



**Arab American University
Faculty of Graduate Studies**

**Impact of TQM on the Realization of Corporate Social
Responsibility: Empirical Evidence from Palestinian
Civil Police (PCP)**

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**This thesis was submitted in partial fulfilment of the
requirements for the Master's degree in Quality
Management**

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Thesis Approval

Impact of TQM on the Realization of Corporate Social Responsibility: Empirical Evidence from Palestinian Civil Police (PCP)

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Dedication

This thesis is dedicated to Allah Almighty, my creator, my strong pillar, my source of inspiration, wisdom, knowledge, and comprehension. He has been the source of my strength throughout this program. This work is also dedicated to my parents, Aziz and Wajeeha, who have always loved me unconditionally and have taught me to work hard for what I want.

Jihad, my husband and friend, who has been a constant source of support and encouragement throughout the Master's program. I am grateful to have you in my life. To my daughter Laya, who has been affected by this quest in every way possible.

To my sister Ala, thank you for being there whenever I needed you,
as well as my brothers, my mother-in-law, my sisters-in-law and the rest of my family.

Thank you very much.

My feelings for you are immeasurable.

May Allah bless you all.

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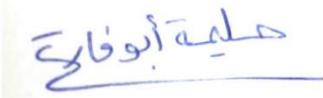
Last but not least, I thank my dear colleagues at work in the PCP and in my academic journey for their faith, advice, support, and friendship.

Finally, I'd like to thank all the study participants for providing valuable information that helped to achieve unique results that enriched this research.

Declaration

I declare that the content of this thesis is my own research work unless otherwise stated. I certify that this thesis contains no previously published or submitted material by another person for any degree or qualification.

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Table of Contents

Dedication.....	II
Acknowledgment	III
Declaration	IV
Table of Contents	V
List of Abbreviations.....	VIII
List of Tables	IX
List of Figures	X
List of Appendices	XI
Chapter One.....	1
Introduction	1
<i>1.1 General Background</i>	<i>1</i>
<i>Palestinian Civil Police</i>	<i>4</i>
<i>1.2.....</i>	<i>4</i>
<i>Research Problem</i>	<i>7</i>
<i>1.3.....</i>	<i>7</i>
<i>1.4 Significance of the Study.....</i>	<i>10</i>
<i>1.5 Research Objectives.....</i>	<i>10</i>
<i>1.6 Research Questions</i>	<i>11</i>
<i>1.7 Research Hypotheses and Conceptual Framework</i>	<i>11</i>
<i>1.8 Thesis Structure</i>	<i>14</i>
Chapter Two.....	15
Literature Review	15
2.1 Overview.....	15
Quality History and Definitions.....	15
2.2.....	15

2.3 TQM	17
2.4 Corporate Social Responsibility (CSR)	33
2.4.1 CSR Theories	37
2.5 Integration between TQM and CSR	46
2.6 TQM and CSR in the Police Sector.....	53
2.7 TQM and CSR in the Palestinian Context	58
Chapter Three	61
Research Methodology.....	61
3.1 Overview	61
3.2 Research Type.....	61
3.3 Research Approach	62
3.3.1 Qualitative Method Approach.....	63
3.3.2 Quantitative Method Approach	63
3.3.3 Mixed Method Research (MMR) Approach	63
3.4 Methodology Flow Chart Diagram	66
3.5 Data Collection Tools	66
3.5.1 Interviews	67
3.5.2 The Survey	71
3.5.3 Data Collection Tools Validity and Reliability	73
3.6 Research Population and Sampling Techniques	77
3.6.1 Interviews sampling techniques:.....	77
3.6.2 Survey Sampling Techniques	78
3.7 Analysis Techniques	81
3.7.1 Interview Analysis.....	81
3.7.2 Survey Analysis	83
3.8 Ethical Concerns.....	88
Chapter Four	90
Data Analysis and Results	90
4.1 Overview	90
4.2 Interviews Analysis	90
State Audit Administrative Control Bureau.....	91
4.3 Survey Analysis	100
4.3.1 Respondent's Profile	101
4.3.2 Model specification	104
4.3.3 Evaluating Measurement Models (outer models)	106
4.3.4 Evaluating Structural Model (inner model):.....	118

Chapter Five	127
Discussion And Managerial Framework	127
5.1 Overview	127
5.2 Hypotheses Discussion	127
5.3 Theoretical Implications	131
5.4 Practical Implications.....	133
5.5 Managerial Framework	134
6.1 Overview	137
6.2 Conclusion.....	137
6.3 Recommendations	138
6.4 Limitations and Future Research Directions	140
References	141
Appendixes	167
المُلخَص	200

List of Abbreviations

CF	Citizen Focus
CSF	Critical Success Factors
CSR	Corporate Social Responsibility
ECSR	External Corporate Social Responsibility
EFQM	European Foundation for Quality Management
FJPU	Family and Juvenile Protection Unit
HRM	Human Resource Management
IA	Information and Analysis
ICSR	Internal Corporate Social Responsibility
LC	Leadership Commitment
MBNQA	Malcolm Baldrige National Quality Award
PCP	Palestinian Civil Police
PFSL	Palestinian Forensic Science Laboratory
PLC	The Palestine Legislative Council
PM	Process Management
PSI	Palestine Standards Institution
SEM	Structural Equation Modeling
SP	Strategic Planning
TQM	Total Quality Management

List of Tables

Table 2. 1 MBNQA criteria for performance excellence (NIST, 2022).....	28
Table 2. 2: The key distinctions between stakeholder theory and CSR.	45
Table 2. 3 Empirical studies that combined both TQM-CSR.....	51
Table 3. 1 Cronbach's Alpha for each variable of the Survey (pilot-study stage).....	77
Table 4. 1 Summary of identified codes, basic themes, and central themes	91
Table 4. 2 Respondent's profile.....	102
Table 4. 3 Reliability of the lower-level constructs.....	109
Table 4. 4 Factor loadings of LOCs	110
Table 4. 5 Average variance extracted (AVE) for the LOCs	112
Table 4. 6 Fornell and Larcker Criterion.....	113
Table 4. 7 Heterotrait-Monotrait (HTMT) Ratio.....	114
Table 4. 8 Confidence Intervals.....	114
Table 4. 9 Convergent validity of the HOCs (AVE)	115
Table 4. 10 Collinearity test (VIF), Significance (p-value), outer weight,s and outer loadings of HOCs	116
Table 4. 11 confidence intervals.....	117
Table 4. 12 Collinearity Statistics (VIF)-Inner model.....	120
Table 4. 13 Path coefficient- Confidence intervals of the structural model	120
Table 4. 14 Path coefficients - β Values, Mean, Standard deviation, T-statistic, and P- values for structural model	121
Table 4. 15 R-square of the endogenous constructs	121
Table 4. 16 PLSpredict	122
Table 4. 17 Hypotheses results	123

List of Figures

Figure 2. 1 Deming Chain reaction. Note. Adapted from (Deming, 2018).....	16
Figure 2. 2 MBNQA criteria framework (NIST, 2022)	29
Figure 2.3: Carroll's Pyramid of CSR.....	38
Figure 2.3: Carroll's Pyramid of CSR.....	38
Figure 3. 1 Exploratory Sequential mixed methodology design	65
Figure 3. 2 research methodology	68
Figure 3. 3 PLS-SEM analysis process	84
Figure 3. 4 structural and measurement models for this study	87
Figure 3. 5 PLS-SEM model evaluation (Adapted From (Hair et al., 2021))	88
Figure 4.1 Reflective-Formative higher-order models or hierarchical component models (HCMs) for this study (first-stage\).	105
Figure 4.2 Second Stage for the Reflective-Formative HCMs	107
Figure 4 .3 Measurement Model Evaluation for LOCs (reflective)	107
Figure 4 .4 PLS-SEM analysis-first stage results	118
Figure 4. 5 systematic approach to the structural model assessment (adapted from (Hair et al., 2021)	119
Figure 4. 6 Bootstrapping p-value results.....	125
Figure 4.7 Bootstrapping t-value results	125
Figure 4.8 Modified Conceptual Framework Based on the analysis result.....	126
Figure 5.1 proposed managerial framework.....	136

List of Appendices

Appendix I: PCP "Committed to Excellence – C2E" Recognition	168
Appendix II: Interview Questions (English)	169
Appendix III: Interview Questions (Arabic-version)	175
Appendix IV: List of Interviewees	181
Appendix V: Survey (English-version)	182
Appendix VI: Survey (Arabic-version)	192
Appendix VII: List of survey and interview arbitrators	199

**Impact of TQM on the Realization of Corporate Social Responsibility:
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Abstract

There is a growing interest in corporate social responsibility (CSR) among various stakeholders in developing countries, as well as a lack of studies investigating the relationship between total quality management (TQM) and CSR in the public sector organizations. The purpose of this study is to investigate the relationship between TQM and CSR within the Palestinian Civil Police (PCP), and how TQM practices can help PCP achieve CSR initiatives. More specifically, this study examines the impact of each of the TQM six practices adopted by the Malcolm Baldrige National Quality Award (MBNQA) framework on the adoption of CSR practices, which were examined through two aspects of CSR based on the stakeholder theory; internal CSR practices toward PCP employees and external CSR practices toward citizens and the environment. This research is an exploratory sequential mixed method research to investigate these relations within this developing countries context.

Semi-structured interviews were used to collect qualitative data from eleven police directors in various PCP departments. A survey of 212 police officers in various departments and positions related to TQM and CSR practices was also used to collect quantitative data. Structural equation modeling (SEM) was used to validate the reliability and validity of the measurement models, and to test the theoretical model and the proposed hypotheses (structural model). The findings show that TQM practices have a

significant and positive impact on CSR within the PCP in general. Moreover, it was found that these practices leadership commitment (LC), customer focus (CF), human resource management (HRM) and information and analysis (IA) have the highest impact on internal CSR (ICSR), and these practices customer focus (CF), process management (PM), and information and analysis (IA) found to have the highest impact on external CSR (ECSR), whereas the Strategic planning (SP) has no significant impact on ICSR or ECSR indicating that the PCP does not include CSR activities in their strategic planning. Furthermore, it was found that the impact of TQM practices on ICSR is lower than its impact on ECSR, because the PCP focuses more on the external aspects of CSR towards their citizens and the environment, as requested by donors, other stakeholders, and their partners. As a result, it is suggested that the PCP focus more on ICSR toward their own employees, which will greatly benefit the ECSR, as the police officers will be the ones who perform all of the ECSR toward the environment and the citizens. In this regard, the PCP and any other police in any other developing country context could benefit from this study to investigate the best TQM practices and their impact on improving internal and external CSR practices.

This empirical study is regarded as the first to investigate the impact of TQM practices on the implementation of CSR practices in Palestine and in the policing context, and it provides a managerial framework for the decision makers in the PCP and other similar countries context public sector organizations, which would help public organizations and police management's focus on several TQM practices to help them increase their internal CSR practices toward their employees, as well as determining which TQM practices to focus on to increase their external CSR practices toward the environment and citizens.

This study also adding significant value to the literature by responding to calls to consider the relationship between TQM and CSR in the context of developing countries.

Keywords: Total Quality Management; Corporate Social Responsibility; TQM Practices; Internal CSR; External CSR.

Chapter One

Introduction

1.1 General Background

Globalization and consumer preferences nowadays have prompted organizations to give a higher quality product or service to their clients in order to be competitive and survive in the global market. To achieve these demands, firms may need to strictly adhere to quality standards as well as meet social and environmental needs for future growth and development (de Menezes et al., 2022; Sila, 2020a).

Over the last three decades, TQM techniques and models have been implemented internationally in a variety of private and public sectors to provide competitive products and services with superior quality, at the lowest possible cost and delivery time, to meet and even exceed all stakeholders' expectations (Abbas, 2020a; Do et al., 2020; Khurshid et al., 2018a; Qasrawi et al., 2017). TQM is often referred to as a well-known holistic management system because of its potential to improve productivity at all levels of an organization, in addition to boost the individual as well as organizational performance (Abbas, 2020a; Sila, 2020b). Furthermore, TQM is believed to be an eco-friendly system as its fundamental concepts aim to minimize waste through efficient resource utilization (Abbas, 2020a; Yusr et al., 2017). In addition, it is believed that successfully implementing TQM can assist businesses in improving their image, the satisfaction of their employees, and their awareness of quality (Makhdoom & Anjum, 2016a).

The CSR concept is considered to be relatively new when compared to TQM concept (Do et al., 2020), and can be defined as the non-mandatory practices undertaken by businesses to better integrate social, ethical and environmental concerns into their operations and

working processes (Abbas, 2020a; de Menezes et al., 2022). Companies are under increasing pressure from the public, governments, customers, and other stakeholders to take responsibility for the social and environmental impacts of their operations and to implement measures to reduce those impacts and increase their positive contributions to the communities in which they operate (Benavides-Velasco et al., 2014).

Despite the fact that the concept of social responsibility was originally associated with private sector stakeholders, it is now considered applicable to all types of organizations, including those in the public sector (Abdelmotaleb & Saha, 2018). CSR is no longer an option; public sector organizations, such as the police force, play an important role in the community's economic and social well-being. Government organizations must fully understand how CSR influences both internal (employee engagement, productivity, and turnover) and external (citizen loyalty, public image improvement) growth (Hur et al., 2019; Mendes & Dias, 2018) . Moreover, several studies have found that implementing CSR activities has numerous benefits for an organization, including the attraction and retention of both employees and consumers (Abbas, 2020b; de Menezes et al., 2022) , improving the organization's reputation and image (Quintana-García et al., 2018) , increased level of engagement (Chan & Saad, 2019; Do et al., 2020) , and financial growth ([Anil & Satish](#), 2019; Okafor et al., 2021). Hence, firms whether private or public sector organizations, must therefore take responsibility for their impact on society and to conduct their operations ethically. They are accountable to their stakeholders, employees, customers, and society as a whole.

The Palestinian Civil Police (PCP) has the opportunity to showcase their core values and build trust between their employees (Police officers) and the public by creating and participating in CSR and community policing initiatives, which could reflect the public

commitment positively towards the forced laws and regulations and this can be accomplished by introducing a strong management tool such as TQM. In general, previous studies have been conducted separately in the areas of TQM and CSR, and there are still no sufficient studies that integrate both quality management and social responsibility in practice (Khurshid et al., 2018a). And even though different scholars suggest that quality management practices facilitate the implementation of different CSR dimensions (Tari, 2011), there is dearth of knowledge on how TQM practices can be used to enhance the implementation of CSR practices within public organizations in general and police service in particular within developing countries such as Palestine.

This study focuses on the integrated concept of TQM practices based on the Malcolm Baldrige National Quality Award (MBNQA) model to identify the level of TQM implementation within the PCP. Moreover, the CSR practices within the PCP were examined based on Freeman's (1984) stakeholder theory, that will benefit all groups (internal, and external) involved in the PCP daily activities proposing that the PCP should by provide high-quality policing services to its people by focusing more in their employees (internal CSR), and minimizing harm to people, the community and/or society, or the natural environment (external CSR) (Hameed et al., 2016; Waheed et al., 2021).

Given these considerations, the primary purpose of this research is to examine the level of implementation of both TQM and CSR practices, as well as the influence of implementing TQM practices on improving CSR practices (internal and external CSR practices) within the PCP. This topic is significant because there is a lack of literature in these areas, and there have been no previous studies on the practices of both TQM and CSR in public departments, particularly the Civil Police, as well as no previous studies on the level of these practices, as well as the impact of TQM practices and its relation on

CSR practices. As a result, the primary goal of this research is to investigate this topic in the context of the PCP.

1.2 Palestinian Civil Police

The Palestinian Civil Police (PCP), is the Palestinian Authority's main law enforcement apparatus, which handles routine police functions such as combating crime and maintaining public order, and handle all the citizens' complaints. A Civil Police force is not, by definition, a fighting force; its duty is to serve the entire community, which has helped it to remain neutral and avoid internal political or sectarian conflicts in the Palestinian context (UNDP, 2015). The PCP is a part of the Palestinian Internal Security Forces, which, along with other justice and security institutions, form the core rule of law apparatus of the State of Palestine. The Palestinian Authority (PA) established the PCP as part of its public administration in the second half of the 1990s, following the establishment of the PA in 1994 in response to the previous year's Israeli-Palestinian Oslo Agreement (PalPolice,2018). The PCP, which was founded with 9,000 officers, is still the largest component of the Palestinian Internal Security Forces. The Oslo Agreement called for the civil police to maintain public order from 25 stations spread across the Palestinian-controlled Gaza Strip and West Bank.

As a branch of the Palestinian security services, the PCP is one of the primary providers of security and justice in the Palestinian State. The PCP's duty is to ensure the public's safety. Surveillance, investigations, searches, seizures, arrests, and interrogations are all part of the PCP's repertoire. They are also in charge of the seven prisons and detention centers located in the West Bank. Although Palestinians in the West Bank continue to have limited access to security and justice due to restrictions on movement and a lack of

legal and political jurisdiction in large swaths of the territory, the PCP's services are generally well-received (Kerkkänen et al., 2008).

The police force in a democratic society should uphold the rule of law by safeguarding citizens' lives and property and reducing criminal activity within those bounds. To this end, international covenants establish normative legal frameworks for police to follow in their use of authority (particularly judicial authority), hold them accountable for their actions (which is essential if they are to gain legitimacy) and improve their competence (Ahmad & Barakat, 2019).

Access to security and justice continues to be hampered for Palestinians living in the West Bank due to a lack of freedom of movement and a lack of legal and political jurisdiction in large parts of the territory. The geographical division of the West Bank into Areas A, B, and C, as well as East Jerusalem, limits the ability of Palestinian security forces to enforce the law. Furthermore, in Hebron, the only city in the West Bank under dual Israeli/Palestinian administration, Palestinian security services have no jurisdiction over area 'H1,' where settlers live in the city's heart (UNDP, 2015). The PCP is made up of a number of specialized departments that work together to carry out the duties and tasks assigned to them. There is a governorate police director in each governorate, as well as directors of departments, departments, and specialized units, and eleven governorate police directorates. The Palestinian police force is comprised of thirty-one specialized departments, and units. Each of them has a specific role and task to perform, and their work seamlessly integrates with one another to achieve the police's goals and duties which can be summed up by their message: “persevere in providing distinguished police services in order to achieve a society where security and safety reign supreme. Uphold the rule of

law and values, promote development and local, regional, and international cooperation, and protect freedoms and rights.” (PalPolice,2021).

In the past, the police's primary responsibilities were to maintain the public peace and catch criminals and those who broke the law. The police function has expanded and now includes a variety of duties as a result of the development of the police's role in society, the explosion of knowledge, and the emergence of contemporary technologies and computer networks (Tomažević et al., 2016). The PCP kept up with regional and international developments by joining a global program in institutional performance, and it was one of the first institutions at the local, regional, and international levels to be European Excellence recognition "Committed to Excellence – C2E" (see Appendix I) in 2010 by the European Foundation for Quality Management (EFQM) Excellence Model (EFQM, 2010). Moreover, the PCP obtained the highest system ratings from the Office of Financial and Administrative Control, reaching 97%, the PCP embarked on a new strategy based on laying the necessary foundations for building an institutional performance assessment based on scientific foundations, becoming the first Palestinian institution to complete the evaluation system and move to performance evaluation. As a result, to this recognition, the PCP has adopted the European model, which is supervised and implemented by the EFQM, and includes clear standards that lead to the improvement of human resources, the development and implementation of a strategic plan, the formation of partnerships, and the use of professional procedures that can be measured and continuously updated (PalPolice,2010).

Furthermore, in 2010, the PCP established a specialized department known as the Department of Total Quality Management and Excellence, its goal is to build the police apparatus on organizational foundations, procedures, and practices that take into account

quality principles and enable all levels of police work to participate effectively in a way that ensures continuous improvement of services that aims to achieve citizen and Palestinian institution satisfaction with police performance and services provided to the community. Each police department is entrusted with specific functions. The work of the police departments is integrated in order to achieve the overall goal of the police force (EFQM, 2010; PalPolice,2010).

1.3 Research Problem

The current competitive business market, strict global regulations for environmental protection, and increased customer concerns about the quality and the characteristics of products and services are forcing firms to follow proven strategies to handle all these concerns, such as TQM (Abbas & Sağsan, 2019). TQM has been widely recognized as a holistic mechanism capable of improving organizational and individual performance and strengthening competitive advantage (Abbas & Kumari, 2021; Do et al., 2020). It not only increases business profitability but also increases customer and employee satisfaction (Benavides-Velasco et al., 2014; Boccia & Sarnacchiaro, 2018). TQM aims to follow environmentally-friendly practices by consuming the least amount of resources in its operations due to its focus on continuous improvement (de Menezes et al., 2022; Qasrawi et al., 2017). Furthermore, effective TQM implementation has a significant impact on firms' green innovation and focus on environmentally- friendly practices, which is an important factor for sustainability (Tsou et al., 2021).

Despite the fact that the concept of social responsibility was originally associated with private sector stakeholders, it is now considered applicable to all types of organizations, including those in the public sector (Abdelmotaleb & Saha, 2018). Firms can no longer

act as isolated entities that can run separately from the society and the environment in which they operate and with which they interact (de Menezes et al., 2022). The term CSR is no longer an option. Public sector organizations, such as the police force, play an important role in the economic and social well-being of the community. Government organizations must fully understand how CSR influences both internal (employee engagement, productivity, and turnover) and external (citizen loyalty, public image improvement) growth (Benavides-Velasco et al., 2014; de Menezes et al., 2022; Quintana-García et al., 2018). Moreover, several studies have found that implementing CSR activities has numerous benefits for an organization, including the attraction and retention of both employees and consumers (Abbas, 2020b; de Menezes et al., 2022), improving the organization's reputation and image (Quintana-García et al., 2018), increased level of engagement (Chan & Saad, 2019; Do et al., 2020), and financial growth (Anil & Satish, 2019; Okafor et al., 2021).

CSR is frequently viewed as a management philosophy, that can be defined as the voluntary integration of social and environmental concerns in the firm's business operations and interactions with its stakeholders (Abbas, 2020b; de Menezes et al., 2022). CSR should be ingrained in organizational culture, and promotes actions that appear to further some social good beyond the firm's interests and are required by law (Benavides-Velasco et al., 2014; Khurshid et al., 2021).

Firms, whether private or public sector organizations, must therefore take responsibility for their impact on society and to conduct their operations ethically. They are accountable to their stakeholders, employees, customers, and society as a whole.

In general, previous studies have been conducted separately in the areas of TQM and CSR, and there are still no sufficient studies that integrate both quality management and

social responsibility in practice (de Menezes et al., 2022; Khurshid et al., 2018b, 2021). And even though different scholars suggest that quality management practices facilitate the implementation of different CSR dimensions (Abbas & Kumari, 2021; Khurshid et al., 2018b; Quintana-García et al., 2018) , there is dearth of knowledge on how TQM practices can be used to enhance the implementation of CSR practices within public organizations in general and police service in particular within developing countries such as Palestine.

This study focuses on the integrated concept of TQM practices based on the MBNQA model to identify the implementation level of TQM practices within the PCP, and CSR practices based on Freeman's (1984) stakeholder theory, which include providing high-quality policing services to its people (internal CSR) while minimizing harm to people, the community and/or society, or the natural environment (external CSR).

Given these considerations, the primary purpose of this research is to investigate the current level of TQM practices implementation and the current level of CSR practices implementation, as well as the relationship between TQM practices and the implementation of CSR practices within the PCP. It also examines how each of the TQM practices affect internal CSR toward the workforce as well as external CSR toward the general public and the environment within the context of PCP. TQM practices are investigated using six MBNQA framework practices: leadership commitment (LC), citizen focus (CF), process management (PM), information and analysis (IA), human resource management (HRM), and strategic planning (SP). Moreover, the CSR practices examined through two aspects of CSR following the stakeholder theory, internal CSR toward the PCP employees, and external CSR practices toward the citizens and the environment.

This topic is significant because there is a lack of literature in these areas and there are no previous studies on the practices of both TQM and CSR in public departments, particularly the Civil Police, and no previous studies on the level of these practices, as well as the impact of TQM practices and its relation on internal and external CSR practices, thus this study fills these gaps.

1.4 Significance of the Study

The significance of this study can be summed up as follows:

- Highlighting the police's role in serving their community by identifying the benefits of implementing TQM as a reinforcement tool to improve internal operations and the quality of services provided within the PCP.
- Identifying the present level of TQM and CSR implementation; it is possible to highlight the inadequacies of TQM and CSR implementation, or to identify the deficit in any activities linked to these implementations in various areas within the PCP.
- Providing policy-makers with a roadmap/framework to adopt TQM practices and to improve CSR implementation within the PCP.
- Adding evidence to the literature on the missing links between CSR and TQM in the police sector in general, and in PCP in particular.

1.5 Research Objectives

The primary objectives for this research are:

- To assess the current implementation level of TQM practices within PCP services.
- To assess the current implementation level of CSR practices within PCP.

- To explore the impact of TQM practices on internal and external CSR practices within the PCP.
- To develop a managerial model for the PCP to enhance the CSR through the implementation of TQM practices.

1.6 Research Questions

Based on the research issue described above and the scarcity of related literature, we can conclude that a better understanding of the relationship between TQM implementation and the strengthening of CSR within the PCP is required. In particular, the following research questions are addressed:

1. What are the current implementation levels of TQM and CSR practices within the PCP?
2. What is the impact of TQM practices on the effective implementation of internal and external CSR practices within the PCP?
3. What type of managerial model is required to enhance CSR implementation through practices of TQM?

1.7 Research Hypotheses and Conceptual Framework

Several authors in the academic literature draw a positive correlation between CSR and TQM (Abbas, 2020a; Benavides-Velasco et al., 2014; de Menezes et al., 2022; M. H. Do et al., 2020; Sila, 2020a), arguing that the two have common values and principles that facilitate their spread throughout an organization and that their respective outcomes are consistent.

In this research we are adopting the MBNQA model of six practices (leadership commitment (LC), strategic planning (SP), citizen focus (CF), process management (PM), Information and analysis (IA), and human resource management (HRM)) to assess the TQM implementation within the PCP. The CSR is divided into internal (ICSR) and external CSR (ECSR), with each focusing on internal and external stakeholders (Hur et al., 2019; Waheed et al., 2021). Hence, the following hypotheses and conceptual framework shown in Figure 1.1 are developed.

