



Faculty of Technology Management and Technopreneurship

MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT ON
THE RELATIONSHIP BETWEEN TOTAL QUALITY
MANAGEMENT PRACTICES AND THE PERFORMANCE OF
GOVERNMENT ORGANIZATIONS IN UNITED ARAB EMIRATES

أونیورسیتی تیکنیک ملیسیا ملاک

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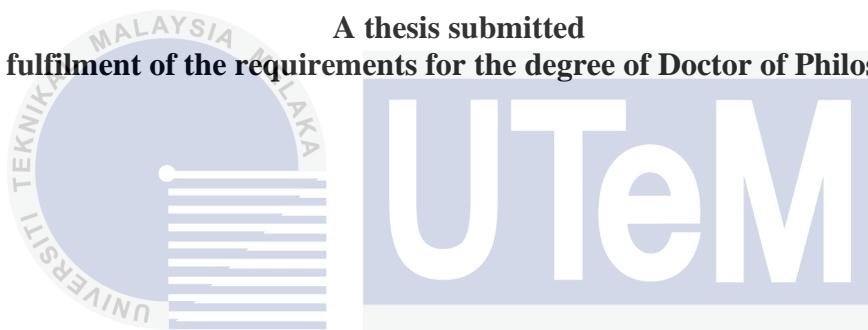
Doctor of Philosophy

2025

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AND THE PERFORMANCE OF GOVERNMENT ORGANIZATIONS IN UNITED
ARAB EMIRATES**

ALI SAIF AL SALMEEN ALMANSOURI

A thesis submitted
in fulfilment of the requirements for the degree of Doctor of Philosophy



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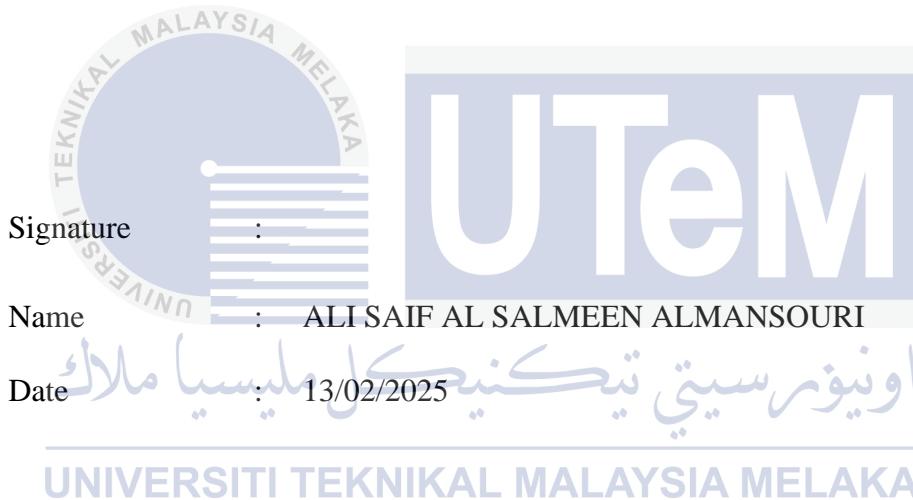
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DECLARATION

I declare that this thesis entitled “Mediating Effect of Organizational Commitment on the Relationship Between Total Quality Management Practices and the Performance of Government Organizations in United Arab Emirates” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.



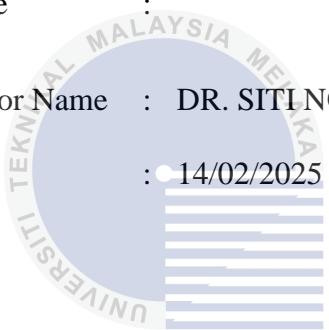
APPROVAL

I hereby declare that I have read this thesis and in my opinion this thesis is sufficient in terms of scope and quality for the award of Doctor of Philosophy.

Signature :

Supervisor Name : DR. SITI NORBAYA YAHAYA

Date : 14/02/2025



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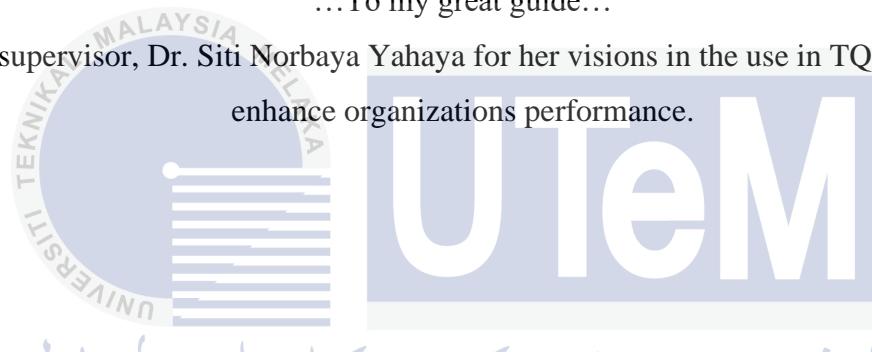
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DEDICATION

This work is dedicated to the inspiring person towards my life... my dear father and my dear mother whose always want me to have the best, for her love, the prayers that she made for me.

