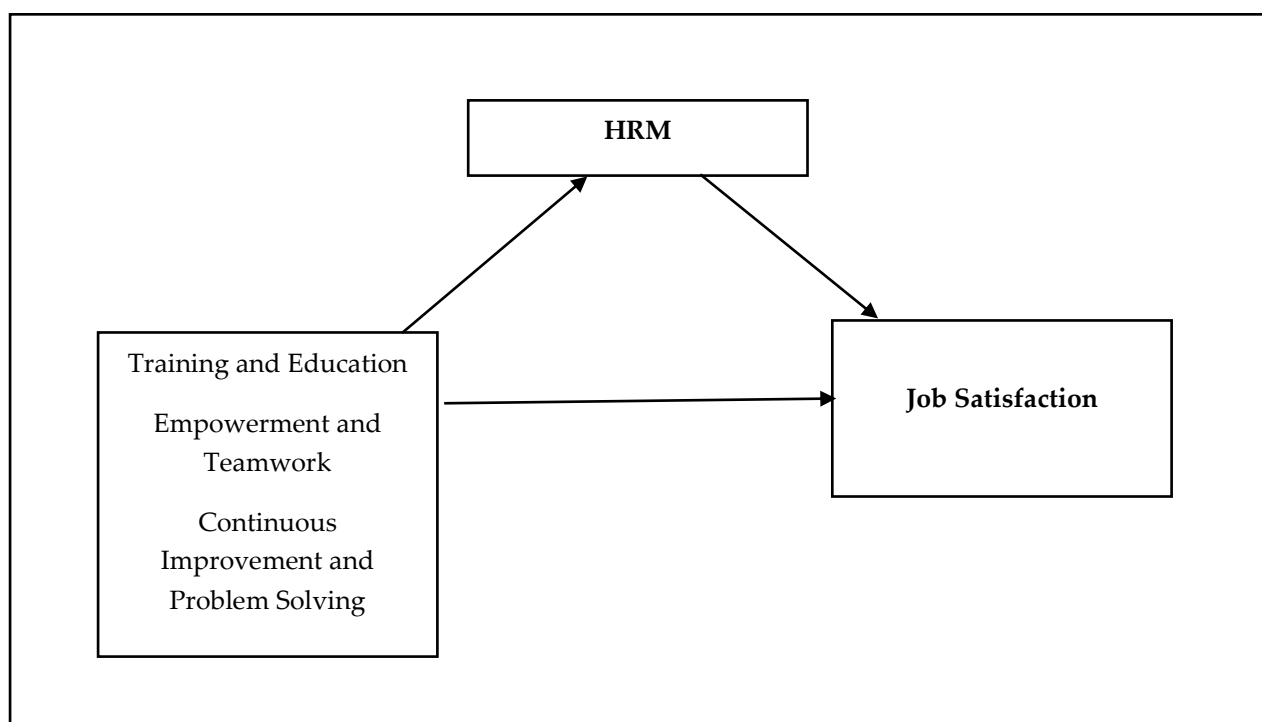
Figure 1: Conceptual Framework of Current Research
Finally, the role of TQM and HRM in polishing the employees' talent, capabilities, and morale is also witnessed empirically by the existing literature (Juma et al., 2022; Boon Ooi et al. 2019; Huang, 2019). Notably, the existing literature considers the role of HRM in strengthening the effects of TQM in realms of job satisfaction as motivating and empowering the workforce to perform their best (Boon Ooi et al. 2019). Theoretically, this argument can be referred to as the Ability, Motivation, and Opportunity (AMO) theory where the strong relationship between HRM practices ensures maximum output from the employees. As noted by Cherif, (2020), employees' performance can be enhanced by certain tactics including compensations, rewards, and remunerations, that may increase their satisfaction and commitment (Banfield et al. 2018).

Methodology

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

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

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

Measurement
TQM constructs will include dimensions such as leadership commitment, employee involvement, continuous improvement, and customer focus. HRM practices constructs will include dimensions such as training and development, performance appraisal, compensation and rewards, and employee involvement. Job satisfaction constructs will include dimensions such as satisfaction with work, pay, incentives, promotion opportunities, and work-life balance. Likert scale will be used to measure participants' responses, ranging from strongly disagree to strongly agree.

