

# **The Effect of TQM and Leadership on Organizational Performance of Dubai Police: The Mediating Role of Organizational Culture**

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## **Abstract**

The organization needs to evaluate the organizational performance on regular basis. Therefore, the main objective of the present study is to assess the relationship between Total Quality Management (TQM), leadership, organizational culture and organizational performance. Additionally, the mediating role of organizational culture is examined in this study. This study is quantitative in nature. Therefore, this research employs a cross-sectional design. The respondents of this study consist of Police employees working in Dubai. Furthermore, simple random sampling is adopted in the present study. 64.72% of the questionnaire distribution is received back from the respondents and used for analysis. This data is assessed through Smart PLS 3.3.2. The findings of the study reveal that all of the proposed hypotheses of the study are supported and the mediating role of organizational culture is also confirmed. Organizational culture has a significant positive effect on organizational performance. Moreover, the findings of this study are helpful for policymakers and academicians as the result implies that the adoption of TQM may improve performance and create a competitive advantage, thereby enhancing its contribution to economic development.

## **Keywords:**

Organizational Culture, Organizational Performance, Leadership, TQM, Dubai Police

## **INTRODUCTION**

Over the last decade, the business environment has changed a lot. Particularly because of globalization and then because of Covid-19, the competition among the organizations of the service sector and manufacturing sector has changed a lot. Because of these new challenges, the organizations dealing in the manufacturing and service sector should also change their strategies to remain in the market. One of the best ways for any organization to be competitive is to adopt new systems, cultures and operations that have a focus on the customers in delivering service quality. This system can play an important role to satisfy the customers' needs. Therefore, organizations should have the ability to provide excellent quality to all of the stakeholders especially the customers to survive in the competitive environment. More importantly, the performance of the organization is enhanced if the quality of the organizational products or services is excellent. Besides, it increases the satisfaction of the customers. Thus, the ability of the organization to provide excellent quality is very important to compete at the global level and survive in this competitive market. The base of Total Quality Management, also known as TQM, is to develop the attitude and culture of the organization which show commitment to satisfy and match the customer demands in delivering the services (Green et. al., 2019).

Since the 20th century, several researchers have discussed the topic of leadership. Scholars have pointed out that organizations need to have leaders who can have the ability to attract and lead other employees (Lord et. al., 2017). The person who leads and takes charge of the organizational operations is called the leader. Should an organization be unable to find someone who could play a leadership role, it could bring a big problem for the organization. An effective leader plays an important role in the survival of the organization in the current competitive environment, where effective leadership is one of the important components in an organization. A good leader can set realistic objectives and goals. Keeping in mind those goals, organizational leaders are able to make effective strategies. Additionally, a good leader can motivate and influence the employees by having a positive effect on the culture of the organization. Leaders have to play a very important role in the police department as well because they control the law and order situation in the state, city or country (Hao & Yazdanifard, 2015).

In simple words, the performance of the organization is the realization of the organization for the objectives that must be achieved. If the organizations have good objectives, the progress of those organizations is also good. In addition, measurable objectives are key for the commitment and engagement of the organization. There are several ways to examine the performance of the organization. Among possible ways are organizational learning, the profitability of the organization and financial benefits. It is the responsibility of the organizational leaders to achieve the organizational goals. It is because these leaders make strategies and action plans that are required to achieve the organizational goals. Moreover, it is also the responsibility of the leaders to implement the strategies that are derived to achieve the organizational goals (Tedla, 2016).

One of the important aspects to enhance the performance of the organization is by improving the organizational culture. Culture is based on fundamental assumptions, beliefs and values that are shared by the organizational members regarding appropriate behavior. Scholars have also pointed out that the deep structure of the culture of the organization is important to affect the values of the organization (Marampa, et. al., 2021).

Some studies have examined the effect of culture and TQM to improve the performance of the organization. Leadership practices also play an important role to affect the culture as well as organizational performance. All of these components are keys to better performance in the Police Department, as well. Hence, the objective of this study is to explore TQM and Leadership as the independent variables, while organizational culture acts as a mediator in TQM-performance as well as leadership-performance relationship in the context of Dubai Police Department.

