



INTERNATIONAL JOURNAL OF LAW,
GOVERNMENT AND COMMUNICATION
(IJLGC)

www.ijlgc.com



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

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Article Info:

Article history:

Received date: 25.06.2022

Revised date: 01.08.2022

Accepted date: 15.08.2022

Published date: 01.09.2022

To cite this document:

Almazrouei, S., & Dahalan, N. (2022). Mediating Effect Of Talent Management On The Relationship Between Total Quality Management, Entrepreneurial Orientation, Organizational Excellence, And Organizational Performance In Dubai Police. *International Journal of Law, Government and Communication*, 7 (29), 148-170.

DOI: 10.35631/IJLGC.729012.

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Abstract:

Both public and private organizations are facing various challenges in the current environment due to range of complexities as exists in the market. However, to achieve higher organizational performance, more attention is required towards different tangible and intangible organizational resources along with strategic capabilities. The purpose of this study is to examine the role of total quality management, entrepreneurial orientation, organizational excellence towards organizational performance from the context of Dubai Police. Additionally, it also explores the mediating effect of talent management on the relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance. A sample of 453 valid responses through online survey questionnaire was collected and analyzed. More specifically, descriptive statistics, correlational and demographic analyses and both measurement model and structural model was assessed. The study findings through measurement model confirm the reliability, validity, internal consistency, and discriminant validity of the latent constructs. Finally, the findings through PLS-SEM approach confirms that direct and significant relationship between total quality management, entrepreneurial orientation, organizational excellence, and organizational performance, respectively. The testing of mediating effect confirms that talent management significantly mediates the relationship between TQM-OP, between EO-OP, and between OE-OP, accordingly. The study findings would be of great support to various policy makers specifically in the Dubai Police.

Keywords:

Quality Management, Talent Management, Organizational Excellence, Organizational Performance, Dubai Police

Introduction

Organizations are striving to enhance their performance in the contemporary environment. However, the concept of performance has got different meaning in different organizations. Meanwhile, for any business, measurement of the performance is a key tool to analyze the role and effectiveness of the management as it provides the true organizational outcomes. The above statement is in line with the Varadarajan (2020) who further states that business resources are highly associated with the organizational performance or OP (Varadarajan, 2020). A range of studies have been observed while providing the debate about the significance of performance measurement system within the organization (Kamble & Gunasekaran, 2020). Such practices would provide an effective utilization of the various resources along with the determination of organizational excellence (Alamiri, Ameen, Isaac, Alrajawy, & Al-Shibami, 2020).

In the current changing environment, both internal and external opportunities need to be examined in order to achieve competitive advantage in the marketplace (Agung & Darma, 2019; Liu, 2017). Furthermore, examining the internal and external opportunities may provide a good source of sustainability and growth (Keller, 2017; Kessler, Bierly, & Gopalakrishnan, 2000; Weybrecht, 2017). Both in public and private sector, organizations are trying to improve their performance dynamic based on some innovative capabilities too (Jacobsen & Andersen, 2014; Lundvall & Nielsen, 2007). However, up to which extend the performance of the organization should be enhanced is still an ongoing issue which needs to be investigated both in theoretical and empirical context.

The performance dynamics of Police department can be viewed in a range of perspective. For instance, as per the mission statement of Dubai Police, it is stated 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 towards the key strategic goals while reviewing the performance output of Dubai Police. Additionally, the premeditated goals comprise of safety and security enrichment, confidence in Police, community happiness, safekeeping and protection, crisis and disaster management, crime reduction, responding to emergency situations, and reduction of road fatalities as well (Dubai Police, 2020). Another perspective which has captured the researcher’s attention regarding the performance dynamic of Dubai Police is that a big gap is yet to cover in the literature for various antecedents which are reshaping and redesigning the OP for DPF but not explored to a significant level.

Dubai police force (DPF) was established during the year 1956 on 1st June with the base in Naif Fort as its premier headquarter. However, the title of Naif Fort was changed to Dubai Police stations. It is found that DPF is working as modern Arab police with the force of more than fifteen thousand employees who are specialized in different areas along with good training skills. Meanwhile for United Arab Emirates (UAE), DPF is assumed as an integral department whose mission is to work for the improvement of quality of life in the region while working through constitutional rights along with the law enforcement. The department of DPF is chaired by Sheik Muhammad bin Rashid Al-Maktoum, along with the vice-president, prime minister and ruler of UAE. While performing its duties, DPF is working through most precise measure of operations while fulfilling its obligations, exercising power and performing other functions.

Meanwhile, it also working through managing the human resource in an efficient manner and good teamwork. For the purpose of criminal investigation, DPF is first Arab police in the region to apply DNA testing along with the usage of electronic fingerprinting and “clean desk policy”.

In addition, while performing its duties Dubai Police utilizes the most precise measure of operation in performing its duties while considering the organizational performance through practicing the strategic planning, utilizing human and financial resources in more efficient way. Furthermore, one of the most significant steps as taken by the Dubai Police regarding the criminal investigation specifies the implementation of DNA testing. This may be considered another landmark to review the overall performance output of Dubai Police in the region (Dubai Police, 2020).

Besides, after in depth review of website of Dubai Police, it is found that DPF is lacking with the evaluation of security guarding, survey about road safety in Dubai, and survey about labour complaints in the recent years of 2019 and 2020, where no empirical evidence is found for such performance indicators (Dubai Police, 2021). This means that there is a big reason to investigate the trends in Dubai Police at recent time where there is no statistical evidence for the higher performance in Dubai Police as well.

