

**THE MEDIATING EFFECT OF TALENT
MANAGEMENT ON THE RELATIONSHIP
BETWEEN TOTAL QUALITY MANAGEMENT,
ENTREPRENEURIAL ORIENTATION,
ORGANIZATIONAL EXCELLENCE AND
ORGANIZATIONAL PERFORMANCE IN DUBAI
POLICE FORCE**

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POLICE FORCE**

by

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**KESAN PERANTARAAN PENGURUSAN BAKAT TERHADAP
HUBUNGAN PENGURUSAN KUALITI MENYELURUH, ORIENTASI
KEUSAHAWANAN, KECEMERLANGAN ORGANISASI DAN PRESTASI
ORGANISASI DALAM PASUKAN POLIS DUBAI**

ABSTRAK

Kedua-dua organisasi awam dan swasta menghadapi pelbagai cabaran dalam persekitaran semasa disebabkan pelbagai kerumitan seperti yang wujud dalam pasaran. Walau bagaimanapun, untuk mencapai prestasi organisasi yang lebih tinggi, perhatian yang lebih diperlukan terhadap sumber organisasi yang ketara dan tidak ketara yang berbeza bersama dengan keupayaan strategik. Tujuan kajian ini adalah untuk mengkaji peranan pengurusan kualiti menyeluruh, orientasi keusahawanan, kecemerlangan organisasi terhadap prestasi organisasi dari konteks Polis Dubai. Selain itu, ia juga meneroka kesan pengantaraan pengurusan bakat terhadap hubungan antara pengurusan kualiti menyeluruh, orientasi keusahawanan, kecemerlangan organisasi dan prestasi organisasi. Sampel sebanyak 453 telah dikumpul melalui soal selidik tinjauan dalam talian dan dianalisis. Statistik deskriptif, analisis korelasi dan demografi serta kedua-dua model pengukuran dan model struktur telah diuji. Dapatan kajian melalui model pengukuran mengesahkan kebolehpercayaan, kesahan, ketekalan dalaman, dan kesahan diskriminasi bagi konstruk terpendam. Akhir sekali, penemuan melalui pendekatan PLS-SEM mengesahkan bahawa hubungan langsung dan signifikan antara pengurusan kualiti menyeluruh, orientasi keusahawanan, kecemerlangan organisasi, dan prestasi organisasi, masing-masing. Ujian kesan pengantaraan mengesahkan bahawa pengurusan bakat secara signifikan mengantara hubungan antara TQM-OP, antara EO-OP dan

antara OE-OP, dengan sewajarnya. Penemuan kajian akan menjadi sokongan yang besar kepada pelbagai pembuat dasar khususnya dalam Polis Dubai. Selain itu, beberapa implikasi dasar yang berguna dan batasan kajian juga dibincangkan untuk menentukan hala tuju masa depan kajian yang akan datang.

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ABSTRACT

Public and private organizations face various challenges in the current environment due to the range of complexities in the market. However, greater emphasis should be placed on various tangible and intangible resources inside an organization, as well as strategic competencies, in order to attain superior organizational performance. This study examines the role of total quality management, entrepreneurial orientation, and organizational excellence on organizational performance within the Dubai Police. It also explores the mediating effect of talent management on the relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance. An online questionnaire was collected and analyzed with a sample of 453 valid responses. Descriptive statistics, correlational and demographic analyses, measurement, and structural models were assessed. The study findings through the measurement model confirm the latent constructs' reliability, internal consistency, and discriminant validity. Finally, the findings of the PLS-SEM approach confirm a direct and significant relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance. The testing of the mediating effect confirms that talent management significantly mediates the relationship between TQM-OP, EO-OP, and OE-OP. The study findings would greatly support various

policymakers, specifically the Dubai Police. Moreover, this discussion explicitly addresses the practical consequences of the findings and acknowledges the limits of the study in order to guide future research endeavors.

CHAPTER 1 INTRODUCTION

1.1 Introduction

The present chapter provides the study's introduction, background, key motivation, and various managerial and theoretical outlines associated with the topic. It also covers the problem statement, research questions, and objectives based on the gap in the literature. In addition, this chapter covers the significance and scope of the study. Finally, a definition of key terms is provided.

1.2 Study Background

Over the last couple of decades, increasing the performance of government departments has been observed as a mainstream effort in the field of administration research and public policy (Kearney, 2018; Al Ahbabi et al., 2019). Ashour (2004) discovered that various governments worldwide are searching for ways to improve their performance through the utilization of resources, satisfying the needs of their society, enhancing the participation of citizens, and addressing many other dimensions. Organizations face challenges due to a rapid increase in new products and services, technological innovation, and higher customer preferences (Alosani et al., 2019). Meanwhile, the change in the market environment and related threats have also challenged the survival of various organizations. However, increasing performance in such an environment characterized by intense competition and market dynamics is a top priority for both public and private organizations (Alosani et al., 2019).