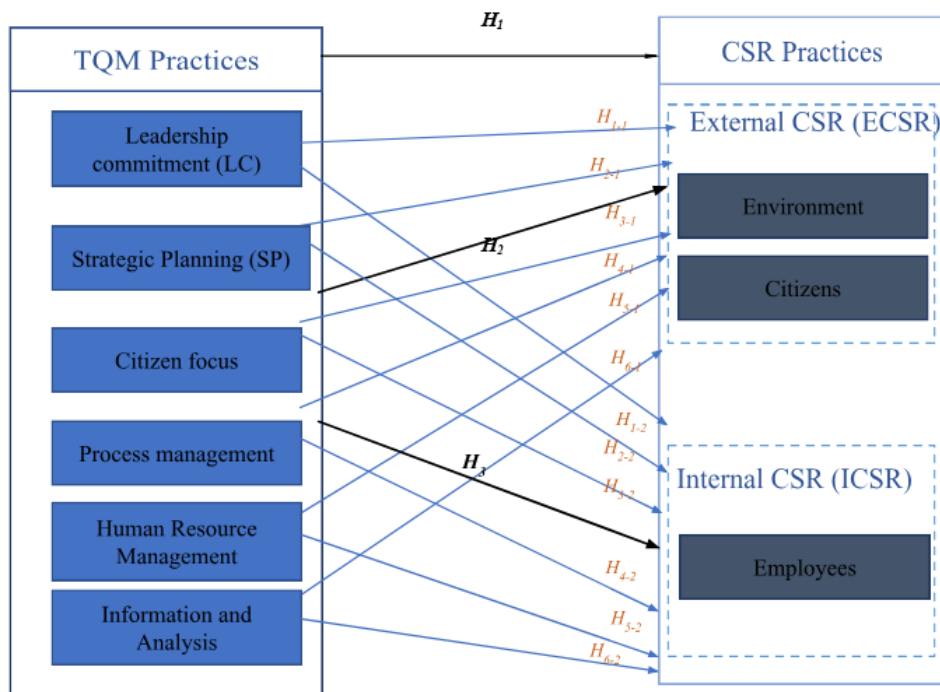


Figure 1. 1 Conceptual Framework

- **H_1 :** There is a statistically significant correlation between TQM Practices and CSR Practices in the PCP at significance level of 5%, and the following sub-hypotheses investigate the correlation between each of the TQM, ICSR, and ECSR:
 - **H_{1-1} :** There is a statistically significant correlation between leadership commitment (LC) and ICSR Practices in the PCP at significance level of 5%.

- *H₁₋₂*: There is a statistically significant correlation between leadership commitment (LC) and ECSR Practices in the PCP at significance level of 5%.
- *H₂₋₁*: There is a statistically significant correlation between strategic planning (SP) and ICSR Practices in the PCP at significance level of 5%.
- *H₂₋₂*: There is a statistically significant correlation between strategic planning (SP) and ECSR Practices in the PCP at significance level of 5%.
- *H₃₋₁*: There is a statistically significant correlation between Citizen focus (CF) and ICSR Practices in the PCP at significance level of 5%.
- *H₃₋₂*: There is a statistically significant correlation between Citizen focus (CF) and ECSR Practices in the PCP at significance level of 5%.
- *H₄₋₁*: There is a statistically significant correlation between Process management (PM) and ICSR Practices in the PCP at significance level of 5%.
- *H₄₋₂*: There is a statistically significant correlation between Process management (PM) and ECSR Practices in the PCP at significance level of 5%.
- *H₅₋₁*: There is a statistically significant correlation between Human Resource management (HRM) and ICSR Practices in the PCP at significance level of 5%.
- *H₅₋₂*: There is a statistically significant correlation between Human Resource management (HRM) and ECSR Practices in the PCP at significance level of 5%.
- *H₆₋₁*: There is a statistically significant correlation between Information and Analysis (IA) and ICSR Practices in the PCP at significance level of 5%.
- *H₆₋₂*: There is a statistically significant correlation between Information and Analysis (IA) and ECSR Practices in the PCP at significance level of 5%.
- ***H₂*** : TQM Practices have a positive effect on external CSR practices(toward external stakeholders: environment and citizens) in the Palestinian Civil Police.

- ***H₃*** : TQM Practices have a positive effect on internal CSR practices (towards internal stakeholders: employees) in the Palestinian Civil Police.

1.8 Thesis Structure

This thesis is divided into six chapters, each of which contains a group of sections. The first chapter, "Introduction," is a summary that explains the significance of the study, as well as the research problems, questions, hypotheses, and conceptual framework. The second chapter, "Literature Review," summarizes previous research on TQM and its practices, CSR and its practices, and the integration of TQM and CSR in police services worldwide.

The third chapter, "Methodology," explains the methods used to conduct this research and presents data collection and analysis methods and tools. The fourth chapter, "Data Analysis," provides an analysis of the collected data from the target population during the data collection process for both quantitative and qualitative data. The fifth chapter, "Discussion and Model Development," discusses the results and findings of the analyzed data and presents the model development. The sixth chapter, "Conclusions and Recommendations," presents the findings and results of this research. It also includes a set of recommendations and future research ideas.

Chapter Two

Literature Review

2.1 Overview

This chapter includes a review of previously-published journal articles that address the concept of quality in all of its facets, such as a brief history of the quality management movement, its benefits, the evolution of the concept of TQM, the critical success factors of TQM, TQM frameworks in general, and the MBNQA in details. Furthermore, the chapter introduces the concepts of CSR, its frameworks, and the integration between both concepts TQM and CSR.

2.2 Quality History and Definitions

The quality of products or services has been a major source of attention for several decades. The term "Quality" has been interpreted in a variety of ways by a variety of people and organizations (Goetsch & Davis, 2021; Turner, 2020). Quality is defined differently by well-known quality gurus. For instance, according to Goetsch & Davis (2021), Joseph Juran defined quality as "fitness for purpose." Philip Crosby, defined quality as "Conformance to requirements". Deming contends that "quality only exists when customers' needs and expectations are met". Moreover, According to Feigenbaum (Goetsch & Davis, 2021), quality is the result of the contributions of all departments in the organization, including marketing, finance, manufacturing, human resources, and all other departments that support the products or services offered by the organization; and Oakland, who supports Deming ideas, sees quality as simply meeting the customer's requirements. In addition, According to Kaoru Ishikawa (Deming, 2018), quality is defined as follows: (1) quality and customer satisfaction are synonymous; (2) quality is a

holistic concept that encompasses not only product quality but also the quality of employees, procedures, and the entire business.(Deming, 2018; Goetsch & Davis, 2021; Luthra et al., 2020). There may not be a universally accepted definition of quality, but there are many shared characteristics among the many possible ones. According to Goetsch & Davis (2021): firstly, Quality is commonly defined as the capacity to meet or exceed the needs of the consumer. Second, quality extends to every facet of a company, from its products and services to its employees and internal procedures. Third, Quality is an ever-evolved concept (what is regarded as quality now may not be regarded as quality tomorrow).

After WWII, Deming presented the concept of "chain reaction" in 1950 in Japan that explained the core benefits of quality, Figure 2.1 illustrates this. It provided evidence for Shewhart's theory that, as variation decreased, productivity and quality rose (Charantimath, 2017). According to Deming (2018), higher quality leads to higher productivity by reducing rework, defects, and wastes, as well as lower costs and customer complaints, and thus increases market share, while also providing more and more jobs and considering new investments.

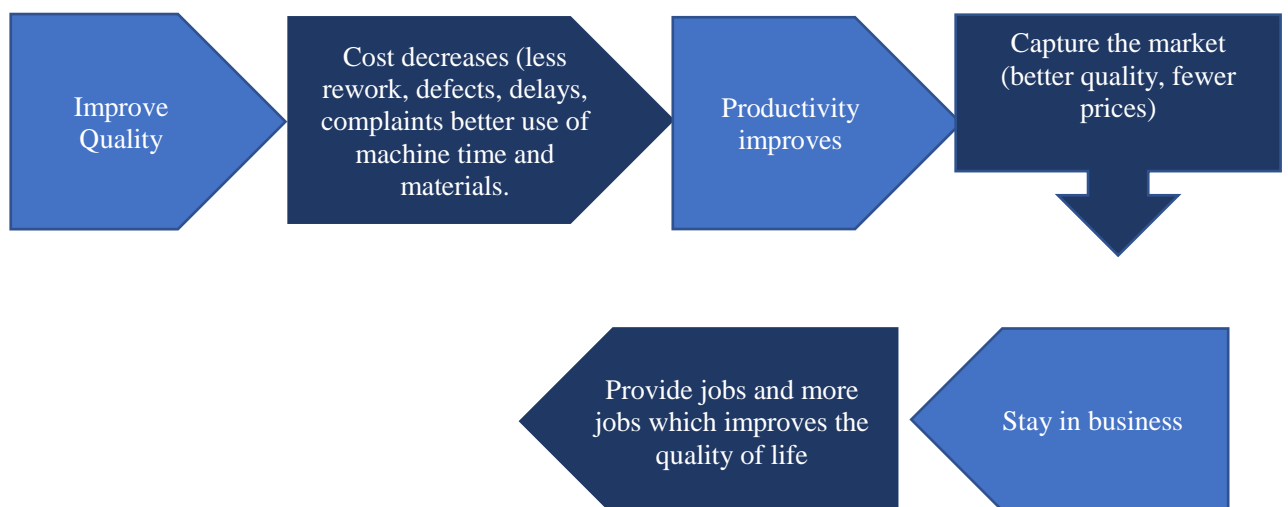


Figure 2. 1 Deming Chain reaction. Note. Adapted from (Deming, 2018)

To reap the greatest benefits, businesses must recognize that quality must be viewed not only as a technical discipline but also as a management discipline. That is, quality concerns pervade all aspects of business, and "quality of management" is as important as "quality management (Zhang et al., 2021). The realization that quality and productivity are inextricably linked frequently prompts organizations to recognize the importance of TQM initiatives and ease their adaptation to run more efficiently and compete in both domestic and international markets (Besterfield et al., 2021).. As a result, the Total Quality Management (hereafter TQM) philosophy has been widely adopted to address current quality issues and improve overall performance (Majumdar et al., 2019; Sharma et al., 2020; Sila, 2020a).

2.3 TQM

The last 30 years of the 20th century saw a significant shift from focusing on product or service quality alone to TQM, which greatly influenced the evolution of quality management. This can be traced back to the 1970s when American businesses were shocked by the rapid spread of high-quality Japanese products throughout Western markets (Deming, 2018; Kennedy, 2020; Zhang et al., 2021). As a result, managers began to take quality seriously to ensure the survival of their business as they came under increasing pressure from both competitors and customers with higher expectations (Sila, 2020a). As a response to those pressures Top management's dedication to TQM was reaffirmed, and widespread quality improvement was implemented across different types of businesses worldwide (Zhang et al., 2021).

Quality management forefathers like Deming, Juran, and Crosby are credited with inspiring today's TQM literature, but the term itself can be defined in a variety of ways

(Besterfield et al., 2021). For instance, according to Goetsch & Davis (2021), TQM is a business approach that seeks to maximize an organization's competitiveness through continuous improvement of the quality of its products, services, people, processes, and environments. Similarly, Tarí (2011) defined TQM as a management philosophy that seeks to maintain and improve all aspects of an organization to ensure that it consistently provides products and services that meet or exceed the expectations of its customers and other stakeholders. Moreover, Chen et al., (2020) defined TQM as an organizational culture that supports the continuous achievement of customer satisfaction through an integrated system of tools, techniques, and training. In addition, TQM is considered to be a people-oriented management approach that seeks to increase customer satisfaction while decreasing the actual cost of attained products/services. (de Menezes et al., 2022; Zhang et al., 2021). Deming (2018), also considered TQM as a management philosophy that employs a specific set of principles, practices, and techniques to increase business and profits by avoiding rework, rejects, waste, and customer complaints, and decreasing the costs (Chen et al., 2020). Moreover, it is described as a management tool for enhancing an organization's value-added processes to prevent rather than detect defects.(Mehralian et al., 2016). TQM nowadays is all about contributing to societal well-being by focusing on what matters, and doing the right things right (de Menezes et al., 2022). Even though, TQM is variously categorized and defined in different ways as a philosophy, an approach, a concept, and so on in the academic literature. Continuous improvement and focus on customers are the common themes in these descriptions (Do et al., 2020; Zhang et al., 2021). Therefore, many businesses have adopted TQM as a management philosophy to improve their image, employee satisfaction, and quality awareness (Makhdoom & Anjum, 2016a), additionally, it helped businesses gain a

competitive performance and to increase both organizational and individual performance to thrive in the increasingly competitive global market (Abbas, 2020a; Chen et al., 2020; Do et al., 2020; Mehralian et al., 2016) .

2.3.1. TQM Practices/ Critical Success Factors (CSF)

TQM CSFs can be defined as the overall conditions and drivers necessary for a firm to achieve its vision or the practices required for the successful implementation of TQM (Tari, 2011). When TQM is properly implemented, CSFs can be thought of as factors that affect business results (Aquilani et al., 2017; Tari, 2011). According to Aquilani et al. (2017), the success of TQM depends on several factors, that must be carefully managed and controlled known as CSFs, such as customer programs, stakeholders, people, and processes. The authors conducted a systematic review of papers published between 1993 and 2016 and discovered a gap in existing research as well as inadequate consideration of management, marketing, and quality issues, all of which centered on customers and other stakeholders. In line with these findings, Khurshid et al. (2018) proposed that in order to achieve business excellence, organizations should consider not only their customers, but also other stakeholders such as employees, society and communities, and the environment.

Theoretical and practical research recommendations based on the TQM critical success factors (CSFs) literature, also known as TQM-enabling factors, have emerged in recent years for evaluating various types of performance (Aquilani et al., 2017). Businesses are better able to evaluate how various factors enhance or reduce a given performance by measuring these CSFs (Do et al., 2020). Examples include operational performance (Modgil and Sharma, 2016), project performance (Indelicato, 2013), supply chain

performance (Yusuf et al., 2018), Corporate Social Performance (CSP) (Sila, 2020a), financial and non-financial performance (Ali et al., 2020), and CSR (Abbas, 2020a; de Menezes et al., 2022; Do et al., 2020; Sila, 2020a). However, the number of TQM-enabling factors can vary widely depending on the nature of the study's context and the industry under investigation. For instance, the performance of Iranian pharmaceutical organizations has been analyzed using 14 CSFs (Mehralian et al., 2016), while Aquilani et al. (2017) identified 59 CSFs. Moreover, according to Goetsch & Davis (2021), TQM is comprised of 11 critical key elements, which include, among other things, strategic based, customer focus, obsession with quality, scientific approach, long-term commitment, teamwork, continuous process improvement, education and training, freedom through control, unity of purpose, and employee involvement and empowerment. Dahlgaard et al. (2019) also identified the following five principles for effective TQM implementation within an organization: Leadership commitment, Customer focus., Continuous Improvements, People involvement, and Focus on Facts (process and measurement). Similarly, Saraph et al. (1989) identified several major CSFs for TQM implementation, including the role of top management and quality policy, supplier quality management, training, and employee relations, product/service design, process management/operational procedures, quality data, and reporting, and the role of the quality department. This is similar to the work done by Karuppusami & Gandhinathan (2006), who looked at 37 different TQM empirical studies to find the frequency of occurrences for TQM CSFs. They found 56 CSFs using Pareto analysis. As a result of their findings, they concluded that support from the top management, good supply chain management, and customer focus are the most frequent aspects in the publications that they evaluated. Nitin et al. (2011) reached to similar outcomes, too. Using 26 distinct

CSFs for TQM implementation, their research compares diverse scholars' conclusions and frameworks. According to their findings, the most common CSFs employed in these frameworks include Top Management Support, Education & Training, Customer Focus, and Information, Evaluation & Analysis. So, as argued by many researchers there is no one-size-fits-all model for a strong TQM program, and TQM is a network of interconnected pieces, including important factors, practices, procedures, and tools (Abdullah & Tari, 2012).

2.3.2 Soft & Hard TQM Practices

All the previously mentioned TQM CSFs/practices can be categorized into two main categories, namely the soft quality practices and the hard quality practices (Bajaj et al., 2018; Fotopoulos & Psomas, 2009; Rahman & Bullock, 2005; Sciarrelli et al., 2020; Zhang et al., 2021). "Soft" practices also known as social, or supportive factors, that focus on the behavioural aspect of TQM dealing with people, the social side, and the culture of the organization, it refers to management concepts and principles including leadership, employee empowerment, culture, and customer focus (Alanazi, 2020; Rahman & Bullock, 2005). Whereas, the "hard" practices also known as production-centric technical, or primary factors refer to quality improvement tools and techniques, production and technical factors (Alanazi, 2020).

Practices such as quality data and reporting, product/service design, and process management are examples of hard TQM principles (Al-Khalili & Subari, 2014; Fotopoulos & Psomas, 2009; Rahman & Bullock, 2005). According to Abdullah & Tari, (2012) soft practices support the development of hard practices, and both are critical to the successful implementation of quality management. Soft QM practices affect the social

subsystem, while hard QM practices affect the technical subsystem (Sciarelli et al., 2020).

Several benefits have been reported when implementing both practices for instance (Khan & Naeem, 2018) investigated both hard and soft quality practices, service innovation, and the organizational performance of Pakistani telecommunications companies. The research results demonstrated that quality practices boost both service innovation and organizational performance, while service innovation had a positive effect on business outcomes. Also, Ali & Johl, (2021) conducted a comprehensive review of current TQM literature, and identified 23 soft and 15 hard TQM practices. The findings revealed four soft dimensions for effective TQM implementation in business: top management commitment, customer focus, training and learning, and big data and analysis quality. Furthermore, there are three hard dimensions: process management, continuous improvement, and product/service design. In the same manner, Do et al., (2020) identified 13 TQM enabling factors, that have been split between human (soft) and functional (hard) categories. The data showed that implementing these TQM-enabling factors in Vietnamese coffee firms significantly improved CSP and business performance. As can be seen, CSFs can have different terms and categories based on the need of the researchers and the context. However, previous studies have shown that scholars can evaluate the relationships between TQM practices and various organizational performances with greater efficiency if CFSs/practices are categorized based on similar characteristics of those practices (Do et al., 2020).

2.3.3 TQM Frameworks

To achieve the desired outcomes when implementing TQM, it is crucial to understand how the various TQM components work together and complement one another (Calvo-Mora et al., 2018; Tarí, 2011). Therefore, a systematic framework or model is necessary for implementing and assessing a TQM strategy (Alanazi, 2020). From the existing literature, several distinct types of TQM implementation frameworks can be identified: (1) those based on quality gurus and experts (e.g., Crosby, 1980; Deming, 1982; Juran, 1988); (2) standardized models like the ISO 9000:2000 series (Idowu, 2019; Ward, 2011); (3) models based on the critical factors of TQM that have been identified on different measurement studies ; (4) Academically-proposed models like Oakland's Total Organisational Excellence Framework (Oakland, 2014); (5) Quality awards and business excellence models (BEMs) like the Deming Prize, the Malcolm Baldrige National Quality Award (MBNQA), and the European Foundation for Quality Management (EFQM) model (Alanazi, 2020). In this section, we'll examine the MBNQA framework in detail as its being chosen as a framework to assess the degree to which TQM practices are currently being implemented within the PCP, and the reason for this choice will be justified as well.

In this thesis, TQM practices based on the MBNQA model are adopted in the identification and assessment of the TQM implementation level within the PCP, for the following reasons:

1. These practices were the most dominant factors that affect TQM implementation in almost all of the published studies related to TQM practices/CSFs (Abbas, 2020a; Aquilani et al., 2017; Dahlgaard et al., 2019b; Karuppusami & Gandhinathan, 2006; Martínez-Lorente et al., 1998; Saraph et al., 1989; Sila, 2020a)

2. These practices include characteristics that represent both hard and soft TQM practices that are revealed through a review of the literature (Abdullah & Tari, 2012; Al-Khalili & Subari, 2014; Fotopoulos & Psomas, 2009; Rahman & Bullock, 2005).
3. These practices include the CSFs related to the TQM practices in the policing culture that have been published in the literature (Almazrouei, 2017).
4. These practices include the factors that emerged from the only published integrated conceptual framework for both TQM and CSR that was developed by (Khurshid et al., 2018a) .
5. They have been adopted and implemented in both the developing and developed countries; moreover they have been implemented to all types of organizations including governmental sector (Prybutok et al., 2011).

MBNQA: Background & Motivations (Benefits)

The Malcolm Baldrige National Quality Award (MBNQA) was established by the United States Congress in 1987, and named after the late Secretary of Commerce Malcolm Baldrige, a proponent of quality management (Deming, 2018). The program is run by the US Department of Commerce's NIST (National Institute of Standards and Technology), and ASQ administers it, it's the nation's highest presidential honor for outstanding performance. The aim of the award is to raise awareness of quality management and to recognize companies in the United States that have successfully implemented quality management systems (Charantimath, 2017; NIST, 2022). The MBNQA is annually awarded to U.S. organizations for performance excellence, in six categories (manufacturing, services, small businesses, health care, education, and nonprofit organizations), the education and healthcare categories were added in 1999, while the

government and non-profit categories were added in 2007 (NIST, 2022; Oakland, 2014). Each year, 18 awards from the six mentioned categories may be given, and the competition for these prizes is fierce. It's interesting to note that many organizations, even those who are not based in the U.S and aren't interested in the award, still use the criteria to assess their TQM performance on an annual basis. Moreover, many other quality awards around the world use the same criteria and evaluation methodology as MBNQA because it is so well-structured, its criteria, and its reputation. (Besterfield et al., 2021; NIST, 2022; Prybutok et al., 2011). Thus, business excellence models can be applied to any organization. It directs the success of organizations in the government, private, service, education, and healthcare sectors (Lasrado & Uzbek, 2017). The goals of this program to (1) assist improve organizational performance practices, capabilities, and results (2) promote open lines of communication and the dissemination of knowledge about successful practices; (3) aid in the analysis and management of performance; and (4) create chances for growth and development (Oakland, 2014). The NIST (2022) argues that the award encourages sharing of knowledge about performance strategies and the advantages associated with using them, as well as raising awareness of the standards for performance excellence and competitiveness improvement. The majority of academics agree with that assessment. For instance, Miller & Parast (2019) looked at whether or not organizations' quality performance improved after they first applied to the MBNQA, and how the quality performance of those organizations initially related to their subsequent improvement, and whether or not the quality improvement of applicants varied by industry sector using longitudinal data on their actual scores on the MBNQA between 1990 and 2006. They discovered that organizations improve their quality performance after implementing MBNQA for the first time. On the other hand, this framework can be

used to examine the performance in the public sector, Prybutok et al. (2011) investigated the application of the MBNQA 2002 criteria to the government sector particularly in municipal government services (City of Denton “CoD”, Texas). It was found that MBNQA framework adoption provided a set of metrics for local government to measure its business performance. There are numerous reported benefits, and practical contributions of excellence models in general, and MBNQA in particular, including the enhancement and recognition of excellence efforts, the encouragement of competitiveness and the promotion of excellence in products and services, the creation of greater awareness about excellence, the presentation of a clear road map for excellence for managers and practitioners to use, and the facilitation of international benchmarking and comparisons of various types of organizations (Salah & Salah, 2019). However, according to Lasrado & Uzbeck (2017), there are several conditions (CSFs) to reap all of these benefits. Proper leadership style, an innovative culture, a long-term strategic view, clarity of focus, employee participation, and empowerment are all key factors (CSFs) for award-winning firms. There are several reasons to believe that applying to the MBNQA will boost awareness of quality improvement opportunities inside an organization. Since the applicant must devote significant time and effort to gathering the information required to complete the roughly 50-page application packet (NIST, 2022), and when resources are allocated to quality issues and improvement projects, decision-makers are more likely to be alerted. Furthermore, MBNQA examiners provide extensive feedback reports indicating possibilities to improve the quality performance of candidates. Because managers frequently lack comprehension of their own organization's quality performance, input from examiners is critical (Miller & Parast, 2019). Indeed, many public and private organizations have found the American MBNQA model to be of great

value in implementing changes to their management and operational structures because it incorporates both the soft and hard aspects of TQM (Abbas, 2020a; Ooi, 2014; Sila, 2020a; Yusr et al., 2017). Moreover, the MBNQA application is believed likely to foster organizations' motivation to improve quality performance in addition to raising awareness of quality issues and providing learning opportunities. The fact that an organization has invested resources in applying for the MBNQA indicates that quality is a priority receiving managerial attention (Miller & Parast, 2019).

MBNQA Criteria for Performance Excellence

The MBNQA award is based on a set of interconnected core values and ideas, including visionary leadership, customer-driven excellence, organizational and personal learning, valuing employees and partners, agility, focus on the future, managing for innovation, management by fact, public responsibility and citizenship, focus on results and creating value, and system developments (NIST, 2022; Oakland, 2014). The MBNQA self-assessment quality model consists of seven key quality categories, as shown in Figure 2.2: leadership, strategic planning, customer and market focus (Citizens focus), information and analysis, human resource focus, process management, and business results (Deming, 2018; NIST, 2022; Oakland, 2014).

The MBNQA's assessment system is based on a 0-1000 point scale. (Aydın & Kahraman, 2019)

These categories are further subdivided into 17 examination items and one or more sets of areas to address, which are explained in more detail in Table 2.1, and serve as the foundational items against which the PCP's TQM performance is measured in this study.