Alzaabi and Ghani (2021) consider the similar concept for the Dubai Police Force and claims that Dubai Police has conducted various training programs to increase the efficiency and productivity of their employees which seems to be quite effective in increasing the performance of the stated employees. Furthermore, it is confirmed that e-learning facilities for the employees in Dubai Police is directly enhancing the employee performance which further shows positive trends towards organizational performance. Therefore, the significance of employee performance towards organizational performance is not something which can be neglected. Meanwhile, the organizational success is also associated with the innovation and strategic planning for the which the role of employees is quite important. In this regard, one of the latest contribution is provided by Alosani, Yusoff, and Al-Dhaafri (2020) who explore the trends in organizational performance for Dubai Police. They have collected the data through structural questionnaire from the general department of Dubai Police. Their findings confirm the fact that strategic planning and innovation are playing their major role towards the organizational success for which the employees’ contribution is quite imperative. In terms of practical implications, it is stated that managers and other decision makers in Dubai Police may utilize the study findings as a strategic direction towards organizational success.

Problem Statement

Towards higher level of organizational success, the significance of organizational excellence cannot be neglected. For instance, Dawabsheh, Hussein, and Jermsttiparsert (2019) claim that organizational excellence and organizational performance are the most significant indicators towards the organizational success, advancement, development and achievements, respectively. The reason is that the factor of organizational excellence is directly linked with the organizational success. Meanwhile, those firms who want to achieve higher level of market performance are suggested to be excellent in their range of operations. However, in the field of business performance, one of the major query specifies that how the a firm can pursue for the sustainable and excellent business practices. Mohamed et al. (2018) discuss the significance of organizational excellence towards achieving better organizational productivity. Authors claim that organizational excellence is a better attempt to reduce the issue of lower performance while

providing a pathway for being competitive and innovative in the marketplace. Their study mainly considers the role of organizational excellence along with employee performance towards the productivity of health authority in Abu Dhabi, UAE. The importance of organizational excellence can be viewed from their empirical findings which claim that organizational excellence in terms of principles and practices has its significant and positive impact on productivity. Shi and Lai (2013) also claim that in today's competitive environment, increasing organizational performance is crucial both in developed and developing economies. However, both financial and non-financial measures of organizational performance are quite imperative which is linked with the utilization of an efficient management system.

The first issue is organization excellence. Several studies proved that there is an association between organization excellent (OE) and performance. Pinar and Girard (2008) have empirically tested the association between three organizational excellence (customer focus, constant innovation, and committed people) and seven performance factors that is profitability, market share, growth return on assets, sales growth, retention of customers, and personal turnover, respectively. Study findings confirm a significant and positive relationship between OE and OP's various factors among the Turkish firms.

In related to Dubai police Force (DPF), Al-Dhaafri, Al-Swidi, and Al-Ansi (2016) confirmed the effect of OE on the OP in the police department of Dubai. A recent study conducted by Al-Dhaafri and Alosani (2020a) has investigated the relationship between OE and OP for the Dubai police organization using partial least square approach and found a significant and positive impact of OE on OP.

Although OE is widely observed in the literature; however, in recent time, it seems to emerge with business excellence (Dawabsheh, Hussein, & Jermsttiparsert2019). In the case of DPF, literature work is widely missing with analyzing current trends of OP in continuous improvement, people commitment, customer focus, proactiveness, HRM practices, and risk taking. Additionally, theoretical and empirical literature is very limited -focusing on the DFP for analyzing the trends in performance. In this regard, research work as provided by Al-Dhaafri and Al-Swidi (2014) is found to be among those few pieces of evidence where OP is analyzed through EO and enterprise resource planning as well. Besides, George, Walker, and Monster (2019) tries to investigate the trends in OP through strategic planning, while Abubakar, Elrehail, Alatailat, and Elçi (2019), and Singh and Misra (2021) considers knowledge management, decision making style, and corporate social responsibility to examine the title of OP, respectively.

In achieving better performance, totally quality management is another good tool for both public and private organizations. In this regard, one of the major contribution is provided by Abbas (2020) who states that total quality management leads to green performance under the shadow of corporate social responsibility. They have collected the data from small and medium enterprises as working in Pakistan. The study findings confirm that organizational green performance is positively and significantly linked with the total quality management among the selected firms. Furthermore, it is claimed that Total quality management system has lot of potential to boost the organizational as well as individual performance. Meanwhile, it also helps in achieving the competitive advantage in the marketplace. Additionally, total quality management works towards sustainable environment while achieving better performance for the current products and services. Jimoh, Oyewobi, Isa, and Waziri (2019) claims for the

relationship and significance between total quality management and organizational performance. Author state that through TQM, there is a good improvement in the performance among the small and medium enterprises as working in Nigerian construction industry. It is inferred that the importance of TQM towards organizational success can be viewed from the context that it shows the quality behavior of the organization.

Meanwhile, the title of TQM along with the OP is also observed by different reserachers both in recent and the past studies. For this reasong, the signifiacnce of TQM is determined in a sense that it could help the organzaitions to incrase their performance (Abbas, 2020). TQM is observed as a management system with the capability to increase the individual as well as OP along with the acivenment of compettitive advatnage as well (Zwain, Lim, & Othman, 2017). It is also accepted that the role of TQM is also very much signifiacnt in controlling wast while efficient utilization of resoruces too (Yusr, Mokhtar, Othman, & Sulaiman, 2017). Althrough the signifiacnce of TQM is widely observed for the public and private organizations as examined by (Ajmal, Tuomi, Helo, & Sandhu, 2020; Al-Dhaafri & Alosani, 2020b; Gomes, Small, & Yasin, 2019; Mahadevan, 2020; Nweke, 2020), however, for the public firms like Police Department, very little investigation has been carried out by the reserachers to determine the role of TQM for higher OP. This would clearly justify the argument for investigating the dynamic relationship between TQM and OP specifically from the context of Dubai Police.

