

**Organizational Performance and Excellence of Dubai Police:  
Role of Total Quality Management and Enterprise Resource  
Planning**

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**Organizational Performance and Excellence of Dubai Police: Role of Total  
Quality Management and Enterprise Resource Planning**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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## ABSTRACT

The main purpose of this study was to investigate the mediating effect of organizational excellence (OE) on the relationship between total quality management (TQM), enterprise resource planning (ERP), entrepreneurial orientation (EO), and organizational performance (OP). At the same time, it also investigated the mediating effect of entrepreneurial organizational culture (EOC) on the relationship between EO and OP. The motivation for this study was driven by the inconsistent findings in the literature concerning the relationships between TQM, ERP, EO, and organizational performance. Due to the inconsistent results, a new research has emerged and this has prompted further investigation on the effect of other variables that may better explain the nature of these links. In the related literature, many theories have suggested that the compatibility between strategies, resources, and capabilities as the keys for success. To achieve this purpose, this study has integrated different theories such as the resource-based view, knowledge-based view, and the innovation theories in order to provide the effect of OE and EOC on successful strategy implementation. Questionnaires were distributed to 565 Sections of the Dubai Police. 355 questionnaires were returned and used in the analysis using the PLS-SEM. The results of this study revealed that TQM, ERP, and EO were positive and have also been proven to be significant predictors of organizational performance. More importantly, the results have also confirmed the mediating effect of organizational excellence on the relationships between TQM, EO, and organizational performance. This study also supported the premises of the resource-based view theory, the knowledge-based view theory, and the innovation theory by reaffirming the importance of the supportive OE and EOC for any successful strategy implementation in enhancing organizational performance through the implementation of innovative practices.

**Keywords:** total quality management, enterprise resource planning, organizational excellence, Dubai police.

## ABSTRAK

Tujuan utama kajian ini adalah untuk meneliti kesan pengantara kecemerlangan organisasi (OE) dalam hubungan antara pengurusan kualiti menyeluruh (TQM), orientasi keusahawanan (EO), perancangan sumber perusahaan (ERP) dan prestasi organisasi (OP) pada satu sudut, dan budaya organisasi keusahawanan (EOC) dalam hubungan antara EO dan OP pada sudut yang lain. Motivasi untuk menjalankan kajian ini didorong oleh penemuan yang tidak konsisten dalam literatur mengenai hubungan antara TQM, ERP, EO, dan prestasi organisasi. Oleh kerana keputusan yang tidak konsisten, telah wujud satu kajian baharu yang mencadangkan penelitian terhadap kesan pembolehubah lain yang mungkin boleh menjelaskan dengan lebih baik tentang sifat hubungan ini. Dalam literatur yang berkaitan, banyak teori telah mencadangkan kesesuaian antara strategi, sumber, dan keupayaan sebagai kunci pertama untuk berjaya. Untuk mencapai tujuan tersebut, kajian ini mengintegrasikan teori-teori yang berbeza seperti pandangan berasaskan sumber, pandangan berasaskan pengetahuan, dan teori-teori inovasi untuk mengkaji kesan OE dan EOC dalam kejayaan pelaksanaan strategi. Soal selidik telah diedarkan secara rawak kepada 565 Seksyen Polis Dubai. 355 soal selidik telah dikembalikan dan dianalisis menggunakan PLS-SEM. Keputusan kajian ini menunjukkan bahawa TQM, ERP, dan EO adalah peramal yang positif dan signifikan kepada prestasi organisasi. Lebih penting lagi, keputusan juga mengesahkan kesan pengantara kecemerlangan organisasi dalam hubungan antara TQM, EO, dan prestasi organisasi. Kajian ini menyokong premis teori berasaskan sumber, teori berasaskan pengetahuan dan teori inovasi dengan mengesahkan kepentingan sokongan OE dan EOC untuk mana-mana pelaksanaan strategi yang berjaya dalam meningkatkan prestasi organisasi melalui pelaksanaan amalan inovatif.

**Kata kunci:** pengurusan kualiti, menyeluruh perancangan sumber perusahaan, kecemerlangan organisasi, polis Dubai.

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## LIST OF ABBREVIATIONS

CAE	Canadian Awards for Excellence
CSFs	Critical success factors
DA	Deming Award
DQA	Dubai Quality Awards
EO	Entrepreneurial Orientation
EOC	Entrepreneurial Organizational Culture
EQA	European Quality Award
ERP	Enterprise Resource Planning
HRM	Human Resource Management
JQA	The Japan Quality Award
MBNQA	Malcolm Baldrige National Quality Award
OC	Organizational Culture
OE	Organizational Excellence
OP	Organizational Performance
PLS	Partial Least Square
PMQA	Quality Awards in Malaysia
SEM	Structural Equation Modeling
SMEs	Small and Medium Sized Enterprises
SPSS	Statistical Package for Social Science
TQM	Total Quality Management
UKQA	United Kingdom Quality Award

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter introduces the research of the study. It presents the background of the study, highlighting the motivation and discusses the managerial as well as the theoretical issues. In addition, this chapter presents the research questions and research objectives developed in the light on the problem and the theoretical gaps identified. The significance of the study was presented in the chapter and scope of the study was clearly explained.

#### **1.2 Background of the Study**

Measurement of performance is very important for effective management in any organization (Demirbag, Tekinus, & Zaim, 2006). Deming (1986) argued that improvement of any process cannot be done without measuring its outcomes. Therefore, the organizational performance improvement needs some measurements to determine the extent of effectiveness of organizational recourses on business performance (Gadenne & Sharma, 2002; Madu, Kuei, & Winokur, 1996). Kanji and Sa (2007) pointed out that the first condition to enhance performance and achieve organizational excellence is to develop and implement a performance measurement system. Traditionally, financial indicators have been used to measured organizational performance that have some

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