Table 2. 1 MBNQA criteria for performance excellence (NIST, 2022)

TQM practices (MBNQA categories)	Brief description according to PCP	subcategories(items)	Points
1. Leadership/ Top-Management Commitment	The leadership system, values, expectations, and public responsibilities of the PCP.	1.1 Senior leadership 1.2 Governance and Societal Contributions	70 50
2. Strategic Planning	Business planning and implementation, with a key emphasis on citizens' satisfaction & meeting operational performance requirements.	2.1 Strategy Development 2.2 Strategy Implementation	40 45
3. Citizen focus	How the PCP Identifies citizens' Needs, Improves Relationships with citizens, and Gauges citizens' Satisfaction.	3.1 Citizens' Expectations 3.2 Citizens' Engagement	40 45
4. Information & Analysis	How well data is gathered and analyzed to aid in achieving performance excellence that is driven by the citizens' requirements.	4.1 Measurement, Analysis, and Improvement of Organizational Performance 4.2 Information and Knowledge Management	45 45
5. Human Resource Management	Concerning developing a high-performing PCP by maximizing the talents of its employees.	5.1 Workforce Environment 5.2 Workforce Engagement	45 40
6. Process Management	Ensuring high-quality services through optimized internal procedures.	6.1 Work Processes 6.2 Operational Effectiveness	35 50
7. Results	How the company performed in terms of citizen satisfaction, finances, the market, employees, vendors, and other business partners, as well as how the company stacked up against the competition.	7.1 Service & Process Results 7.2 Citizen Results 7.3 Workforce Results 7.4 Leadership and Governance Results: 7.5 Financial, Market, And Strategy Results Total points	100 70 70 70 70 1000

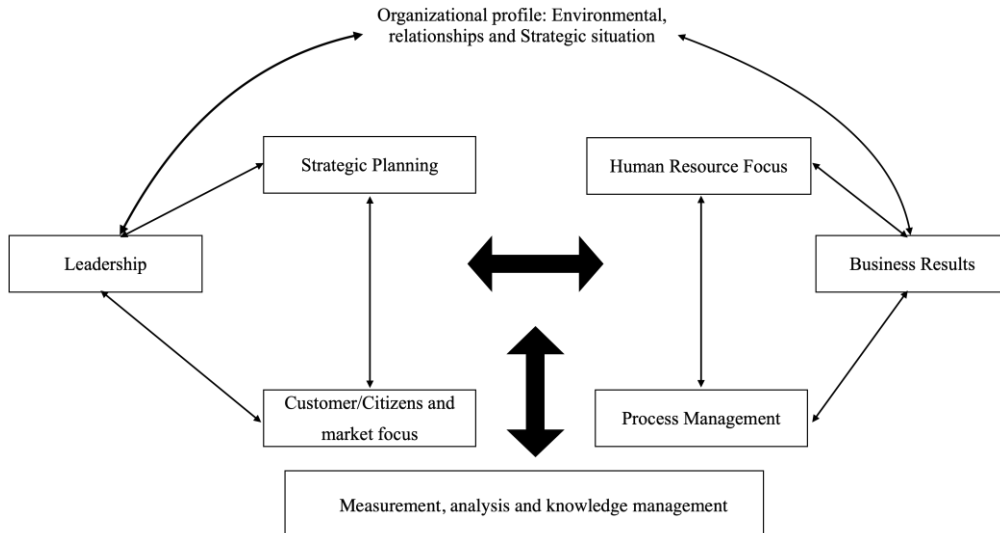


Figure 2. 2 MBNQA criteria framework (NIST, 2022)

- 1. Leadership/ top-management commitment (120 points):** The Leadership category investigates how the personal actions of an organization's senior leaders guide and sustain the organization. The governance system of an organization, as well as how an organization fulfills its legal, ethical, and societal responsibilities and supports its key communities, are also examined within this category (Besterfield et al., 2021; NIST, 2022). According to a review of the relevant literature, top-level support is critical to the effective implementation of TQM. Leadership is identified as a driver of all Baldrige System components, with upper management's direction considered the reason for successful TQM implementation (Baidoun et al., 2018). Additionally, according to Deming (2018), upper-level management must create effective training plans and educational initiatives for staff members in order to create a culture of ongoing learning. These initiatives should demonstrate the management's commitment to their social responsibility toward their workforce. Consequently, management commitment is needed to implement both social responsibility and quality management initiatives. (Tari, 2011)

2. **Strategic Planning (85 points):** How an organization determines its long-term goals and plans for achieving them is the focus of the strategic planning subcategory. How the selected strategic goals and action plans are implemented, modified as needed, and how progress is tracked are also investigated in this category with a primary focus on meeting customer and operational performance goals (Besterfield et al., 2021; NIST, 2022). Strategic planning processes should be developed by firms implementing quality management systems since it is a quality management practice and a prerequisite for quality models. Then, organizations should conduct internal (firm) and external (market) analyses to determine the needs of stakeholders and incorporate them into their strategies. This assessment provides data for defining actions (for example, to satisfy stakeholders such as citizens and employees). This is a method of developing practices that demonstrate responsible care for stakeholders (e.g., employees). Furthermore, mission, vision, and values may include ethical and social concerns (de Menezes et al., 2022). As a result, Strategic planning and social responsibility have a positive relationship (Tari, 2011).
3. **Customer/Citizens and Market Focus (85 points):** in this category, the business ascertains the requirements and expectations of both the market and its customers, builds stronger relationships with those customers, and evaluates the level of satisfaction those customers report feeling (Besterfield et al., 2021; NIST, 2022). Since any organization relies on customers/clients, the organization should identify both current and future customer needs, comply with customer requirements, and strive to exceed customer expectations (Foote et al., 2010). According to Goetsch & Davis (2021), "the customer is the main driver in a total quality setting", and in order to achieve customer satisfaction, the organization must meet the needs and expectations

of the customers. The most important factor in measuring customer satisfaction is service quality, which is critical for organizational survival (Pambreni et al., 2019). However, measuring service quality in public services is difficult, particularly when the customers are vulnerable citizens with limited contact with the service (Donnelly et al., 2006). Since the PCP's services are aimed at Palestinian citizens, the term "customer focus" in this study has been renamed to "citizens focus." (Prybutok et al., 2011) The primary goal of quality management is to satisfy customers and employees. This means it creates practices aimed at increasing their satisfaction. Similarly, responsible management systems assist businesses in meeting the demands and expectations of stakeholders such as citizens and employees (Boccia & Sarnacchiaro, 2018). Quality management has currently adopted a very broad definition of "customer," which includes multiple stakeholders. This recognition of multiple stakeholders entails certain ethical and social responsibilities that are not always obvious. Customer complaints and defects, for example, necessitate a degree of honesty with citizens (Khurshid et al., 2018b); thus, being honest with customers and developing trusting relationships with customers /citizens is a way to increase profits and enhance businesses image (Tarí, 2011).

4. **Information And Analysis (85 points):** this category includes questions on the process of analyzing and assessing staff and management efficiency with the aid of technical resources, and giving them feedback on their efforts to resolve the issues promptly (Abbas, 2020a; NIST, 2022), it includes two subcategories that are shown in Table 2.1.
5. **Human Resource Focus (85 points):** this category includes issues related to the effective management of the workforce and its related practices, such as quality

responsibility and awareness; employee participation in operational issues; access to senior management; empowerment; training; recognition of and reward for performance; and similar topics, the framework asks questions about how to build an effective and supportive workforce environment, and how to engage the workforce for retention and high performance (NIST, 2022). All these practices are strongly correlated with TQM success, according to the literature. (Abbas, 2020a; Oakland, 2014; Sila, 2020a). Thus, in a people-centered culture, members are concerned with the needs and interests of others as well as their own. As a result, a focus on people has a positive impact on social responsibility (Galbreath, 2010). Furthermore, firms focusing on people management may develop other social activities related to people, such as health and awareness programs (anti-smoking courses), hobby and sports facilities, and so on (Tari, 2011).

6. **Process Management (85 points):** in this category the framework assesses issues related to the design, management, and improve the key products/services and work processes. Moreover, it asks questions on how to ensure effective management of the operations (NIST, 2022). According to (Tari, 2011), firms must manage processes in order to reduce and/or eliminate errors in products/services and day-to-day organizational activities. A process approach leads to an assessment of the risks, consequences, and effects of activities on stakeholders. This activity helps to improve quality by increasing efficiency. Furthermore, putting such processes in writing is a way of transforming the firm's knowledge into a tacit understanding and facilitating the internalization of day-to-day activities. The more a quality philosophy is internalized, the easier it is to act ethically and socially responsible. As a result, quality

procedures aid in the internalization of ethical and social considerations, making them a natural part of organizational existence.

7. **Results (450 points):** This category offers a system's focus that encompasses all of the results necessary to maintain an enterprise, including the results of the key processes and products/services, the results of your citizens-focused efforts, the results of the workforce, the results of the leadership and governance system, and the results of the overall financial and market performance. (NIST, 2022).

2.4 Corporate Social Responsibility (CSR)

Environmental and social issues are becoming increasingly important for modern consumers and businesses (Boccia & Sarnacchiaro, 2018). Firms cannot rely solely on profit to determine their success and growth. Nowadays consumers make decisions based on the firm's irresponsible behaviour. As a result, businesses must recognize that consumers, as the most important stakeholder group, not only expect businesses to act responsibly but also reward or punish them through their purchasing or service ordering habits (Lerro et al., 2018). In this manner, according to Freeman & Dmytryev (2017), a company's responsibility extends beyond just making a profit; it must also serve the needs of the people and communities in which it does business. Consumers are more likely to stick with businesses they view as socially responsible, and companies with a positive reputation among their workforce are more likely to keep their employees committed to their work. Companies have to do more than just maximize profits, and should instead make voluntary contributions to improve society (Barauskaite & Streimikiene, 2021). This will eventually have a positive impact on net income and growth (Gross & Holland, 2011).

The growth of CSR has been linked to rebutting the shareholder primacy view, which holds that management executives are primarily and significantly responsible to shareholders for business decisions. The counterargument holds that corporations have social responsibilities to all stakeholders in addition to satisfying the needs of their shareholders (Dmytriyev et al., 2021). The number of CSR studies published recently has increased significantly, but this has not resulted in widespread agreement on what CSR actually entails (Huang et al., 2019). As Do et al. (2020) emphasized, CSR is a term whose definition is context-dependent; it refers to a wide range of concepts and ideas that fall under a variety of other labels, including but not limited to: corporate responsibility; corporate accountability; business ethics; corporate citizenship; responsible entrepreneurship; sustainable development and the environment; etc. (Lu et al., 2019). The CSR term itself first appeared in 1953, when American economist Howard Bowen invented the word in his book "Social Responsibilities of the Businessman." He defined CSR as firms' responsibility to adopt policies, to make decisions, or to follow lines that are "desirable in terms of our society's objectives and values" (Bowen, 2013). This is consistent with the Carroll (2016) definition for CSR: "business firms' commitments to seek those strategies, make those decisions, or pursue those lines of activity that are consistent with societal values and expectations". Carroll's definition is regarded as the most widely accepted in academic studies (Barauskaite & Streimikiene, 2021). Dahlsrud (2008) focused on the examination of 37 definitions of CSR found in the literature, and concluded that there are several definitions of CSR available and they are consistently referring to five dimensions of CSR: (a) the environmental dimension, (b) the social dimension, (c) the economic dimension, (d) the stakeholder dimension and (e) the voluntariness dimension. In general, CSR describes the duties and responsibilities that

businesses have to the communities in which they operate since businesses cannot exist apart from society, and their attitude toward society and the environment is critical to their success and defines their ability to continue operating effectively (Luthra et al., 2020). In the same vein, Fontaine (2013) provided a broader definition of CSR as an organization's ongoing dedication to acting ethically, fairly, and responsibly and to contributing to economic development through enhancing the lives of employees, their families, the surrounding community, and society at large. Hence, the CSR is a multifaceted concept that takes into account issues beyond financial ones, like those involving the company's relationship with its employees and the community (Zhang et al., 2020). Additionally, in its 2012 definition of CSR by the International Institute for Sustainable Development states, CSR, is primarily concerned about the protection of the environment and the wellbeing of employees, the community, and civil society in general, from both short-term and long-term perspectives". The Institute also maintains that the idea of corporate social responsibility stems from the realization that modern corporations are not autonomous economic units that can function independently of society at large. This is the most appropriate definition for the scope of this study since it incorporates the stakeholder theory (Freeman & Dmytriiev, 2017). CSR scholars (e.g., Hur et al., 2019; Waheed et al., 2021) divided a company's CSR initiatives into internal and external CSR, with each focusing on internal and external stakeholders, this categorization will be adapted in this study. Internal CSR focuses on organizational practices that support the emotional and physical health of its employees, such as protection of employee rights, health care, career and personal development, equal opportunities, and diversity (Hur et al., 2019). Whereas, the focus of external CSR is on environmental and social behaviors that reinforce the organization's external reputation and image among social audiences.

These behaviors include support for volunteerism, charitable giving, community development investments, consumer care programs, and environmental and wildlife protection (Waheed et al., 2021).

To sum up, all CSR definitions guide businesses to achieve their objectives and achieve long-term success by integrating three aspects: social, environmental, and economic considerations into long-term strategies for business sustainability (Do et al., 2020).

Consequently, many scholars have attempted to define CSR by investigating the link between CSR activities and various business outcomes using a variety of Key performance indicators. For instance, several studies have shown that adapting CSR activities may result in positive financial benefits and long-term financial performance for the company (Hou, 2019; Lu et al., 2018; Okafor et al., 2021; Siueia et al., 2019). With regards to CSR literature's coverage of firms' non-financial performance, a wide range of studies have been conducted on the benefits that companies can reap from engaging in CSR. Several previous studies have addressed this issue, focusing on topics such as enhancing stakeholder satisfaction (Wang, 2020; Zhang et al., 2020), positive effect on customer loyalty (Cuesta-Valiño et al., 2019). Moreover, Islam et al. (2021) demonstrated in their findings a significant and positive relationship between corporate social responsibility initiatives and enhancing corporate reputation, customer satisfaction, and customer trust. In terms of corporate reputation, Sánchez-Torné et al. (2020) also stated that corporations with respectable reputations in the areas of CSR (workplace, governance, and citizenship) also have respectable reputations in the areas of corporate reputation. According to Karsh & Dua'a (2019) CSR is an investment with significant financial returns, as well as other societal benefits. It aids in the identification of additional opportunities to gain a competitive advantage, boost company confidence, strengthen

relationships with key stakeholders, reduce transaction costs, and generate financial gains. However, all the benefits that come from implementing CSR initiatives is useless unless it is shared with the world. Idowu (2019) argues that CSR has been a driving force in the monitoring and reshaping of many aspects of business, including how organizations view and report on their financial and non-financial activities as part of their CSR toward the community to their stakeholders and the general public. Accountability, transparency, and general ethical business practice have all contributed to the rise in significance of social responsibility reporting in recent years. Businesses now realize they should disclose (share with the public) information about the environmental, social, and governance (ESG) aspects of their operations (Idowu, 2019).

2.4.1 CSR Theories

Brin and Nehme (2019) investigated and analysed three of the most important and well-known CSR theories and models, namely The Carroll Theory, The Triple Bottom Line Theory (TBL), and The Stakeholder Theories.

The Carroll's Theory

Carroll's Pyramid of CSR is a specific theory that explains how corporations interact with their local communities and the world at large. Carroll's theory is based on four obligations, each of which supports the company's overall obligations to society which can be summarized in Figure (2.3): (1) Economic responsibility to make a profit; Companies should practice social responsibility by first achieving economic goals such as sustainability and profitability so they can invest in the community through creating jobs, sponsoring local groups, and collaborating with non-profits. ; (2) Legal responsibility to follow rules and regulations ; (3) Ethical responsibility to do what is right even if it is not mandated by law. Businesses are supposed to

conduct ethically, this means that businesses are expected, and have an obligation, to do what is right, just, and fair, and to avoid or minimize harm to all stakeholders with whom they deal; and (4) Philanthropic responsibility to contribute to societal projects that are unrelated to the specific business. It is a voluntary activity to participate in non-mandated social activities imposed by society and the environment. (Brin & Nehme, 2019; Carroll, 2016).

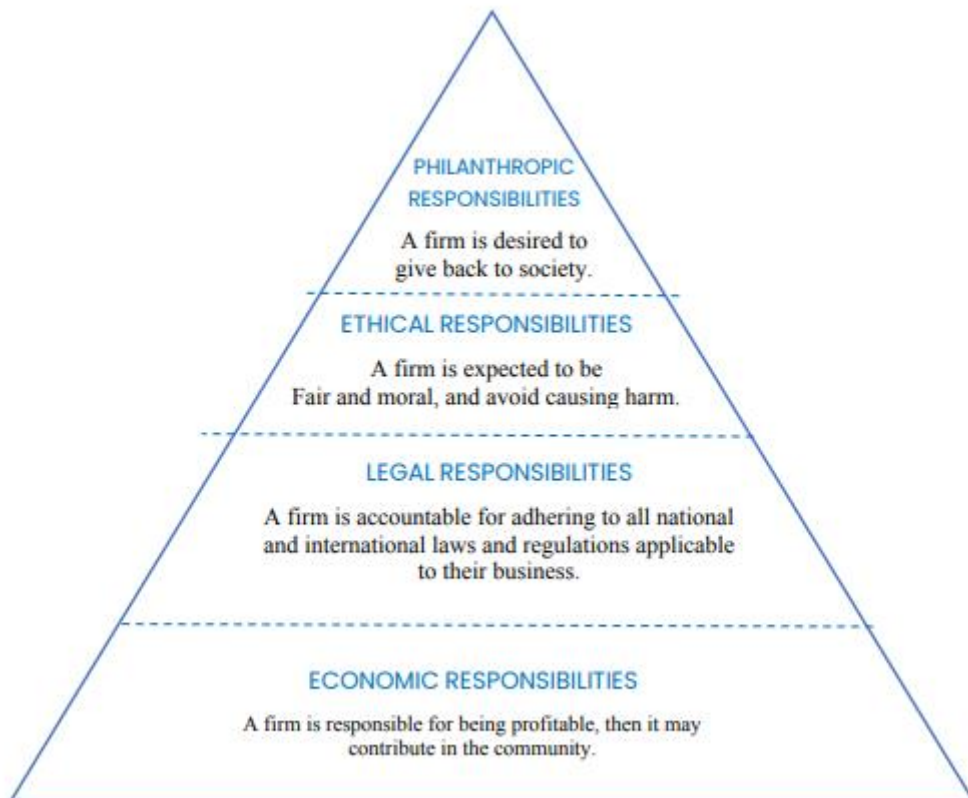


Figure 2.3: Carroll's Pyramid of CSR

However, the order and importance of these levels of CSR according to the Carroll Pyramid may vary depending on a variety of factors, as Visser (2011) explained that in developing countries, economic responsibility remains the most important, but philanthropy comes in second, followed by legal and then ethical responsibilities. As a result, before adopting the Carroll CSR framework, corporations must clear up some other aspects, such as the nature and state of the surrounding environment and community. To

maximize the benefits of CSR, businesses must consider the needs of the surrounding society and implement projects that meet those needs.

Several researches examined the implementation of CSR initiatives based on Carroll's pyramid, for instance Štreimikienė & Ahmed, (2021) examined how CSR activities affect business outcomes (the organizational performance). The authors used a framework based on the triple bottom line and Carroll's pyramid models, but with some modifications. The structural equation model was used to conduct confirmatory and exploratory factor analyses and a conditional process analysis of the data to investigate the hypothesized direct, mediating, and moderating relationships. The results of the investigation showed that the ethical, philanthropic, and sustainable dimensions had a significant and positive effect on business results (enhance the organizational performance). Within the developing countries, Abdelhalim & Eldin (2019) made an assessment model for corporate social responsibility (CSR) based on Carroll's pyramid of CSR. They tested the model on several cases in Egypt to see if CSR is considered part of the main goals of the companies. The analysis helped to figure out how well CSR was being put into place in Egypt and other countries with a similar economic background. They found that CSR initiatives in this setting are most often classified as philanthropy, rather than human development or business necessity. They explained that this is because there isn't a solid institutional structure in place to coordinate the government's role in fostering CSR, so there isn't a way to connect CSR to the Sustainable Development Goals or similar strategies.

Triple Bottom-Line theory (TBL) of CSR

The second theory is Elkington's (1998) Triple Bottom-Line theory (TBL), also known as 3Ps or three pillars, which was coined by British business consultant John Elkington in 1994 (Książka & Fischbach, 2017). His point of contention was that businesses should prepare three distinct and somewhat separate bottom lines. The first one is the outdated measure of corporate profit "bottom line" of the profit and loss. The second is a company's "people account," which is a measurement in shape or type of how socially responsible an organization has been throughout its activities. The organization's "planet" third bottom line accounts for a measure of how environmentally- responsible it has been. Profit, People, and the Planet are the three Ps of the triple primary concern (TBL). Its goal is to quantify an organization's social, financial, and environmental performance over time (Babatunde, 2020).

According to John Elkington, the three dimensions of TBL must produce sustainable results. The TBL concept's primary goal is sustainability. Companies must use TBL to achieve continuous profits as well as long-term social and environmental projects (Brin & Nehme, 2019).

One disadvantage of the TBL theory is the inability to measure the sustainability of CSR projects, as mentioned by Slaper & Hall (2011) putting the TBL theory into practice is full of challenges, these include quantifying each of the three categories, locating relevant data, and calculating the contribution of completed CSR projects to sustainability. Overcoming these obstacles allows businesses to make better long-term decisions and move closer to sustainability.

Moreover, Książka & Fischbach (2017) argued that TBL's potential applicability across industries is a major benefit over competing categories. Nonetheless, in today's rapidly

evolving business landscape, some organizations must consider more complex models. As a result, there are new ways to categorize CSR concerns, but the core issues still revolve around the trifecta of economics, the planet, and the environment.

Several researchers investigated the implementation of the three aspects of CSR based on TBL, for instance, Mendes et al.(2021) emphasized the significance of considering social, economic, and environmental factors (TBL). Therefore, the authors argued that managers who want to make a long-term impact on society should plan, monitor, and manage all aspects of corporate social responsibility. Chan & Saad (2019) also examined how a Malaysian branded coffee retail company's CSR practices across the dimensions of the Triple Bottom Line (TBL) influenced customers' purchase intention. According to the findings, the TBL CSR dimension covering philanthropic duty had a moderately positive impact on consumers' propensity to make a purchase. Whereas, there was a positive but weak relationship between economic and environmental responsibilities and intent to buy.

The Stakeholder Theory

The third main CSR theory is the stakeholder theory which was originated by Freeman in 1984 (Harrison et al., 2019) . The core principle of this theory is that businesses should prioritize the interests of all of their stakeholders. Stakeholders are defined as "any person or group that has a direct or indirect interest in the success of an organization" or "any person or group without whose participation the organization could not exist" (Dmytriyeu et al., 2021). Customers, employees, financiers (such as shareholders, bondholders, and banks), suppliers, and communities are the most commonly represented stakeholders (Harrison et al., 2019). However, this can vary depending on the company's industry and

business model. According to the stakeholder theory, businesses can be viewed as a network of relationships between various types of interested parties. Therefore, business executives should pay close attention to the management of stakeholder interactions and strive to minimize trade-offs among stakeholders. As a general rule, shareholders' interests shouldn't be put ahead of those of employees or customers. Therefore, one of the central tasks for managers in stakeholder theory is to create mutual benefits for various stakeholders (Dmytriiev et al., 2021)

As stated by Freeman & Dmytriiev (2017), stakeholder theory and CSR can be thought of as separate concepts with some overlap. The primary similarity between the two concepts is that both stakeholder theory and CSR highlight the significance of incorporating the interests of the public into business activities and daily operations. At the same time, the two concepts differ in that stakeholder theory asserts the business's overall key responsibilities, where responsibility to society (the communities in which the businesses operate) is an important but minor part of the overall corporate responsibilities. Whereas CSR stresses one component of business – its social attitude toward society at large – over other corporate duties, which includes charity, volunteering, environmental efforts, and ethical labour practices. Furthermore, stakeholder theory attempts to fully cover the firm's responsibilities to these stakeholders, as well as the stakeholders' responsibilities to the company and its other stakeholders (multi-directional or mutual responsibility). While CSR does not focus heavily on these specific stakeholder groups and views responsibility as unidirectional (from the company to communities and society). Therefore, the risk under the stakeholder theory is that company directors may prioritize the interests of stakeholders who are simply interested in increasing profits over the interests of other stakeholders, such as other individuals in the surrounding area whose

lives are impacted by business operations and activities (Dmytriyev et al., 2021; Freeman & Dmytriyev, 2017).

Dmytriyev et al.(2021) investigated the differences between CSR and stakeholders' theory, the authors compared how stakeholder theory and CSR differ from three key principles of managerial responsibility as shown in Table 2.2. (a) Business perspective: Stakeholder theory and CSR are two distinct schools of thought. While CSR strives to make the world a better place, the goals of stakeholder theory center on the success of businesses. Though the goals of stakeholder theory and CSR are frequently intertwined, their perspectives on business are not. Stakeholder theory takes a holistic approach to business, addressing all core business activities and covering corporate responsibility to all stakeholders (Freeman & Dmytriyev, 2017). Meanwhile, CSR seeks to regulate only the social activities of businesses and is unconcerned with other forms of corporate responsibility, such as the financial responsibility of corporations to their shareholders. CSR differs from stakeholder theory in that it "neither attempts to comprehend what business is all about nor attempts to specify its overall scope of responsibilities". Instead, CSR focuses on one aspect of corporate responsibility – corporate social responsibility – to ensure that businesses fulfill their social responsibilities. Thus, the CSR perspective on business is focused on a company's commitment to social initiatives (Dmytriyev et al., 2021). (b) Beneficiaries of responsibility: CSR is a broad term that refers to a company's responsibilities to its many different groups of stakeholders, including customers, employees, financiers, suppliers, and communities, CSR focuses primarily on social aspects related to employees and customers. Comparatively, stakeholder theory takes into account all angles of managerial responsibility to customers and employees. Similarly, CSR does not take into account the interests of these stakeholders per se, for their benefit,

whereas stakeholder theory encompasses the full breadth of corporate responsibility to financiers and suppliers (Dmytriiev et al., 2021; Harrison et al., 2019). This brings us to our third and final point: (c) Direction of responsibility: CSR and stakeholder theory differ not only in their assumptions about the parties to whom a company is accountable but also in their characterizations of those parties' roles in the organization. Whereas CSR only considers the firm's obligations to society, the stakeholder theory takes into account both the firm's and the stakeholders' obligations to one another.

Stakeholder theory has been adopted by the creators of many prominent strategic management theories as a way to acknowledge the significance of addressing social issues (Dmytriiev et al., 2021). For instance, a stakeholder approach has been incorporated into the resource-based view (Barney, 2018), which suggested that managers seeking to generate economic profits must approach their firm's management from a stakeholder perspective. In addition, the concept of shared value creation for the benefit of a company's stakeholders has been taken into account in reevaluations of competitive strategy and advantage (Porter & Kramer, 2019).

More importantly to this study, stakeholder theory is regarded as critical in connecting quality management (QM) to CSR (de Menezes et al., 2022; Khurshid et al., 2018b; Sila, 2020b; Siva et al., 2016; Zink, 2007) . As a result, organizations must deliver to shareholders while also considering the impact on "any group or individual who can influence or is influenced by the achievement of the organization's objectives" (Dmytriiev et al., 2021).

Table 2. 2: The key distinctions between stakeholder theory and CSR.

Aspect of Comparison	Stakeholder Theory	CSR
A. Perspective on Business	Holistic Incorporates the managers and the company's perspectives. Take business into account as a whole. considers what is best for a company and its stakeholders.	Focused Use the viewpoint of a civilization. examines one facet of business—its role in resolving social problems.
B. Beneficiaries of Responsibility	All Stakeholders Examines all facets of a company's interactions with its stakeholders, including its suppliers, communities, consumers, and workers. The scope of responsibility is constrained by the firm's activities.	Communities & Society at Large (partially other stakeholders) concentrates on a company's approach to societal issues; as a result, its primary focus is on societal stakeholders. The only form of accountability that has global application is social responsibility.
C. Direction of Responsibility	Multilateral A two-way (multi-way) perspective: between the firm and the stakeholders, as well as between the stakeholders and the company.	Unilateral One-way view: from the business to the local community or society at large.

Furthermore, all stakeholders have the right to information and the ability to demand organizational performance standards. In this vein, Foster & Jonker, (2007) advocated for a stakeholder theory of QM, which universally addresses the expectations of diverse stakeholders both inside and outside the organization. As a result of the three key

principles of managerial responsibility differentiation listed in Table 2.2, as well as the importance of stakeholder theory in linking CSR to TQM, it is possible to conclude that stakeholder theory to CSR is broader in all aspects, which is why we use it as a framework for CSR in this study.

2.5 Integration between TQM and CSR

Even though many journals have covered TQM and CSR separately (e.g., AlShehail et al., 2021; Baidoun et al., 2018; Dmytriiev et al., 2021; Freeman & Dmytriiev, 2017; Sciarelli et al., 2020). There are still gaps in the literature regarding the integration of these concepts and their interrelationship (Abbas, 2020a; Benavides-Velasco et al., 2014; Khurshid et al., 2018a; Sila, 2020b), many scholars have suggested that both strategies should be studied concurrently, taking into account various TQM critical success factors and different CSR dimensions (Abbas, 2020a; M. H. Do et al., 2020; Sila, 2020b). Consistent with those perspectives, Felicetti et al. (2022) stated that even though several studies have examined the implications of CSR for TQM and vice versa, resulting in a substantial and well-articulated body of knowledge, this body of knowledge remains poorly organized. Similarly, Tsou et al. (2021) examined the impact of TQM implementation and CSR initiatives on firm performance in a systematic literature review for articles from 1996 to 2020, a total of 233 published documents in international journals were collected, and the results emphasized that TQM and CSR are both excellent tools that can help firms achieve corporate sustainability; however, they argued that TQM practices have garnered more attention than CSR initiatives. Furthermore, the findings revealed that, even though interest in combining TQM and CSR initiatives has grown in recent years, only a few articles are interested in doing so. As a result, the statistical

findings revealed several research gaps remain unfilled (e.g., considering TQM and CSR integration; other scholars must identify the critical success factors that may enable TQM practices or create barriers to CSR adoption; Spending more research on the developing economies context).