In recent years, authors such as De Waal (2010) have argued that governmental institutions might enhance their effectiveness by paying attention to different dynamics. He elaborates that higher performance can be observed through factors such as the core

competence of their public sector firms, the strengthening of management's determination, the enhancement of the performance management system's efficiency, the increase in process management within their organization, and the improved quality of their workforce. Weibel et al. (2010) specifically examines the efficiency of the public sector organization and analyze the hidden costs associated with it.

In addition, Van der Hoek et al. (2018) claim that with the rise of performance management in the public sector, there is a significant change in the workload. There is a widely held belief that there has been a substantial shift towards decentralization and a more horizontal approach to administering this sector (Gavkalova & Kolupaieva, 2018). However, organizations have been working to implement various innovative strategies to excel in their performance measures and attain better positions than their rivals.

Organizations are striving to enhance their performance in the contemporary environment. Public and private sector organizations are trying to improve their performance dynamics based on innovative capabilities (Jacobsen & Andersen, 2014; Lundvall & Nielsen, 2007). However, the concept of performance has different meanings in different organizations. The performance of the public sector diverges from that of the private sector due to disparities in their objectives and fundamental operational procedures. For instance, the private sector aims to achieve profit through customer value, while the public sector aims to achieve quality, customer satisfaction, and good performance (Alzaabi & Al-Dhaafri, 2018). According to Eskildsen, Kristensen, and Juhl (2004), private and public organizations do not attain comparable levels of excellence in their outcomes. Their findings reveal that private companies achieve results through the system's dimension, while public organizations achieve results through the people dimension. Various studies have examined the significance

of a performance measurement system within an organization (Kamble & Gunasekaran, 2020). However, the extent to which the organization's performance remains a persistent topic that requires both theoretical and empirical investigation.

Meanwhile, for any business, measuring performance is a key tool to analyze the role and effectiveness of management as it provides actual organizational outcomes. The above statement aligns with Varadarajan (2020), who further states that business resources are highly associated with organizational performance, or OP (Varadarajan, 2020). Such practices would effectively utilize the various resources and determine organizational excellence (Alamiri et al., 2020).

The concept of performance management is a systematic effort aimed at improving performance through a continuous process of defining desired outcomes, establishing performance benchmarks, and reporting on data to increase individual and collective performance (Shane, 2010). In this regard, police departments have begun implementing this method to inspire their employees towards a common organizational objective (Shane,2010). Public and private stakeholders scrutinize the OP for police departments. However, it is imperative to assess the efficacy of this department in light of evolving circumstances and unpredictable occurrences in the global arena

1.3 Dubai Police and Performance

The Dubai Police Force (DPF) was established on June 1st, 1956, with its base in Naif Fort as its premier headquarters. However, the title of Naif Fort was changed to Dubai Police Station. The DPF operates as a contemporary Arab law enforcement agency, employing over fifteen thousand personnel who possess specialized expertise and strong training abilities. Meanwhile, for the United Arab Emirates (UAE), the DPF is assumed to be an integral department whose mission is to improve the quality of life in

the region while working through constitutional rights and law enforcement. Sheik Muhammad bin Rashid Al-Maktoum serves as the department's chair, along with the UAE's vice president, prime minister, and monarch. The DPF operates with utmost precision, completing its tasks, exercising authority, and carrying out various. Meanwhile, it operates effectively overseeing human resources and fostering strong teamwork. The DPF is the pioneering Arab police force in the region to implement DNA testing, electronic fingerprinting, and a "clean desk policy" for criminal investigations.

The performance dynamics of the police departments can be viewed from various perspectives. For instance, the mission statement of the DPF states that the core mission is "to make Dubai the safest and most secured city through providing innovative smart services, global institutional excellence, and professional development in alignment with modern technology utilized in an environment that promotes innovation and creativity, aiming for community happiness" (Dubai Police,2020). This concept has reasonably provided a good pathway toward the key strategic goals while reviewing the performance output of the Dubai Police Force. Additionally, the deliberate objectives encompass the enhancement of safety and security, fostering confidence in law enforcement, promoting community well-being, ensuring safeguarding and protection, managing crises and disasters, reducing crime, reacting to emergencies, and decreasing vehicular fatalities (Dubai Police, 2020).