In addition, entrepreneurial orientation is not something which is novel for the organziations. The initial concept of EO is defined by Miller (1983) as “an entrepreneurial firm is one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with ‘proactive’ innovations, beating competitors to the punch”. He suggested three dimensions to characterize and test entrepreneurship: “innovativeness”, “proactiveness”, and “risk-taking”. In this the organziatioanl and strategic signifiacnce of EO is well investigated in both developed and developing economies along with the performane dynamics. More specifically, EO is positvely linked with the OP (Masa’deh, Al-Henzab, Tarhini, & Obeidat, 2018). However, one of the growing issue as observed in the recent and past literaure is that it is unable to provide some reasonable theoretical and empirical justification for EO in the Police department which may lead towards higher OP. This is another literautre gap which needs to be addressed on serious notes.

The title of entrepreneurial orientation is a type of strategic orientation which is widely linked with the business streagdy. It is defined as a procedure, process and decision making activities in order to improve the product and services as per the customer’s demands and needs. However, several factors are directly linked with the entrepreneurial orientation like risk taking, innovativness, and proactiveness. Masa’deh et al. (2018) explore the significance of entrepreneurial orientation along with technology orientation and market orientation in determining the organziational performance fo the Jordanian pharmaceutical indsutry. The study findings through multiple regression analysis confirm that there is a significnat and positive role of strategic orientation towards organziational perfomrance. In this regard, their study findings significnatly contribute towards existing body of literuatre while focusing on the orgnziational perofmance as an outocme factor of market based, technology based and entrepreneurial-based orientation, respectively. Mahrous and Genedy (2019) claim that both entrepreneurial orientation and market orientation have their direct impact on organziational perofmrance among the manufacuring firms as working in Egypt. Their study primarily applies the structural equation modelling technique through Smart PLS. The significance of EO

towards higher organizational performance is confirmed through empirical findings through which some useful policy implications are also suggested by the authors.

Although the performance title is widely observed for both public and private sector organizations, its literature evidence in theoretical and empirical perspectives is yet to explore in different perspectives. This point has provided a reasonable justification for identifying and addressing the research gap based on the set of exogenous variables and OP as observed in the current study. To date, EO, TQM, and organizational excellence have been evidence as a predictor to organizational performance. Still, no evidence is found concerning the Dubai Police Forces. Besides, talent management is an organizational capability that helps various firms significantly benefit from their employees, workers, and other key officials. A wide of literature evidence is observed for the direct impact of talent management on organizational performance. Yet, the mediating impact of talent management between organizational performance and its dynamics like TQM, EO and organizational excellence is missing.

Literature Review

Organizational Performance

The literature of humanity and organizational context has given significant attention to its performance and operational activities. Combs, Crook, and Shook (2005) pointed out that in the field of management literature, that organizational performance is regarded as one of the main constructs in the area of organizational research and strategic direction. Accordingly, in the past couple of decades, both professionals and academics have tried their best while conducting a considerable analysis and research work on organizational performance to comprehend the procedures, antecedents, that resulted in a significant improvement towards the outcomes of the firms can be observed (Haseeb, Hussain, Ślusarczyk, & Jermittiparsert, 2019; Jing & Avery, 2008; Kafetzopoulos, Gotzamani, & Skalkos, 2019; Nabass & Abdallah, 2019).

Both public and private sector organizations are widely observed and analyzed for performance dynamics. For this reason, a significant interest for the public sector has been rising (Osborne, 1992). According to Waal (2010), the most important aim of performance management in the public sector is to generate higher outcomes, work for the strategic goals, and resources apparent. He further stated that the aims include incorporating funding policy, incorporating non-financial and financial information, enhancing availability, quality, and information about the management data (Waal, 2010)

Organizational Excellence

The term excellence often refers to the highest level in assessment for both organizations and individuals. Researchers like Dahlgaard-Park (2009) said that it is not easy to know when you can achieve excellence if you do not know what excellence is. Meanwhile, the idea of excellence is more relevant to "financial" or "organizational" excellence. However, both financial and organizational excellence are moving to the same context. The only difference observed was that public sector organizations used the term organizational excellence. The firms that are primarily working to generate profit from the market through their products and services used corporate excellence. In terms of management and organizational excellence, the word excellence is used in quality management to elevate the level of organizational management to a specific level which will produce outstanding results in the form of

satisfaction for the customers as well as the consumers who are associated with the business (Dahlgaard-Park & Pettersen, 2009).

Organizational research literature includes several descriptions of the concept of excellence. (Hillman, 1994) defines excellence evaluation as the process of assessing an organization against a quality improvement model to consider what has been done and what changes it needs.

Total Quality Management

Total Quality Management (TQM) in the changing global environment has turned into a principal component that needs a transition from its procedures, culture, faith, and tactical priorities (Motwani, 2001a, 2001b). Many studies concerning TQM and its function in creating and improving the business's performance and competitive edge (Addae-Korankye, 2013; Ahmed & Ferdousi, 2020; Al-Swidi & Mahmood, 2011; Obeidat, Tawalbeh, & Akour, 2019).

TQM reflects a holistic strategy that is primarily concentrating on organizational objectives through quality development (Pambreni, Khatibi, Azam, & Tham, 2019), fulfilling customer requirements (T. L. H. Nguyen & Nagase, 2019), enhancing the business productivity (Ma, Zhang, & Yin, 2020), and competitiveness in the marketplace among different business units (Dametew, Kitaw, & Ebinger, 2020).

According to Ehigie and McAndrew (2005), TQM is a management philosophy that has gained a gigantic focus by different researchers in different organizations. TQM philosophy highlights internal and external customers' role for the business organizations, their suppliers, and workers' participation in pursuit of ongoing improvement while considering the strategic business objectives (Chang, 2006).

Entrepreneurial Orientation

Entrepreneurial activities are putting their significant impact on almost every organization around the globe. However, in the modern international market, entrepreneurship has become among the critical fields through which business and other organizations can attain success, organizational, operational efficiency, and a sustainable competitive edge in the industry (Crow, Whitman, & Anderson, 2020; Sahi, Gupta, Cheng, & Lonial, 2019). In another perspective, Davis (2007) stated that the entrepreneurship discipline was considered one of the fastest-growing areas in literature in the past couple of decades.