Data Analysis
Statistical analysis techniques will be employed to examine the relationships between TQM, HRM practices, and job satisfaction. Descriptive statistics will be used to summarize the

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

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

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

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

Ethical Considerations

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

Respondents' Demographics

The sample of this study involved 361 respondents, however due to errors found during the data screening and coding process, 9 questionnaires were removed. In this regard, the respondents' demographics were calculated based on 352 finalized questionnaires. Table 1 idnicates the frequencies of respondents' demographics. First, the gender of the respondents revealed that most of them were males (69.6%) and 30.4% were males (M= 1.62, SD= 2.38). The calculation of respondents' age indicated that 65.65 were 21 to 3o years of age, 18.2% were 31 to 40 years of age, and 16.0% were 41 years old or above (M= 1.94, SD= 0.567). Concerning the qualification level of the study respondents, it was found that 67.6% respondents had Masters, 19.0% had Bachelors, and 13.4% had Doctorate level qualification. (M= 1.04, SD= 0.284). Furthermore, it was found that a majority of the respondents (97.7%) were Muslims, 2.0% were aesthesis/having no religion, and 0.3% were non-Muslim. (M= 1.32, SD= 0.537). Regarding the race of the study respondents, 69.9% of them were Arabs (Middle Eastern/Gulf), 28.4% were South Asian and Southeast Asians, 0.9% were White, while the same percentage of individuals (0.9%) marked others (M= 1.83, SD= 1.41). Finally, 69.3% were having Emirati (UAE) nationality, 10.2% were having GCC nationality, 9.9% were having "other" nationalities, and 2.8% of respondents were foreigners (M= 1.30, SD= 0.460).

Table 1:
Respondents Demographics

Variables	Constructs	N	%	Mean	SD
Gender	Male	245	69.6	1.62	2.38
	Female	107	30.4		
	21-30 years	231	65.6		
Age	31-40 years	64	18.2	1.94	0.567
	41 or above	57	16.0		
	Bachelor	67	19.0		
Qualification	Masters	238	67.6	1.04	0.284
	Doctorate	47	13.4		
	Muslim	344	97.7		
Religion	Non-Muslim	1	0.3	1.32	0.537
	No Religion	7	2.0		
Race	Arab (Middle Eastern/Gulf)	246	69.9		
	Asian (South-Southeast)	100	28.4	1.83	1.41
	White	3	.9		
	Other	3	.9		
	UAE	244	69.3		
Nationality	Arabian	27	7.7		
	Foreigner	10	2.8	1.30	0.460
	GCC	36	10.2		
	Other	35	9.9		

Assessing the Measurement Model (Inner Model)
The current study's measurement model assessment employed a two-step PLS-SEM procedure suggested by (Sullivan & Ford, 2019). Before conducting the first stage of the measurement model assessment, the research considered the selection between two types of factor analysis: confirmatory factor analysis (CFA) and exploratory factor analysis (EFA). EFA aims to determine the factors needed to represent the research's data most accurately (C.-L. Chin & Yao, 2014). On the other hand, CFA assesses how the measurement items capture the underlying latent variable. The CFA was employed due to its ability to provide a confirmatory evaluation of the measurement theory (Carlson, 2010). This study did not apply EFA as the existing factors had already been determined based on statistical results rather than theoretical assumptions (C.-L. Chin & Yao, 2014). After determining the type of factor analysis, two indicators were considered: the reflective and the formative indicators. In this study, all the variables under investigation were drawn from previous research, and existing literature has mostly used reflective indicators. Thus, the evaluation of reflective measurement models is used, following the approach suggested by (Carlson, 2010). The initial step in the PLS-SEM analysis entails scrutinizing the reflective measurement model. According to (Ahmad et al., 2021), three key assessment criteria are essential for evaluating the reflective measurement model: internal consistency reliability (construct reliability), convergent validity, and discriminant validity. Therefore, the first stage of testing the reflective measurement model was conducted using the Smart-PLS 4.0 software, using the PLS Algorithm feature.