## **LITERATURE REVIEW**

### **Organizational performance**

The organizational performance is the reality of the subjective perception that explain the multitude regarding reflection that is critical in the instrument measurement and concept. In past studies, financial measures were used to assess organizational performance. Additionally, scholars have mentioned that these financial measures have included returns on sales, return on equity and returns on assets (Conțu, 2020). The formation of the organization is in the form of a social unit. It is made up of a set of people who work together to achieve the common goal of the organization. There are many examples of the organizations like federal government agencies, provincial agencies, local agencies, start-ups, volunteer organizations, military units, police departments, retail stores, service firms, manufacturing firms, churches, hospitals and schools are common examples of organizations. The organization needs to understand the concepts and theories that are related to the organization to improve the organizational performance (Koohang et. al., 2017)

## **Organizational culture**

Scholars have defined organizational culture as the system of beliefs, values and patterns regarding the behavior in which organizational members are derived subconsciously to make any decision and choice (Ortega-Parra & Sastre-Castillo, 2013). Organizational culture indicates the norms of the employees of the organization from the perspective of the organization in the form of the working environment that affects the behaviour of the members and changes their strategies to achieve the goals and objectives of the organization. Therefore, the culture of the organization is the way whereby members of the organization interact and communicate with other stakeholders and with other employees of the organization (Pathirana, 2019).

Additionally, the culture of the organization works as the glue which plays a critical role to combine both human and nonhuman resources of the organization. It also plays the important role in developing teams to improve the performance of the organization. On the other hand, the culture of the organization plays an important role to differentiate the organizations from one another. The contribution of the organization is favorable in terms of corporate management and governance (Pathirana et. al., 2020).

## **Total quality management (TQM)**

TQM has been defined in several different ways. This concept has multiple dimensions with the logic to develop total quality control. Quality is defined by the researcher's requirements that are conformed. It is also defined as fitness to use. Management of the quality is the combined effort to sustain as well as to attain the high-quality service that is based on the maintenance regarding regular improvement of error prevention and process at all organizational levels as well as functions (Uluskan et. al., 2017). Quality management aims to meet the expectations as well as needs of the customers. Total quality management is the result of regular effort to satisfy the customers' expectations and needs, achieving the quality to meet these needs at a very low cost and through the participation of all employees (Pambreni et. al., 2019).

## **Leadership**

One of the most used buzzwords in professional management is leadership, especially in the context of the organization. From the perspective of the organization, the manager of the organization has less importance than the leaders. Leadership is defined as the art of motivating a group of organizational members to act together so the organizational goal can be achieved. Overall, leadership is the process of persuading on the behalf of someone so that the tasks of the subordinates can be carried out to accomplish the objectives of the organization. This role is also important to communicate with others. Moreover, it is also an important way to develop followers as a result of possessing the right skills and knowledge. Thus, for the success of the organization, the role of leadership is very critical (Daniels et. al., 2019).

## **Relationship building**

### *Organizational culture and organizational performance*

The performance of the organization can be enhanced through the organizational culture which is held by the organizational employees. Besides, the culture of the organization can play an important role to improve the value system of the organization by working through the satisfaction as well as the motivation of the employees. Moreover, to improve the performance of the organization, the culture of the organization is very important (Matkó & Takács, 2017).

The culture that is shared by several organizational members determines firms' relations with the external and internal environment while searching for the concerns of the organization, including survival and performance. Researchers also argue that the behavior is conditioned by the culture and in a reciprocal relation, culture is also modified by the behavior. Thus, for the promotion of learning within the organization, leadership, as well as culture, play a very important role. Leadership styles, systems, structure, organizational process and communication play a very important role in portraying the culture of the organization. The system and structure which is created within the organization are determined through beliefs and values. It is also affected by the way organizational members have to interact with each other. Other than that, the attitude of the members of the organization is also affected by the systems and structures (Kim & Chang, 2019).

To model the behavior of the employees and improve the performance of the organization, one of the factors that play the primary role is the organizational culture. It is because, under the culture of the organization, the members make a collective effort to improve the organizational performance whereas the top management of the organization is responsible for the project management of the organization. As a result, deliberate efforts are made to improve the performance of the organization through the organizational culture. Therefore, effective alignment of the culture plays a very important role in organizational success. Moreover, the effect of organizational culture on organizational performance is also reported (Paais & Pattiruhu, 2020). The same findings are also reported by Sabuhari et. al. (2020) who mention that organizational culture is an important part to improve the performance of the organization. Another study that is conducted by Joseph and Kibera (2019) shares the same views.