In relation to the operation, entrepreneurship authors in the scholarly literature have honored the significance of entrepreneurial activities while favorably assuming the association between entrepreneurship and performance of the business firms and other organizations (Hastuti, 2020; T. Nguyen & Pham, 2020). In their prior contribution, Lumpkin and Erdogan (2004) detected a distinction between entrepreneurship and entrepreneurial orientation by suggesting that entrepreneurship describes the entrepreneurial decisions by replying to what is undertaken. In contrast, entrepreneurial orientation answers the query the way ventures are undertaken in order to address the strategic business objectives.

The entrepreneurship concept has been utilized for several decades. However, up so far, there is very little unanimity regarding its definition as different authors and researchers have provided their views about it. Consequently, in the literature, several definitions are available.

For example, it is explained in terms of innovativeness (Astrini et al., 2020), creation of employment (Besley, Burchardi, & Ghatak, 2017), providing opportunities for expansion and growth (Bosma, Sanders, & Stam, 2018), and value creation (Schindehutte, Morris, & Kocak, 2008).

Talent Management

There is different context under different studies of talent management concept. Strategic talent management is defined as a set of actions and procedures which involve the orderly identification of crucial positions that differentially contribute to the business's sustainable competitive edge (Ambrosius, 2018; Ashton & Morton, 2005).

For the evolution of a talent pool in any organization, there is a significant need for high potential and acting individuals who can fill different positions within the organization. Meanwhile, talent management also describes the human resource structure in any organization to deal with other rankings and capable employees to ensure that their dedication to the business enterprise is inevitable for the long term success (Festing, Budhwar, Cascio, Dowling, & Scullion, 2013; Jantan, Hamdan, & Othman, 2009).

In this aspect, it is crucial to be aware that key positions are not necessarily confined to the top management team (TMT) but also consist of key positions at lower ranks within the organization. Two important dynamics prompt this review. To begin with, despite the rising popularity talent management stays unclear, with a lot of points yet to explore. Lewis and Heckman, (2006) concluded that there is a lack of clarity concerning the definition or talent management, its extent and general aims within the organization. In this respect, a UK poll found that 51 percent of HR professionals surveyed undertook talent management and related activities. But only 20 percent of them are functioned using a proper definition of talent management. Therefore, the field of talent management could benefit out of a definite and detailed definition of this concept. Secondly, the present condition of talent management literature lacks some significant theoretical debate. There is also an alarming shortage of theoretical development in this field (Boudreau & Ramstad, 2007; Lewis & Heckman, 2006).

Research Framework and Hypotheses

Based on the theoretical and empirical discussion under chapter two, the present section has provided a layout for the research framework of the study. Figure 3.1 shows exogenous constructs that are total quality management, entrepreneurial orientation, and organizational excellence. The dependent variable of the study is organizational performance. Additionally, the relationship between exogenous variables and organizational performance is mediated through talent management. The details for each variable, their dimensions and sub-items are given in the upcoming section of this chapter.

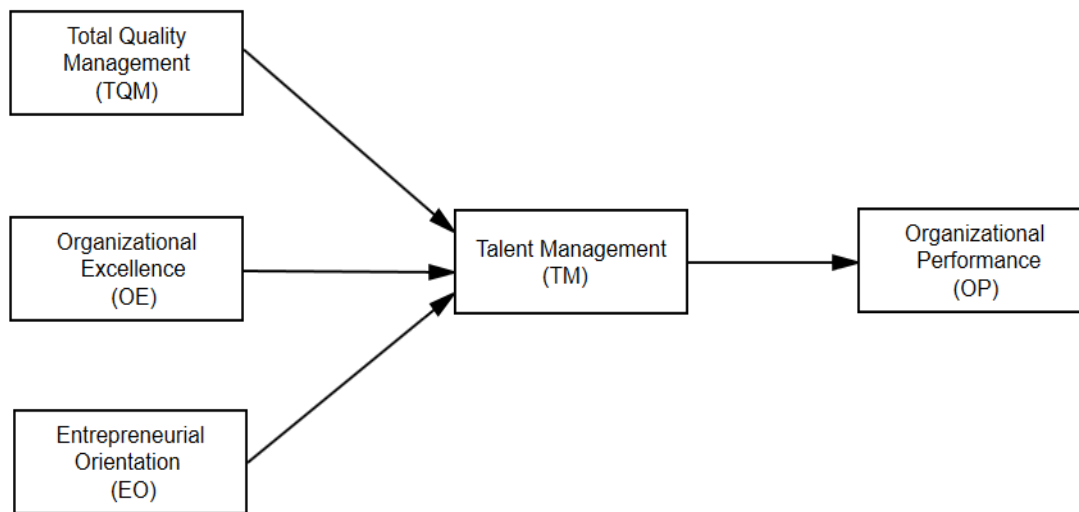


Figure 1: Research Framework of the Study

H1: There is a significant impact of total quality management on organizational performance in Dubai Police.

H2: There is a significant impact of organizational excellence on organizational performance in Dubai Police.

H3: There is a significant impact of entrepreneurial orientation on organizational performance in Dubai Police.

H4: There is a significant impact of talent management on organizational performance in Dubai Police.

H5: Talent management significantly mediates the relationship between total quality management and organizational performance in Dubai Police.

H6: Talent management significantly mediates the relationship between entrepreneurial orientation and organizational performance in Dubai Police.

H7: Talent management significantly mediates the relationship between organizational excellence and organizational performance in Dubai Police.