Even though there are still gaps in the literature that need to be filled to consider both concepts, the degree of overlap between these two powerful concepts has recently piqued the interest of specialists in the disciplines of TQM and CSR, and the literature emphasizes this growing attention to the parallels between both concepts through a series of published conceptual articles (e.g. (Aquilani et al., 2017; Felicetti et al., 2022; Ghobadian et al., 2007; Khurshid et al., 2018a; Siva et al., 2016; Tsou et al., 2021; Zink, 2007). For instance, Ghobadian et al.(2007) and Tarí (2011) emphasized common core elements among the two concepts including multiple stakeholders that are affected by the firms' activities, a common ethical dimension, considering people as the organization's most valuable asset, transparency, and consultation. Moreover, to address the interest in this intersection several frameworks for CSR based on TQM have been proposed in different publications (e.g. quality-driven sustainability management (Kuei & Lu, 2013) , and total quality-socially responsible management (Khurshid et al., 2018a)).

In addition, to investigate the similarities and differences between TQM and CSR, structured discourse analysis is conducted by Abby Ghobadian et al. (2007). Their analysis shows that the two concepts share philosophical roots and are very similar in terms of expected outcomes. Despite these similarities, the authors argue that CSR adoption will not occur simply because an organization has implemented TQM. In general, TQM is reported to have a strong ethical dimension and emphasizes the importance of considering the interests of stakeholders rather than just the owners', since

its core goal is to enable organizations to deliver high-quality durable products and/or services in the shortest possible time to market, at the lowest possible cost, and in a way that emphasizes human dignity, work satisfaction, and mutual and long-term loyalty between the organization and its stakeholders, particularly its employees (Abbas, 2020a; Benavides-Velasco et al., 2014; Sila, 2020b). Similarly, quality management gurus stressed the importance of adhering to ethical principles and treating people with dignity (McAdam & Leonard, 2003). Furthermore, quality management excellence models (e.g. MBNQA, EFQM) all share common values including social responsibility component and advocate management practices that are compatible with CSR ideals (Abbas, 2020a; Sila, 2020a; Talwar, 2009)., the ISO standards (ISO 26000: 2010) which is a quality system for ensuring social responsibility within the organization practices, that establishes guidelines for organizations to follow to be socially responsible. This directs organizations to work ethically and transparently for the benefit of society (Luthra et al., 2020). ISO 26000, unlike some other well-known ISO standards, focuses on providing guidance rather than requirements, so it cannot be certified. Instead, it assists organizations in better understanding social responsibility and sharing best practices related to social responsibility so that these organizations can effectively translate their principles into actions. It can be used by any organization, regardless of its activity, size, or location (Sethi et al., 2017). Moreover, to emphasize the similarities and areas of adaption, several articles which consider social responsibility practices to be quality management practices show that the evolution of quality has progressively attached importance to social responsibility (Makhdoom & Anjum, 2016b; Miller & Parast, 2019; Quintana-García et al., 2018). For instance, in his analysis of sixteen quality models, Talwar (2009) concludes that all of them share a commitment to social responsibility. In

the same context, McAdam & Leonard (2003) explained that TQM, with its increasing adoption in organizations of all sizes, can serve as a critical foundation for the development of CSR within the organization. They demonstrated that the underlying ethical values of quality management are quite similar to those of CSR, and that compatible ethical values provide a shared foundation for both TQM and CSR. Compatible with this view of point, Mendes & Dias (2018) illustrated that both TQM and CSR take into account the interests of stakeholders (internal and external), and stated that these approaches are generally regarded as appropriate corporate strategies for increasing the value of organizations in order to achieve long-term competitive advantages and to boost both organizational and individual performance (Abbas, 2020a).

TQM and CSR methodologies were claimed to have some overlap in terms of their applicability in organizational business activities (Khurshid et al., 2018a). Moreover, scholars suggested that TQM provides an appropriate environment for ensuring and encouraging CSR implementation in general (Tari, 2011). For instance, TQM aims to follow environmentally-friendly practices by consuming the least amount of resources in its operations due to its focus on continuous improvement (Qasrawi et al., 2017). Furthermore, effective TQM implementation has a significant impact on firms' green innovation, which is an important factor for the sustainability and environmental dimension of CSR (Abbas & Kumari, 2021). Similarly, according to Xie et al. (2019), organizations can introduce environmentally-friendly products or services by focusing on processes (which is one key component of TQM). Thus, it is reasonable to conclude that there is a strong parallel between these concepts, which has increased the popularity of this integration recently. However, there is still a gap in literature combining these two

terms within the context of policing and within developing countries like Palestine, and the purpose of this study is to fill that gap.

Several studies have highlighted the benefits of combining both methods. For example, Makhdoom & Anjum(2016) investigated the relationship that exists between TQM and CSR and concluded that both constructs are strongly related and have a positive impact on worker and business performance. Moreover, according to Sarvaiya et al., (2018) human resource management (HRM) (which is one important component of TQM) and CSR are closely-connected because HRM provides operational support to CSR. The authors argued that incorporating the HRM function into the creation and execution of CSR policies is crucial to realizing the strategy's intended outcomes. In the same vein, Benavides-Velasco et al. (2014) reported that TQM practices (leadership, employees, strategy, partnership and resources, processes, products, and services) have a significant and positive association with customer and employee satisfaction. Furthermore, their findings indicated that TQM implementation has a positive impact on CSR development. As a result, they suggested that more future research into the relationships between TQM and CSR implementation at the same time is required since both approaches benefit stakeholders. As can be concluded, TQM and CSR, when implemented together, have the potential to create a long-term competitive advantage in today's unpredictable business environment (Wang et al., 2012).

However, when adapting TQM frameworks for enhancing CSR, not all of the implemented cases show a positive relationship. Del Río-Rama et al. (2017) for instance investigated whether the quality management practices under the EFQM excellence model, which was implemented and carried out by the 100 rural accommodation establishments in Spain, influence society results obtained by organizations. The data

were analyzed using structural equation modeling, which revealed an insignificant relationship between the critical factors of quality and societal outcomes in rural accommodation establishments. According to the findings, process management is the only quality practice that has a direct impact on societal outcomes; thus, the relationship between TQM and CSR would be affected by the type of business, sector, size, and even the country that is tested within this integration.

Table 2.3 summarizes some of the empirical studies that combined both TQM and CSR approaches, as well as their findings in various sectors and regions. As can be seen, none of these studies were on the policing sector in general, and none had previously been conducted within the context of the Palestinian Civil Police.

Table 2. 3 Empirical studies that combined both TQM-CSR

Study	Data collection	Context	Country	Data analysis	Value/ contributions
(de Menezes et al., 2022)	Longitudinal assessments of recognized-for-excellence organizations by a partner of EFQM are considered	797 recognitions & 578 EFQM's Spanish Certified Recognition organizations (2000-2014)	Spain	-Structural equation modeling	-Investigates the Sustainability Orientation within EFQM (2012) and its relationships with Stakeholder Results. The existence of direct and indirect positive relationships between the Sustainability Orientation implied by EFQM (2012) and stakeholder performance has been confirmed.
Abbas(2020)	questionnaire.	Medium and large-sized manufacturing firms	Pakistan	structural equation modeling (SEM).	<ul style="list-style-type: none"> • Developing country context. • TQM indicated a significant and positive impact on CSR.
Do et al. (2020)	in-depth face-to-face interviews with employees.	Coffee companies	Vietnam	The partial least squares structural equation modeling (PLS-SEM)	<ul style="list-style-type: none"> • Developing country context. • The results revealed a positive signal between TQM-CSFs (enabling factors) to remarkably enhance corporate social performance (CSP).

(Sila, 2020)	Online survey.	2000 manufacturing and service firms in Turkey – randomly selected-	Turkey	structural equation modeling (SEM).	<ul style="list-style-type: none"> • The empirical results indicate that TQM has a positive effect on corporate social performance CSP.
(Gaitero & Tena , 2018)	in-depth interviews	in-depth study of four cases of organizations recognized by the EFQM model in Spain.	Spain	qualitative methodology: multiple case studies	<ul style="list-style-type: none"> • Analyze how the EFQM model can foster CSR development. • higher commitment to the EFQM model implies a greater level of CSR development
Jalilvand et al. (2018)	semi-structured questionnaires.	Hotel Industry	Iran	structural equation modeling (SEM).	<ul style="list-style-type: none"> • Developing country context. • the results indicate that TQM positively affects CSR implementation.
(Chiarini, 2016)	unstructured interviews.	Industry	multiple case study: ten worldwide companies	document review	The results indicated that Hoshin Kanri is completely suitable as an alternative approach to the balanced scorecard (BSC) for deploying CSR.
(Mehralian et al., 2016)	questionnaire.	pharmaceutical companies	Iran	structural equation modeling (SEM).	<ul style="list-style-type: none"> • The findings indicate that including social responsibility in quality management programs is highly connected with this responsibility. • Quality management has a large and favorable impact on organizational performance. • Quality management mediates the relationship between CSR and organizational performance.
(Parast & Adams, 2012)	questionnaire.	Energy	worldwide		
Benavides-Velasco et al. (2014)	semi-structured questionnaires	Hotel Industry	Spain	structural equation modeling (SEM).	The study provides evidence of the complementarity of both approaches and indicated that TQM can enhance the development of CSR.

(McAdam & Leonard, 2003)	focus groups & semi-structured interviews	Energy	United Kingdom: an exploratory case study (large regional electrical utility)	document review & interviews	The results indicated that the ethical basis of TQM can be used to develop CSR within organizations.
(Van der Wiele et al., 2001)	Case study: interviews	Energy	Netherland	document review	According to the findings, the quality awards do not yet incorporate ethical components related to social responsibility.
This study	semi-structured interviews & Questionnaire	Police Context (PCP)	Palestine	Thematic analysis & PLS-SEM	TBD

2.6 TQM and CSR in the Police Sector

Several studies have been conducted to investigate the applicability of TQM in the public sector (Antony et al., 2019; S. T. Foster et al., 2002; Prybutok et al., 2011; Seo et al., 2018). This sector provides community services to the public that add value to the customer's well-being and quality of life (Prybutok et al., 2011). According to Juran, quality management and the application of TQM are equally applicable to organizations and businesses in both the public and private sectors (Rodgers et al., 2021). Deming (2018) dedicated a chapter to what he refers to as "service organizations" in his book: 'Out of the Crisis,' and argues that all of the issues he addresses in management and improvement efforts within manufacturing also could be applied to service organizations. Deming uses the term "service" to describe the hotel and leisure industries, insurance, real estate, health care, and, most importantly, all "government service," citing examples such as policing, postal services, city transportation, and many more. According to Tarí (2006), quality principles have been adopted by many organizations in the public sector. This focus on quality has the potential to boost productivity and efficiency, meet the needs of

customers, and make businesses more competitive. Several quality tools/methods could be used to enhance the quality of public sector services including Business process re-engineering, balanced scorecards, process mapping, quality management, and self-assessment processes (De Feo, 2017; Goetsch & Davis, 2021). The police force is regarded as an important factor in a state's stability, while on the other hand, it consumes a large portion of the state's budget (Antony et al., 2019). Police departments are under pressure to improve their performance and provide exceptional community services.(Al-Dhaafri & Alosani, 2021). As a result, police management must ensure that the police force operates effectively and efficiently while providing the highest quality services. As advocated by Tarí (2006), police work could also benefit from a focus on service quality, which could be achieved through the adoption of the aforementioned best quality practices and initiatives. According to Jones & Newburn (1998), there are several advantages to implementing TQM within the Police Services, which include making the Police Service more productive, efficient, responsive, and open. (b) is customer/community-oriented, (c) values its people more, (d) is less bureaucratic and hierarchical, (e) uses company strategic planning models, and (f) adheres to TQM. This TQM-driven work environment would be the best environment for achieving CSR within the PCP.

Many studies investigated the implementation of TQM practices within the public sector in general. For instance, Gomes et al. (2018) looked into how widely TQM principles are adopted in Portuguese public-sector project management. According to the results of the structural equation model, a systematic approach to managing the planning and implementation phases of projects can be achieved by combining TQM components with project-management-specific variables. Moreover, Pimentel & Major (2016) analyzed the

most important factors for a successful quality implementation within the public sector. The investigation was based on a case research design that included three government agencies in Portugal, a longitudinal case study with an explanatory focus. The paper's key findings showed that the main items delivering excellence, were previously identified in the 'Oakland TQM model' (Oakland, 2014) (the 4Ps: planning, performance, processes, and people, and the 4Cs: customer, culture, communication, and commitment) are the elements that lead to a successful TQM implementation. Additionally, there are a few studies that investigated the quality issues and TQM implementation within the police context in particular. For example, Tarí (2006) examined a project aimed at improving service quality in a Spanish police force. This study aimed to show the stages in a service quality improvement process, using a self-assessment tool (questionnaire) based on the EFQM model as a method to identify opportunities for improvement, based on citizens' and employees' feedback. The findings indicate that self-assessment and process management can improve service quality and have a positive impact on employees, that the measurement instrument- which is reliable and valid- can be used by other police forces to maximize their efforts toward service quality, and that the entire process can succeed with sufficient management commitment.

Other studies used the TQM methods to evaluate the quality of the provided services in the policing sector, for instance, to assess the quality of smart policing services, Ekaabi et al. (2020) used a multidimensional hierarchical scale. Integrative psychometric scale development methodology was used to create a smart policing service quality scale that included both qualitative and quantitative analysis tools. Using a set of preliminary items chosen from the literature, a multidimensional hierarchical framework for smart policing service quality was proposed to survey the users of these smart services, which were

selected randomly via a research institute in the United Arab Emirates (UAE). The authors contributed with a 23-item scale measuring the quality of smart policing services using a hierarchical factor model. The overall quality of the smart policing service was found to be positive and statistically significant, according to nomological tests; this bodes well for user satisfaction, continued system use intent, and improved quality of life. In the same vein, Wang & Teo (2020) also measured the quality of police services, the study focused on Measuring the success of mobile government project (m-government), which refers to a strategy implemented by governments worldwide to meet the recent needs of its stakeholders (such as its employees, citizens, businesses, and other organizations) by delivering data and services to them in a format and medium that is accessible at any time and from any location via mobile devices. According to the findings, the quality of information and online services, but not the quality of the system itself, are positively associated with citizen satisfaction, which is positively associated with perceived value. Results also demonstrated that offline service quality moderates the link between online service quality and citizen satisfaction and that citizen satisfaction mediate some of the links between information quality/online service quality (but not system quality) and perceived value (Wang & Teo, 2020).

In the same context, the quality of services provided by Strathclyde Police, one of the largest police forces in the UK, was evaluated in an exploratory study conducted by Donnelly et al. (2006). The paper reported on a SERVQUAL survey of elected representatives from the Strathclyde Police Force area. The survey collected respondents' expectations of an excellent police service and compared them to the real Strathclyde Police's service delivery. The paper also reported on a parallel SERVQUAL survey of Strathclyde police officers to assess how well the force understands its customers'

expectations and how well its internal processes support the delivery of high-quality policing services. The results showed that although there was a large gap in satisfying customers' needs, the police department appeared to have a firm grasp on what those needs are. The force's ability to meet established standards and deliver the level of service it promises to customers also appears to be lacking, as does the formalization of service quality standards. Also, Janstrup et al. (2017) assessed the quality of police service in handling traffic crash reporting, the authors presented a new method to assess service quality by combining multi-criteria decision analysis (MCDA) and latent class analysis (LCA). In order to identify strategic-level strengths, opportunities, and threats with police crash reporting, the authors used a web-based survey based on the SERVQUAL methodology. There were 86 total responses to the survey, all from transportation-related stakeholders (e.g., researchers, authorities, consultants, NGO representatives, and suppliers) in Denmark interested in traffic safety. Based on the findings, the stakeholders believe that human factors are more important than physical ones in order to increase crash reporting, with responsiveness being the most important and tangibles being the least so. However, most participants considered a combination of human and physical factors to be essential in improving crash reporting rates. As can be deduced from this section, while there are several published studies investigating TQM within the police context, to the best of our knowledge, there are no published studies investigating TQM practices within the PCP; thus, the purpose of this study is to fill that gap.

Regarding CSR in policing, there are only a few articles that cover this topic. For example, Gravelle & Rogers (2011), investigated the application of CSR within the police service in England and Wales. It contends that using the CSR approach will increase public trust and provide greater resonance in police efforts to engage with their

communities. The paper concludes that CSR is a genuine and viable option that should be carefully considered.

2.7 TQM and CSR in the Palestinian Context

Several studies within the Palestinian context adopted this framework to analyze the present state of TQM practices, most notably in the healthcare sector, for example, Hospitals in the West Bank of Palestine were evaluated in a study by Sabella et al. (2015), using the MBNQA Criteria to assess the quality of management practices and implementation. According to the findings, the MBNQA health care criteria provide a useful lens through which to examine the quality management procedures implemented by hospitals in the West Bank. In the same area, Baidoun et al. (2018) examined the level of TQM implementation in Palestinian governmental and non-governmental hospitals operating in the Gaza Strip using the MBNQA framework. According to their results, business excellence models like the MBNQA Criteria can be used to evaluate healthcare institutions' progress toward quality service delivery, process optimization, and overall performance enhancement. To the best of our knowledge, no research has been conducted in the public sector, specifically within the PCP in Palestine, using the MBNQA to evaluate the implementation of TQM practices. Due to these factors, this research employs the all-encompassing, valid, and stakeholder-management-centered MBNQA model to investigate the current level of TQM practices adoption within the PCP, as well as the relationship between TQM and CSR.

However, there is a scarcity of research on CSR and sustainable development in developing countries in general (Abbas, 2020a), with even less done in the Palestinian context taking into consideration that published studies are not related to the policing

context. The majority of research related to CSR in Palestine is concerned with CSR disclosures. For instance, Zaid et al. (2019) examined the extent to which CSR disclosures made by Palestinian non-financial-listed companies during the period from 2013 to 2016 are correlated with corporate governance (CG) practices, and whether or not CG and CSR disclosure are complementary mechanisms used by companies to reinforce the link with stakeholders. Similarly, Alia & Mardawi (2021) examined how ownership structure and board characteristics affect the level of Corporate Social Responsibility Disclosure (CSR D). In addition, Musallam (2018) looked into how risk management affects the relationship between audit committees and CSR disclosure in Palestine.

Other researchers investigated CSR disclosure and its effect on customer satisfaction, for example, Sayed (2019) examined the CSR disclosures made by Islamic banks in Palestine and how their clients feel about those disclosures, and their level of satisfaction with the social responsibility of the banks. In the same vein, Karsh & Dua'a (2019) investigated the extent to which CSR is adopted in the banking industry in Palestine. The authors also examined the relationship between the role of CSR and its four dimensions (responsibility towards employees, marketplace, community, and environment) in banking operations and how it increases profit. The study findings revealed a high level of social responsibility commitment by banks operating in Palestine; the highest level of social responsibility was towards the marketplace, followed by responsibility towards the community, employees, and the environment. Furthermore, the research found a weak positive correlation between CSR and profitability. In the same context, Mallah & Jaaron (2021) looked at the interrelationships between sustainability factors (commitment and motivators) and CSR factors (commitment and motivators) and how they affect each other in 47 food manufacturing companies in Palestine. The partial least square structural

equation modeling technique was used to analyze the collected data. This study's findings indicated that there are strong links between CSR factors (commitment and motivators) and sustainability factors (commitment and motivators). The strongest relationship exists between CSR commitment factors and corporate social responsibility motivators and sustainability motivators, indicating that corporate commitment to CSR positively influences the level of corporate sustainable performance.

As evidenced by the CSR-related literature reviewed. To date, no true assessment of the Palestinian public sector has been conducted to evaluate the use of CSR practices among various organizations in this sector, in particular the Palestinian Civil Police .Given that the Palestinian economy is in its early stages and that such practices are novel in this sector, some organizations apply some of these principles in their unique way (Mallah & Jaaron, 2021).

Chapter Three

Research Methodology

3.1 Overview

This chapter discusses the methodological approach for this research, which includes comprehensive data collection plan. The research is an exploratory research approach to answer specific research questions by testing the proposed hypotheses. This chapter discusses data collection methods as well as data analysis methods and techniques, the research population and shows the research methodology diagram. This chapter also discusses the data reliability and validity, as well as the ethical implications of conducting this research study.

3.2 Research Type

In its broadest sense, the goal of research is to answer questions and learn new things; research is frequently regarded as the foundation of scientific progress, and is the primary tool used to fill gaps in knowledge in almost all fields of science (Marczyk et al., 2010). Researchers conduct research to, among other things, reduce the complexity of problems, discover the relationship between seemingly unrelated events, and ultimately improve the way we live (Creswell & Clark, 2017; Marczyk et al., 2010). In general, research can be classified based on its purpose as follows:

- **Descriptive research:** In this type of research, phenomena of interest are defined, classified, or categorized (Marczyk et al., 2010). The goal of descriptive research is to produce "thick descriptions" of social life, usually from the viewpoint of those who are actually participating in it. In order to document how people experience

things with regard to the phenomenon under investigation, researchers may use rigorous observation or related interview techniques (Leavy, 2022).

- **Explanatory Research:** this type of research is appropriate for explaining causes and effects, correlations, or why things are the way they are (Cresswell, 2013; Leavy, 2022).
- **Exploratory Research:** is a method of learning about a new or relatively under-researched topic. This type can help to fill a knowledge gap about a new or understudied topic, or it can help to approach the topic from a different angle to generate new and emerging insights (Creswell & Clark, 2017; Leavy, 2022).

Based on the literature reviews of previous studies presented in Chapter Two, this research takes an exploratory approach because no information could be found about the relationships among the study variables. It is the first of its kind in Palestine within the PCP, and there have been no previous studies on this field investigating TQM practices and their relation to enhance CSR practices in the Palestinian context, or even within the policing sector in developing countries context. As a result, the topic and relationships of this research are discussed and examined for the first time.

3.3 Research Approach

Research approaches are research plans and procedures that cover everything from broad assumptions to detailed methods of data collection, analysis, and interpretation (Cresswell, 2013). There are three major approaches to research: quantitative, qualitative, mixed methods research (Bryman, 2016; Cresswell, 2013; Creswell & Clark, 2017).

3.3.1 Qualitative Method Approach

Qualitative research studies do not attempt to quantify their findings through statistical summarization or analysis (Marczyk et al., 2010). This research approach typically consists of interviews and observations with no formal measurement, and is frequently used to generate hypotheses for quantitative research (Cresswell, 2013; McKim, 2017).

3.3.2 Quantitative Method Approach

Quantitative methods can be defined most simply and briefly as the techniques associated with the collection, analysis, interpretation, and presentation of numerical data (Tashakkori et al., 2020). Quantitative research entails studies that rely on statistical analyses to arrive at their conclusions. Formal and systematic measurement, as well as the use of statistics, are important features. (Marczyk et al., 2010).

3.3.3 Mixed Method Research (MMR) Approach

MMR, also known as multi-method research, combines quantitative and qualitative methods in the same project (Bryman, 2016). Klassen et al. (2012) stated that in this type of studies, researchers purposefully integrate or combine qualitative and quantitative data in order to maximize the strengths and minimize the weaknesses of each method when used alone. Furthermore, as Creswell & Clark (2017), explain, in this type of research, the researcher rigorously collects and analyses both qualitative and quantitative data in response to research questions and hypotheses, integrates (or mixes or combines) the two types of data and their results, and organizes these procedures into specific research designs that provide the logic and procedures for conducting the study, while also framing

these procedures within theory and philosophy. There are different types of MMR, based on the sequence, and priority on which the qualitative and the quantitative data are used.

- **The convergent mixed methodology design** (also known as the concurrent or parallel design), this design collects quantitative and qualitative data concurrently but separately - the findings of one phase are not dependent on the results of the other (Doyle et al., 2016). This type is used when the researcher wants to compare or combine the results of quantitative and qualitative data analysis, in order to gain a more complete understanding of a problem, to validate one set of findings with another, or to see if participants respond similarly when they check quantitative predetermined scales and when they are asked open-ended qualitative questions (Creswell & Clark, 2017; Marczyk et al., 2010).
- **QUAN + QUAL = converge results:** This notation denotes a convergent design in which the quantitative and qualitative components were implemented concurrently, both strands were given equal weight, and the results of the separate strands were converged. (Bryman, 2016; Creswell & Clark, 2017).
- **The explanatory Sequential Design** is a mixed methods design in which the researcher conducts a quantitative phase first, followed by a qualitative phase to help explain the quantitative results. The qualitative phase is implemented to provide a more detailed explanation of the initial results, and the name of the design reflects how the qualitative data helps to explain the quantitative results (Creswell & Clark, 2017). This type of research is denoted with this notation : **QUAN → qual = explain** quantitative results, in which the researcher implemented the two types sequentially, with the quantitative methods coming first and placing a greater emphasis on

addressing the study's purpose, and the qualitative methods coming after to help explain the quantitative results. (Creswell & Clark, 2017; Creswell & Creswell, 2017)

- **The exploratory sequential design** is three-phase mixed methods design (Figure 3.1), in which the researcher begins with the collection and analysis of qualitative data, followed by a development phase in which the qualitative findings are translated into a quantitatively tested approach or tool (survey). This means that the approach or data collection tool will be based on the perspectives of the participants (Creswell & Clark, 2017). This design is denoted with this notation: **QUAL** → **quan** = explore and generalize findings, in which the researcher used the two methods sequentially, with the qualitative methods occurring first to investigate a phenomenon and placing a greater emphasis on addressing the study's purpose, and the quantitative methods following to assess the extent to which the initial qualitative findings generalize to a population. (Creswell & Clark, 2017; Creswell & Creswell, 2017).

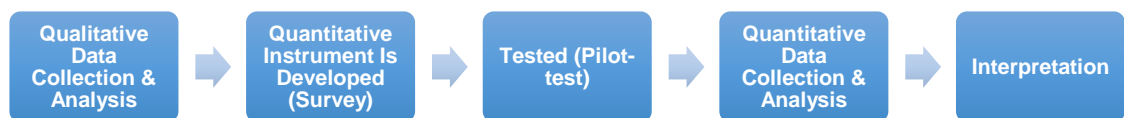


Figure 3. 1 Exploratory Sequential mixed methodology design

This study is an exploratory sequential mixed method research, that includes both qualitative and quantitative methods. Since this is the first study of its kind in the Palestinian policing sector, qualitative data is first collected through semi-structured interviews to investigate the current level of TQM, and CSR implementation within the PCP, and then quantitative data instrument (survey) is developed based on the literature review covered in Chapter 2, as well as the results of thematic analysis of the collected

qualitative data to give the questionnaire more relevancy to the PCP work environment, and to assess the extent to which the initial qualitative findings from the thematic analysis could generalize to a population (PCP employees).