Convergent Validity Assessment

According to (Cheung & Wang, 2017), convergent validity is a rudimentary statistical concept that determines the extent to which different measures assess the internal consistency among them, indicating the consistency among different measures or indicators of a specific construct. The background principle of convergent validity posits that analyzing the convergent validity should demonstrate a significant correlation in quantitative research. Hence, researchers generally employ two approaches to appraise convergent validity. The first approach analyzes the correlation between scores acquired from two assessment instruments to measure the same construct. The second method for estimating convergent validity involves the application of the multitrait-multimethod matrix (MTMM) approach, which consists of examining the correlations among multiple constructs and calculating methods or tools (Carlson, 2010). Thus, the evaluation of convergent validity involved the execution of Confirmatory Factor Analysis, along with the computation of Average Variance Extracted (AVE) values. Besides, the Composite Reliability of the measurement model was also examined. Table 2 shows that most loading values exceed the cutoff value of 0.5, and the Average Variance Extracted Values (AVE) exceed the cutoff value of 0.5 (Total Quality Management 0.643, Human Resource Management 0.745, Job Satisfaction 0.577).

Similarly, calculating the construct reliability showed that the Cronbach Alpha value surpassed the established cutoff value of 0.7 (Total Quality Management 0.833, Human Resource Management 0.760, Job Satisfaction 0.725). Besides, the Composite Reliability values also surpassed the cutoff value of 0.7 (Total Quality Management 0.871, Human Resource Management 0.854, Job Satisfaction 0.800), indicating the establishment of construct reliability in the current study. Table 1 presents the results of convergent validity assessment.

Table 2:
Convergent Validity Assessment

Variables	Items	Loads (>0.05)	AVE (>0.05)	CA (>0.07)	CR (>0.07)
	TQM1	0.724			
	TQM2	-0.015			
	TQM3	0.537			
	TQM4	0.736			
	TQM5	0.519			
	TQM6	0.639			
	TQM7	0.014			
	TQM8	0.627			
	TQM9	0.590	0.643	0.833	0.871
Total Quality Management	TQM10	0.724			
	TQM11	0.509			
	TQM12	0.461			
	TQM13	0.549			
	TQM14	0.434			
	TQM15	0.376			
	TQM16	0.627			
	TQM17	0.411			
	HRM1	0.739			
Human Resource Management	HRM2	0.714			
	HRM3	0.750	0.745	0.760	0.854
	HRM4	-0.109			
	HRM5	0.136			
	JSN1	0.598			
	JSN2	0.801			
Job Satisfaction	JSN3	0.830	0.577	0.725	0.800
	JSN4	0.022			
	JSN5	0.131			
	JSN6	0.216			

Goodness of Fit

Due to certain items in the Factor Loads falling below 0.5, it was presumed that they could affect the structural model assessment. Consequently, the goodness of fit was evaluated after removing items below 0.5, ensuring that the data used for the model analysis was suitable (Chwialkowski et al., 2018). Results showed the Standardized Root Mean Square value 0.178 that was less than the cut-off value <0.80. Further, the Chi-square value remained 1.042 which was also remained below the cut-off value 3.00. The Tucker and Lewis (TLI) value was 0.904 (>0.90) and Not Fit Inde (NFI) value was 0.899 which remained between 0-1. Overall, removing the values having lower factor loads remained supportive, showing good fit for the current model. Table 1 represents the results of the goodness of fit. Figure 2 illustrates the final measurement model after removing the loading values having lower scores. The relevant model was further used to test the structural model in the current research study.