Furthermore, the Dubai Police employs a highly accurate approach in carrying out its responsibilities, taking into account organizational performance by implementing strategic planning and optimizing the utilization of human and financial resources. In addition, the Dubai Police have taken a key measure in the criminal investigation by implementing DNA testing. This is seen as a milestone in assessing

the overall effectiveness of the Dubai Police in the region (Dubai Police, 2020). Despite the Dubai Police's efforts to improve organizational performance through the establishment of strategic objectives, there has been a significant increase in criminal cases in recent years. According to the 2020 report from the U.S. Consulate General in Dubai, it was found that the majority of crimes take place in densely populated regions, with a particular focus on the lower-income group and temporary laborers from foreign nations (OSAC, 2020). These crimes fall under the categories of petty theft, public offenses, and sexual harassment. Furthermore, cybercrimes like online fraud, virus attacks, and electronic extortion are a major problem in the UAE region. These crimes have presented compelling evidence to investigate the performance output of the Dubai Police thoroughly.

Each department plays a specific role in carrying out key functions like Quality Management, Customer Performance, Financial Performance, Entrepreneurial Orientation, Organizational Excellence, and Talent Management. For instance, the Finance Department mainly handles budget control and cost efficiency, which falls under Financial Performance. Meanwhile, the Total Quality Management Department focuses on improving processes and ensuring organizational excellence. Similarly, Entrepreneurial Orientation—covering innovation, proactiveness, and risk-taking—is most relevant to departments like E-Services, Criminal Investigation, and Training, where strategy and new ideas are essential.

In addition, Customer Performance is especially important for community service and operational teams, while Talent Management is primarily managed by HR and training units. Because each department contributes differently based on what they

do best, it makes sense to look at the organization's activities by department or subsection to understand how they each support overall success.

Figure 1.1 illustrates the trend in crime rates for four major crime types which are entitled as abduction, grand auto theft, burglary, and rape during the period of 2017 to 2023. As the given figure reflects, Abduction shows a modest increase over the years, though the crime rate remains relatively low compared to the others. The rate gradually rises from 2020 onwards, but it does not exhibit dramatic spikes, indicating a generally stable but slow upward trend. On the other hand, grand auto theft experiences a relatively low and consistent rate, with a slight upward trend around 2020. It peaks in 2022, but this is followed by a slight drop in 2023. The increase here is noticeable but not as sharp as in some other crime categories.

Moreover, the most prominent trend comes from burglary. This crime type sees a significant rise in 2021, reaching its highest point in 2022, before slightly decreasing in 2023. It stands out as the crime with the most considerable increase in the period under review. Finally, rape displays the least fluctuation. Its crime rate shows a small increase in 2021, but overall, it remains relatively stable with only minimal variation throughout the years. This indicates a relatively steady rate compared to the other three types of crimes.

Overall, as per the trends in Figure 1.1, the factor of burglary is the standout in terms of increased crime rates, showing a sharp upward shift, particularly in 2021-2022. Abduction and grand auto theft follow with gradual increases, while rape remains the most stable. This analysis highlights that while certain crimes have experienced significant upward trends, others have remained constant, suggesting varying factors influencing the dynamics of crime in this period.

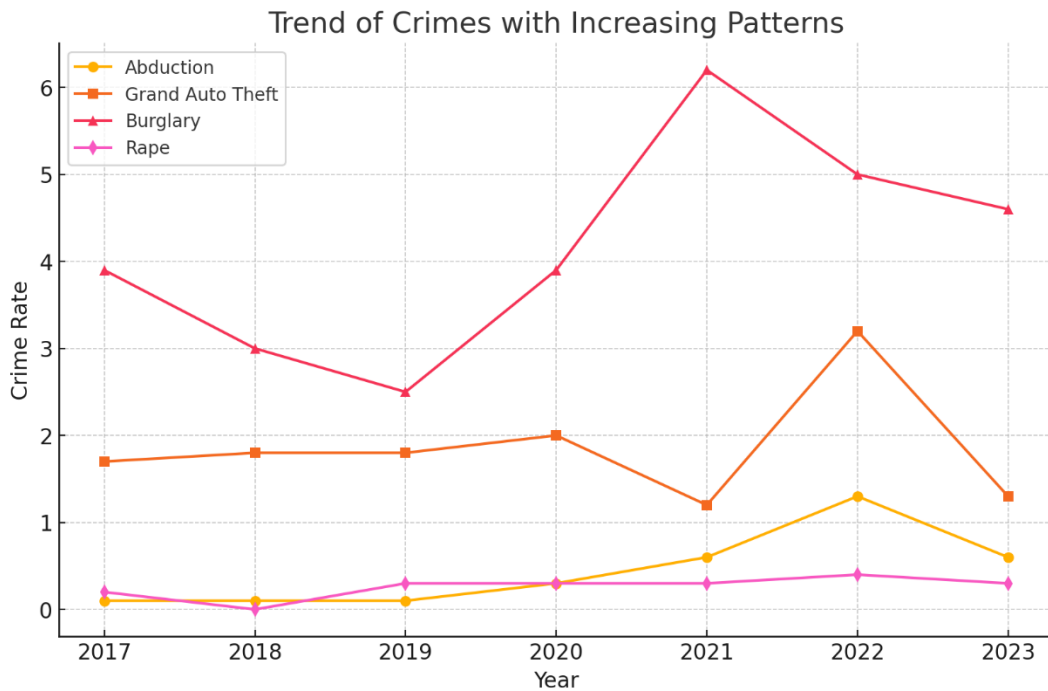


Figure 1.1 Trend of Crimes During 2017-2023

Data Source: Government of Dubai (2024)