Research Methods

Population and Sample

Dubai police (DP) is comprised of 30 main police departments having 767 sub-sections. Every sub-section has a “head section officer” who is accountable for a group of employees who are doing parallel jobs. In this perspective, “in charge officers” play an intermediating role between the employees and supervisors. Thus, they are accountable for the policies regarding quality, system, and management. Moreover, they have an idea about the implementation phases of ERP system i.e., “whether there are successes or problems in the system”. Meanwhile, they are also responsible for creating EO to improve the performance and efficiency among the employees. Furthermore, a detailed review of the Dubai Police has made it clear that currently there are 21,000 total employees who are working in different departments and sections (DPF, 2022). Out of this 21,000, 15,000 are working in the lower rank (Dubai Police Force, 2022). Therefore, the population under present study consist of 15,000 employees of Dubai Police as working in the lower rank. Present study uses a random sampling technique to collect the data from the selected sample. In the random sampling technique, each individual in the population has an equivalent probability of being chosen (T. Nguyen, Shih, Srivastava, Tirthapura, & Xu,

2019; Olken & Rotem, 1986; Singa, Sriyakul, Sutduean, & Jermsittiparsert, 2019). , one the most cited measure for determining the size of the sample is provided by Krejcie and Morgan (1970). In their study, they have provided the relative size of the population and the number of targeted sample size. For example, if the desired population is 1200 (N), than the sample size (S) will be 201. Similarly, if the population in any study will be 5000, than the sample size 357. More specifically, under present study as stated earlier, the total population for the lower ranked police officers as working in Dubai Police are 15000, therefore, based on the consideration of Krejcie and Morgan (1970), the sample size 375 respondents under presents. However, the stated sample size was expected to inflate 100%. For the purpose of data collection, questionnaire was developed through various items as extracted from existing literature. Whereas the data was empirically examined through two step approach for which details are given under subsequent section. A final sample of 453 respondents through online survey was achieved.

Results and Discussion

Initially the measurement model is examined through reliability and validity of the study items and their relative constructs. The results in table 1 show that the loadings for the study items are above 0.50 for the provided items, whereas the reliability findings in terms of alpha and CR are also above 0.70. Meanwhile, the AVE also reflects a score of above the threshold level of 0.50 for both first order and second order constructs. It means that there is no problem for the reliability and validity of the latent constructs.

Table 1: Construct Reliability and Validity

First Order Constructs	Second Order Constructs	Items	Loadings	Cronbach's Alpha	rho_A	CR	(AVE)
Customer Performance (CP)		CP1	0.917	0.861	0.876	0.915	0.783
		CP2	0.886				
		CP3	0.815				
Financial Performance (FP)		FP1	0.797	0.781	0.780	0.873	0.695
		FP2	0.886				
	Entrepreneurial Orientation (EO)	---	---	0.833	0.837	0.873	0.563
Innovativeness (IN)		IN1	0.844	0.839	0.853	0.903	0.756
		IN2	0.867				
		IN3	0.812				
	Org. Performance (OP)	---	---	0.712	0.863	0.826	0.572
Organizational Competency (OC)		OC1	0.763	0.853	0.862	0.901	0.695
		OC2	0.859				
		OC3	0.851				
		OC4	0.726				
Individual Competency (IC)		IC1	0.834	0.909	0.91	0.936	0.786
		IC2	0.860				
		IC3	0.885				
		IC4	0.838				
	Organizational Excellence (OE)	---	---	0.862	0.863	0.897	0.592

First Order Constructs	Second Order Constructs	Items	Loadings	Cronbach's Alpha	rho_A	CR	(AVE)
Proactiveness (PRO)		PRO1	0.839	0.804	0.807	0.884	0.718
		PRO2	0.863				
		PRO3	0.865				
Risk Taking (RT)		RT1	0.745	0.766	0.781	0.867	0.687
		RT2	0.769				
		RT3	0.734				
Structure (ST)		ST1	0.841	0.832	0.836	0.902	0.750
		ST2	0.900				
		ST3	0.818				
System/Process (S&P)		S&P1	0.829	0.821	0.823	0.894	0.737
		S&P2	0.887				
		S&P3	0.831				
	Talent Management (TM)	---	---	0.827	0.87	0.861	0.553
Total Quality Management (TQM)		TQM1	0.928	0.912	0.914	0.938	0.790
		TQM2	0.929				

After examining the loadings of individual items, reliability of the latent constructs, and convergent validity, current study is moving towards checking the discriminant validity for both the first order and second order constructs. The findings are shown under Table 2 and 3. For analyzing the discriminant validity, one of the most cited measured is entitled as Fornell-Larcker criterion for which the results are provided in Table 2 and 3. In order to justify the Fornell-Larcker Criterion, it is stated that the square root of each construct's AVE is higher than its correlation with another construct to claim that discriminant validity exists between the latent constructs of the study (Henseler, Ringle, & Sarstedt, 2015). The value of square root for each of the latent construct is provided. It is found that values as presented in terms of diagonal for each of the first order construct is greater than its off-diagonal values, which provides enough evidence to state that there is a discriminant validity between the latent construct entitled as first order. Moreover, the findings in Table 3 provides a separate outlook in terms of Fornell-Larcker criterion for the second order constructs named as entrepreneurial orientation, organizational performance, organizational excellence, and talent management. It is observed that the square root for AVE for the second order constructs as shown in the diagonal values of Table 3 is higher than the relative off-diagonal values. Therefore, it is inferred that both the first order and second order constructs under our study are providing the evidence that there is a discriminant validity between them.

Table 2: Fornell-Larcker Criterion For First Order Construct

	CP	FP	IC	IN	OC	PRO	RT	ST	S&P	TQM
CP	0.885									
FP	0.810	0.834								
IC	-0.100	-0.093	0.887							
IN	0.204	0.157	-0.135	0.870						
OC	-0.028	-0.023	0.226	0.186	0.834					
PRO	-0.013	-0.023	-0.101	0.349	-0.035	0.847				

RT	0.143	0.104	-0.147	0.474	0.028	0.487	0.829			
ST	-0.213	-0.202	0.062	0.090	0.288	0.076	0.287	0.866		
S&P	-0.095	-0.154	0.083	0.127	0.418	0.046	0.155	0.593	0.859	
TQM	-0.130	-0.102	0.756	-0.154	0.207	-0.114	-0.143	0.095	0.092	0.889

CP; customer performance, EO; entrepreneurial orientation, FP; Financial Performance, IC; individual competency, IN; innovativeness, OP; Organizational Performance, OC; organizational competency, PRO; proactiveness, OE; organizational excellence, RT; risk taking, ST; structure, S&P; system and process, TM; talent management, TQM; Total quality management.