Table 3:
 Goodness of Fit Results

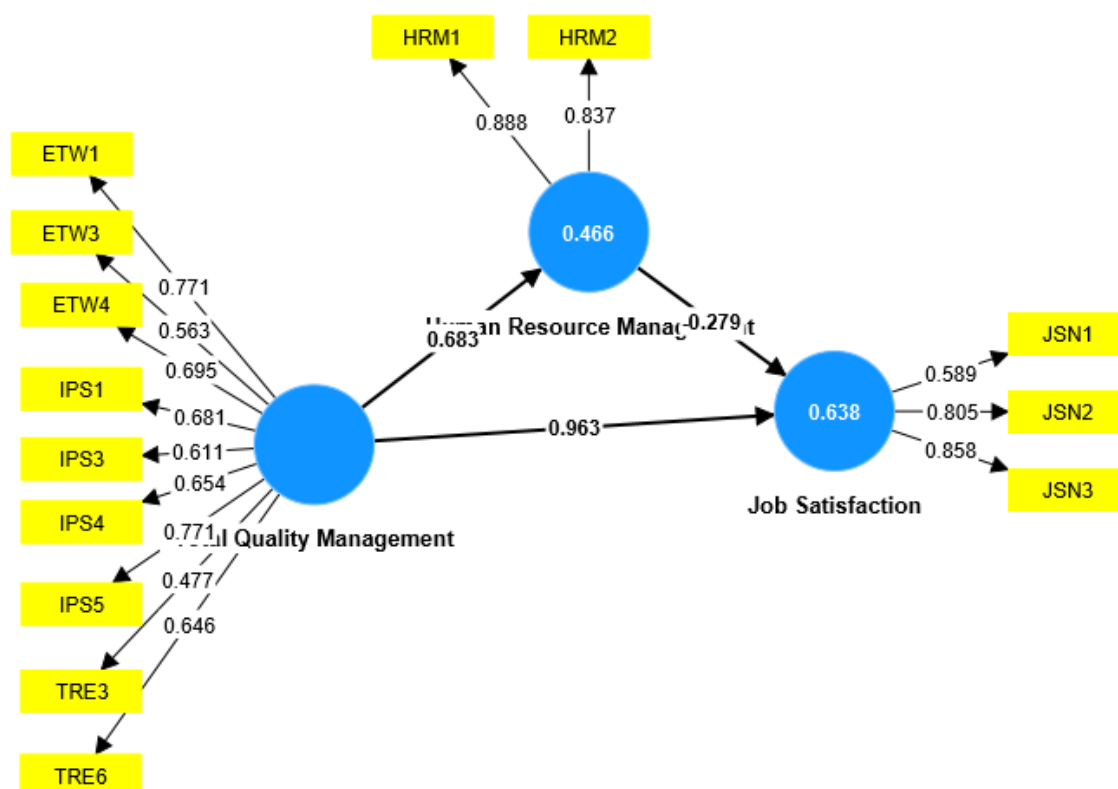|	Obtained Values	Cutoff Value
SRMR	0.178	<0.80
Chi-square	12.042	12.041
TLI	0.904	>0.90
NFI	0.887	b/w 0-1

Figure 2: Final Measurement Model of Current Study

Discriminant Validity
In this study, discriminant validity was a crucial consideration, aiming to confirm whether each indicator's loadings are highest for their respective constructs and lower for other constructs, further mitigating concerns regarding the multicollinearity (Ringle & Sarstedt, 2016). Three established techniques were employed to evaluate discriminant validity within the research model: cross-loading, Fornell-Lacker criterion, and Heterotrait-Monotrait (HTMT) criterion. The discriminant validity encompassed applying both the Fornell-Lacker criterion (Shiu et al., 2011) and the Heterotrait-Monotrait (HTMT) criterion (Rasoolimanesh, 2022) assuring the confidence interval value remains below 1 (Cheung & Wang, 2017). Notably, the Fornell-Lacker criterion (1981) assesses the extent of shared variance among the model's latent variables. It asserts that a construct should show more shared variance with its linked indicators than other constructs in the model (Ringle & Sarstedt, 2016). This implies that each construct's square root of AVE should be primarily allocated to its respective indicator rather than other constructs. As shown in Table 4.7, the square root of AVE for all constructs

substantially surpasses the correlation with other constructs. After that, the HTMT criterion was also utilized, with all values falling below the threshold value of HTMT 0.85 (Becker et al., 2013). The more conservative HTMT.90 criterion (Voorhees, 2016) recommended is not utilized due to its stringent nature (Cheung & Wang, 2017). Also, the HTMT inference confidence interval values, acquired through the bootstrapping technique with 5000 subsamples, ensure that none equate to 1 for any of the construct's (Mello & Collins, 2001). As illustrated in Table 3, all the values meet the HTMT criterion, with a confidence interval well below 0.85. Based on the assessments conducted using both the Fornell-Lacker and HTMT criteria, it can be deduced that this study has demonstrated discriminant validity.