Although available statistics suggest that crime rates in Dubai have generally declined in recent years, this trend alone does not provide a complete picture of organizational performance within the DPF. As noted in earlier studies, organizational performance in law enforcement extends beyond crime control; it also encompasses internal efficiency, the effectiveness of strategic planning, employee capability, and ethical conduct (Moore & Braga, 2003; De Waal, 2010). A decline in reported crime does not necessarily indicate that the internal functions of the police force are operating at an optimal level. In fact, public organizations may still face performance challenges related to resource utilization, staff engagement, and responsiveness to emerging issues such as cybercrime and public trust (Alzaabi & Al-Dhaafri, 2018).

One such challenge that can significantly affect performance, yet may not be captured in crime statistics, is corruption and unethical conduct within the police force itself. Although Dubai’s policing system is generally regarded as secure and effective,

several media reports have raised concerns regarding internal misconduct. For example, cases have been reported involving officers who accepted bribes to access and leak confidential criminal records, undermining both ethical standards and public trust (The National News, 2018). These issues highlight the need for a deeper examination of internal processes, transparency mechanisms, and talent development practices. Therefore, even in a low-crime environment, studying the internal drivers of performance, such as leadership, integrity, and management quality, remains critically important for ensuring the long-term effectiveness and credibility of the Dubai Police Force.

Furthermore, the collective society holds certain expectations regarding the methods employed by the police force and the outcomes they achieve. This is especially accurate when discussing the manner in which law enforcement utilizes its official authority, encompassing the abilities to halt, apprehend, detain, and employ force in order to achieve these objectives (Moore & Braga, 2003). Police agencies have become a significant issue in many countries and have confronted rising criticisms by practitioners and scholars (de Maillard & Savage, 2018). Multiple international reports indicate that assaults on both local residents and outsiders are likely to occur without prior warning. Police officers often struggle to prevent offenses committed against them owing to inadequate law enforcement techniques. Hence, the UAE government acknowledges the significance of law enforcement in ensuring the safety and protection of its citizens (Alsuwaidi, 2022).

Considering the changing landscape of the policing profession, it is imperative for police leaders to enhance the effectiveness of their organizations by cultivating the leadership skills of their supervisors and police personnel (Alsuwaidi, 2022). Moreover, police organizations possess more rigorous capabilities due to their pivotal position in

enhancing public service and ensuring community safety (Rus, 2012). In addition, the police forces of the United Arab Emirates were evaluated and ranked directly based on comparable criteria utilizing a range of Key Performance Indicators (KPIs). The mentioned factors include reported crimes, the number of crimes successfully discovered or solved, critiques directed at police officers, and the quantity of emergency services responded to within the designated timeframe (Al Derei & Musa, 2022). Always arising from the necessity of police performance, the UAE Association of Chief Police Officers (ACPO) organized an annual conference to clearly define and exchange information about policing performance to discuss and prevent potential concerns about policing performance and, more importantly, to deal with stakeholders' changing needs and expectations (EIP, 2018). Thus, an organization's performance in policing is a crucial component in accomplishing its societal mission and organizational objectives (Fakhari, Din, & Romle, 2021).

Furthermore, past research has emphasized that strong performance outcomes often depend on the quality of internal systems, such as talent management, leadership practices, and quality control mechanisms (Abu-Tineh et al., 2008; Al-Dhaafri & Alosani, 2020). These internal dimensions are not reflected in crime statistics but are critical for sustaining long-term performance, especially in a fast-evolving and highly scrutinized environment like Dubai. Therefore, this study focuses not only on observable crime trends but also on the underlying organizational factors that contribute to or hinder effective police performance.

1.4 Problem Statement

Organizational performance (OP) is considered an ultimate dependent variable among researchers, specifically in organizational management. In recent decades, the

importance of OP has been crucial in enabling researchers to assess the precise activities made by management and the manner in which organizations develop and function over time (Richard et al., 2009). Factors such as market competition for customers and inputs make the title of OP essential for the survival and success of any organization (Richard et al., 2009). Shi and Lai (2013) also claim that increasing organizational performance in today's competitive environment is crucial in developed and developing economies. However, financial and non-financial organizational performance measures are imperative and linked to an efficient management system. The contribution of each department, such as marketing, competition, operation, finance, and human resources, is evaluated based on their impact on OP (Alagaraja et al., 2015; Patiar & Wang, 2016).