#### *TQM: Relationship with organizational culture and organizational performance*

Presently, researchers are giving a lot of attention and importance to the concept of organizational culture. Quality management is affected by the organizational culture. In fact, the relationship between organizational culture and TQM are being discussed in the literature for the last two decades. The culture of the organization and TQM are interrelated. The content of organizational culture is influenced by the TQM, if it is implemented successfully. Furthermore, organizational culture also influence the implementation of a quality system and its functionality (Aletaiby et. al., 2017).

To implement TQM, there is a need to change the shared assumptions, understandings and frames of reference that are developed by the different organizations through the interaction with their environment. As a result of these changes, the values and beliefs of the employees will be altered. Several different companies have realized the importance of understanding the culture of the organization before the implementation of TQM. In this way, it can reveal the components of the organizational culture (Hilman et. al., 2019). Presently, TQM is not only the implementation of tools, techniques and methods. It is the complex shift of the culture from traditional management to advance management that focuses on TQM. According to scholars, TQM is the philosophy of management in which radical changes are required from the traditional management towards the style of continuance improvement (Ali et. al., 2017).

Employees are encouraged to suggest new ideas based on organizational culture. These employees are also willing to take the risk to have continuance improvement in the organization based on TQM. All kinds of organizations have implemented TQM as it is the integrated philosophy of management. TQM facilitates the regular improvement through which successful organizations are striving to fulfil the expectations of the customers regarding the quality of products to enhance organizational performance (Arshad et. al., 2018).

Researchers have also found that TQM is the basic shift from the traditional style of thinking. To implement the TQM successfully, there is a need to develop such a culture that can effectively deal with the changes linked to the internal processes and external environment (Patyal et. al., 2019). In time, awareness of the products among the organizations is increasing, organizations are trying to develop strategies to develop a competitive advantage based on TQM. It is because the base of TQM is on the need fulfilment of the customers by the continuance improvement, people development, cost reduction and production processes. Correspondingly, the competitiveness of the organization is improved because of TQM, as it affects the profitability of the organization (Singh et. al., 2018).

#### *Leadership: Relationship with organizational culture and organizational performance*

Organizational leadership is closely linked to the culture of the organization. Leaders of the organization impose their assumptions and values on their subordinates. Leaders of the organization also have a strong effect on the culture of the organization. The same case applies to the organizations regardless of old or newly established organizations. The actions of the leaders should be good for the growth of the organization. Consistently, characteristics of the culture are important for creativity, innovation and agility. This culture is implemented by the leaders of the organization (Demir et. al., 2017).

The impact of the leadership and style of leadership goes from top to bottom. Every member of the organization provides ideas for the growth of the organization. If the leadership of the organization is not willing to implement innovation and creativity within the organization, then creativity is just by name within the organization. As a result, the performance of the organization is affected as well. On the other hand, it is the responsibility of the leadership to impact and reshape the culture of the organization. If any organization has more focus on the tasks, it will provide rewards to the employees who will be performing good and will help in the improvement of organizational performance (Anindya & Jati, 2020). All this depends upon the leadership of the organization that implements the strategies and focuses on the goals (Li et. al., 2018).

Within the organization, leadership is one of the most influenced processes. It affects the motivation of the employees. Leadership is vital among the subordinates and superiors and in the performance of the organization. Leaders keep in view the needs of the employees and motivate them to achieve the organizational goals appreciation (Thisera & Sewwandi, 2018). Hence, leadership is effectively and strongly linked to organizational performance (Addin, 2020).

#### *Mediating role of organizational culture*

Barion and Kenny (1986) point out that any variable can be a mediator if the following conditions are fulfilled by that variable. Firstly, significant relationship in past studies between independent variables (IV) and dependent variables (DV). Secondly, mediator causes significant variation among DV. In the end, IV causes significant variation in the mediating variable. Based on the above discussion, it is evident that the organizational culture serves as a mediator since it is significantly affected by leadership and TQM. Moreover, the performance of the organization is also affected significantly by organizational culture. In the end, past studies have also discussed and reported the significant effect of TQM and leadership on performance. One study, which is conducted by Yu and Choi (2016), reports a significant mediating role of organizational culture between CSR and proposed DV. Thus, based on this discussion, we can presume that organizational culture tends to act as a mediator between leadership, TQM and performance.