Table 3:
 Fornel-Larker Criterion

	Human Resource Management	Job Satisfaction	Total Quality Management
Human Resource Management	0.463		
Job Satisfaction	0.378	0.359	
Total Quality Management	0.483	0.372	0.458

Table 4:
Heterotrait-Monotrait Ratio Scale

	Human Resource Management	Job Satisfaction	Total Quality Management
Human Resource Management	0.503		
Job Satisfaction	0.668	0.608	
Total Quality Management	0.571	0.898	1.029

Descriptive Statistics

Descriptive statistics serve as summary metrics for a given dataset, providing insights into central tendency and variability. Measures of central tendency are based on mean, median, and mode. Variability measures involve standard deviation, variance, minimum and maximum values, kurtosis, and skewness (Mishra et al., 2019a). In this study, the researcher focused on calculating mean and standard deviation values as central tendency and variability indicators for all study variables. Besides, the Pearson correlation between the constructs was evaluated to examine the potential presence of multicollinearity. The correlation between variables is believed to show a predictive direction and is statistically significant at $p < 0.01$, with a threshold value below 0.85 (Marshall & Jonker, 2010). Assessing multicollinearity is important as it can affect the results of the path model and the predictive relevance in PLS-SEM (Mishra et al., 2019b). The mean, standard deviation, and correlation values for all study variables can be scrutinized using SPSS software. Table 4 shows the study's Pearson correlation values, mean, and standard deviation. The mean score for organization pays focus to provide us training and educational programs is 4.31 and training and education positively affect our productivity is 3.71, indicating that most the respondents strongly agreed with the relevant statements. Further, the items related to mediator, the mean value for organization motivates to think with creativity was 3.86, feel confident to share our skills and expertise while working in teams was 3.69, and organization encourages teamwork for the problem-

solving matters was 4.36, showing strong agreement of the study respondents. Finally, the mean value for positive relationships with the top order individuals improve my job commitment was 3.67, higher priority to employee wellbeing improves job performance was 3.69, and organization encourages teamwork for the problem-solving matters was 4.36, showing agreement towards the relevant constructs in the study. Further, testing the multicollinearity by calculating the Variance Inflation Factor (VIF) values indicated all the relevant values as below the cut-off value 3.0, showing no multicollinearity between the constructs.

Table 5:
 Mean, VIF, Standard Deviation, and Correlation between Constructs

	VIF	M	SD	TRE3	TRE6	ETW1	ETW3	ETW4	HRM1	HRM2	HRM3
TRE3	1.46	4.3	0.7								
	3	1	92								
TRE6	1.65	3.7	1.0	.111							
	4	1	07								
ETW1	2.61	3.8	0.9	.255	.556						
	7	6	39								
ETW3	1.59	3.6	1.0	.160	.200	.353					
		9	81								
ETW4	1.83	4.3	0.8	.539	.388	.395	.247				
	3	6	95								
HRM1	1.34	3.6	1.0	.184	.568	.527	.493	.242			
	8	7	13								
HRM2	1.35	3.6	1.0	.160	.200	.353	1.000	.247	.493		
	2	9	81								
HRM3	1.08	4.3	0.8	.539	.388	.395	.247	1.000	.242	.247	
	7	6	95								

Assessing the Structural Model (Outer Model)
To assess the structural model, researchers usually use specialized tools like Smart-PLS software or conduct PLS-SEM analysis to investigate the relationships between independent variables (IVs) and the dependent variable (DV) of a study (Beker., 2013). In PLS-based analysis, it is believed that the data pursues a normal distribution when the sample size surpasses 30 according to the Central Limit Theorem. Nevertheless, this assumption can lead to underestimation or overestimation of t-values, causing Type 1 errors (Bagozzi & Yi, 2012). To counteract this, applying a bootstrapping procedure is important in decreasing standard errors. It is suggested to select a considerable subsample, such as 5000 samples as suggested (Barrett, 2007). Besides analyzing the significance of path coefficients in evaluating the structural model within PLS-SEM, this study also incorporated other key metrics like the coefficient of determination (R^2), the root means square residual (SRMR), the effect size (f^2), and predictive relevance (Q^2). This study proposed four hypotheses to examine the effect of independent variables (IVs) on the dependent variable (DV). Among these, 3 hypotheses pertain to the direct effect of independent variables (Total Quality Management and Human Resource Management) and the dependent variable (Job Satisfaction). Besides, fourth

hypothesis proposed mediating effect of mediator (Human Resource Management) on the dependent variable (job satisfaction).