Over the last 25 years, considerable theoretical and empirical research has been undertaken on organizational performance. Such research has aimed to gain a deeper understanding of the factors, procedures, and resulting conditions that promote successful organizational outcomes (Jing & Avery, 2008). Organizational performance in public organizations has been frequently linked to bureaucracy issues (Ding, Lu, & Riccucci, 2021). Despite the persistent endeavor to enhance performance via study, organizational performance remains a concern for many organizations, particularly in public sector agencies such as health, education, and police, which are interdependent with other agencies. One significant gap identified in the research is the lack of focus on certain structural traits, such as organizational excellence, total quality management, and entrepreneurial orientation, in relation to performance trends.

Existing literature has extensively explored the diverse connections between models of excellence and organizational performance; however, the majority of data analysis has focused on private organizations (Aldarmaki, 2022; Ali, Ahmed, & Abdou,

2021). Several studies have established an association between organizational excellence (OE) and performance. In their study, Pinar and Girard (2008) conducted empirical research to examine the relationship between three dimensions of organizational excellence (customer focus, constant innovation, and committed people) and seven performance factors: profitability, market share, growth return on assets, sales growth, customer retention, and employee turnover, respectively. Study findings confirm a significant positive relationship between OE and OP's various factors among Turkish firms. Concerning the Dubai Police Force (DPF), Al-Dhaafri et al. (2016) confirmed the effect of OE on the OP in the police department of Dubai. A recent study by Al- Dhaafri and Alosani (2020) investigated the relationship between OE and OP for the Dubai police organization using a partial least squares approach and found a significant and positive impact of OE on OP.

Total quality management (TQM) is another efficient tool for public and private organizations to perform better (Abbas, 2020; Akanmu, Hassan, & Bin, 2020). TQM is a comprehensive management philosophy that fosters a culture of ongoing enhancement, enabling successful firms to fulfill customers' quality expectations and enhance both customer satisfaction and organizational performance (Alghamdi, 2018). Both public and private organizations employ TQM to boost organizational performance. Additionally, TQM works towards a sustainable environment while achieving better product and service performance. Jimoh et al. (2019) assert the correlation and importance of TQM and organizational performance. According to Abbas (2020), the use of TQM results in improved environmental performance while adhering to corporate social responsibility.

Although the significance of TQM has been widely observed for public and private organizations (e.g., Gomes et al., 2019; Ajmal et al., 2020; Al-Dhaafri &

Alosani, 2020; Mahadevan, 2020; Nweke, 2020), there is a mixed result (Alghamdi, 2018), whereas some other studies suggested a significant impact (e.g., Abbas & Kumari, 2021; Chaudhry, Awan, Bilal, & Ali, 2018; Dawabsheh, Hussein, & Jermisittiparsert, 2019), while other studies did not support it (e.g., Barua, 2021; Hummour, Athamneh, & Al-Balas, 2018). Therefore, the researchers have performed a limited inquiry to determine the impact of TQM on the OP of public organizations such as the Police Department. Examining the dynamic correlation between TQM and OP, particularly within the Dubai Police setting, would provide a valid rationale.

Due to the distinct attributes of public organizations, the implementation of entrepreneurial concepts from the private sector cannot be immediately applied to public enterprises (Kim, 2010). Given the difficulties encountered by modern societies, which necessitate innovative solutions from governments at various levels, numerous scholars have acknowledged the necessity for further investigation into the significance of entrepreneurship (and entrepreneurial activity) within the public sector and its organization (Pereira, Ribeiro, Rua, & Martins, 2019). The present study focuses on the role of EO in the police organization's performance because it reflects the managerial vision and informs the organizational efforts required to produce innovations that create value for customers and businesses that serve them (Al-Dhaafri & Alosani, 2020).

Talent management also plays a crucial role in establishing organizational performance. Organizational success now depends on sustaining business by leveraging human resources; as globalization intensifies, the demand for skilled individuals also increases (Glaister, Karacay, Demirbag, & Tatoglu, 2018). Many studies focus on talent management's important role in improving organizational performance (Wellins, Smith, & Erker, 2009). The benefits of an effectively

implemented talent management strategy include improved employee recruitment and retention rates and enhanced employee engagement (Narayanan, Rajithakumar, & Menon, 2019), which are associated with improved operational and financial performance (Singh, 2021). Considering the example of Dubai Police Force, it is believed that the performance in this organization has been measured in several key areas, including crime reduction, quick response times, public satisfaction, and overall efficiency. Talent management is a significant factor behind their success, which involves attracting, training, and retaining highly skilled officers. By focusing on talent management, Dubai Police ensures that its staff have the right skills and motivation to tackle various challenges in law enforcement effectively. This focus on talent management helps the force prevent crime, keep the public safe, and respond quickly to emergencies. In addition, talent management is critical in fostering leadership and retaining experienced officers, ensuring the police force remains strong and capable in the long term. As Dubai Police continues to grow, talent management remains a cornerstone of their strategy, allowing them to adapt to the community's evolving needs. These efforts have led to measurable results, such as almost a 50% drop in crime reports, proving that talent management is central to outstanding organizational performance (Gulf News, 2024).