...To my great guide...

My dear supervisor, Dr. Siti Norbaya Yahaya for her visions in the use in TQM practice to enhance organizations performance.



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ABSTRACT

In the rapidly evolving technological landscape, business environments are undergoing extensive changes, imposing significant pressures on UAE government organizations to adapt and thrive. This study investigates the role of total quality management in enhancing the performance of these organizations, with a specific focus on how organizational commitment mediates this relationship. Despite the recognized importance of total quality management practices, there has been a notable deficiency in their systematic implementation within the UAE public sector. The study focused on government organizations within the UAE, offering insights that are particularly relevant to the unique administrative and cultural context of the region. It contributes to the broader discourse on public administration and quality management in transitional economies. A cross-sectional survey approach was employed, collecting data from 248 employees across various government agencies. Structural Equation Modeling (SEM) was utilized to analyze the data and test the proposed hypotheses. The findings indicate that all dimensions of total quality management exert a significant and positive impact on organizational performance, with quality-oriented leadership showing the most substantial effect. Additionally, organizational commitment was found to play a crucial mediating role between total quality management practices and organizational performance, highlighting its importance in the successful implementation of total quality management. This research underscores the critical need for UAE government organizations to adopt comprehensive total quality management practices as a strategic response to the dynamic challenges of the modern business environment. By demonstrating the positive impacts of total quality management on performance and the pivotal role of organizational commitment, the study provides empirical support for policy reforms aimed at enhancing service delivery and operational excellence. This study contributes to the literature by providing a detailed analysis of how different total quality management dimensions influence organizational performance in a public sector context. It also elaborates on the mechanisms through which organizational commitment enhances the effectiveness of total quality management practices. The findings serve as a valuable resource for policymakers and administrators in developing strategies to improve public sector management and service quality. It is recommended that the implementation of total quality management in UAE government organizations be systematically accompanied by initiatives to foster organizational commitment, ensuring that employees are aligned and engaged with the goals of quality improvement.

**KESAN PENGANTARA KOMITMEN ORGANISASI TERHADAP HUBUNGAN
ANTARA AMALAN PENGURUSAN KUALITI MENYELURUH DAN PRESTASI
ORGANISASI KERAJAAN DI EMIRIAH ARAB BERSATU**

ABSTRAK

Dalam landskap teknologi yang berkembang pesat, persekitaran perniagaan mengalami perubahan yang meluas, memberikan tekanan yang signifikan kepada organisasi kerajaan UAE untuk menyesuaikan diri dan berkembang. Kajian ini menyiasat peranan pengurusan kualiti menyeluruh dalam meningkatkan prestasi organisasi ini, dengan fokus khusus pada bagaimana komitmen organisasi memediasi hubungan ini. Walaupun kepentingan amalan pengurusan kualiti menyeluruh diakui, telah terdapat kekurangan yang ketara dalam pelaksanaannya secara sistematis dalam sektor awam UAE. Kajian ini tertumpu kepada organisasi kerajaan dalam UAE, menawarkan pandangan yang sangat relevan dengan konteks pentadbiran dan budaya yang unik di rantau ini. Ia menyumbang kepada wacana yang lebih luas tentang pentadbiran awam dan pengurusan kualiti dalam ekonomi peralihan. Pendekatan tinjauan keratan rentas digunakan, mengumpul data dari 248 pekerja merentasi pelbagai agensi kerajaan. Pemodelan Persamaan Struktural (SEM) digunakan untuk menganalisis data dan menguji hipotesis yang dicadangkan. Dapatan menunjukkan bahawa semua dimensi pengurusan kualiti menyeluruh memberikan impak yang signifikan dan positif terhadap prestasi organisasi, dengan kepemimpinan berasaskan kualiti menunjukkan kesan yang paling substansial. Tambahan pula, komitmen organisasi didapati memainkan peranan perantaraan yang penting antara amalan pengurusan kualiti menyeluruh dan prestasi organisasi, menonjolkan kepentingannya dalam pelaksanaan pengurusan kualiti menyeluruh yang berjaya. Kajian ini menekankan keperluan kritikal bagi organisasi kerajaan UAE untuk mengamalkan amalan pengurusan kualiti menyeluruh yang menyeluruh sebagai tindak balas strategik kepada cabaran dinamik persekitaran perniagaan moden. Dengan menunjukkan kesan positif pengurusan kualiti menyeluruh terhadap prestasi dan peranan penting komitmen organisasi, kajian ini menyediakan sokongan empirikal untuk pembaharuan dasar yang bertujuan untuk meningkatkan penyampaian perkhidmatan dan kecemerlangan operasi. Kajian ini menyumbang kepada literatur dengan menyediakan analisis terperinci tentang bagaimana dimensi pengurusan kualiti menyeluruh yang berbeza mempengaruhi prestasi organisasi dalam konteks sektor awam. Ia juga menghuraikan mekanisme di mana komitmen organisasi meningkatkan keberkesanan amalan pengurusan kualiti menyeluruh. Dapatan ini menjadi sumber berharga bagi pembuat dasar dan pentadbir dalam mengembangkan strategi untuk memperbaiki pengurusan sektor awam dan kualiti perkhidmatan. Disyorkan agar pelaksanaan pengurusan kualiti menyeluruh dalam organisasi kerajaan UAE disertai secara sistematis dengan inisiatif untuk memupuk komitmen organisasi, memastikan pekerja selaras dan terlibat dengan matlamat penambahbaikan kualiti.