3.4 Methodology Flow Chart Diagram

The study began in February 2021 and lasted until January 2023, with interviews taking place between November 16, 2022 and December 12, 2022, and the survey being distributed after the thematic analysis of the interviews between December 20, 2022 and January, 2023. The flowchart in Figure 3.2 explains the methodology for this research study. The first step was to define the study's scope and objectives. The next step is to formulate research questions and hypotheses after thoroughly researching prior literature on TQM practices and CSR. The research population and sample were determined in the second phase. The data collection tools were then designed and distributed to PCP employees, including semi-structured interviews and a survey.

3.5 Data Collection Tools

There are many tools that could be used to collect data for the research study. Questionnaires and interviews are popular methods for gathering information from and about people in social research, they used as both the primary and secondary method of data collection in a variety of contexts (Robson & McCartan, 2016). In this research the primary methods of data collection were the semi-structured interviews that used to collect the qualitative data, besides the questionnaire which was the tool to collect the quantitative data from the respondents. At the same time, the literature review was the

source of the secondary data and was used to support and provide additional information to the primary data (Cresswell, 2013).

3.5.1 Interviews

The interview is a common thing in social life, there are different types of interviews including job interviews, social work interviews, media interviews, appraisal interviews, police interviews, and research interviews. According to Bryman (2016) these various types of interviews share some characteristics, such as the interviewer's elicitation of information from the interviewee and the application of rules varying in formality or explicitness regarding the conduct of the interview. Conducting interviews, which defined by de la Croix et al. (2018) as a systematic way of talking and listening to people, is a common method of gathering data for qualitative research. Interviews are also frequently used in mixed-method studies in conjunction with surveys: interviews may be conducted to identify themes around which to build the survey (exploratory design, as in this study), or interviews may be used to provide a more in-depth understanding of survey findings (explanatory design) (Bryman, 2016; Robson & McCartan, 2016). However, one disadvantage of using an interview procedure is that the data obtained may not be suitable for extensive statistical analysis because they simply describe rather than quantify a construct. (Marczyk et al., 2010).

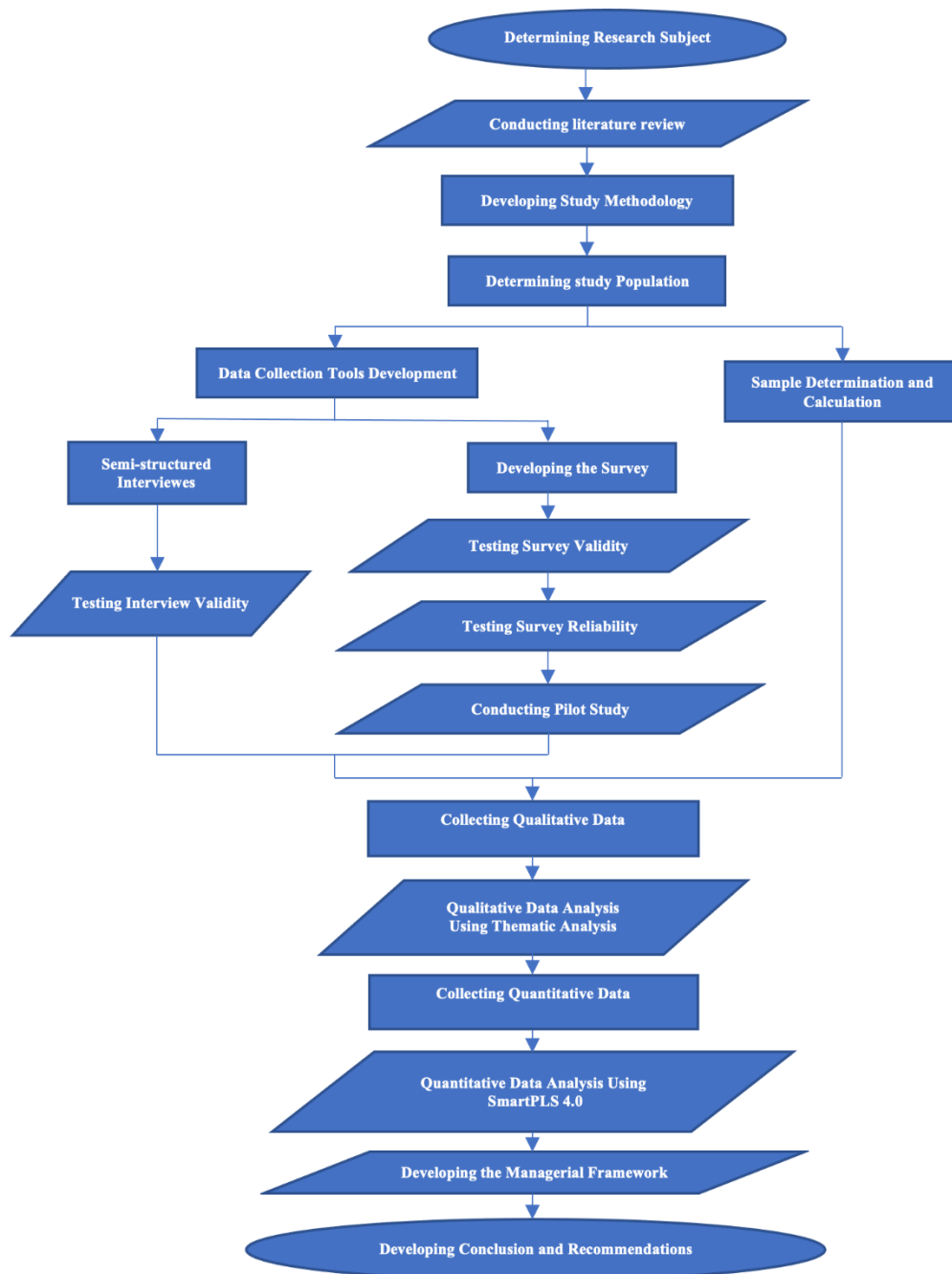


Figure 3. 2 research methodology

In social research, there are several different types of interviews that can be used. Each type has its own goal and focus (Bryman, 2016). The most convenient type to be used in a research can be determined by the research questions and the information required to provide comprehensive answers to these questions (Alsaawi, 2014) . These are the different kinds of interviews:

- **Structured interviews:** This is a controlled method of gathering information from interviewees. In other words, it is a pre-planned interview in which the researcher writes down the interview questions ahead of time. This format is an effective way to keep the interview focused on the main topic, it also makes the interviewees' responses comparable (Bryman, 2016). This type of interview, however, lacks richness and limits the availability of in-depth data. Because of the strict interview format, the variation in responses is limited. As a result, the interviewer's ability to interrupt and the interviewee's ability to elaborate is limited (Alsaawi, 2014).
- **Unstructured interviews:** during this type, the researcher only uses a memory aid: a small set of self-prompts to investigate specific topics. The interviewer may ask only one question; the interviewee is then free to respond freely, with the interviewer continuing to pursue points that appear worthy of further investigation. Unstructured interviewing has the same feel as having a conversation (Bryman, 2016; Cresswell, 2013).
- **Semi structured interviews:** in this type the researcher has a list of questions or specific topics to be covered (an interview guide), but the interviewee has a lot of flexibility in deciding how to respond, questions may not be asked in the same order

specified in the guide, and some questions not on the list may be asked in response to what the interviewee says (Bryman, 2016; de la Croix et al., 2018).

Because this research study is the first of its kind in Palestine, and we need to have a better understanding of the relationships, semi-structured interviews were chosen as the data collection tool for qualitative data. It is also exploratory research, so the researcher has no idea what questions should be asked on the survey. However, he or she has an idea for questions but wants to empower the interviewee to enrich the questions and gain a new perspective related to the PCP's work environment. Semi-structured interview methodology begins with developing interview questions and interview-guide to gather more information about TQM and CSR practices within the PCP, based on the literature reviews conducted in Chapter 2 (Creswell & Creswell, 2017). Then, in order to investigate the interview's validity, three independent academic professors and two police officers from the PCP were chosen to review these questions before they were adopted. At the beginning of the semi-structured interview pages, a one-page letter was attached to explain its goals, ensure that the interviewee's identity was not revealed, and obtain the person interviewer's consent by signature. The semi-structured interview was divided into two sections, the first focusing on the interviewee's general information and the second on TQM and CSR practices within the PCP. The most recent version of the semi-structured interview was written in English. However, because Arabic is the mother language of the Palestinians, it has been translated into Arabic. The interview questions used are listed in Appendices II and III. Eleven interviews were conducted with managers from various departments, quality managers, and HR managers in PCP (see Appendix IV for list of interviewees, their titles, and experience). The majority of the interviews took place at the PCP's headquarters in Ramallah. The interviewee was given a copy of the

questions at the start of the interview. Given that all eleventh interviews were audio-recorded and notes were taken during the interview, the average interview time is around 45 minutes. Following the completion of the interviews, a brief transcript of each was prepared.

3.5.2 The Survey

Survey research is a systematic method of gathering data with the goal of predicting population characteristics or behaviours. In typical survey research, previously specified questions in a predetermined order are presented to a sample that is usually representative of the population of interest (Tashakkori et al., 2020). The goal is to ask all respondents the same set of questions. This style ensures that the responses can be aggregated, which is only possible if the responses are in response to the same indicators. Respondents are expected to read the questions in the exact order they appear on the survey. Questions are typically very specific and provide the respondent with a limited range of answers (this type of question is often called closed, closed ended, pre-coded, or fixed choice). A questionnaire question is one of many questions that are asked in a questionnaire to help answer one or more research questions (Bryman, 2016; Creswell & Creswell, 2017).

The present research investigated the current implementation level of TQM practices within the PCP (the first construct- or latent variable) based on the MBNQA's six dimensions, namely leadership commitment (LC), process management(PM), strategic planning(SP), citizen focus(CF), information and analysis(IA), and human resource management (HRM). Multiple researchers have used these dimensions in their work as well; (e.g. (Abbas, 2020a; Ooi, 2014; Yusr et al., 2017)). The second dimension in this study is the CSR within the PCP (second construct- or latent variable), which divided into

internal CSR (ICSR) and external CSR (ECSR), and several articles included this classification as well (e.g. (Hameed et al., 2016; Hur et al., 2019; Waheed et al., 2021)). Internal CSR includes CSR toward employees, whereas external CSR includes: CSR toward the environment, and CSR toward citizens, which is also used in (Abbas, 2020a; Q. Zhang et al., 2020).

The questionnaire used in this analysis consisted of three parts. The first section dealt with the respondent's demographic information, which included gender, age, educational background, years of experience, military rank, and job title. This section allows the respondent to select from a list of predefined responses. The following two sections are concerned with examining the study's main constructs (TQM practices, CSR practices). These sections allow respondents to answer questions using a five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, and 5: strongly agree). The second section related to TQM Practices within the PCP, there are 49 indicators that correspond to the MBNQA's six pillars of TQM. Seven items were used to evaluate each of leadership commitment, and strategic planning; five items to evaluate process management, and information and analysis; twelve items evaluated customer focus which in this study citizen focus; and thirteen items evaluated human resource management. The second section of the instrument was related CSR which contained 20 questions. Seven items were used to assess ICSR toward PCP employees, and thirteen items were used to assess ECSR toward both citizens and the environment. The items in these sections of the questionnaire were adapted initially from (Abbas, 2020a; Tarí, 2006), and were modified later, and several other items were added after the thematic analysis was completed to accommodate the results of the qualitative data analysis and to have more uniqueness regarding the PCP's work environment.

A one-page letter was attached to the beginning of the survey pages to explain the goals of it, ensure the respondent's anonymity, and present the researcher's contact information for any inquiries. The survey's most recent edition was created in English. However, because Arabic is the mother language of the Palestinians, it has been translated into Arabic. The survey is detailed in Appendices V and VI. Following a pilot study to ensure the questionnaire's validity and reliability, it was designed using an online platform (Google forms), these platform made it easier to collect data and organize it into spreadsheets for analysis, reducing data entry errors and speeding up hypothesis testing (Creswell & Creswell, 2017). The questionnaire was then distributed via the police formal email to specific pre-determined departments related to TQM and CSR practices. However, A paper form of the questionnaire was also distributed, with some responding with complaints about their unwillingness to complete the questionnaire online.

3.5.3 Data Collection Tools Validity and Reliability

Validity and reliability are important issues to consider in data collection tools, regardless of whether the research is quantitative, qualitative or mixed, in order to ensure adequate development of the research tools and the robustness and validation of data collected. As Robson & McCartan (2016) stated that science is concerned with rigor, and good rigorous research must be reliable and valid by definition. Hence, if the research is untrustworthy and invalid, it cannot be science. Validity and reliability are two key concepts in justifying research quality, they are regarded as "the two best-known relevant" quality criteria for both quantitative and qualitative research (Vu, 2021). The term validity refers to what and how well a measurement tool measures. In its most basic form, validity seeks to answer the question, "Does the instrument or measurement tool measure what it is supposed to

measure?" (Creswell & Creswell, 2017; Taherdoost, 2016). Whereas, reliability refers to the consistency or dependability of a measurement technique, and it is concerned with the consistency or stability of the score obtained from a measure or assessment over time and across settings or conditions (Creswell & Creswell, 2017; Vu, 2021). Validity and reliability are inseparably connected concepts, this is demonstrated by the fact that a measurement cannot be valid unless it is reliable (Creswell & Clark, 2017; Marczyk et al., 2010).

✓ **Interviews Validity**

The interview questions were developed based on the literature review presented in Chapter Two and the study questions. Following that, it was assigned to five arbitrators: three academics and two PCP police officers (Appendix VII contains a list of the arbitrators, as well as their position and level of experience). The five arbitrators provided insightful feedback and suggestions for enhancements. The first academic advised presenting a cover page to explain how data will be used and handled, what the main goal of the research is, and adding a final open-ended question for the interviewee to add any extra points that were not covered during the interview that could be valuable regarding TQM and CSR within the PCP. After considering his comments, interview questions were sent to the other two academics and two police officers in the PCP. Their main concern was that the interview questions may be difficult to understand, and some questions could be merged to make the interview questions' length suitable; and the two police officers suggested replacing some words to become more familiar with the police working environment. The interview questions were then modified and adopted for use in the qualitative data collection stage.

✓ **Survey Validity**

Validity is concerned with the trustworthiness and integrity of the findings drawn from a piece of research (Bryman, 2016). The validity of various test scores or other assessment procedure outcomes is determined by their meaningfulness and appropriateness. A test or instrument is considered valid if it measures what it is designed to measure (Cresswell, 2013; Vu, 2021). Before it was adopted, the survey was sent to five arbitrators for arbitration; three academics and two police officers in the PCP to confirm its constructed validity and ensure that it is free of linguistic and technical problems. Appendix VII contains a list of the arbitrators, as well as their position and level of experience. Then, a pilot testing was conducted (further details in the following section), this testing is necessary to determine the content validity of instrument scores (Creswell & Creswell, 2017). The final step was to test the survey's reliability, based on the fact that the tool cannot be reliable unless it is already valid (Creswell & Creswell, 2017; Taherdoost, 2016). However, to test the internal reliability Cronbach's Alpha was used to accomplish this (Bryman, 2016; Creswell & Clark, 2017).

✓ **Surveys' Pilot Study**

Pilot testing (or field testing the survey) is necessary to assess the content validity of instrument scores, to provide an initial assessment of the internal consistency of the items, and to improve questions, format, and instructions. Pilot testing also aids in estimating how long the study will take (and to identify potential concerns with participant fatigue). It indicates the number of people who will test the instrument and how their feedback will be incorporated into final instrument revisions. (Creswell & Creswell, 2017). As a result, before distributing the survey, a pilot test was carried out to ensure that it is simple to

complete, and all the questions are easy to understand and interpret. The researcher chose an independent random sample of 30 police officers from various departments, including tourism and environment police, traffic police, investigation police, and operations police. As a result, the researcher could test, feed, and modify the survey's questions based on their feedback to ensure that the survey is understandable to respondents and free of linguistic or technical issues.

✓ **Survey Reliability**

The question of whether a study's results are repeatable and consistent is addressed by reliability (Bryman, 2016). The most important type of reliability for multi-item instruments (as in this study) is internal consistency—the degree to which sets of items on an instrument behave consistently (Robson & McCartan, 2016). This is significant because the instrument scale items should be assessing the same underlying construct, so their intercorrelations should be appropriate. The internal consistency of a scale is measured using a Cronbach's alpha (α) value that ranges between 0 and 1, with optimal values ranging between 0.7 and 0.9 (Bryman, 2016; Creswell & Clark, 2017; Tashakkori et al., 2020).

Table 3.1 displays the Cronbach's Alpha values for each survey item. With a total of 0.980, all of the survey items are clearly greater than 0.8. As a result, the research findings are acceptable and reliable.

Table 3. 1 Cronbach's Alpha for each variable of the Survey (pilot-study stage)

#	Variable	No. of item/s	Cronbach's Alpha
1	TQM Practices	48	0.977
1.1	Leadership Commitment(LC)	7	0.928
1.2	Strategic Planning(SP)	6	0.917
1.3	Customer Focus(CF)	12	0.926
1.4	Process Management(PM)	5	0.849
1.5	Human Resource Management(HRM)	13	0.940
1.6	Informartion & Analysis(IA)	5	0.910
2	CSR Practices	20	0.929
2.1	Internal CSR(ICSR)	7	0.843
2.2	External CSR(ECSR)	13	0.927
3	Overall	68	0.980

3.6 Research Population and Sampling Techniques

The research population is the universe of units from which the sample will be drawn; and the sample is the subset of the population chosen for investigation (Bryman, 2016); in this study, the population is the PCP's committed employees (police officers and individuals) operating in the West Bank in different Palestinian governorates, which is 9,009 according to PCP's Human Resource Management System (PHR-MS) (until December 2022). And the sample for each stage (Qualitative, Quantitative) in our methodology is illustrated in the following sub-sections.

3.6.1 Interviews sampling techniques:

Semi-structured interviews were used to collect qualitative data for this study; according to (Marsha et al., 2013), six to ten interviews will be sufficient for phenomenal research, given that in qualitative research, samples are typically small in order to support the depth

of case-oriented analysis that is central to this mode of inquiry (Vasleiou et al., 2018). Moreover, according to information power, the more information the sample contains that is relevant to the actual study and increases the contribution of new knowledge from the analysis, the fewer participants are required (Malterud et al., 2016) . Therefore, eleven interviews were conducted to gain a better understanding of the TQM and CSR practices within the PCP's various departments (Appendix IV contains a list of interviewees, along with their titles, experience, and department within the PCP). The interviewees were chosen based on the following criteria:

- ✓ Managers of specialized departments with a military rank higher than Major and more than 20 years of experience in the PCP.
- ✓ The current manager of the TQM department within the PCP, as well as one of the department's co-founders, were interviewed (was originally founded in 2010).
- ✓ Police officers who work in various PCP departments related to TQM and CSR practices and having direct connections with the citizens (e.g: Police Traffic department, Community policing department, media department, investigation department).

3.6.2 Survey Sampling Techniques

Usually, those who contribute to the quantitative stage for the exploratory sequential design are different from those who gave the initial qualitative data (the interviewees). Because the quantitative phase's goal is to objectively generalize the results to a population, the quantitative stage should employ different participants than the initial qualitative phase (Creswell & Clark, 2017). Therefore, the survey was not sent to the interviewees.

Participants in the survey were chosen based on the following criteria:

- ✓ Police officers within various departments in various Palestinian governorates, having contact with citizens.
- ✓ Police officers who work in departments that have implemented some quality standards and understand TQM practices, such as the Palestinian Forensic Science Laboratory (PFSL).
- ✓ Police officers who work in the community policing department and are knowledgeable about the various CSR practices within the PCP.

Sample Size

This study uses the PLS-SEM (further details are in the next section) for the quantitative data analysis, this method achieves high levels of statistical power in general (Sarstedt et al., 2014). Statistical power, also known as "power," is the probability of a statistical test avoiding type II errors, or false negatives. For instance, drawn from a population, power is frequently estimated for a specific coefficient of association and sample size at a given significance level (usually $P < 0.05$) (Kock & Hadaya, 2018).

According to Hair et al. (2021), PLS-SEM can be applied with smaller samples in many instances when other methods fail, but the legitimacy of such analyses depends on the size and the nature of the population (e.g., in terms of its heterogeneity) . Moreover, Sarstedt et al. (2018) argued that even the most advanced statistical methods, including PLS-SEM, cannot offset a poorly designed sample, and in order to avoid this issue it is recommended to determine the minimum sample size (Kock & Hadaya, 2018; Rigdon, 2016; Sarstedt et al., 2020). Therefore, an analysis based on a small sample size may miss an effect that exists in the underlying population (which results in committing a type II

error). Furthermore, carrying out statistical analyses in accordance with minimum sample size guidelines will ensure that the statistical method's results are robust and the model is generalizable to another sample from the same population (Hair et al., 2021; Kock & Hadaya, 2018).

One of the most fundamental issues in PLS-SEM is determining the minimum sample size. The "10-times rule" method (Hair et al., 2017; Kock & Hadaya, 2018; Sarstedt et al., 2020) is a popular minimum sample size estimation method in PLS-SEM. It is based on the assumption that the sample size should be greater than 10 times the maximum number of inner or outer model links pointing at any latent variable in the model. While the ease of use of this method makes it popular among PLS-SEM users, it has been shown in the past to result in inaccurate estimates (Kock & Hadaya, 2018). To address these concerns, Kock & Hadaya, (2018) proposed the inverse square root method, which takes into account the likelihood that the ratio of a path coefficient and its standard error is greater than the critical value of a test statistic for a given significance level. As a result, the results are determined by only one path coefficient and are not affected by the size of the most complex regression in the (formative) models or the overall model size (Hair et al., 2021).

The minimum sample size (n_{min}) is given by the following equations, assuming a common power level of 80% and significance levels of 1%, 5%, and 10% respectively, where (p_{min}) is the value of the path coefficient with the smallest magnitude in the PLS path model (Hair et al., 2021; Kock & Hadaya, 2018):

$$\text{Significance level} = 1\%: \quad n_{min} > \left[\frac{(3.168)}{|p_{min}|} \right]^2$$

$$\text{Significance level} = 5\%: \quad n_{min} > \left[\frac{(2.486)}{|p_{min}|} \right]^2$$

$$\text{Significance level} = 10\%: n_{min} > \left[\frac{(2.123)}{|p_{min}|} \right]^2$$

The inverse square root method is conservative in the sense that it slightly overestimates the sample size required to make an effect significant at a given power level. Most importantly, the method is distinguished by its simplicity of implementation (Hair et al., 2021). Therefore, The **minimum sample size in this study calculated** based on the inverse square root method (Kock & Hadaya, 2018), with a 5% level of significance and a minimum path coefficient of 0.2 which is the mostly used in social research (Hair et al., 2021), the minimum sample size is given by

$$n_{min} > \left[\frac{(2.486)}{|0.2|} \right]^2 = 154.505.$$

Because this result must be rounded to the nearest integer (Hair et al., 2021; Kock & Hadaya, 2018), the minimum sample size is 155.

3.7 Analysis Techniques

Because this study employs a sequential mixed method, the analysis techniques were carried out using mixed-analysis methods. It entails employing both quantitative and qualitative data analysis techniques in such a way that the qualitative data analysis results are used to interpret and explain the quantitative data results (Bryman, 2016; Creswell & Clark, 2017). This section presents the methods used to analyze the qualitative data gathered during the interviews, as well as the methods used to analyze the quantitative data gathered from the survey.

3.7.1 Interview Analysis

Eleventh semi-structured interviews were conducted to gain a better understanding of the current level of TQM and CSR implementation within the Palestinian Police, as well as

how TQM could foster the implementation of CSR initiatives, as there have been no previously published materials on the topic within the Palestinian context; thus, there was an urgent need to gain better insights from experts within the PCP.

The data from the interviews was analysed using one of the most common approaches to qualitative data analysis which is thematic analysis, that entails the extraction of key themes in one's data (Bryman, 2016). It can be used as a realist method, reporting participants' experiences, meanings, and realities, or as a constructionist method, investigating how events, realities, meanings, and experiences are the results of a variety of discourses operating within society (Robson & McCartan, 2016). According to Creswell & Clark (2017), thematic analysis is a large-scale data separation, sorting, and synthesizing procedures using qualitative coding. There are numerous reported advantages to using this method to analyze qualitative data, including: (1) Very adaptable, it can be used with almost any type of qualitative data. (2) It is a simple and quick method to learn and apply in comparison with other methods. (3) The findings of the analysis can be easily communicated to practitioners, policymakers, and an educated general public. (4) It allows you to summarize key features of large amounts of qualitative data in a way that fellow researchers and journal editors will appreciate. (5) It is not limited to a single level of interpretation and can be applied to a wide range of fields and disciplines. (Bryman, 2016; Creswell & Clark, 2017; Robson & McCartan, 2016).

The following points summarize the steps in which the thematic analysis was conducted in this research according to (Creswell & Clark, 2017; Robson & McCartan, 2016):

1. Become familiar with your data: if necessary, transcribing the data, reading it again, and making initial notes.

2. Producing first codes: The process might involve developing a framework or template first, or it might be induced by interacting with the data. Throughout the entire data set, codes are assigned to data extracts in a systematic manner, with similar extracts receiving the same code.
3. Recognizing themes: collecting all information relevant to each potential theme while grouping codes into potential themes. examining the themes' compatibility with both the entire data set and the coded extracts. If necessary, updating the initial codes and/or themes.
4. The creation of thematic networks: creating an analysis's thematic "map."
5. Combining and interpreting: utilizing display methods like tables and networks to compare various aspects of the data. investigating, outlining, condensing, and interpreting the patterns. demonstrating how well the analysis was done.

3.7.2 Survey Analysis

The selected method for the quantitative data analysis in this study is the Partial Least Squares Structural Equation Modelling (PLS-SEM). (PLS) is a method for analyzing path models that include variables (a.k.a. Latent variables) which are measured indirectly via other observable variables (directly measured variables through indicators). Structural equation modeling is a technique used to investigate path models with latent variables (SEM). Thus, SEM that employs PLS is referred to as "PLS-SEM" in this context (Hair et al., 2019; Hair et al., 2021). PLS-SEM calculates the parameters of a set of equations in a structural equation model by combining principal components analysis (factor analysis) and regression-based path analysis (linear regression) to achieve this (Cepeda-Carrion et al., 2018; Ringle et al., 2020). PLS-SEM was chosen as the data analysis

technique in this study because it works similarly to multiple regression analysis and is thus thought to be the most appropriate approach for such research (Al-Marroof & Al-Emran, 2018; Hair et al., 2014). Many studies have used this method as well to test proposed hypotheses on different sample sizes in TQM and CSR fields, for example (Barcia et al., 2022; Green et al., 2018), and in both fields combined (Azam et al., 2022; M. H. Do et al., 2020). In addition, within policing context (Alzaabi et al., 2018; Murad et al., 2021). Analyzing the data with PLS-SEM has reported to have a number of advantages, according to (Cepeda-Carrion et al., 2018; Hair et al., 2021), including the ability to: (1) handle extremely complex models with numerous indicators and constructs; (2) estimate formatively specified constructs; (3) handle small sample sizes with the necessary level of care; and (4) derive definitive latent variable scores, which can be used in subsequent analyses. In general, PLS-SEM was used in studies with small sample sizes because of its statistical power (Cepeda-Carrion et al., 2018; Hair et al., 2021; Shmueli et al., 2019; C. Zhang et al., 2021). Figure 3.3 depicts the process of using PLS-SEM using SmartPLS in this study, as recommended by prior research (Ringle et al., 2020) (1) determining the research goal, (2) structural model specification, (3) measurement model specification, and (4) results evaluation.