## **METHODS**

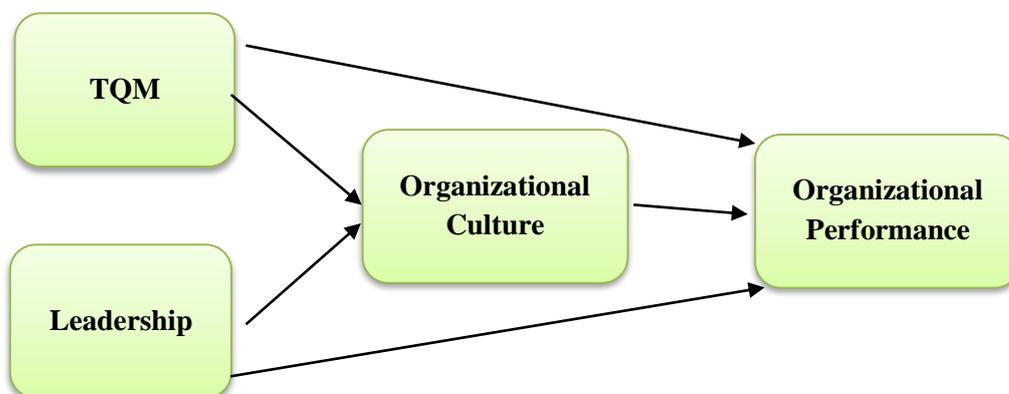
This research adopts a cross-sectional study design. Moreover, a quantitative approach is used in the present study along with a survey questionnaire in collecting the research data. This study employs the quantitative method because this approach is key to understanding a more practical cross-sectional analysis of organizations and human behaviour. The present study adopts a self-administered survey for the examination of the proposed relationship between the independent and dependent variables. This study focuses on the employees, who are working in the Police Department of Dubai. For this reason, the questionnaires are distributed among the 412 employees, who currently are working in Dubai Police Department. The usable response rate of the questionnaire received is 67.24%. For this purpose, the present study utilizes a simple random sampling technique.

The questionnaire of the study is divided into two parts. The first part of the questionnaire deals with the demographics of the respondents. In addition, the second part of the questionnaire is regarding the variables of the study. These items of the questionnaire are adopted from various previous studies. The items of organizational performance are adopted from Ferris et. al., (2001). Meanwhile, the items of organizational culture are adopted from Goodman & Darr (1998) whereas the items of TQM were adopted from Kostova & Roth (2002) and the items of leadership are adopted from De Luque et. al. (2008). For the analysis of the gathered data, the present study employs PLS.3.3.2 as the tool for data analyses. This study attempts to test the following hypotheses.

- H<sub>1</sub>: Total Quality Management and Organizational Performance are significantly related to each other.
- H<sub>2</sub>: Leadership and Organizational Performance are significantly related to each other.
- H<sub>3</sub>: Total Quality Management and Organizational Culture are significantly related to each other.
- H<sub>4</sub>: Leadership and Organizational Culture are significantly related to each other.
- H<sub>5</sub>: Organizational Culture and Organizational Performance are significantly related to each other.
- H<sub>6</sub>: Organizational Culture significantly mediates the relationship between Total Quality Management and Organizational Performance.
- H<sub>7</sub>: Organizational Culture significantly mediates the relationship between Leadership and Organizational Performance.

### **Research framework**

Below is the research framework of this study:



**Figure 1: Research framework**

## **RESULTS**

The analyses of this study are conducted through PLS. Prior to analyzing data through PLS, data is assessed in SPSS for descriptive analysis. From the analysis, 36% of the age of respondents are between 18 to 30 years old, 51% of the respondents are between the age of 30 to 40 years old whereas the rest of the employees are in the age of more than 40 years old. Later, the data is used in PLS for further analysis. The first step of analysis through PLS is the measurement model.