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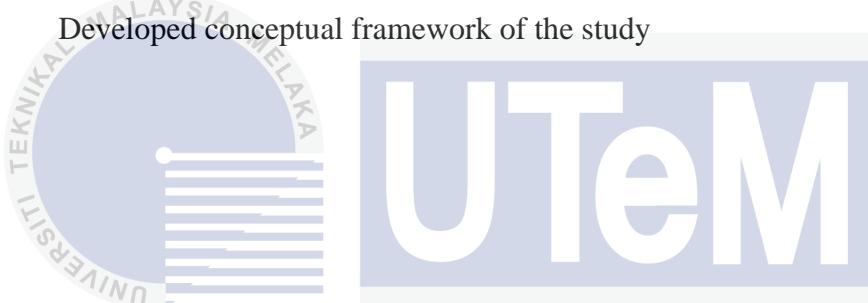
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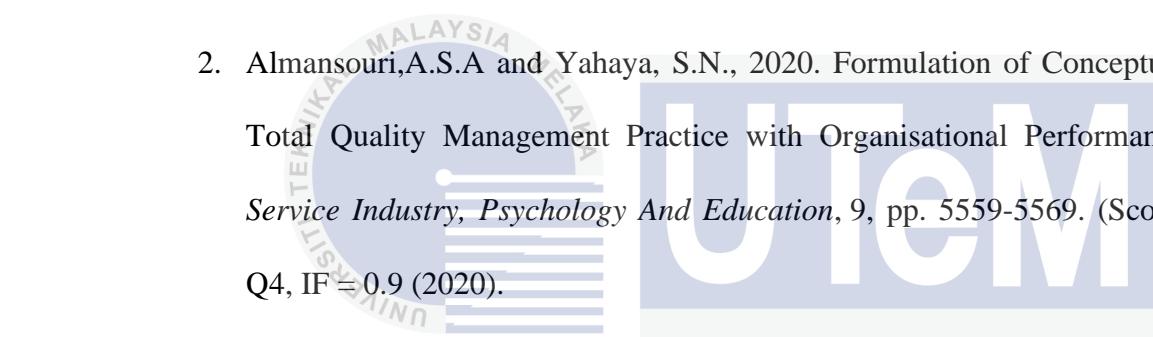
LIST OF ABBREVIATIONS

AVE	-	Average variance extracted
CF	-	Customer focus
CFA	-	Confirmatory factor analysis
CI	-	Continuous improvement
CR	-	Composite reliability
CO	-	Organizational commitment
EFA	-	Exploratory factor analysis
EFQM	-	European food quality award
EM	-	Expectation-maximization
GoF	-	Goodness of fit
KM	-	Knowledge management
KMO	-	Kaiser-meyer-olkin
KS	-	Knowledge sharing
L	-	Leadership
MBNQA	-	Malcom balrige national quality award
OC	-	organizational culture
OP	-	Organizational performance
PDCA	-	Plan-do-check-act
PLS	-	Partial least squares
QOL	-	Quality oriented leadership
SEM	-	Structural equation modelling
SP	-	Strategy planning
SPP	-	Supplier partnership
SPSS	-	Statistical package for the social science
SQC	-	Statistical quality control
QLF	-	Quality loss function
RBV	-	Resource-based view
TMC	-	Top management commitment