Table 3: Fornell-Larcker Criterion For Second Order Construct

Variables	EO	OP	OE	TM
EO	0.750			
OP	0.113	0.757		
OE	0.189	-0.216	0.769	
TM	-0.110	-0.093	0.225	0.744

CP; customer performance, EO; entrepreneurial orientation, FP; Financial Performance, IC; individual competency, IN; innovativeness, OP; Organizational Performance, OC; organizational competency, PRO; proactiveness, OE; organizational excellence, RT; risk taking, ST; structure, S&P; system and process, TM; talent management, TQM; Total quality management.

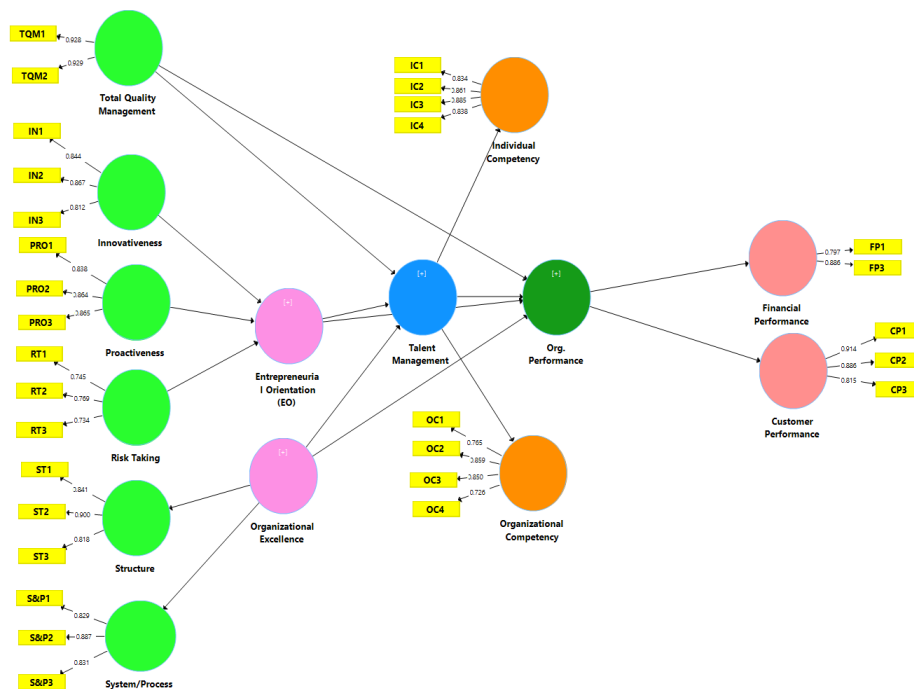


Figure 2 Measurement Model Output

Analysis of Structural Model

The findings under Table 4 provides the direct relationship between the independent and dependent variable named as organizational performance. The results are compiled through sample coefficient value, standard deviation in the coefficient, t-value and p-values, respectively. More specifically, the direct impact of total quality management on organizational performance is 0.484 with the standard deviation of 0.46. This would employ that 1% change in the value of total quality management practices, there is a change of 0.464% in the value of organizational performance and vice versa. The value of t-score through coefficient and standard deviation is 10.52 which reflects a significant p-value as less than 5%. It means that there is a significant and positive impact of total quality management on the organizational performance in the Dubai Police, UAE.

The second independent variable under present study is entitled as entrepreneurial orientation which is measured through three latent constructs named as innovativeness, proactiveness, and risk taking, respectively. The result through structural equation modelling under Table 4 show that 1% change in the value of EO is leading towards a change of 0.142 or 14.2% in the value of organizational performance. The positive indication of coefficient reflects that more EO practices in the Dubai Police is beneficial towards achieving higher level of organizational performance and vice versa. However, the deviation in the study coefficient is 0.0048 with the t-score of 2.958. This would cover that there is a significant and positive impact of EO towards the organizational performance as found in the present study.

The third explanatory variable under current study is entitled as organizational excellence which is measured through structure and system and process dimensions. The impact of organizational excellence on organizational performance is also reflected under Table 4. The findings show that there is a positive impact of 0.234 on the value of organizational performance as observed through structural equation modelling technique when the mediating role of talent management is entirely omitted from the model. Furthermore, the coefficient of 0.234 indicates that there is a positive impact of organizational excellence on organizational performance where more efforts towards organizational excellence means more organizational performance as reflected through customer performance and financial performance too. More specifically, the value of standard deviation for the coefficient of 0.234 is observed 0.062 with the T-value of 3.746.

Table 4 Direct Relationship of the Variables

Path	Original Sample (O)	SD	T Statistics (O/STDEV)	P Values
TQM->OP	0.484	0.046	10.52	0.000
EO -> OP	0.142	0.048	2.958	0.003
OE->OP	0.234	0.062	3.746	0.000

TQM; Total quality management, OP; organizational performance, EO; entrepreneurial orientation, OE; organizational excellence.

Analyzing the Mediating Effect

For analyzing the mediating effect of talent management between independent and dependent variables results are provided in Table 5. Based on the Baroon and Kenny approach, the findings show that with the presence of talent management on the relationship between total quality management and organizational performance, the direct path between TQM-OP is found to be insignificant. This means that the one of the key assumptions for checking whether a mediator is playing its role between independent and dependent variable is that with its inclusion in the model, no direct relationship should be exists between independent and dependent variables. In this way, the path coefficient for TQM and OP is 0.102 with the standard deviation of 0.185. Based on the stated coefficient and standard deviation, T-score of 0.550 was found, covering the evidence that it is below than the threshold level of 1.96. Therefore, the direct relationship between total quality management and organizational performance is statistically insignificant.