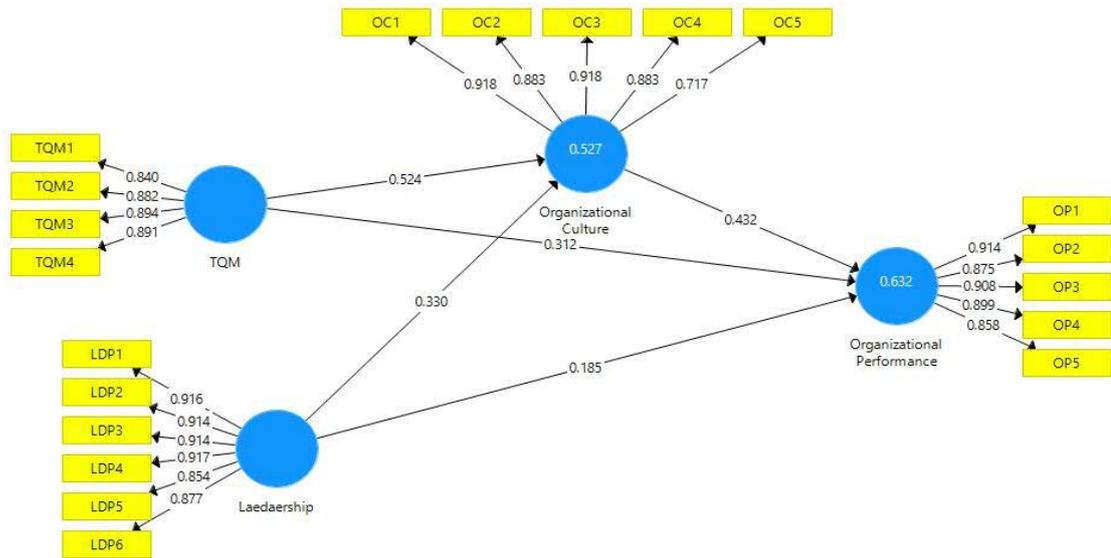


Figure 2. Measurement model

At the beginning of the analysis, it is important to assess the collinearity of the data. In terms of statistics, multicollinearity is defined as the problematic phenomenon whereby there is the existence of a very close relationship among the variables of the study. Therefore, the VIF of the present study is examined by using PLS for which the values should be less than 5. It is clear from the values of VIF in the following table 1 that this study does not have any issue of multicollinearity as all of the values are less than 5 (Henseler et. al., 2016). After all these, the measurement model of the present study is established.

Table 1. Collinearity test (VIF)

	OC	OP
LDP	1.209	1.439
OC		2.115
TQM	1.209	1.789

After detecting the multicollinearity and viewing that there is no issue of collinearity in the present data, this study assesses the normality result. Pallant (2005) has mentioned that kurtosis and skewness can be used to assess the normality of the data. According to Kilne (2011), skewness and Kurtosis between -3 and +3 show that the specific data is normal. The values mentioned in table 2 below show data to be normal in the present study.

Table 2. Result for normality

Factors	Skewness	Kurtosis
TQM	-1.116	1.609
Leadership	-1.147	0.705
Organizational Culture	-1.503	2.164
Organizational Performance	-1.119	1.149

At the start of PLS, one must find the reliability of the data. For this purpose, factor loading of the data must be examined. The items which have factor loading of more than 0.70 should be retained (Hair Jr et. al., 2017). It is evident from Table 3 that all of the items in the study have had a loading of more than 0.70.

**Table 3. Factor loading**

	LDP	OC	OP	TQM
LDP1	0.916			
LDP2	0.914			
LDP3	0.914			
LDP4	0.917			
LDP5	0.854			
LDP6	0.877			
OC1		0.918		
OC2		0.883		
OC3		0.918		
OC4		0.883		
OC5		0.717		
OP1			0.914	
OP2			0.875	
OP3			0.908	
OP4			0.899	
OP5			0.858	
TQM1				0.840
TQM2				0.882
TQM3				0.894
TQM4				0.891

After that, the present study examines the composite reliability and Cronbach Alpha of the current data. For this purpose, both values should be more than 0.70. In the following table 4, it demonstrates that the value of Cronbach Alpha along with CR is more than 0.70, which is consistent with Dijkstra & Henseler (2015) and Hair Jr. et. al. (2016). The Cronbach Alpha in the Likert type of scale is not recommended. Moreover, it is evident from table 4 that the Cronbach Alpha of all variables is in a suitable range.

**Table 4. Validity and reliability**

	Cronbach's Alpha	rho_A	CR	(AVE)
LDP	0.952	0.954	0.962	0.808
OC	0.915	0.916	0.938	0.752
OP	0.935	0.936	0.951	0.794
TQM	0.900	0.903	0.930	0.769

Later, to confirm the convergent validity of the data, AVE must be examined for which the value must be more than 0.50. This result is achieved in Table 4 with AVE values of more than 0.50 (see Hair Jr et. al., 2016). Additionally, this study examines the discriminant validity of the data. For this purpose, two approaches are adopted. The first approach is the Fornell & Larcker (1981) approach. As all of the values at the diagonal of Table 5 are more than the remaining values, thus, discriminant validity is confirmed through Fornell and Larcker (1981) approach.