In addition, implementing talent management solutions yields positive outcomes, including enhanced employee satisfaction, increased employee engagement, heightened staff motivation, strengthened employee commitment, and improved perceived organizational support (Al-Hussaini, Turi, Altamimi, Khan, & Ahmad, 2019). Talent management is an organizational capability that enables organizations to derive significant benefits from their employees, workers, and other essential personnel.

In addition to its direct role, talent management is also found to function as a mediating factor between organizational practices and performance outcomes. Strong talent management practices help explain how certain strategies, such as total quality management, organizational excellence, and entrepreneurial orientation, contribute to improved organizational performance. For example, Collings and Mellahi (2009) stated that talent management builds a strategic structure that enables organizations to effectively use their human capital, which helps to support broader goals like innovation and quality improvement. Similarly, Meyers and van Woerkom (2014) suggested that investing in developing and retaining talented employees improves motivation and commitment, leading to better performance results.

The mediating role of talent management has also been observed in the public sector. Luna-Arocas and Morley (2015) found that talent management helps to connect human resource practices with job performance and satisfaction, especially in settings where public service organizations face pressure to improve their results with limited resources.

In police organizations, achieving strong performance is not only about having strategies like Total Quality Management (TQM), Entrepreneurial Orientation (EO), and Organizational Excellence (OE), but also about how well these strategies are supported by the people who implement them. This is where talent management (TM) becomes important, especially as a mediating variable. TM can explain the relationship between these organizational strategies and performance in practice. For example, when a police department adopts TQM practices to improve service delivery, those practices will not succeed without officers who are trained, committed, and aligned with the organization's goals. If there are gaps in recruitment, training, or leadership development, even the best quality strategies may fail to show results. In this way,

talent management helps to connect the quality systems with the daily performance of police personnel. For example, research on the South African Police Service (SAPS) emphasized that the successful application of TQM principles in policing is contingent upon developing a capable and committed workforce (Daku, 2019) . The study suggested that for TQM to catalyst in improving service delivery, SAPS management must focus on comprehensive training, recruitment, and leadership development strategies to ensure that officers are well-equipped to implement quality initiatives effectively.

A similar situation applies to entrepreneurial orientation. In modern policing, innovation is needed to respond to complex crime and public expectations. However, having an entrepreneurial culture is not enough if the staff is not equipped or supported to act creatively and proactively. Talent management plays a role in building the skills, mindset, and motivation needed to take initiative. A study by Almazrouei and Dahalan (2022) on the Dubai Police Force found that TM significantly mediated the relationship between EO and organizational performance. This means that EO only influenced performance strongly when talent management practices were in place.

Another area where TM plays a mediating role is in achieving organizational excellence. Police organizations need long-term planning, strong leadership, and effective teamwork. These outcomes depend on how talent is managed – how officers are identified, developed, and retained. A study by Satyaputra et al. (2024) on the Indonesian National Police showed that TM helped link organizational capabilities and fairness to better police performance. This supports the idea that managing people well is essential to translating strategic goals into results.

This study positions TM as a key mediating variable based on this evidence. It connects the strategies introduced by the organization (TQM, EO, OE) and the actual

performance seen in operations. Without strong TM practices, these strategies may not deliver the intended outcomes. In police organizations, where human resources are central to public service, the importance of talent management cannot be overlooked. Furthermore, the Dubai Police Force is a large and structured organization with multiple departments such as traffic, criminal investigation, forensics, human resources, and administration. Although individual departments may have operational differences, the recruitment, training, development, and retention processes follow centralized frameworks and are aligned with DPF's overall strategic direction. This consistent application allows TM to be appropriately modeled at the organizational level, reflecting its role in shaping performance outcomes throughout the force. Although Talent Management practices in the Dubai Police Force are developed and governed centrally, this does not eliminate the need to study their influence on performance. Centralized policies ensure a unified direction, but they do not guarantee equal impact or consistent execution across departments. The effectiveness of talent strategies—such as leadership development, performance feedback, and retention planning—can differ in how they are internalized by officers and implemented by departmental heads. As such, this study does not treat TM as merely a policy, but as a strategic organizational capability that mediates the relationship between practices like TQM, EO, and OE and the performance outcomes they aim to achieve. Understanding how TM supports or limits these strategies' effectiveness helps identify organizational strengths and gaps that may otherwise go unnoticed under a centralized system.