In addition, the findings under Table 5 reports that the impact of total quality management on talent management is 0.462 with the standard deviation of 0.053. It shows that the indirect path between first independent and mediating variable is highly significant as t-score is 8.71 (threshold level=1.96). Through such findings, the study results confirm that there is a significant association between total quality management and talent management. Moreover, the association between talent management (mediator) and organizational performance also demonstrates a positive coefficient with the value of 0.812. It means that talent management has its positive influence in determining the higher organizational outcomes specifically in the Dubai Police Department, UAE. The above stated findings confirm that the indirect path between total quality management to talent management (TQM->TM), and talent management to organizational performance (TM->OP) are positively significant at 5%. It means that both the indirect effects with the presence of mediator are statistically significant. This would justify the argument that there exists a significant mediating effect of TM on the relationship between TQM and OP from the context of Dubai Police.

Table 5 Indirect Relationship

Direction	Relationship	OS	SD	T-value	P Values
TQM>TM	IV1>M	0.462	0.053	8.72	significant
TQM>OP	IV1>DV	0.102	0.185	0.55	Insignificant
TM>OP	M>DV	0.812	0.068	11.94	Significant
OE>TM	IV3>M	0.432	0.033	13.09	Significant
OE>OP	IV3>DV	0.123	0.198	0.62	Insignificant
EO>TM	IV2>M	0.452	0.035	12.91	Significant
EO>OP	IV2>DV	0.092	0.148	0.62	Insignificant

The findings under Table 6 provides a better understanding regarding the indirect effect, total effect and variance account for Talent Management as a mediator between TQM and OP. In this way, it is found that that total indirect effect was 0.375 which has been achieved through getting the product of 0.462 and 0.812. In the meantime, the value of standard deviation for this indirect effect was 0.121 (0.053+0.068). This reflects the combination for standard deviation of the indirect paths between TQM-TM, and TM-OP, respectively. Furthermore, the results under Table 4.20 show that the total effect of 0.480 was achieved on the relationship between TQM and OP when the role of TM is observed as a mediator.

Finally, our study findings cover the variance account for (VAF), for which a final product through indirect effect divided by total effect was achieved. More specifically, the VAF in the very first case was 78.62 or 79%. Hair Jr, Hult, Ringle, and Sarstedt (2021) have provided their valuable opinion regarding whether there is a full mediation, partial mediation or no mediation. In this regard, the value of VAF is very much beneficial as they state that the value of VAF between 0-20% regards as no mediation; between 20-80% as partial mediation, and above 80% means full mediation. As per the findings under Table 4.19, it is found that there is a partial mediating effect of TM on the relationship between TQM and OP under full sample consideration.

Table 6 Total Effect and VAF of TM As a Mediator Between TQM and OP

Effects	Path	Path coefficient	Indirect effect	Standard deviation	Total effect	VAF	t values	P value	Decision
Direct without mediator	TQM->OP	0.484	Not applicable				10.52	***	Accepted
Indirect with mediator	TQM->OP	0.102	Not applicable		0.48	78.62	3.10	***	Accepted
	TQM->TM	0.462	0.375	0.121					
	TM->OP	0.812							

Mediating Effect of TM between EO-OP's Relationship

In addition, our study examines the mediating effect of talent management on the relationship between entrepreneurial orientation and organizational performance. Initially, the direct association between EO and organizational performance is also found to be positively significant. However, the addition of talent management between EO and OP relationship, the study outcomes are entirely different For example, Table 5 reports that after the addition of

mediating role of talent management between EO and organizational performance, the direct relationship between EO and OP is found to be positively insignificant. This would imply that the addition of talent management between EO and OP is very much important for which empirical investigation have been conducted. More specifically, it is observed that the relationship between EO and Talent management shows a coefficient of 0.452 with the standard deviation of 0.035, respectively. It shows that path from second independent variable to mediator is highly significant with the p-value of 0.000 and T-score of 12.91. Moreover, the findings under Table 5 also reflect that the path between mediator to dependent variable (TM->OP) also reflects a significant and positive coefficient. It means that with the addition of mediator between EO and OP, the direct path between them is found to be positively significant; however, the relationship between EO to TM and TM to OP is highly significant. These findings provide the evidence for the existence of mediating effect of TM on the relationship between EO and OP.

Meanwhile, the findings under Table 7 covers the total effect and variance account for TM as a mediator between EO and OP. The findings show that total indirect effect was 0.367 with the standard deviation of 0.103. Moreover, the total effect was 0.46 along with the variance account for (VAF); 79.96%. As stated earlier, in order to justify the mediating effect, three levels have been determined in the current literature like below 0.20 as no mediation, between 0.20-0.80 as partial mediation, and above 0.80 as full mediation. As the VAF score for the TM as a mediator between EO and OP is 80% approximately; therefore, this value will be regarded as partial mediating effect. It means that there is a full mediation of TM on the relationship between EO and OP under full sample consideration. Besides, t-score for the indirect effect is 3.56, which is significant at 1%

Table 7 Total Effect and VAF of TM As a Mediator Between EO and OP

Effects	Path	Path coefficient	Indirect effect	Standard deviation	Total effect	VAF	t values	P value	Decision
Direct without mediator	EO->OP	0.142	Not applicable				10..52	***	Accepted
Indirect with mediator	EO->OP	0.092	Not applicable		0.46	79.96	3.56	***	Accepted
	EO->TM	0.452	0.367024	0.103					
	TM->OP	0.812							