In the path coefficients analysis, three significance levels are considered: 1 per cent ($\alpha = 0.01$), 5 per cent ($\alpha = 0.05$), and 10 per cent ($\alpha = 0.10$). For $\alpha = 0.01$, critical values of 1.645 and 1.28 are used for two-tailed and one-tailed tests, respectively (Ringle & Sarstedt, 2016). Further, for $\alpha = 0.05$, critical values of 1.96 and 1.645 are used for two-tailed and one-tailed tests, respectively (Hair et al., 2017a). For $\alpha = 0.10$, critical values of 2.58 and 2.33 are applied for two-tailed and one-tailed tests, respectively. Similarly, (Magno et al., 2022) vigorously supported conducting initial analyses using PLS path modelling to evaluate hypothesized path models for direct effects, pursued by subsequent analyses including mediation effects.

Results and Discussion

The findings of the correlation study demonstrate that Total Quality Management (TQM) and work satisfaction among police officers in Ras Alkhaimah are positively associated with one another. This study lends credence to the theory that a robust concentration on TQM concepts, such as leadership commitment, staff participation, and continuous improvement, might contribute to increased levels of work satisfaction.

Morover, The results of the regression analysis indicate that behaviours pertaining to HRM play a key part in the function of mediator between TQM and work satisfaction. This study lends credence to the hypothesis that successful practises of human resource management (HRM), including as training and development, performance assessment, remuneration, and employee participation, augment the beneficial effects of TQM on work satisfaction. Increased job satisfaction may result from an organization's use of these HRM practises since it allows for the creation of a supportive work environment, the provision of chances for advancement, and the recognition of the contributions made by workers.

These findings emphasise how important it is for the Ras Alkhaimah police force to incorporate TQM concepts and good HRM practises into its operations. To increase the level of work satisfaction experienced by police personnel, decision-makers and administrators in the police department should give top priority to the adoption of TQM tactics and guarantee the availability of complete HRM practises. It is important for training and development programmes to be tailored to help officers improve their skills and capabilities. The mechanisms that are used to evaluate employees' performances have to be objective, open to scrutiny, and provide useful feedback in order to foster ongoing development. In order to acknowledge and encourage the hard work put in by officers, appropriate remuneration and incentive structures have to be put in place. In order to encourage engagement, collaboration, and a feeling of ownership among police officers, there should be an emphasis placed on encouraging employee participation.

Conclusion

A topic of vital significance is the function that practises of human resource management (HRM) play in mediating the connection between total quality management (TQM) and work satisfaction among Ras Alkhaimah police personnel. Following an analysis of a number of different research papers and pieces of published literature, one may reach the conclusion that practises pertaining to HRM play a big part in the enhancement of the beneficial influence that TQM has on work satisfaction. According to the results, just implementing TQM procedures may not be enough to lead to adequate gains in work satisfaction among police personnel. Instead, the implementation of successful human resource management

practises, such as employee training and development, performance appraisal systems, and rewards and recognition programmes, act as mediating factors to strengthen the relationship between total quality management and job satisfaction. Through the implementation of stringent HRM standards, police organisations in Ras Alkhaimah are able to cultivate a supportive working environment, increase employee engagement and empowerment, and promote ongoing learning and development. This, in turn, may lead to improved levels of work satisfaction among police officers, which can lead to a variety of good outcomes, including increased levels of motivation, productivity, and organisational commitment. However, it is essential to keep in mind that the function that HRM practises play as a mediator might shift based on contextual variables such as the leadership style of the business, the culture of the organisation, and the socioeconomic environment as a whole. Therefore, future research should aim to investigate these contextual factors further in order to gain a deeper understanding of how HRM practises can effectively mediate the relationship between TQM and job satisfaction specifically within the Ras Alkhaimah police force. Specifically, this understanding will be useful in determining how to improve TQM and job satisfaction.

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

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