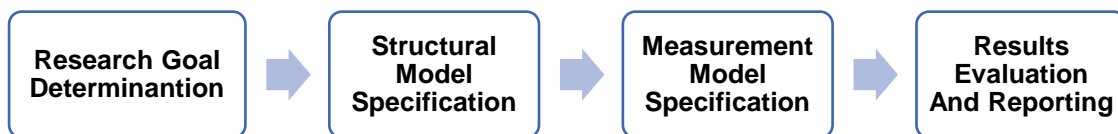


Figure 3. 3 PLS-SEM analysis process

- **Research Goal Determination**

The first step in the analysis process is the determination of the research goal, which is previously explained in Chapter 1, to answer this research questions and investigate the current implementation level of TQM, CSR, and test the causal relationship within the PCP. In general, PLS-SEM allows researchers to address a wide range of research questions by (1) estimating formatively specified measurement models, (2) dealing with non-normal data, and (3) working effectively with a wide range of sample sizes (Hair et al., 2021; Ringle et al., 2020).

- **Structural (inner) Model Specification**

Researchers use the structural model to connect constructs (whether formative or reflective) using a set of paths that typically reflect the hypotheses (Cepeda-Carrion et al., 2018; Ringle et al., 2020), the primary distinction between reflective and formative constructs is that formative measures represent instances where the indicators cause the construct (i.e., the arrows point from the indicators to the construct), whereas reflective indicators are caused by the construct (i.e. the arrows point from the construct to the indicators)(Hair et al., 2014). PLS-SEM has gained widespread acceptance as the preferred method for estimating models with formative indicators as in our study (Hair et al., 2014; Hair et al., 2021). Figure 3.3 illustrates the structural model (a.k.a. inner model), which is also represented by the conceptual framework explained in Chapter 1 for this study; PLS-SEM can also investigate higher-order models (Ringle et al., 2020) . In Figure 3.3, the formative construct :TQM practices represents a higher-order construct (HOC) that formed by six-lower-order constructs (LOCs), which in this case are the investigated TQM practices (all these are reflective constructs)(within the PCP based on

MBNQA: (1) leadership commitment (LC), (2) process management (PM), (3) strategic planning (SP), (4) citizen focus (CF), (5) information and analysis (IA), and (6) human resource management (HRM).; whereas the CSR also represents a HOC (formative) formed by two LOCs, which the investigated internal CSR (ICSR), and the external CSR (ECSR) practices within the PCP (which in this case also two reflective constructs), thus the path model for this study is of type: **reflective-formative model** (Hair et al., 2021; Sarstedt et al., 2019) (reflective indicate that the LOCs define the indicators, the arrows from the LOCs to the indicators, and then the formative indicate that the arrows pointing from LOCs to the HOCs as shown in Figure 3.4).

- **Measurement (outer) Model Specification:**

In PLS-SEM, the measurement model (also known as the outer model) specifies the relationship between each construct (circle) and its indicator variables (rectangles) (Sarstedt et al., 2014), Figure 3.4 also shows the measurement models (outer models) related to each of TQM (independent or exogenous construct) ,and the measurement model for the CSR (independent or endogenous construct) and indicators that measure these formative constructs.

- **Results Evaluation**

PLS-SEM results are evaluated using a two-stage approach (Ringle et al., 2020; Sarstedt et al., 2014)- see Figure 3. 5 Stage 1 is concerned with the evaluation of the measurement model, whereas Stage 2 is concerned with the evaluation of the structural model, for this study the evaluation process involves stage 1.1 (since our model of type reflective-formative), and then stage 2, which will be explained in details in Chapter 4.

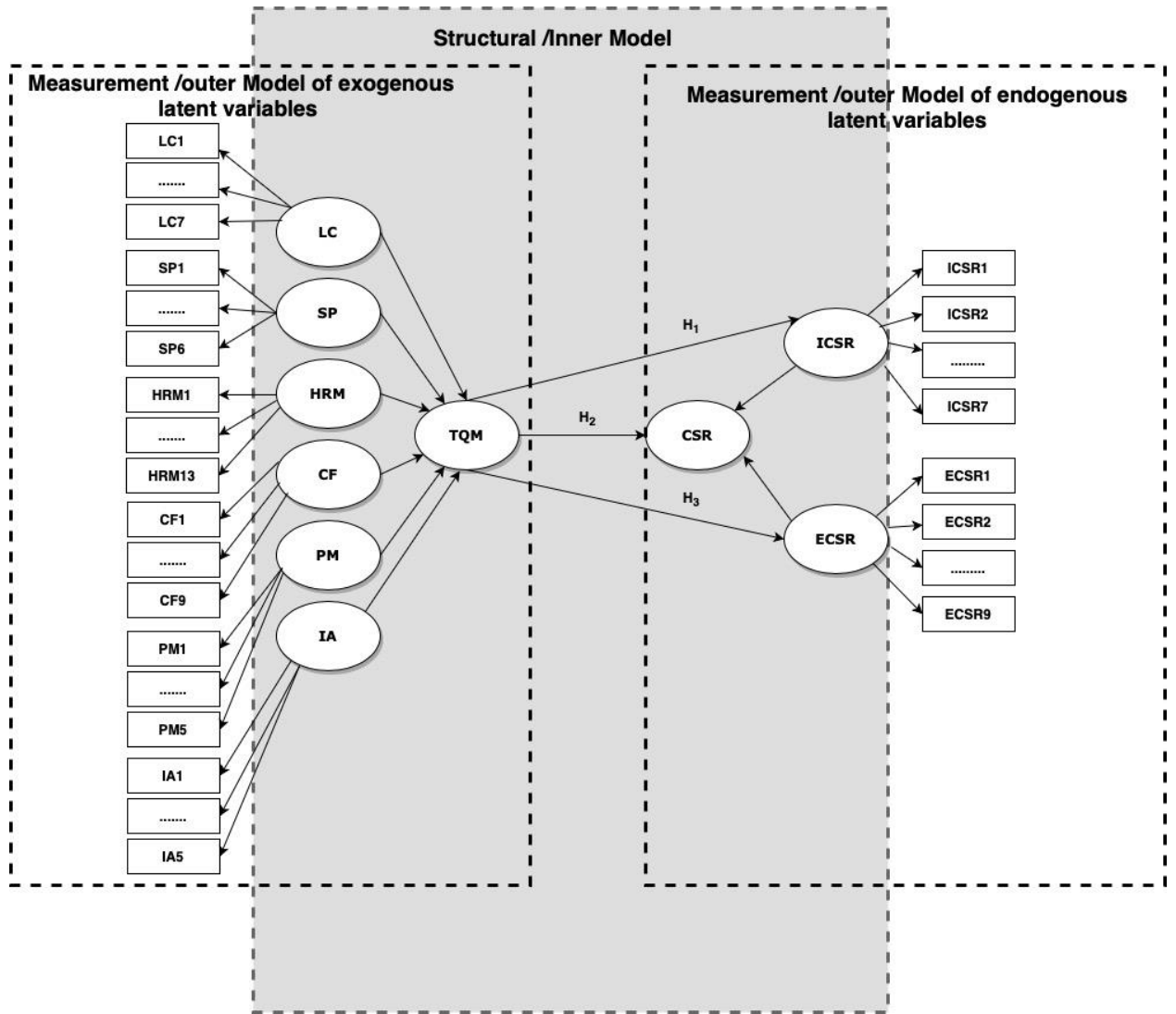


Figure 3. 4 structural and measurement models for this study

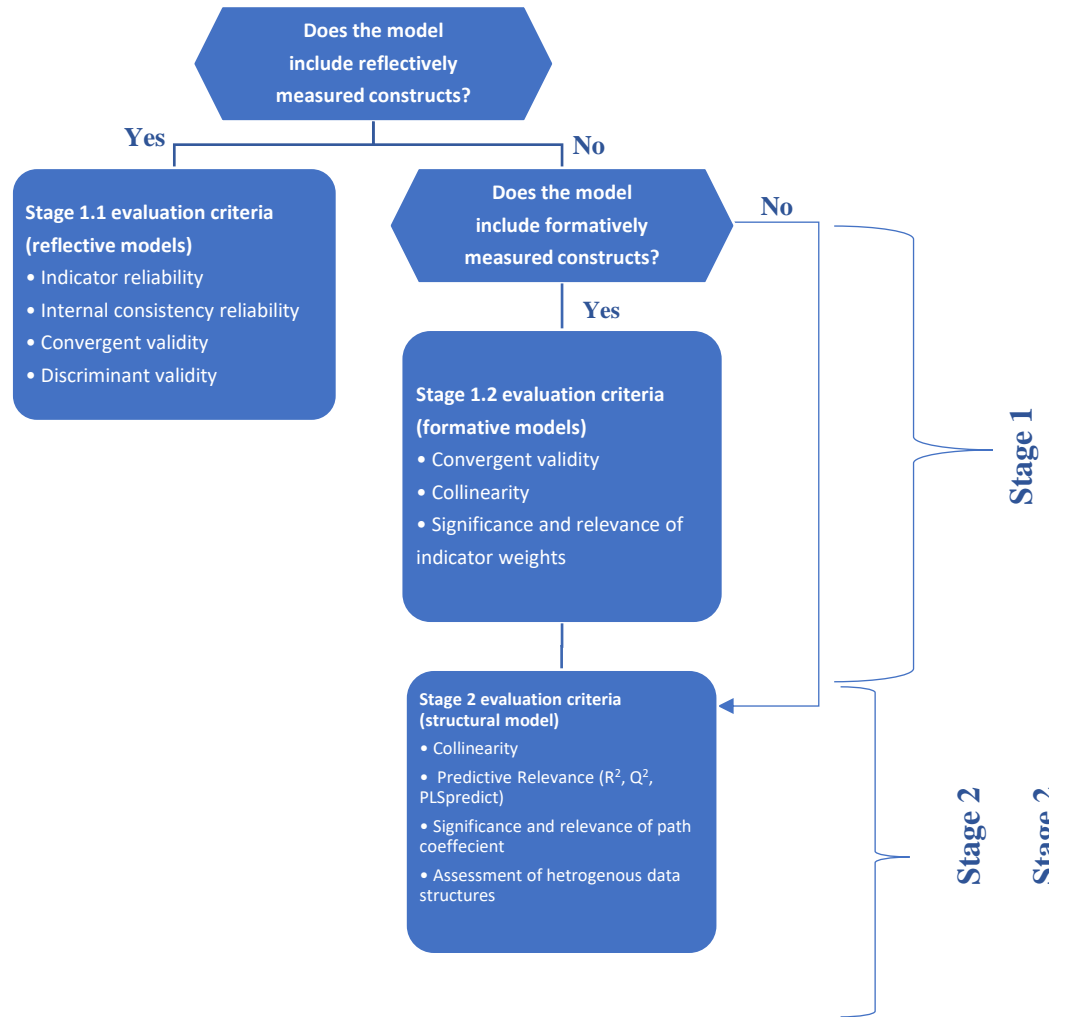


Figure 3. 5 PLS-SEM model evaluation (Adapted From (Hair et al., 2021))

3.8 Ethical Concerns

Ethical concerns were addressed during the interview and survey development processes. First and foremost, the researcher stated on the first page of the survey that the collected data, as well as the identities of those surveyed, will be kept anonymous, kept in a secure location, and used only for scientific research purposes. The researcher took precautionary measures, including sending a recommendation letter from the Faculty of Higher Education - Arab American University to the top management of the PCP and following up with the respondent after sending the online survey form to ensure that he

or she completed it. Furthermore, there was no indication for the person who fills out the survey, nor was there any indication of the interviewee or workplace in the survey. Furthermore, the selected departments received surveys at different times, allowing each to complete the survey form in only one week. As a result, confidentiality was preserved throughout all processes and procedures. As a result, there was no dishonesty or fraud during the data collection process.

Chapter Four

Data Analysis and Results

4.1 Overview

This chapter is devoted to data analysis and reporting the findings of the qualitative and quantitative data collected through semi-structured interviews and surveys. More specifically, respondents' characteristics are described (descriptive statistics). Thematic analysis is used to analyze the interviews, and the retrieved themes are discussed. Furthermore, the PCP's TQM and CSR practices are evaluated through quantitative data analysis using the PLS-SEM method (as explained in chapter 3), and the study model and the proposed hypotheses are evaluated by reporting the key findings from the evaluation of both the measurement and structural models using SmartPLS version 4.0.

4.2 Interviews Analysis

The objective analysis of the qualitative data collected from eleven semi-structured interviews is represented in Table 4.1. The analysis began with inductive coding (that starts from scratch and the codes were created based on the qualitative data from the interviews, responses with the same themes were put under the same code), the codes represented the idea demonstrated, followed by a classification of the issues discussed based on the codes. Finally, each set of codes' themes was identified and discussed.

Table 4. 1 Summary of identified codes, basic themes, and central themes

Codes	Issues discussed	Central theme
Apply ISO/IEC 17025	International standards	TQM practices
Committed to EFQM (2010)		
Accredited by the Accreditation Department of the Ministry of Economy	Local standards	
State Audit Administrative Control Bureau		
Agreement with PSI		
Standard Operating Procedures (SOPs)	Internally Private Systems	
Job description and Job specification		
Software Management systems for specialized departments		
Apply internal/external audits and inspections		
Management by facts and statistics (weekly & monthly statistical reports)		
Training programs		
Strategic Planning (every three years)		
Operating planning for each specialized department (every year)		
Training evaluations		
Recruitment Process		
Incentives and rewards		
Determine/distribute the responsibilities	Advantages	TQM importance
Demonstrate major achievements and failures in policing.		
Increase job satisfaction		
Increase job loyalty		
Achieve teamwork		
Improve response time		
Identify black areas		
Decrease crime rates		
Improve the public's perception of the police		
Providing information and increasing skills for planning and decision-making.		

Provides critical support to the Palestinian criminal justice system		
Israeli-Occupation limitations	Barriers	
Resistance to change (managers & workforce)		
Lack of top management commitment		
Many top-level military ranks (above Major)		
Failure to follow the Unified Procedure Manual (SOP)		
Neglecting to audit operations		
Poor distribution of resources (financial & human)		
Specialized training courses		
Scholarships (higher studies)		
Provide all public safety tools for employees		
Rewards and recognitions		
Establishment of gender Unit(support diversity)		
Caring for retired policemen		
Taking care of the funeral expenses for the first-degree relatives of the policemen		
Caring for the families of policemen's prisoners		
Summer club for policemen's children		
Health insurance		
Waste management	External CSR (environment & citizens)	CSR practices
Seizing and Destruction of illegal vehicles		
Establishment of environmental policing		
Establishment of a community policing Unit		
Establishment of mobile policing centers		
Establishment of the Joint Complaints Office for Grievances and Human Rights		
Awareness lectures		
Engage in social activities and events		
Handling citizens' complaints (Radio, TV shows, SM channels, the police formal website, and the police smart mobile application)		
Raise Awareness	Advantages	
Reduce crimes rate		
Increase public trust in police		
Improve the police image		

Improve community policing		CSR importance	
Protect the environment			
Improve employee productivity			
Promote collaborative work and teamwork			
Promote ethical behavior			
Israeli-Occupation limitations	Barriers		
High cost			
Shortage of specialized training			
Lack of considering CSR practices in strategic planning			
Top management commitment			
Police public image	leadership		TQM's contribution to CSR
Cooperation, participation, and commitment			
Motivate employees			
Communicate quality message			
Effective mechanisms for communication and feedback			
Role model			
Incorporate all stakeholders' needs		planning	
Mission, vision, and values may include ethical and social concerns			
foster ethical and social behavior		HRM	
Empowerment and participation			
Increase management and employee trust			
Specialized training			
Rewards and recognition			
employee's well-being (health, safety, family)	Citizen's focus		
Handle all citizen's complaints			
Confidentiality			
Increase citizens awareness			
Enhance PCP's public image			

Theme 1: TQM Practices

The goal of this theme is to identify the PCP's major TQM practices. The majority of interviewees confirmed that some **International Standards** have been applied within the

PCP's various departments, such as applying the ISO/IEC 17025 standards within the Palestinian Forensic Science Laboratory (PFSL) department, which enables laboratories to demonstrate competence and generate valid results, promoting confidence in their work both locally and globally, and committed (not awarded) to EFQM (2010); but not renewed since then.

On the other hand, some interviewees mentioned that their departments follow **local quality standards**, and get accredited by the Accreditation Department of the Palestinian Ministry of Economy (PME), moreover, the PCP signed an agreement with the Palestine standards institution (PSI) in 2018, this memorandum of cooperation was signed within the framework of strengthening the principle of partnership and cooperation between the two sides and joint work mechanisms through cooperation in organizing training courses and workshops specialized in the field of examinations and quality through PSI. The memorandum also included an agreement to provide calibration services and copies of the specifications needed by the PFSL to perform its work, as well as conduct tests for the PSI in the forensic laboratory.

In terms of **internal procedures**, the majority of interviewees emphasized the use of several internal working procedures that could be considered quality practices, such as adhering to standard operating procedures (SOP's) that guide their routine operations, functions, duties, and responsibilities, and unifying processes in different PCP departments across different Palestinian governorates, such as (Family and Juvenile Protection Unit (FJPU), and the PCP Gender unit, PFSL), these SOP's were developed in cooperation with several international parties, for instance, the SOP's for the FJPU were developed in collaboration with the Mission and UN Women as part of a project

funded by the UK Department for International Development (DFID) on the provision of security and justice services to women.

Furthermore, having software management systems for recording various case data for different PCP departments (drug cases, investigation cases, crimes cases, FJPU cases, etc.) is thought to be a big help for reporting, tracking, and analyzing crime data, which leads to crime control and reduction in various areas. In addition, having automated and technological management systems allow more cooperation with different Palestinian parties such as the Ministry of Health (MOH) to keep records of injuries and death regarding crimes or traffic accidents, the Ministry of Interior (MOI) to keep track of different types of data (births, citizens images, marital status, etc.), and the Ministry of Transportation (MOT) to track citizens' vehicles that could be involved in traffic accidents.

Each department manager requires their staff to record all case details to maintain the integrity and the quality of the data and to be able to report the data and get different statistics on a weekly, monthly, and annual basis, which helps decision-makers formulate big and critical decisions.

Theme 2: TQM Importance

TQM's importance stems from its positive effects on a variety of aspects, such as determining duties, responsibilities, and job descriptions for each required job in different departments by following SOPs, which reduces task conflict, increase productivity, reduces response time, promote teamwork, and enhance the quality of services. Moreover, TQM practices help evaluate performance and apply rewards and recognition

systems based on superior performance, which motivates the PCP staff, increases job satisfaction, and increases job loyalty.

According to the interviewees, using high-quality recorded data to analyze the trend/tendency in crime rates, identify black areas (areas with a high number of traffic accidents), and take prevention measures would aid in reducing crime rates and traffic accidents. Furthermore, these high-quality reported data may provide critical support to the Palestinian criminal justice system, as well as improve cooperation with other criminal justice actors (Ministry of Interior (MoI), National Centre for Forensic Medicine/Ministry of Justice (MoJ), Ministry of Health (MoH), Public Prosecution Service, and the judiciary) in identifying criminals and revealing the truth. As a result, public perception and trust in law enforcement will improve.

Many obstacles and barriers exist in achieving the positive effects that PCP can benefit from TQM implementation. The majority of interviewees summarize the barriers that exist in the Palestinian context as obstacles caused by the Israeli occupation and supplier limitations to have high-quality devices that improve the results obtained by various PCP departments, other obstacles related to managerial and financial reasons, such as a lack of top management support to implement various TQM improvement projects in different PCP departments, resistance to change, high cost, Poor distribution of resources (financial & human), conflict of tasks due to neglecting following the SOP's and having many top-level ranks (above major) in the same department, which leads to inequity in the distribution of privileges and powers.

Theme 3: CSR Practices

The PCP demonstrated a strong commitment to CSR (both internal and external) in its operations. Several internal CSR practices toward employees were mentioned by interviewees, such as providing specialized training for the workforce in various PCP departments to handle various types of cases, providing educational scholarships, rewards, and recognition for superior performance in different fields, focusing on employees' well-being (safety, health, family), which includes several issues such as providing health insurance, distributing public safety tools, particularly for police officers on the field, caring for retired police officers (arrangements of visits, rewarding, recognition and gathering events), paying funeral expenses for the officers' first-degree relatives, caring for the families of police officers who have been imprisoned, a summer camp for police officers' children, establishing the PCP's Gender Unit, which works to integrate gender and its principles within the various police departments.

On the other hand, the interviewees confirmed several external CSR practices involving citizens and the environment, such as the establishment of an environmental policing unit within the Tourist & Antiquities Police Department to control all acts that cause environmental damage and hold those responsible accountable, the presence of a waste management unit within the PFSL department to dispose of all examination waste in an environmentally safe and away from citizens manner in collaboration with various local authorities such as municipalities, illegal vehicles are seized and destroyed in an environmentally friendly manner, as they are displayed in a public auction and sold to be converted into iron and reused.

Another practice that bears the most responsibility of external CSR practices towards citizens is the establishment of a community policing unit within PCP's Public Relations

and Media departments (PRM), with the main goal of improving collaboration between the police and the community to prevent, identify, and solve challenges and problems in the community. This unit primarily conducts awareness lectures and participates in social activities. They are also in charge of the mobile police unit, which has 11 mobile police stations. The mobile police stations are intended to reach communities that are too far away from police stations in Area C cities (these villages and towns lack Palestinian police stations due to Israeli control under the 1993 Oslo Accord).

Furthermore, the interviewees emphasized that the PCP handles all types of complaints seriously and confidentially from its citizens through various channels (TV programs, radio shows, social media channels) and that they have a specialized department to handle all the public's complaints about any policeman (Joint Complaints Office for Grievances and Human Rights department JCOGH), this department also handles all the Grievances about any raised complaints/penalties from the police workforce itself.

Theme 4: CSR importance:

According to the majority of interviewees, implementing CSR initiatives has a variety of positive effects, including promoting employees' ethical behavior toward the environment and citizens, improving collaboration and teamwork within the PCP's workforce, increasing employees' trust in management, increasing productivity and high-quality services, increasing community policing initiatives, raising awareness, lowering crime rates, and protecting the environment.

On the other hand, there are numerous barriers to implementing CSR, including Israeli-Occupation limitations that make it difficult to reach all areas and have CSR activities and raise public awareness, particularly in Area C cities; high cost and financial

constraints; a lack of top-management commitment to support all these activities (internal and external); and a shortage of specialized training for police officers, particularly those working on environmental cases.

Theme 5: TQM contribution to CSR:

This theme discussed how each TQM practice can aid in the promotion of CSR. The majority of interviewees agreed that if PCP implemented TQM practices in their operations, they would be able to actively participate in more social development programs for their employees, citizens, and the environment. For example, if top management committed to quality management programs and demonstrated **leadership** behavior, this would reflect positively on the organization's consideration of the needs of all stakeholders, establishing ethical role models of commitment, participation, motivation, and cooperation at all levels. Furthermore, during the **planning** phase, the PCP would investigate the needs of the citizens and incorporate those needs into their strategies. Moreover, ethical and social concerns may be included in the mission, vision, and values. On an **HRM** level, when employees cooperate and help one another, it fosters ethical and social behavior because they are empowered and are involved in decision-making as required by TQM practices, hence this implies increased management and employee trust to share ideas for continuous improvement. Additionally, Employees who receive specialized and professional training improve their ability, knowledge, and self-esteem to handle different situations within different PCP departments (e.g. family protection, drugs, investigation, etc.) and react differently with different types of citizens (elderly, women, children); and thus, provide higher quality services to their citizens while acting in a socially responsible manner to not harm the public or the environment.

Furthermore, rewarding an employee for exceptional performance in any task encourages superior performance and improves service quality to citizens and the environment. Thus, in a people-centred culture, employees are concerned with the needs and interests of others as well as their own. External stakeholders (citizens, environment) are likely to benefit from an orientation to others that extend beyond internal members. Employees are more likely to take citizens' concerns seriously and keep their complaints and personal information private. Furthermore, the PCP conducts various types of lectures (for school students, university students, the elderly, and women) to reduce crime rates and raise public awareness of various types of fraud and crime.

In general, as one interviewee explained, when the PCP integrates TQM principles into all of its operations, and everyone accepts it as their responsibility and daily routine, all of the provided services to our citizens will be of high quality, environment-friendly, reflecting our positive image and increasing trust and cooperation towards community policing. As a result, focusing more on internal stakeholders (employees) and external stakeholders (citizens and the environment) in all aspects of PCP operations and conducting more CSR initiatives.

4.3 Survey Analysis

In this section we go through the survey analysis using SmartPLS 0.4, to report the respondent's profile and their main characteristics, to validate the research path models (inner and outer models), and to investigate the research's main hypotheses.

4.3.1 Respondent's Profile

Targeted sample insights are provided in Table 4.2. The number of participants was calculated using frequency and percentage tests based on the demographics of the study sample. The sample consisted of 212 police officers from various police departments within various Palestinian governorates made up the sample size (which is higher than the minimum recommended sample size identified in Chapter 3). As shown in Table 4.2, this table details the respondents' gender, age, educational level, years of experience, military rank, and job titles. According to the findings, men made up nearly 60% of the respondents, while women made up the remaining 40%. According to the respondents' ages, 23.1% are under 30, 41.5% are between 30 and 40, 26.9% are between 41 and 50, 8% are between 51 and 60, and 0.5% are over 60. The majority of the study's respondents have a bachelor's degree 62.3%, 22.2% hold a master's degree, and only 2.4% have a Ph.D.

Regarding their work experience, six main categories indicate the number of years they have been employed in the PCP, 13.2% of respondents have less than five years' worth of work experience, 23.6% have 5-10 years' worth, 17.5% have 11-15 years' worth, 13.7% have 16-20 years' worth, and 19.8% have 21-25 years' worth. And finally, 12.3% of people have been employed for more than 25 years. This study also emphasizes the respondents' military ranks, having the majority holding captain military rank (19.8%), Lieutenant colonel (16.5%), Major military rank (14.6%), and First Lieutenant (13.7%). As for the distribution of respondents by job title, the findings indicate that 38.2% are police officers, 12.3% without titles, 11.8% are the director of the department, and 6.1% are the manager of specialized departments, 5.2% are vice managers. Table 4.2 provides the full statistics for the sample's characteristics.