The Dubai Police Force is often viewed as a highly-performing organization, especially due to its strong public image and high customer satisfaction ratings. However, these external indicators may not fully reflect the internal realities of the organization. Issues such as limited innovation, inefficiencies in internal processes,

gaps in talent development, and reported misconduct cases suggest that underlying challenges may be affecting overall performance. These concerns highlight the importance of examining performance from an internal and strategic perspective, not just through public perception.

Although many studies have explored how Total Quality Management (TQM), Entrepreneurial Orientation (EO), Organizational Excellence (OE), and Talent Management (TM) affect performance, most of these studies focus on private sector organizations. Limited research looks at how these factors work together in the context of public law enforcement. In particular, the role of TM as a link between these organizational strategies and performance outcomes is not well understood in police organizations. Therefore, this study addresses this gap by investigating how TQM, EO, and OE influence organizational performance and how TM mediates these relationships within the Dubai Police Force.

1.5 Research Questions of the Study

Based on the above discussion, this study has formulated the subsequent research questions and objectives, which are subsequently analyzed through empirical findings.

Details are as follows:

1. Is there any relationship between total quality management and organizational performance in the Dubai Police Force?
2. Is there any relationship between organizational excellence and organizational performance in the Dubai Police Force?
3. Is there any relationship between entrepreneurial orientation and organizational performance in the Dubai Police Force?

4. Does talent management mediate the relationship between total quality management and organizational performance in the Dubai Police Force?

5. Does talent management mediate the relationship between organizational excellence and performance in the Dubai Police Force?

6. Does talent management mediate the relationship between entrepreneurial orientation and organizational performance in the Dubai Police Force?

1.6 Research Objectives of the Study

Based on the above research questions, the following research objectives are defined:

1. To examine the relationship between total quality management and organizational performance in the Dubai Police Force.

2. To identify the relationship between entrepreneurial orientation and organizational performance in the Dubai Police Force.

3. To identify the relationship between organizational excellence and organizational performance in the Dubai Police Force.

4. To examine the mediating effect of talent management on the relationship between total quality management and organizational performance in the Dubai Police Force.

5. To examine the mediating effect of talent management on the relationship between entrepreneurial orientation and organizational performance in the Dubai Police Force.

6. To examine the mediating effect of talent management on the relationship between organizational excellence and organizational performance in the Dubai Police Force.

1.7 Scope of the Study

The present study encompasses multiple dimensions. For example, the initial scope of the present study can be observed within the context of its application in the DPF. This

study is conducted in the police department due to the presence of several strategic objectives, such as enhancing safety and security, fostering trust in the police, promoting community well-being, ensuring safeguarding and protection, managing crises and disasters, reducing crime rates, responding to emergencies, and minimizing road fatalities. However, a thorough scrutiny and evaluation of various sources of literature has confirmed a notable lack in the study of DPF performance with respect to the indicated strategic objectives. Furthermore, it should be noted that this study is specifically focused on the geographical location of the UAE and solely examines public sector organizations such as the police department.

1.8 Significance of the Study

The significance of this study lies in its ability to fill a key gap in the existing literature, especially within the regional context of Dubai Police. While previous research has explored the links between Total Quality Management (TQM), entrepreneurial orientation (EO), organizational excellence (OE), and organizational performance (OP), this study brings a fresh perspective by focusing on the role of mediating talent management. This area has largely been overlooked in the available studies to date. By examining how talent management influences the relationship between these important factors, this research offers new insights that have not been fully explored. In addition, this study is particularly valuable because it looks at public sector organizations like Dubai Police, which have been underrepresented in similar research. Focusing on a key public service, the study addresses real-world challenges and improves public sector performance. Including talent management as a mediator is significant because it adds an important dimension that could help improve efficiency and productivity within public sector agencies, particularly in security and law enforcement. Although these constructions have been studied independently, their combined effects, especially

within public sector policing, remain underexplored. By focusing on the Dubai Police Force, this research adds value by examining performance factors in a centralized but operationally diverse law enforcement agency.

The research also introduces a new methodological approach, using advanced measurement techniques and structural models to analyze the data. This approach provides robust empirical evidence that can be applied beyond Dubai Police to other public service organizations with similar performance pressures and structural dynamics. This adds depth to existing studies and offers fresh perspectives that can be applied to other public sector organizations. The findings are helpful for managers and policymakers, especially those in the public sector, by providing practical insights into improving performance and aligning organizational strategies with best practices in talent management.