**Table 5. Fornell & Larcker**

	LDP	OC	OP	TQM
LDP	0.899			
OC	0.548	0.867		
OP	0.551	0.739	0.891	
TQM	0.416	0.661	0.674	0.877

Furthermore, the present study also adopts the HTMT approach as in Table 6, for which the values in the correlation matrix must be less than 0.90 (see Henseler et. al., 2015). Thus, this condition is also fulfilled in the present study.

**Table 6. HTMT**

	LDP	OC	OP	TQM
LDP				
OC	0.584			
OP	0.581	0.800		
TQM	0.446	0.728	0.734	

For the structural model of the present study, the bootstrapping procedure is adopted with 5000 subsamples as proposed by Hair Jr et al. (2017). The t statistics values are used to make the statistical decision regarding the proposed hypothesis. Table 7 below shows the results of the direct hypothesis proposed in the above section.

**Table 7. Direct results**

	Beta	SD	T Statistics	P Values	Decision
LDP -> OC	0.330	0.056	5.900	0.000	Supp
LDP -> OP	0.185	0.065	2.848	0.002	Supp
OC -> OP	0.432	0.077	5.610	0.000	Supp
TQM -> OC	0.524	0.054	9.736	0.000	Supp
TQM -> OP	0.312	0.080	3.889	0.000	Supp

**Table 8. Indirect results**

	Beta	SD	T Statistics	P Values
LDP -> OC -> OP	0.143	0.032	4.480	0.000
TQM -> OC -> OP	0.227	0.052	4.324	0.000

At the end of the structural model, the values of R square are examined as well. The values in table 9 reveal that IVs of the present study effects OV by 52.7% whereas OP is affected by around 63.2%.

**Table 9. R square**

	Original Sample (O)
OC	0.527
OP	0.632

## **DISCUSSION AND CONCLUSION**

The police are an important department to maintain law and order in any country. It is very critical for them to examine their performance on the regular basis. Therefore, this study is designed to examine the effect of leadership, TQM and organizational culture on organizational performance. The findings of the study reveal that organizational culture has a significant positive effect on organizational performance. This result is in line with the findings of Kim & Chang (2019). On the other hand, the statistical results of the study prove that leadership of the Dubai police have a significant positive effect on organizational culture and organizational performance. It is because the leader is the person who led the employees. In terms of organizational culture, a trend is set by the leaders to help the citizens. Thus, the culture is developed to help the citizens. Consequently, it also helps in improving the overall performance of the Dubai Police. These findings of the study are in line with the past findings of Li et al. (2018).

Additionally, the findings of the study also support the claim that quality is an important component of organizational culture and organizational performance. Regularly providing quality services to the stakeholders will create a cooperative culture for the employees. As a result, the performance of the Dubai Police will be positively affected. This result is in line with the findings of Joseph and Kibera (2019). Furthermore, this study also confirms the mediating role of organizational culture between TQM and performance. This mediating role of the study is similar to the past study conducted by Yu and Choi (2016) who reported a significant mediating role of organizational culture. Moreover, the mediating role of organizational culture is also confirmed in this study as well for the relationship between leadership, TQM and organizational performance. This result is also in line with the findings of Hilman, et. al. (2019).

However, there are a few limitations of the present study due to its empirical study. The data of the present study shows the connections among the variables. Longitudinal methodology could be a better option for this type of study in order to examine the relationship among the proposed variables. Moreover, future studies can use word of mouth as the moderator in this model of the study. In addition, this model should also be tested in other geographical locations, such as ASEAN countries.

Additionally, this study has filled the gap of limited studies that have assessed organizational culture as the mediator. Moreover, this study has also bridged the gap of limited studies conducted regarding the Dubai Police. The present research has theoretical as well as

managerial implications. This result implies that the adoption of TQM may improve performance and create a competitive advantage, thereby enhancing its contribution to economic development. On the other hand, this result suggests that the more SMEs employ TQM initiatives, the more likely they are to become better in their performance. Lastly, these findings are also helpful for the policymakers of Dubai Police Department, as well.

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