Table 4. 2 Respondent's profile

	<i>Frequency</i>	<i>Percentage</i>
Gender		
Male	126	59.4%
Female	86	40.6%
Age		
Less than 30	49	23.1%
30-40	88	41.5%
41-50	57	26.9%
51-60	17	8.0%
More than 60	1	0.5%
Educational level		
Elementary /High School	13	6.1%
Technical/vocational	2	0.9%
Diploma	13	6.1%
Bachelor's	132	62.3%
Master's	47	22.2%
Ph.D	5	2.4%
Years of experience	28	13.2%
Less than 5 years	50	23.6%
5-10 years	37	17.5%
11-15 years	29	13.7%
16-20 years	42	19.8%
21-25 years	26	12.3%
More than 25 years		
Military rank	4	1.9%
Soldier	1	0.5%

Corporal	3	1.4%
Sergeant	6	2.8%
First-Major	3	1.4%
Warrant officer	4	1.9%
First warrant officer	22	10.4%
Lieutenant	29	13.7%
First Lieutenant	42	19.8%
Captain	31	14.6%
Major	35	16.5%
Lieutenant colonel	18	8.5%
Colonel	14	6.6%
Brigadier general		
Job title		
	13	6.1%
Specialized department manager	11	5.2%
vice manager	1	0.5%
Human Resources Manager	25	11.8%
Director of the Department	4	1.9%
quality manager	22	10.4%
Manager of sub-department	81	38.2%
Police officer	15	7.1%
Police individuals	14	6.6%
Programmer	26	12.3%
Without title		

When using PLS-SEM, researchers must go through a multi-stage process that includes the specification of the inner and outer models (path models), data collection and examination, actual model estimation, and result evaluation (Hair et al., 2021; Hair et al., 2014; Ringle et al., 2020). This section focuses on the survey analysis using PLS-SEM to

evaluate the research hypotheses based on three important steps (Hair et al., 2014): (1) model specification; (2) outer model evaluation (measurement model); and (3) inner model evaluation (structural model).

4.3.2 Model specification

Multiple methods have been put forth by researchers to specify and estimate higher-order constructs in PLS-SEM. The (extended) repeated indicators approach and the two-stage approach are the two most common ones (Sarstedt et al., 2019; Sarstedt, Radomir, et al., 2022). In this study, we have higher-order constructs of the reflective-formative type (Figure 3.4), and we will use the disjoint two-stage approach for the model specification and data analysis using PLS-SEM, which is explained in Figure 4.1. This approach according to Sarstedt et al. (2019) results in smaller estimation biases for the measurement model of the higher-order construct (i.e., the relations between lower- and higher-order components). Figure 4.1 illustrates the higher-order models or hierarchical component models (HCMs) for this study. The higher-order components (HOCs), which capture the more abstract entities (TQM & CSR), and the lower-order components (LOCs), which capture the sub-dimensions of the abstract entity, are the two components of this model (Hair et al., 2021; Sarstedt et al., 2019). The LOCs and the HOCs (HOC₁:TQM, and HOC₂:CSR) are shown to have (formative) relationships in this reflective-formative model type, where each construct is measured by reflective indicators.

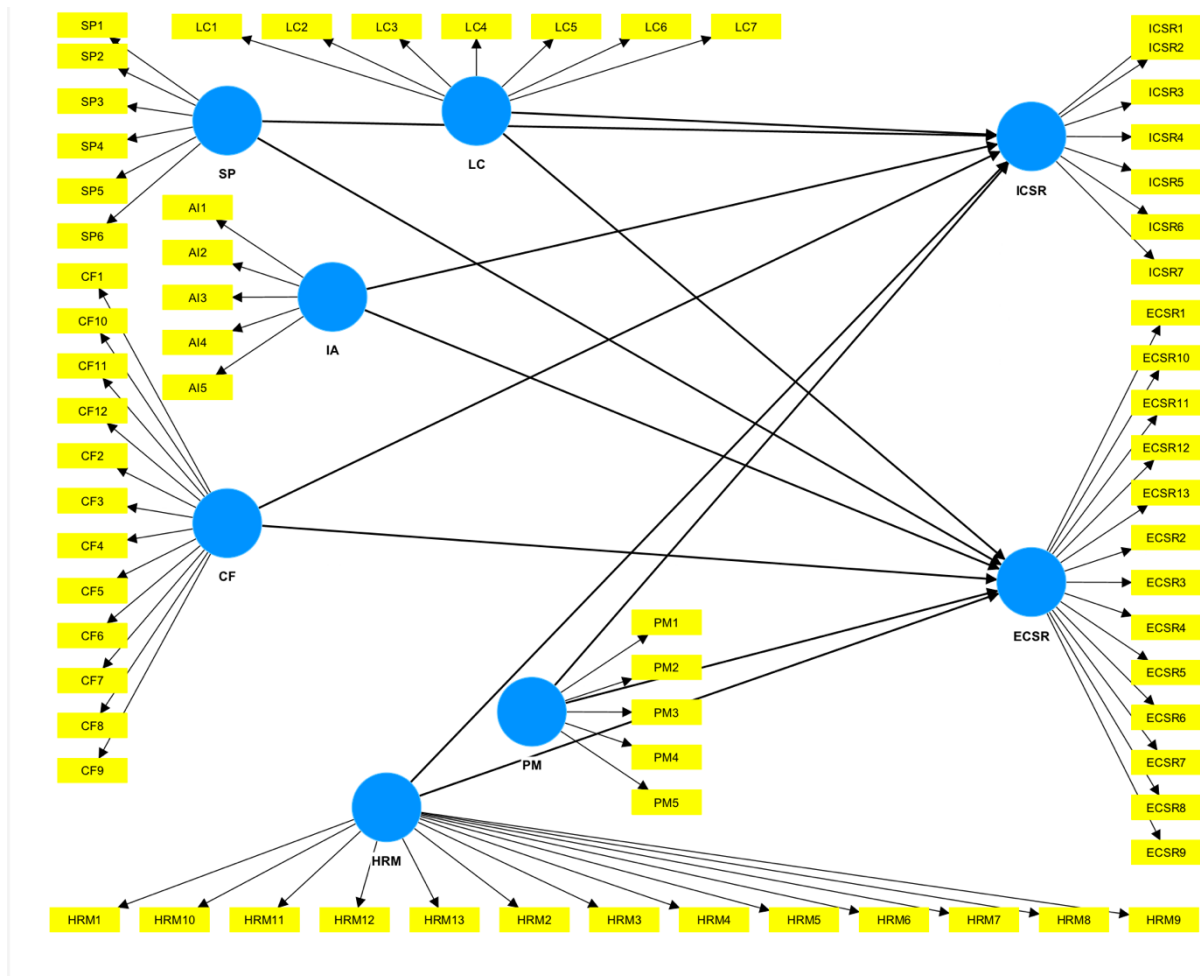


Figure 4.1 Reflective-Formative higher-order models or hierarchical component models (HCMs) for this study (first-stage).

In the first stage, the disjoint two-stage approach considers only the lower-order components of the higher-order construct (i.e., without the HOCs) in the path model. These are directly linked to all other constructs that the higher-order construct is theoretically related (Sarstedt et al., 2019), as shown in Figure 4.1 all the LOCs of TQM are directly connected to the LOCs of CSR.

To execute the disjoint two-stage approach, then we need to save the construct scores, but only those of the lower-order components (without TQM, and CSR), then these scores are used to measure the higher-order construct in stage two (Figure 4.2).

The HOC₁ represents the TQM practices which are measured using six LOCs (the six TQM practices based on MBNQA), using the repeated indicators approach the HOC₁ uses the indicators LC1 to IA5 of its underlying components LC: LOC₁, SP: LOC₂, HRM:LOC₃, CF:LOC₄, PM:LOC₅, and IA:LOC₆. Similarly, the HOC₂ represents the CSR which is measured using two LOCs (the internal and external CSR practices), using the repeated indicators approach the HOC₂ uses the indicators ICSR1 to ECSR9 of its underlying components ICSR: LOC₁, ECSR:LOC₂.

4.3.3 Evaluating Measurement Models (outer models)

Following the specification of the inner and outer models (Figure 3. 4), the quantitative collected data from the survey is encoded, the PLS-SEM algorithm is run using SmartPLS version 4.0, and the results are used to assess the reliability and validity of the construct measures (both LOCs, and HOCs) in the outer models. According to Hair et al. (2014), starting with the outer models allows the researcher to be confident that the constructs used to assess the inner model relationships (structural model) are accurately measured and represented. In this study, we have a reflective-formative path model as can be seen in Figure 4.1, and the measurement model evaluation process will be based on the disjoint two-stage approach to assess the reliability and validity of the construct measures (both LOCs, and HOCs). Using this approach the latent variable scores for the LOCs are obtained in the first stage (Figure 4.1), and these scores are then used as manifest variables in the HOC measurement model in the second stage (Figure 4.2) (Hair et al., 2021; Sarstedt et al., 2019).

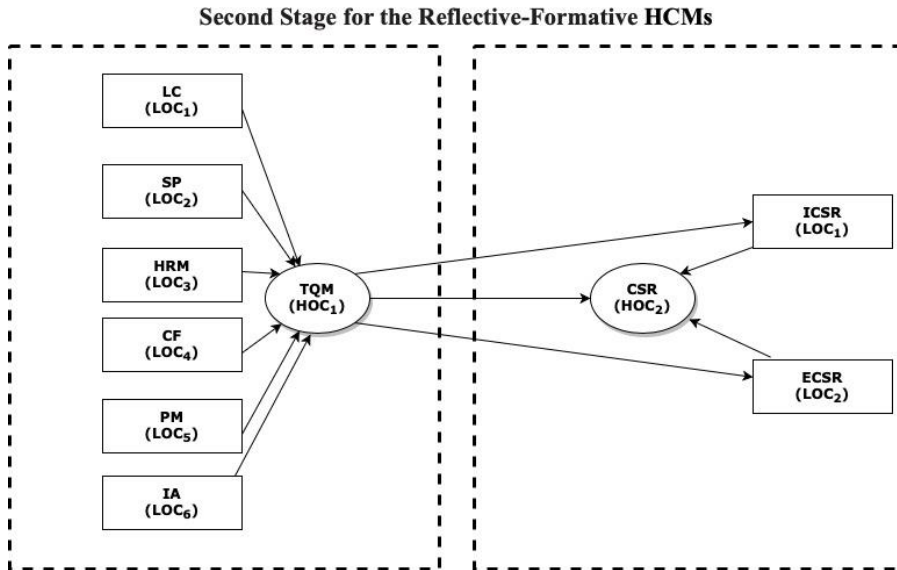


Figure 4.2 Second Stage for the Reflective-Formative HCMs

Figure 4.3 describe the tests used in this section to investigate the reliability and validity of the measurement models in the first stage of the disjoint -two stages approach (to evaluate the LOCs).

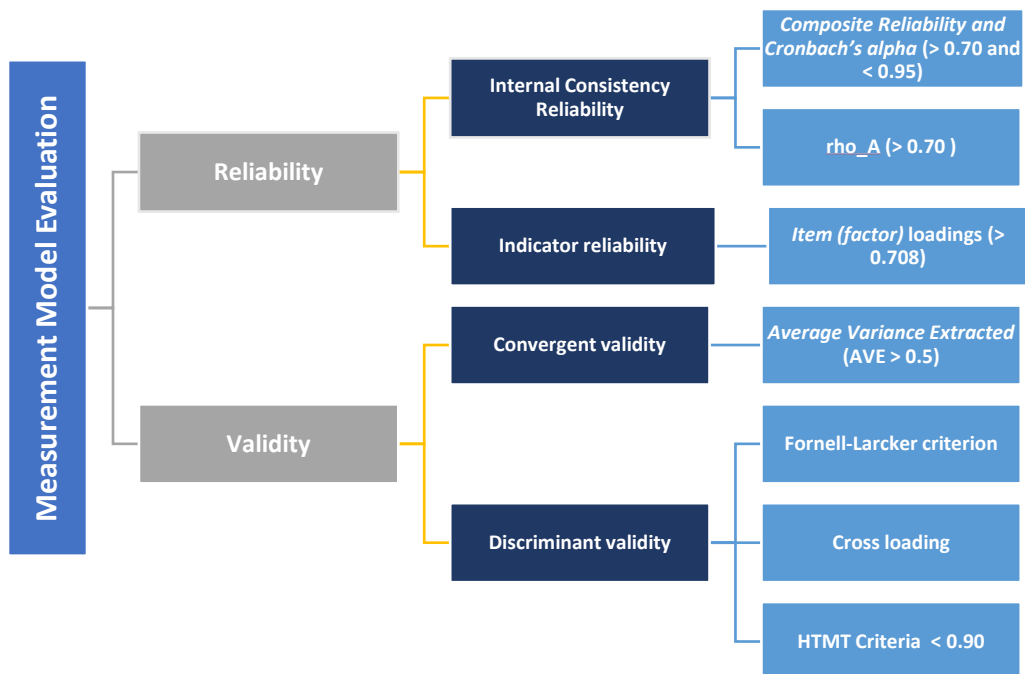


Figure 4 .3 Measurement Model Evaluation for LOCs (reflective)

4.3.3.1 Validating Lower Order Constructs (LOCs)

4.3.3.1.1 Reliability of LOCs

In this section we validate the reliability of the measurement model for the LOCs by assessing (1) internal consistency reliability; (2) indicator reliability.

- ***Internal Consistency***

Even though Cronbach's alpha has historically been used to measure internal consistency reliability, according to Hair et al. (2014) composite reliability is a better indicator of reliability for the following reasons: First, unlike Cronbach's α , composite reliability does not assume that all indicator loadings in the population are equal, which is consistent with the PLS-SEM algorithm's working principle of prioritizing indicators based on their individual reliabilities during model estimation. Second, Cronbach's α is sensitive to the number of items on the scale and overestimates internal consistency reliability in general. Table 4.3 investigates the internal consistency reliability of the (LOCs), by ensuring that Cronbach's α and the composite reliability are higher than 0.70 and below 0.95. In this study, we use six LOCs to measure the TQM (HOC₁), and two LOCs to measure the CSR (HOC₂). Higher values in a reliability assessment denote higher reliability levels. In exploratory research, values between 0.60 and 0.70 are deemed "acceptable," whereas those between 0.70 and 0.95 are deemed "satisfactory to good" (Hair et al., 2019; Sarstedt et al., 2020). However, Values greater than 0.95 are viewed with suspicion because they suggest that the items are redundant, which can result in problems like unfavourable response patterns (such as straight lining) and inflated correlations among indicator error terms (Ringle et al., 2020). As can be seen from Table 4.3 all the results for the reliability tests are above 0.880 and less than 0.947 which is considered good results; thus, the reliability of LOCs is achieved.

Table 4. 3 Reliability of the lower-level constructs

HOC	LOC	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (CR)
	CF	0.947	0.948	0.914
	HRM	0.935	0.940	0.944
TQM	IA	0.910	0.910	0.933
	LC	0.939	0.940	0.930
	PM	0.889	0.890	0.918
	SP	0.927	0.928	0.943
CSR	ICSR	0.880	0.892	0.907
	ECSR	0.927	0.913	0.922

- **Indicator Reliability**

Indicator reliability determines the proportion of each indicator's variance that can be explained by its construct. Indicator loadings above 0.708 are advised because they show that the construct explains more than 50% of the variance of the indicator, resulting in acceptable indicator reliability. However, it is always advisable to remove indicators with extremely low loadings (below 0.40) from the measurement model (Hair et al., 2021). Table 4.4 shows the factor loadings for all the indicators of LOCs, which as shown all above 0.624. Hence, the reliability of the LOCs is confirmed.

Table 4. 4 Factor loadings of LOCs

	CF	HRM	IA	LC	PM	SP	ICSR	ECSR
AI1			0.858					
AI2			0.844					
AI3			0.887					
AI4			0.861					
AI5			0.836					
CF1	0.776							
CF10	0.794							
CF11	0.775							
CF12	0.812							
CF2	0.763							
CF3	0.770							
CF4	0.804							
CF5	0.787							
CF6	0.867							
CF7	0.785							
CF8	0.829							
CF9	0.770							
HRM1		0.745						
HRM10		0.624						
HRM11		0.624						
HRM12		0.784						
HRM13		0.790						
HRM2		0.781						
HRM3		0.818						
HRM4		0.698						
HRM5		0.764						
HRM6		0.761						
HRM7		0.812						
HRM8		0.855						
HRM9		0.686						

LC1	0.861	
LC2	0.865	
LC3	0.765	
LC4	0.847	
LC5	0.896	
LC6	0.887	
LC7	0.863	
PM1	0.850	
PM2	0.832	
PM3	0.815	
PM4	0.781	
PM5	0.880	
SP1		0.869
SP2		0.868
SP3		0.810
SP4		0.867
SP5		0.870
SP6		0.856
ICSR1		0.733
ICSR2		0.664
ICSR3		0.631
ICSR4		0.782
ICSR5		0.813
ICSR6		0.840
ICSR7		0.863
ECSR1		0.767
ECSR10		0.858
ECSR11		0.841
ECSR12		0.750
ECSR13		0.809
ECSR2		0.860
ECSR3		0.796

ECSR4	0.874
ECSR5	0.831
ECSR6	0.843
ECSR7	0.757
ECSR8	0.855
ECSR9	0.736

4.3.3.1.2 Validity of LOCs

- **Convergent Validity**

The degree to which a construct converges in order to explain the variation in its indicators is known as convergent validity. The average variance extracted (AVE) for all indicators on each construct is the metric used to assess the convergent validity of a construct (Hair et al., 2021). The construct must explain at least 50% of the variance of the indicators that make up the construct in order for the AVE to be considered acceptable, which must be 0.50 or higher (Hair et al., 2022). As shown in Table 4.5 all the (AVE) for the LOCs are above 0.586, therefore the convergent validity for the LOCs is confirmed.

Table 4. 5 Average variance extracted (AVE) for the LOCs

HOCs	LOCs	Average variance extracted (AVE)
TQM	CF	0.732
	LC	0.664
	HRM	0.726
	SP	0.785
	IA	0.586
	PM	0.733
	CSR	ICSR
ECSR		0.734

- **Discriminant Validity**

Discriminant validity refers to how much the constructs actually differ from one another empirically. It assesses the degree to which the overlapping constructs differ (Hair et al., 2021). The Fornell and Larcker Criterion, Cross Loadings, and Heterotrait-Monotrait (HTMT) Ratio are the three metrics that determine discriminant validity (Hair et al., 2017; Hair et al., 2022). This study employs the Fornell and Larcker Criterion, and Heterotrait-Monotrait (HTMT) Ratio to evaluate the discriminant validity of the LOCs, which are described as follows:

1. The Fornell and Larcker Criterion

The discriminant validity criterion proposed by Fornell & Larcker (1981) is established when the square root of AVE for a construct is greater than its correlation with all other constructs. The square root of AVE (in bold) for a construct was found to be greater than its correlation with other constructs in this study (Table 4.6). As a result, providing strong support for establishing discriminant validity. However, several research indicates that the Fornell-Larcker criterion frequently fails to reliably identify discriminant validity problems in empirical applications and should be avoided (Hair et al., 2017; Sarstedt et al., 2019).

Table 4. 6 Fornell and Larcker Criterion

	CF	ECSR	HRM	IA	ICSR	LC	PM	SP
CF	0.856							
ECSR	0.807	0.815						
HRM	0.819	0.702	0.852					
IA	0.774	0.860	0.733	0.886				
ICSR	0.582	0.661	0.741	0.710	0.766			
LC	0.815	0.663	0.778	0.668	0.644	0.856		
PM	0.828	0.672	0.787	0.750	0.605	0.796	0.832	
SP	0.853	0.710	0.767	0.715	0.605	0.866	0.797	0.857

2. Heterotrait-Monotrait (HTMT) Ratio

The HTMT ratio is the best test for assessing discriminant validity (Hair et al., 2017; Hair et al., 2021), and it is superior to the two traditional methods for assessing discriminant validity, such as cross-loadings and the Fornell-Larcker criterion. An HTMT value greater than **0.90** indicates that discriminant validity does not exist (Hair et al., 2021). As shown in Table 4.7, all of the results are less than **0.876**, indicating the discriminant validity of the LOCs.

Table 4. 7 Heterotrait-Monotrait (HTMT) Ratio

	CF	ECSR	HRM	IA	ICSR	LC	PM	SP
CF								
ECSR	0.845							
HRM	0.857	0.726						
IA	0.833	0.820	0.786					
ICSR	0.616	0.696	0.807	0.774				
LC	0.865	0.696	0.819	0.723	0.690			
PM	0.801	0.725	0.852	0.833	0.668	0.871		
SP	0.710	0.751	0.810	0.778	0.648	0.727	0.876	

Furthermore, bootstrap confidence intervals can be used to determine whether the HTMT differs significantly from 1.0 or a lower threshold value (0.9) (Henseler et al., 2015). The upper bound of the 95% confidence interval is less than 0.90, and the zero does not fall in these intervals, as shown in Table 4.8, hence the discriminant validity is verified.

Table 4. 8 Confidence Intervals

	5.00%	95.00%
TQM -> CSR	0.682	0.801
TQM -> ECSR	0.711	0.821
TQM -> ICSR	0.641	0.795

4.3.3.2 Validating Higher Order Constructs (HOCs)

The second step in the disjoint two-stage approach is the evaluation of the HOCs, the obtained scores from the LOCs in the first step are used to measure and evaluate the validity of the HOCs in this stage (Hair et al., 2021; Sarstedt et al., 2019), as shown in Figure 4.2 the LOCs act as indicators of the HOCs, and since the relationship in this stage between the constructs is formative we evaluate the HOCs based on the two-stage approach (stage 1.2 in Figure 3.4), using the following steps (Sarstedt et al., 2014, 2019).

1. Testing Convergent validity (AVE test).
2. VIF values were evaluated to determine collinearity.
3. Significance and relevance of indicator weights
4. **I. Convergent validity (AVE test):** As can be seen in Table 4.9, the **AVE** results of the HOCs are above the threshold of 0.5 (Cepeda-Carrion et al., 2018), establishing the convergent validity of the HOCs.

Table 4. 9 Convergent validity of the HOCs (AVE)

HOCs	Average variance extracted (AVE)
TQM	0.8230
CSR	0.8450

2. The Collinearity Test (VIF): indicates if two or more indicators in a formative measurement model have a high degree of correlation. High correlation raises the indicator weights' standard error, leading to type II errors (i.e., false negatives). The variance inflation factor (**VIF**) is the commonly used metric to evaluate indicator collinearity. The degree of collinearity is higher when VIF values are higher (collinearity

issues are indicated by VIF values of 5 or higher) (Hair et al.,2021), as shown in Table 4.10 all the VIF values <5; therefore, we have no collinearity issues.

3. Significance and relevance of indicator weights: Examining the statistical significance and relevance (i.e., size of the indicator weights) of the constructs that were formatively measured (HOCs) is the third step in the assessment process. Each HOC is regressed on its associated indicators to produce the indicator weights, they thus represent the relative weights of each indicator in the construct (Hair et al., 2021).

Table 4. 10 Collinearity test (VIF), Significance (p-value), outer weight,s and outer loadings of HOCs

HOCs	LOCs	Outer Weights	T statistics	P values	Outer loadings	VIF
TQM	CF	0.937	96.957	0.000	0.186	2.736
	HRM	0.901	61.367	0.000	0.191	3.666
	IA	0.863	33.787	0.000	0.210	2.717
	LC	0.902	58.481	0.000	0.174	4.884
	PM	0.910	68.616	0.000	0.170	4.080
	SP	0.917	61.308	0.000	0.175	4.915
CSR	ICSR	0.899	61.795	0.000	0.513	1.915
	ECSR	0.923	111.853	0.000	0.584	1.915

T-values for the indicator weights are obtained from the bootstrapping procedure using the Smart PLS. In order to determine whether the coefficients are significantly different from zero, we must compare these t-values with the critical values from the standard normal distribution. A t-value of greater than 1.96 (two-tailed test) indicates that the indicator weight is statistically significant, presuming a significance level of 5% (Hair et al., 2019; Hair et al., 2021), Table 4.10 shows that the t-values for all the LOCs> 1.96.

Moreover, Ringle et al.(2020) recommend an alternative method for determining whether indicator weights are significant is to use confidence intervals. They represent the range

that the population parameter will fall into if a particular level of confidence (such as 95%) is assumed.

The weight can be regarded as statistically significant and the indicator can be kept if a confidence interval does not include the value zero (Hair et al., 2021, as shown in Table 4.11 all the confidence intervals do not include zero.

Table 4. 11 confidence intervals.

	5%	95%
TQM -> CSR	0.875	0.938
TQM -> ECSR	0.831	0.902
TQM -> ICSR	0.730	0.847

The final step is to evaluate the relevance of each indicator after the statistical significance of the weights has been determined. **Indicator weights** are standardized to values between 1 and +1 in terms of relevance. Indicator weights that are closer to +1 then, indicate strong positive (or -1: negative) relationships, while weights that are closer to 0, then, indicate relatively weak relationships (Hair et al., 2021; Sarstedt et al., 2019), as shown in Table 4.10 all the weights are greater than 0.863 which reflects strong positive relationships.

The validity of the HOCs is established in the second stage of the two-stage disjoint approach after the convergent validity, collinearity, and the significance and relevance of indicator weights have been established by fully satisfying the tests' criteria, as explained. Figure 4.4 shows the results of the PLS-SEM analysis from the first stage, having the numbers in the constructs represents the AVE (all above 0.586), the numbers on the arrows in the inner model (are the path-coefficients), and those in the outer models are the outer weights/loadings.