Mediating Effect of TM between EO-OP's Relationship

Finally, this study examines the mediating effect of talent management on the relationship between organizational excellence and organizational performance for which results are covered under Table 5. The finding shows that with the presence of talent management on the association between OE and OP, the direct path between OE and OP is found to be positively insignificant with the lower coefficient value. This would employ that the mediating role of TM between OE and OP is quite obvious as it has turned the highly significant and positive relationship into insignificant with the lower coefficient value. Furthermore, the indirect path between OE and TM shows the estimated coefficient at 0.432 with the standard deviation of 0.033. Based on the coefficient and standard deviation, the T-score of 13.09 was achieved which is above the threshold level of 1.96. This means that there is a significant and positive impact of OE on Talent Management as shown in Table 5. At the same time, the path coefficient for the relationship between TM to OP is 0.812 indicating a highly significant

output. This would indicate that the path from OE to TM and from TM to OP is significant at 5%, hence proving the evidence for the existence of mediating role of TM between OE and OP. However, Total effect and VAF for the TM as a mediator between OE and OP is provided under Table 8. It shows that the indirect effect was 0.350 whereas the total effect was 0.47, respectively. Based on the total effect and indirect effect, the variance account for was 74.04. As the value of VAF lies in between 0.20-0.80; therefore, it is inferred that there is a partial mediation of TM on the relationship between OE and OP. Besides, the t-score for this mediating effect is 3.47, significant at 1 percent. Based on the above arguments, all the study hypotheses were accepted.

Table 8 Total Effect and VAF of TM As a Mediator Between OE and OP

Effects	Path	Path coefficient	Indirect effect	Standard deviation	Total effect	VAF	t values	P value	Decision
Direct without mediator	OE->OP	0.234	Not applicable				2.95	3.74	Accepted
Indirect with mediator	OE->OP	0.123	Not applicable		0.47	74.04	3.47	***	Accepted
	OE->TM	0.432	0.350784	0.101					
	TM->OP	0.812							

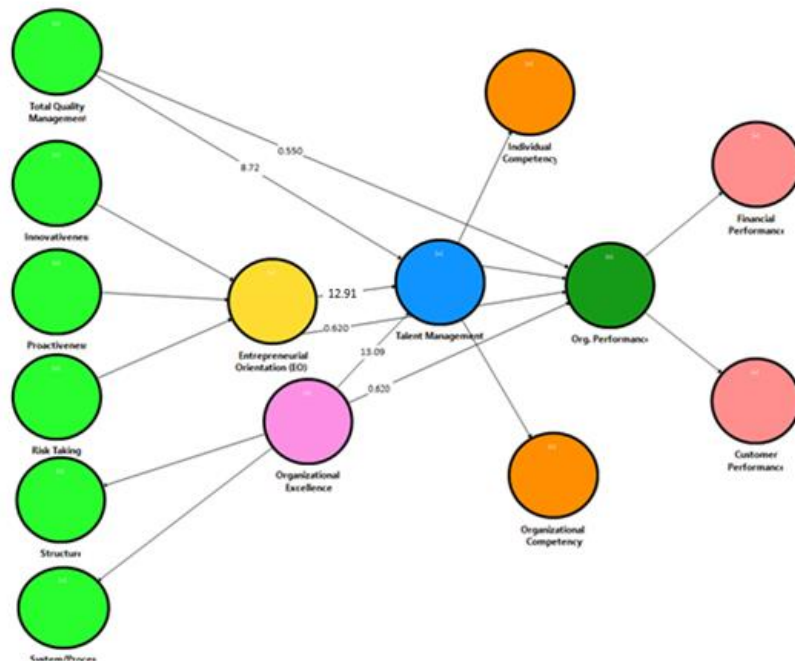


Figure 3 SEM Output for the Mediating Effect of TM between TQM, OE, EO, and OP

Conclusion

After descriptive scores, current research applies the measurement model assessment. More specifically, the measurement model in any research helps in analyzing the reliability and validity of the latent constructs through Cronbach’s alpha, composite reliability, convergent validity in terms of average variance extracted, discriminant validity through Fornell-Larcker

Criterion and through loadings and cross loadings respectively. The study findings confirm that through Cronbach's alpha value all the latent variables are showing their relative score of above 0.70. Similar case is observed in terms of composite reliability where the study variables provide enough evidence to infer that there exists reliability of the latent constructs. Meanwhile, the value in terms of AVE covers the convergent validity infers that all the latent constructs have their relative scores of above the threshold level of 0.50; therefore, convergent validity exists between the variables. Additionally, the study findings through Fornell-Larcker Criterion covers the fact that the square root of AVE is greater than the relative off-diagonal values. This would indicate the existence of discriminant validity. Finally, the findings through direct and indirect SEM analysis confirm that total quality management, organizational excellence, and entrepreneurial orientation have their significant impact on organizational performance, whereas talent management significantly mediates its role on the association between independent and dependent variables.

Based on the theoretical and empirical discussion, this research provides a range of implications and recommendations.

- Firstly, current research has explored the dynamic role of total quality management, organizational excellence, and entrepreneurial orientation towards higher organizational performance specifically in the Dubai Police. The study findings confirm that focusing on quality management practices, entrepreneurial orientation through proactiveness, risk taking, and innovativeness and organizational lead towards more performance in the Dubai Police. In this way, this study indicates that management and various officials who are responsible for the higher organizational performance in Dubai Police should focus on the practices like better quality management, entrepreneurial orientation, and excellent organizational practices as well.
- Secondly, the Human resource management department at Dubai Police is suggested to consider the positive and significant role of talent management in promoting the higher organizational performance. In this regard, current study suggests that regarding the talent management, both individual competency and organizational competency should be under consideration so that sustainable and long-term performance would be continued. At the same time, providing better training and development facilities to increase the competency of the various staff members at Dubai Police would also help in generating better performance outlook.
- In terms of organizational excellence, positive and significant empirical findings towards organizational performance suggest that policy makers at Dubai Police should focus on the internal framework of standards and processes while motivating their employees towards the delivery of quality services in the region of Dubai, UAE. More specifically, the role of leadership and strategic planning are observed as key determinants towards determining the correct direction of organizational excellence towards improved organizational performance. Therefore, it is also suggested that management at Dubai Police should also focus on these dimensions of OE so that the more performance would be achieved.

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