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1. Almansouri,A.S.A and Yahaya, S.N., 2020. Structural Equation Model of Total Quality Management Practice with Organisational Performance of UAE, *Service Industry, Psychology And Education*, 9, pp. 5580-5587. (Scopus indexed, Q4, IF = 0.9 (2020).
2. Almansouri,A.S.A and Yahaya, S.N., 2020. Formulation of Conceptual Model of Total Quality Management Practice with Organisational Performance of UAE, *Service Industry, Psychology And Education*, 9, pp. 5559-5569. (Scopus indexed, Q4, IF = 0.9 (2020).



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter starts with the research background, a brief introduction of the UAE government organizations. The problem statement is presented regarding the topic described, followed by construct research questions and research objectives. Moreover, the significance of the study, scope, and limitation are also mentioned. The chapter ends with the structure of the research.

1.2 Background

The United Arab Emirates (UAE) has successfully transformed from an economy solely reliant on oil revenues to a modern global powerhouse driven by knowledge and extensive investments aimed at keeping pace with rapid development within a short period (Daleure, 2017). This transformation is aligned with the UAE's strategic shift from a state-dominated model to one more focused on empowering government sectors. This shift was initially guided by Vision 2021, which emphasized enhancing government sector participation by fostering innovation and building global partnerships (The Annual Economic Report, 2015). As Vision 2021 has come to a close, the UAE has introduced newer strategic frameworks like the UAE Centennial 2071, aiming to prepare the nation for future generations by focusing on innovation and excellence in governance and public service.

Moreover, the rapid advancement in technology has brought sweeping changes across all fields, particularly in the business environment, compelling UAE government organizations to adapt swiftly to survive and excel in a highly dynamic context. These

organizations are continuously seeking modern management concepts and the latest strategies to maintain success and achieve their targets effectively.

Total Quality Management (TQM) practices represent a modern management ideology that starts at the top, involving the board of directors, and cascades down to every employee. It is rooted in the principle of inclusive decision-making, where even frontline employees, who directly influence customer satisfaction, are integral to the process. The adoption of TQM necessitates substantial shifts in organizational culture towards a customer-centric approach, addressing the rising customer expectations which have become a primary competitive factor in today's market (Kanorio, 2014). Quality, therefore, becomes a pivotal success factor, compelling organizations to overhaul their frameworks and adopt strategies that prioritize customer needs (Sadikoglu and Olcay, 2014).

In the UAE, the application of TQM in government organizations is particularly critical due to the strategic aim to enhance public administration and service quality in alignment with the UAE's broader governance goals. Despite the global acknowledgment of TQM's benefits, its systematic implementation within the UAE public sector has been limited and uneven, often lacking the depth and rigor seen in more developed economies.

This study aims to explore the implementation of TQM practices within UAE government sectors, focusing on how these practices influence organizational performance and how organizational commitment mediates this relationship.

All organizations, especially in developing countries, have shown a trend towards implementing TQM to improve their service quality continuously. However, specific challenges related to TQM practices in UAE government organizations include aligning these practices with the unique administrative and cultural contexts of the region. Research conducted by Small et al. (2017) highlighted that even in sectors like construction and mechanical industries in Dubai, TQM practices are in their nascent stages. This study,

however, will focus solely on the service industry within the government sector, steering clear of the construction or mechanical sectors, which, while relevant to service provision, do not align directly with the objectives of this research.

The relevance of TQM practices in the UAE is also bolstered by recent policies aimed at digital transformation and enhancing operational efficiencies within government services. These policies underscore the need for robust quality management systems that can adapt to and flourish within the regulatory frameworks specific to the UAE.

In sum, this study seeks to scrutinize TQM practices in the UAE government service sector as a strategic tool for excellence that can bolster competitiveness from multiple angles—enhancing customer and employee satisfaction and driving the success, achievement, and performance of organizations. This research not only aims to fill the existing gaps in TQM implementation but also to provide actionable insights that could guide policy makers and administrators in enhancing public sector management and service quality.

1.3 Problem statement

The problem that this research seeks to solve is grounded in the review of the literature with respect to the study of TQM practices as a topic in the UAE. Alzoubi and Ahmed (2019) observed that TQM practises are a new philosophy established only recently in the country. Besides its recentness, TQM practices received inadequate attention from scholars and other relevant personnel who could have helped to advance this field of operations (Anil and K.P, 2019). Yusri et al. (2017) finds that the researchers did not take sufficient time to actually determine the success factors required to establish it within the entities where it should be used. This is a further indication that TQM research practises, particularly in the Middle East, are deficient to the extent that more exploration into its implementation should be done. Prajogo and Cooper (2017) focusing on Jordan, a country

in the Middle East, laments the lack of research and exploration in relation to the use of TQM practices.