In practical terms, the findings will help the Dubai Police and other law enforcement agencies refine their staff development strategies, align talent management with quality and innovation initiatives, and better connect policy implementation with organizational outcomes. Ultimately, this study aims to provide guidelines regarding staff development, training, and policies within Dubai Police and potentially other public sector organizations. By understanding how talent management influences overall organizational performance, Dubai Police can fine-tune its strategies, improve service delivery, and boost public satisfaction. This research determines a broad impact, offering valuable empirical evidence for decision-makers and contributing to developing more effective, efficient, and innovative policies in public sector organizations. In conclusion, this study is significant as it highlights the crucial role of talent management in improving organizational performance and offers concrete, actionable insights for enhancing the effectiveness of Dubai Police and

similar organizations. Its findings will enrich academic research and provide practical tools for improving public sector operations.

1.9 Definition of Key Terms

1.9.1 Organizational Performance

Organizational performance refers to an organization's tangible outcomes or achievements, which are evaluated in comparison to its intended objectives (Khan et al., 2018). The term refers to the comprehensive framework encompassing organizations' actions, outputs, and achievements concerning the different groups they engage with (Baum & Rowley, 2002).

1.9.2 Organizational Excellence

Organizational excellence (OE) is defined as an outstanding practice in managing organizations and delivering value to customers and other stakeholders (Moullin, 2017).

1.9.3 Total Quality Management

Total quality management (TQM) is defined as a holistic approach and a management philosophy that seeks continuous improvement in all the organizational functions and operations to produce and deliver products and services that satisfy the customers and meet their expectations (Demirbag et al., 2006).

1.9.4 Entrepreneurial Orientation

Entrepreneurial orientation can be defined as the firm's procedures, practices, and decision-making activities used to improve the value of products and services in response to customer needs that may lead to enhanced performance (Bing et al., 2011).

1.9.5 Talent Management

Talent management is the systematic effort to recruit, develop, and retain highly productive and promotable personnel (Davies and Davies, 2010).

1.10 Summary of the Chapter

The present chapter addresses introductory and background information and the problem statement. Furthermore, it has established a substantial framework for the study inquiries and objectives, derived from the background information and problem statements. The study's scope has emphasized the crucial aspects regarding the region, unit of analysis, study variables, methods, and analysis procedure. In addition, the research examines the significance of both theoretical and practical dimensions, providing reasonable justification for its findings.

CHAPTER 2 REVIEW OF LITERATURE

2.1 Introduction

This chapter offers a significant analysis of the study factors, such as organizational performance, total quality management, entrepreneurial orientation, and organizational excellence. Furthermore, it encompasses both foundational and auxiliary theories while examining the crucial variables. In addition, the study factors are analyzed with reference to the current and previous literature. Finally, a concise overview of the chapter is provided.

2.2 Organizational Performance

The literature on humanity and organizational context has given significant attention to performance and operational activities. Organizational performance is considered a vital indicator of the success or failure of a business (Rehman et al., 2019). Accordingly, in the past twenty years, professionals and academics have made major efforts to analyze and investigate organizational performance; their objective has been to understand the processes and factors that lead to a significant increase in business outcomes (Jing and Avery, 2008; Haseeb et al., 2019; Gotzamani et al., 2019; Nabass and Abdallah, 2019).

Both public and private-sector organizations are widely observed and analyzed for performance dynamics. Consequently, there has been a notable increase in public sector interest (Kalogiannidis, 2021). According to De Waal (2010), the primary objective of performance management in the public sector is to enhance outcomes, align with strategic goals, and ensure resource transparency. Additionally, the aims

include incorporating funding policy, incorporating non-financial and financial information, and enhancing availability, quality, and information about the management data (De Waal, 2010). In contrast, research from the public sector has shown that companies using performance management are more likely to offer their clients better services than other businesses in the same market. Therefore, these firms have the potential to accomplish their goals and strategic objectives while enhancing their productivity in terms of efficiency and effectiveness (De Waal, 2010).

Nonetheless, the underlying concept is that the performance of the private and public sectors varies based on their respective goals and core business objectives (Hvidman and Andersen, 2014; Jain and Gautam, 2016; George et al., 2019). The private enterprise aims to enhance its profitability by enhancing its customer base through product and service improvements. In any case, the primary goal of public companies is to achieve excellence, ensure customer happiness, and enhance performance, all while meeting the demands of society within the constraints of available resources. According to Cinca et al. (2003), public firms have intangible goals that differ from those of the private sector. In the last two decades, improving government entities' operational activity and performance has become a mainstream phenomenon in public management and has received reasonable attention in research (McBride, 2008; Onyango, 2020). Government-related departments are paying significant attention to the improvement of their performance. The subject matter pertains to the allocation of public finances, active participation of citizens, satisfaction of consumers, transparency, promotion of ethical values in society, combating and safeguarding against corruption, and, more specifically, the factor of accountability (Ashour, 2004). Moreover, such reforms are significant and critical towards improving