The important challenge this research seeks to address is the relatively recent and inconsistent adoption of Total Quality Management (TQM) practices within government organizations in the UAE. Despite the recognized potential of TQM to enhance organizational performance and customer satisfaction, its implementation has faced several obstacles. Recent findings indicate that many UAE government organizations struggle with integrating systematic TQM practices due to a lack of clear understanding and commitment at various management levels (Alnazli, 2022).

One significant issue is the variable interpretation and application of TQM principles across different departments and sectors within the government. This inconsistency can lead to suboptimal outcomes in service quality and operational efficiency, which are crucial for public satisfaction and trust (Al-Dhaafri et al. 2020). Furthermore, there is a noted scarcity of empirical research focused on the specific conditions and outcomes of TQM practices in the UAE, leaving a gap in actionable data for policymakers and administrators (Aburayya et al., 2020).

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This research aims to fill these gaps by providing a detailed examination of how TQM practices are currently implemented in UAE government organizations and identifying the factors that influence their effectiveness. The study will also investigate how organizational commitment to TQM practices can mediate the relationship between TQM implementation and enhanced organizational performance, addressing the critical need for a more structured and committed approach to quality management in the public sector.

Waal and Frijns (2016) reveal that employees of the UAE's organisations have barely appreciated the need for TQM. They have not adopted a positive perception towards its implementation within the respective organizations. In the same light, the management of

the organisations is not abundantly convinced to update their entities into high-quality organizations or agencies.

Government organisations are facing excellence challenges with other competitors. Therefore, they have adapted the implementation of TQM practises as a tool for excellence and as an effective method for improving the final quality, raising the organization's performance, and keeping survival in the diverse business environment. But when talking about the service industry, the matter becomes difficult because it has a different approach from other sectors in many characteristics. The final product of these organisations is intangible, and that makes it difficult to measure, even with the customer's satisfaction or the performance of the organization (Al-Dhaafri and Alosani, 2020).

The incorporation of TQM practices, philosophy, and methods is a key factor in improving performance (Gaikar and Cherian, 2020). However, there is less consensus as to what the main TQM practises are or what the general definition of TQM is. In fact, there is no common view of TQM today, and TQM practises have been realised differently by different people (Abu Salim et al., 2019). Yet, an important factor that should be considered to ensure the success of TQM practise adoption is the development of a sound implementation structure prior to the start of the phase of transition (Iqbal and Asrar-ul-Haq, 2018).

Reviewing the literature on quality management in the UAE, the researcher can state that little empirical research has been done in relation to the implementation of TQM practises in the UAE government organizations (Alzoubi and Ahmed, 2019). Due to this, managers of firms and organisations find it difficult to get the information they need to be able to adopt the practises of TQM. In order to cover the gap and provide these firms with practical assistance in the area of TQM practices, the aim of this research is to put a spotlight on the implemented TQM practises in the services industry in the government sector in the

UAE in order to determine whether these organisations reached their goal by applying TQM practices.

One of the key reasons for the deficiency in TQM practices within UAE government organizations is the lack of a unified framework for TQM implementation. TQM is often seen as a holistic management approach that requires the involvement of all organizational levels. However, in the UAE, government organizations often operate within rigid bureaucratic structures that can impede the flexibility and adaptability required for TQM. The rigid hierarchical culture prevalent in many UAE government institutions may hinder open communication, continuous improvement, and employee empowerment—core principles of TQM (Al-Hosani and Saif, 2020). This cultural and structural challenge leads to a superficial implementation of TQM practices, where the focus is more on compliance rather than genuine organizational change.

Another factor contributing to the inadequate adoption of TQM in UAE government organizations is the lack of proper training and understanding of TQM principles among employees and management. TQM requires a shift in mindset, emphasizing customer focus, process improvement, and a culture of quality. However, many employees and managers in the UAE government sector may lack the necessary training and awareness to fully grasp and embrace these principles (El-Kassar and Singh, 2019). Without sufficient knowledge and understanding, TQM practices are likely to be implemented in a fragmented and inconsistent manner, leading to poor outcomes in terms of organizational performance and customer satisfaction.

Moreover, the rapid pace of change and the drive for quick results in the UAE often lead to the adoption of management practices without adequate customization to the local context. TQM practices, which originated in manufacturing settings in Western countries, require adaptation to fit the unique needs and characteristics of the UAE's public sector