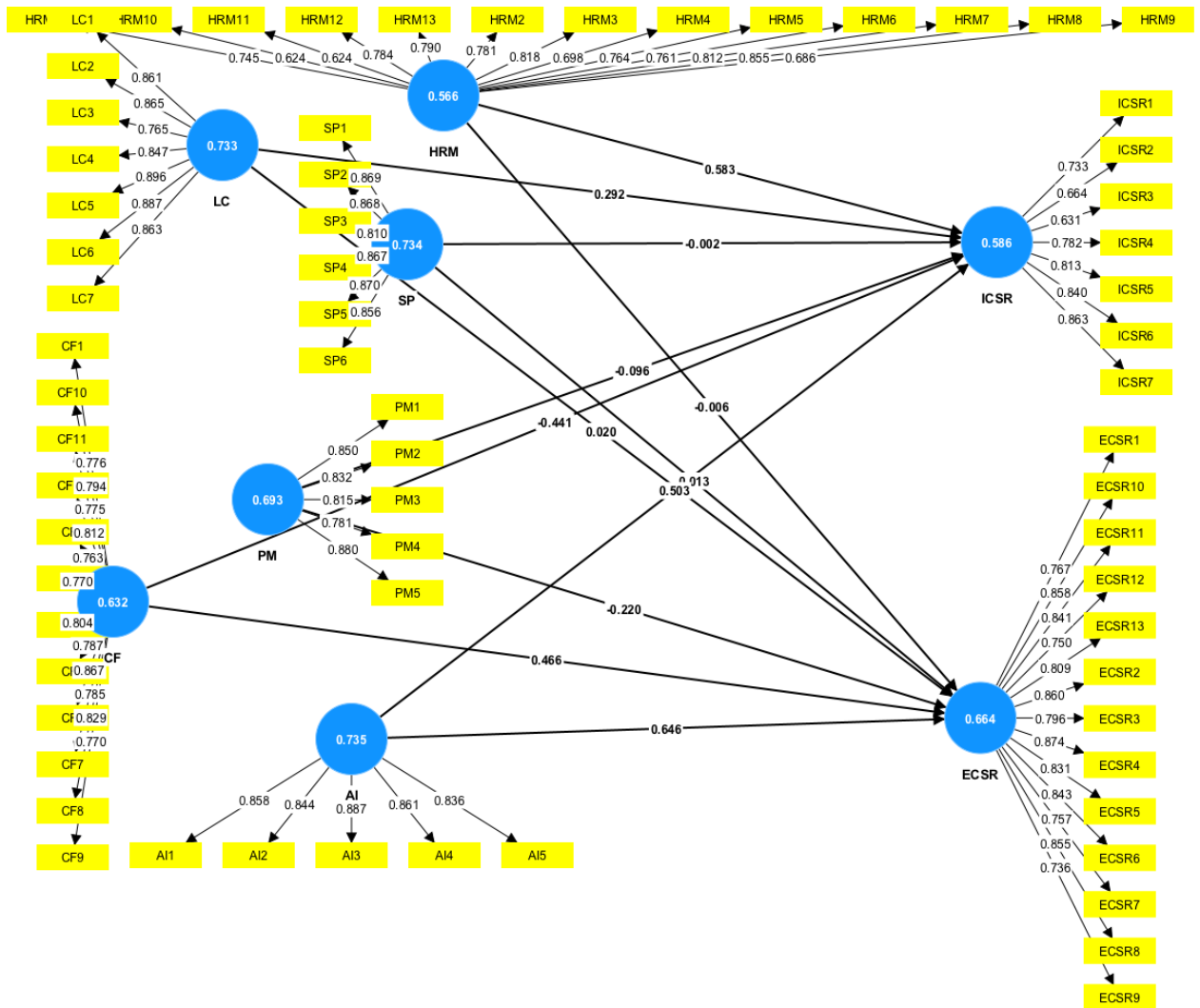


Figure 4.4 PLS-SEM analysis-first stage results

4.3.4 Evaluating Structural Model (inner model):

The evaluation of the structural model results is the next step after measurement models are evaluated and validated. The evaluation of the hypothesized relationship to support the proposed hypotheses is done in this section. Figure 4.5 shows a systematic approach to the structural model assessment (based on the work of Hair et al. (2021)). In the first step, we need to examine the structural model for potential collinearity issues. Once you have ensured that collinearity is not a problem, we evaluate the significance and relevance of the structural model relationships in step 2 (path coefficients, and confidence intervals).

Steps 3 and 4 of the procedure involve examining the model's explanatory power and predictive power.

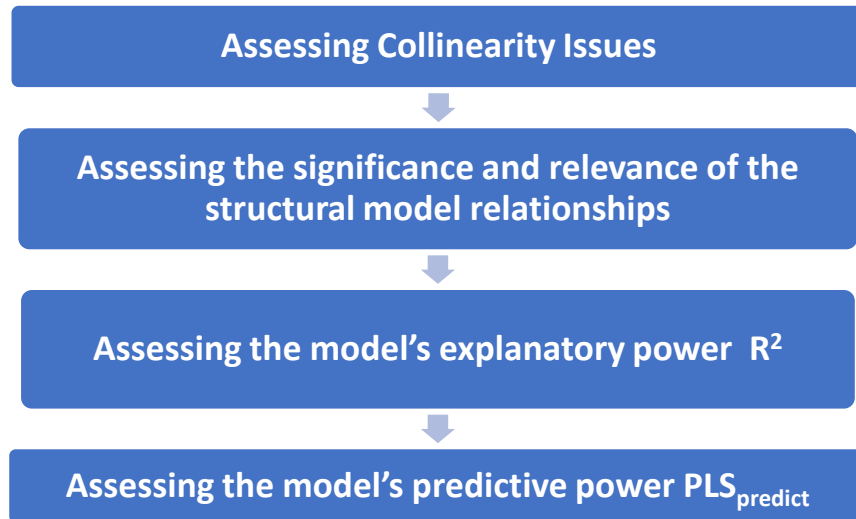


Figure 4. 5 systematic approach to the structural model assessment (adapted from (Hair et al., 2021)

1. Assessing Collinearity

In this step, we run the PLS-SEM algorithm to assess the collinearity for the inner model constructs (the HOCs). In this case, the construct scores of the predictor constructs in each regression in the structural model are used to calculate the variance inflation factor (VIF) values, which is similar to how formative measurement models are evaluated (in Table 4.10). VIF values above 5 are a sign of potential collinearity problems in the structural model relationships (Shmueli et al., 2019), as shown in Table 4.12 all the VIF for the HOCs = 1 < 5, hence we have no collinearity issues.

Table 4. 12 Collinearity Statistics (VIF)-Inner model

	CSR	ECSR	ICSR	TQM
CSR				
ECSR				
ICSR				
TQM	1.000	1.000	1.000	

2. Assessing the significance and relevance of the structural model relationships

Evaluation of the path coefficients' significance and relevance takes place in this step.

This evaluation builds on the use of bootstrapping standard errors to determine the t-values of path coefficients or confidence intervals (Hair et al., 2021; Sarstedt et al., 2014).

A path coefficient is significant at the 5% level if the value zero does not fall within the 95% confidence interval, as shown in Table 4.13, and the zero does not fall within the confidence intervals of the HOCs, and LOCs relationships (hypotheses).

Table 4. 13 Path coefficient- Confidence intervals of the structural model

	2.50%	97.50%
TQM -> CSR	0.958	1.040
TQM -> ICSR	0.729	0.843
TQM -> ECSR	0.834	0.906

Path coefficients (β Values), typically range from -1 to +1, with coefficients closer to -1 signifying strong negative relationships and those closest to +1 signifying strong positive relationships (Hair et al., 2014), as shown in Table 4.14 we have a strong positive relationship between TQM practices, and CSR practices with a (β -Value= 0.995, t-statistics=46.873 and p-value=0.000), and a strong positive relationship between TQM, and internal CSR (ICSR) with a (β -Value= 0.786, t-statistics=27.281 and p-value=0.000),

furthermore the relationship between TQM and external CSR (ECSR) also a strong positive relationship with a (β -Value= 0.870, t-statistics=47.237 and p-value=0.000).

Table 4. 14 Path coefficients - β Values, Mean, Standard deviation, T-statistic, and P-values for structural model

	Path coefficients (β Values)	Mean	Standard deviation	T-statistics	P-values
TQM -> CSR H_1	0.913	1.000	0.021	46.873	0.000
TQM -> ICSR H_2	0.786	0.791	0.029	27.281	0.000
TQM -> ECSR H_3	0.870	0.873	0.018	47.237	0.000

3. Assess the Model's Explanatory Power R^2 :

R^2 represents the variance explained in each of the endogenous constructs (the dependent variables: CSR, ICSR, and ECSR). Higher values of the R^2 denote greater explanatory power, with a range of 0 to 1. R^2 values of 0.75, 0.50, and 0.25, respectively, can be regarded as substantial, moderate, and weak in many social science disciplines as a general rule (Hair et al., 2017; Ringle et al., 2020) Table 4.15 represent the R^2 values of the endogenous constructs which are above 0.618 which is regarded as substantial.

Table 4. 15 R-square of the endogenous constructs

	R-square	R-square adjusted
CSR	0.990	0.990
ICSR	0.618	0.616
ECSR	0.757	0.756

4. Assessing the model's predictive power $PLS_{predict}$

The ability of a model to predict brand-new or upcoming observations is known as the model's predictive power, also known as out-of-sample predictive power. This method was developed by (Shmueli et al. (2016), for out-of-sample prediction. When PLS predict is used, the model is estimated on a training sample, and its predictive abilities are assessed on a holdout sample (Hair et al., 2021; Shmueli et al., 2019) . According to Shmueli et al. (2019), the model has high predictive power if the majority of the indicators in the PLS-SEM analysis have lower RMSE (The root-mean-square (RMSE) is the most widely used metric to gauge the severity of prediction error) values than the naive LM- RMSE benchmark, as shown in Table 4.16 all the values of the PLS-SEM_RMSE for the indicators are less than the LM- RMSE values (except one indicator ICSR4), thus our model has relatively high predictive power.

Table 4. 16 $PLS_{predict}$

	PLS-SEM_RMSE	LM_RMSE
ICSR3	0.977	1.054
ICSR2	0.972	0.880
ICSR4	0.938	1.048
ICSR5	0.925	1.017
ICSR7	0.827	0.906
ECSR9	0.803	0.981
ECSR3	0.797	0.823
ECSR5	0.793	0.852
ECSR2	0.782	0.870
ECSR8	0.781	0.919
ECSR1	0.780	0.819
ICSR1	0.775	0.923
ECSR7	0.772	0.854
ECSR6	0.767	0.842
ECSR4	0.743	0.866
ICSR6	0.742	0.845
ECSR12	0.729	0.768
ECSR13	0.704	0.839
ECSR10	0.628	0.777
ECSR11	0.596	0.685

After completing the four steps in the assessment of the structural model, we can conclude that our structural model (the proposed hypotheses) is valid and the relationships are significant, and we have a high predictive power model, Table 4.17 summarizes the proposed hypotheses. The p-values for the main three hypotheses are all less than 0.05 (p-values=0.000 and the t-test results between the constructs are all above 1.96) as shown in Figure 4.6, and figure 4.7, which indicates that all of the listed correlations have an impact on one another based on the previous analysis and as shown in Table 4.17. Therefore, hypotheses H₁, H₂, and H₃ are supported (the main three hypotheses), moreover, the results for the sub-hypotheses related to the TQM Practices are also illustrated in Table 4.17, and the modified conceptual framework based on supported hypotheses are shown in Figure 4.8.

Table 4. 17 Hypotheses results

Path	Hypothesis		β Values	t-values	P-values	Results
TQM -> CSR	H₁	There is a statistically significant correlation between TQM Practices and CSR Practices in the Palestinian Civil Police (PCP) at a significance level of 5%.	0.913	46.873	0.000	Supported
LC -> ICSR	H₁₋₁	There is a statistically significant correlation between leadership commitment (LC) and ICSR Practices in the PCP at significance level of 5%.	0.672	2.278	0.032	Supported
LC -> ECSR	H₁₋₂	There is a statistically significant correlation between leadership commitment (LC) and ECSR Practices in the PCP at significance level of 5%.	0.200	0.917< 1.96	0.844 >0.05	Not Supported
SP -> ICSR	H₂₋₁	There is a statistically significant correlation between strategic planning (SP) and ICSR Practices in the PCP at significance level of 5%.	-0.002	0.024< 1.96	0.981 >0.05	Not Supported
SP -> ECSR	H₂₋₂	There is a statistically significant correlation between strategic planning (SP) and ECSR Practices in the PCP at significance level of 5%.	0.013	0.139< 1.96	0.889 >0.05	Not Supported
CF -> ICSR	H₃₋₁	There is a statistically significant correlation between Citizen focus (CF) and ICSR Practices in the PCP at significance level of 5%.	-0.517	5.141	0.000	Supported
CF -> ECSR	H₃₋₂	There is a statistically significant correlation between Citizen focus (CF) and ECSR Practices in the PCP at significance level of 5%.	0.566	5.591	0.000	Supported

PM -> ICSR	<i>H_{4.1}</i>	There is a statistically significant correlation between Process management (PM) and ICSR Practices in the PCP at significance level of 5%.	-0.096	0.930< 1.96	0.353 >0.05	Not Supported
PM -> ECSR	<i>H_{4.2}</i>	There is a statistically significant correlation between Process management (PM) and ECSR Practices in the PCP at significance level of 5%.	-0.220	2.896	0.004	Supported
HRM -> ICSR	<i>H_{5.1}</i>	There is a statistically significant correlation between Human Resource management (HRM) and ICSR Practices in the PCP at significance level of 5%.	0.583	6.155	0.000	Supported
HRM -> ECSR	<i>H_{5.2}</i>	There is a statistically significant correlation between Human Resource management (HRM) and ECSR Practices in the PCP at significance level of 5%.	-0.006	0.097< 1.96	0.937 >0.05	Not Supported
IA -> ICSR	<i>H_{6.1}</i>	There is a statistically significant correlation between Information and Analysis (IA) and ICSR Practices in the PCP at significance level of 5%.	0.503	4.565	0.000	Supported
IA -> ECSR	<i>H_{6.2}</i>	There is a statistically significant correlation between Information and Analysis (IA) and ECSR Practices in the PCP at significance level of 5%.	0.646	7.827	0.000	Supported
TQM -> ICSR	<i>H₂</i>	TQM Practices have a positive effect on internal CSR practices (towards internal stakeholders: employees) in the Palestinian Civil Police	0.786	27.281	0.000	Supported
TQM -> ECSR	<i>H₃</i>	TQM Practices have a positive effect on external CSR practices (toward external stakeholders: environment and citizens) in the Palestinian Civil Police	0.870	47.237	0.000	Supported

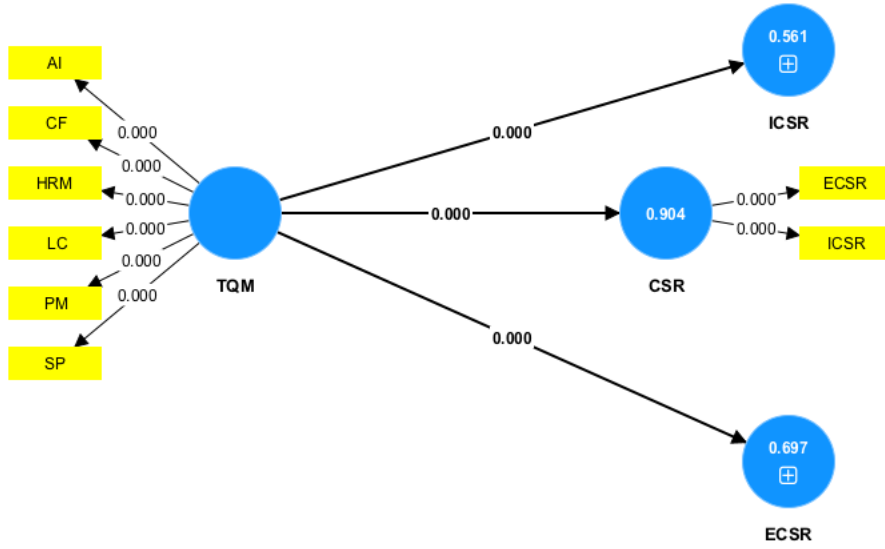


Figure 4.6 Bootstrapping p-value results

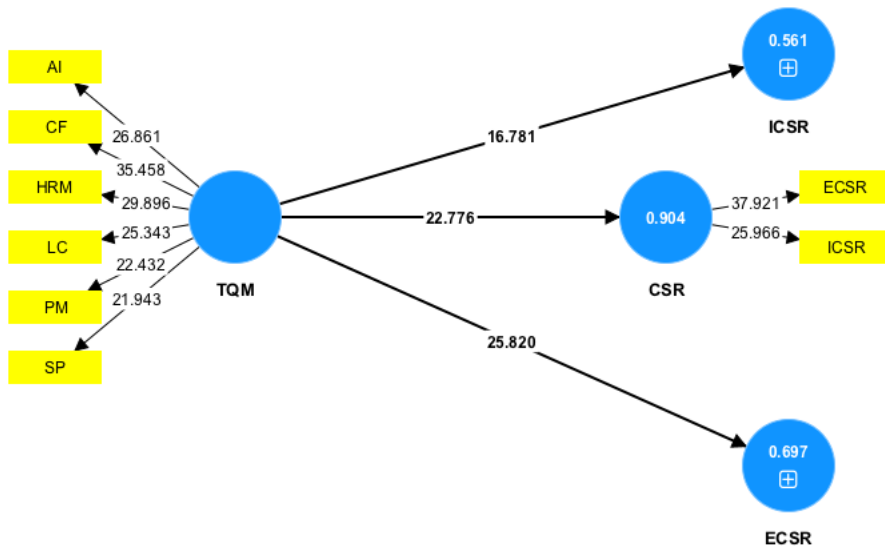


Figure 4.7 Bootstrapping t-value results

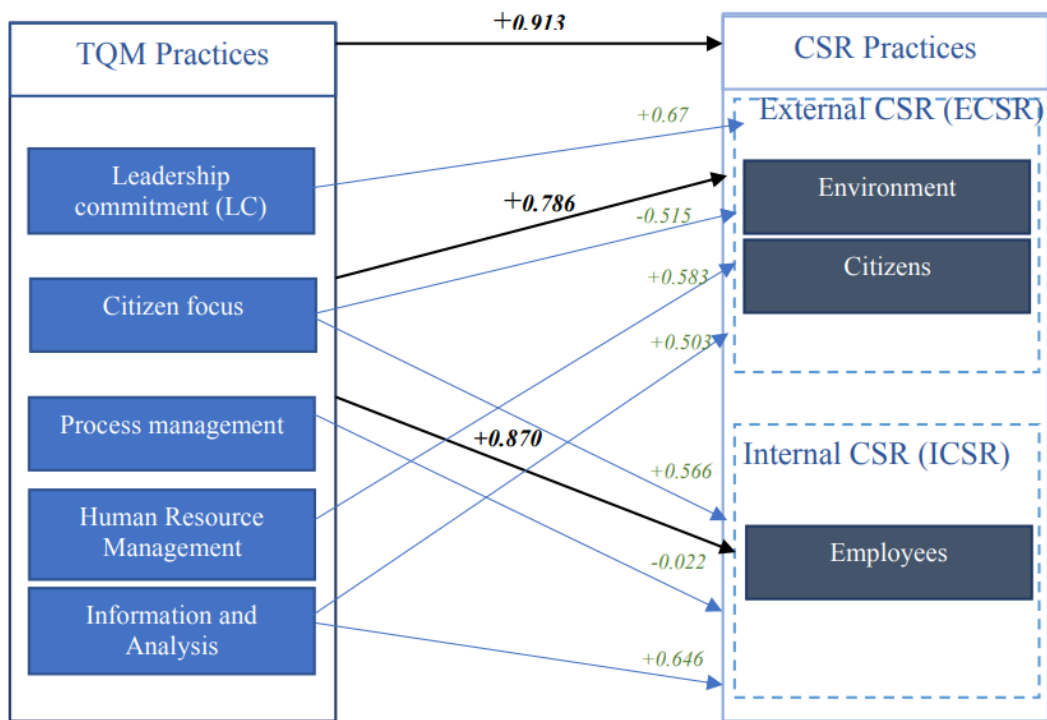


Figure 4.8 Modified Conceptual Framework Based on the analysis result

Chapter Five

Discussion and Managerial Framework

5.1 Overview

This chapter is devoted to discussing the data analysis results, primarily our hypotheses results, providing theoretical and practical implications, and developing a managerial framework based on the analysis results.

5.2 Hypotheses Discussion

The goal of the current study is to investigate the current level of TQM practices implementation, and CSR practices implementation and find out how TQM practices would affect CSR practices (ICSR and ECSR) in the PCP. In this study, TQM practices were found to have a positive and strong impact on CSR practices within the PCP (β -value =0.913, p-value=0.000), indicating that improved CSR practices result from the PCP's effective application of TQM practices. This finding is consistent with the majority of interviewees' claims that having TQM practices would promote CSR adaptation in general within the PCP. This is in line with the results of Abbas (2020), who investigated the effect of TQM six practices adapted from the MBNQA on CSR, and found that TQM had a significant and positive impact on CSR; additionally, CSR was discovered to act as a partial mediator in the relationship between TQM and corporate green performance (CGP). This is also similar to the study provided by Mehralian et al.(2016), who found that social responsibility is significantly associated with its incorporation into quality management programs within pharmaceutical companies in Iran. Furthermore, several studies in the hospitality industry have suggested identical findings. For example,

Benavides-Velasco et al. (2014) reported that both TQM and CSR influence the results of hotel stakeholders as a predictor of business performance. In the same vein, Jalilvand et al.,(2018) and Nazar et al. (2020) also found that high levels of TQM practice positively influence CSR hotel practices. In a different context, Do et al. (2020) suggested confirming findings, indicating that incorporating TQM-enabling factors (TQM practices) into Vietnamese coffee firms could significantly improve CSR and business performance.

However, based on the analysis results of the individual quality management practices on each of the CSR dimensions (both internal and external) on the first stage of the disjoint two-stage approach, it appears that these practices LC ($\beta = 0.627$, $t\text{-value} = 2.278$, $p\text{-value} = 0.032$), CF ($\beta = 0.517$, $t\text{-value} = 5.141$, $p\text{-value} = 0.000$), HRM ($\beta = 0.583$, $t\text{-value} = 6.155$, $p\text{-value} = 0.000$), and IA ($\beta = 0.503$, $t\text{-value} = 4.565$, $p\text{-value} = 0.000$) found to have the highest impact on ICSR. On the other hand, these practices CF ($\beta = 0.566$, $t\text{-value} = 5.591$, $p\text{-value} = 0.000$), PM ($\beta = 0.220$, $t\text{-value} = 2.896$, $p\text{-value} = 0.004$), and IA ($\beta = 0.646$, $t\text{-value} = 7.827$, $p\text{-value} = 0.000$) found to have the highest impact on ECSR, whereas the SP has no significant impact on ICSR ($\beta = 0.002$, $t\text{-value} = 0.024$, $p\text{-value} = 0.981$) or ECSR ($\beta = 0.013$, $t\text{-value} = 0.139$, $p\text{-value} = 0.889$), indicating that the PCP does not include CSR activities in their strategic planning, which is consistent with what interviewees have said, that there is a lack of considering CSR activities in the PCP's strategic planning and that they must be given extra importance and should be considered in their strategies. In general, our sub-hypothesis findings are consistent with those of previous studies, for example Alsawafi et al. (2021) found that leadership commitment (LC) improves environmental, economic (ECSR), and social CSR performance (ICSR).

Furthermore, Nazar et al. (2020) found that high levels of TQM practice have a positive influence on CSR hotel practices, including IA, PM, CF and HRM.

Having the LC has the highest impact on ICSR, indicates that the support of top management and/or the leadership is necessary for TQM and ICSR practices to be implemented successfully (Tari, 2011). LC has several dimensions, including the development of a unifying purpose, inspiring change, controlling the environment, and fostering a collaborative environment for better performance. As a result, the process of implementing TQM have positive impact on enhancing internal CSR toward the employees. Additionally, CF strengthen internal CSR because these practices called for employees to be empowered, encouraged, and motivated to focus on their citizens. This is consistent with what most interviewees stated, that when PCP focus on their citizens, it demonstrates internal CSR towards the PCP employees because the employees' actions will reflect this focus toward the citizens, and this required special trainings, incentives and rewards, focus on recruitment process which is done by the HRM. Furthermore, all the data and statistics (IA) considered curial part in the decision-making process when measuring the performance of their employees, the management of the police would be motivated by the efficient use of data to constantly enhance the efficiency and competitiveness of the police, and conduct more internal CSR practices related to the metrics of their employee's performance (e.g., handling all the cases and complaints, reduce crimes rate, etc.). The performance will improve when there are standardized processes (PM) across all departments, which encourages employees to take more environmental and social responsibility (ECSR) in their daily activities and job duties.

None of the published studies investigated the relationship between TQM and its impact on the adaptation of CSR practices, or investigated if each of the TQM practices

individually have impact on each of the CSR dimensions (ICSR, ECSR) in the context of policing in developing countries. However, incorporating TQM practices into any type of business in any context could significantly improve CSR adaptation, based on these similar findings listed above across different contexts. TQM practices once fully adapted appear to be unaffected by the type of business or industry.

Concerning H₂, TQM practices were found to have a positive and strong impact on ICSR practices within the PCP (β -value=0.786, p-value=0.000), indicating that improved ICSR practices towards PCP employees are the result of the PCP's effective application of TQM practices, which is consistent with the findings of Benavides-Velasco et al. (2014), who confirmed the positive impact of TQM practices on the results of two groups of stakeholders: employees and customers (ICSR and ECSR). Similarly, Nazar et al. (2020) found that high levels of TQM practice have a positive influence on ICSR hotel practices towards the employees.

Furthermore, the majority of interviewees believe that the greater the commitment to TQM practices, the greater there will be CSR practices toward employees. If top management committed to quality management programs and demonstrated leadership behavior, this would reflect positively on the organization's consideration of their employees' needs, establishing ethical role models of commitment, participation, motivation, and cooperation at all levels. Furthermore, when employees cooperate and assist one another, it fosters ethical and social behavior because they are empowered and involved in decision-making as required by TQM practices, implying increased management and employee trust to share ideas for continuous improvement. Additionally, Employees who receive specialized and professional training improve their ability, knowledge, and self-esteem to handle different situations within different PCP

departments (e.g., family protection, drugs, investigation, etc.) and react differently with different types of citizens (elderly, women, children). Furthermore, rewarding an employee for exceptional performance in any task encourages superior performance and improves service quality to citizens and the environment

Concerning H₃, TQM practices were found to have a positive and strong impact on ECSR practices within the PCP (β -value=0.870, p-value=0.000), indicating that improved ECSR practices towards citizens and environment are the result of the PCP's effective application of TQM practices, which is similar to the findings of several previous researches (Abbas & Kumari, 2021; Benavides-Velasco et al., 2014; Mehralian et al., 2016), who confirmed the positive impact of TQM practices on the CSR towards environment and customers.

This is also in line with what interviewees stated, who confirmed that having high levels of TQM practices facilitate the implementation of more ECSR toward the public and the environment, such as the creation of an environmental policing unit to manage all acts that cause environmental damage and hold those responsible accountable, the presence of a waste management unit within the PFSL department, illegal vehicles are seized and destroyed in an environmentally friendly manner, the establishment of a community policing unit with the main goal of improving collaboration between the police and the community to prevent, identify, and solve challenges and problems in the community.

5.3 Theoretical Implications

This study investigated the relationship between TQM practices based on six practices adapted from MBNQA, and the implementation of CSR within the PCP. It adds to the growing body of literature that addresses the need for performance metrics for

governmental organizations like the Civil Police by examining the applicability of the MBNQA criteria (NIST, 2022) to the government sector (e.g. Balabonienė & Večerskienė, 2015; Prybutok et al., 2011). Consequently, this work is in favor of adapting and using the MBNQA model for government services, such as the police services.

Additionally, the current study contributes to the body of knowledge supporting a TQM-CSR nexus in general (e.g. Abbas, 2020; Khurshid et al., 2018; Sila, 2020), by demonstrating the existence of a significant positive relationship between TQM practices and CSR implementation.

Moreover, The research implications concern how TQM can foster a CSR orientation and how stakeholder expectations can be met based on stakeholder theory (Dmytriiev et al., 2021; Freeman & Dmytriiev, 2017). Thus, this research contributes to providing evidence supporting that stakeholder theory is valid and can be implemented in the policing context, and in the public service sector in general. This implies that the PCP must broaden the scope of consideration in their decision-making and activities to include a variety of other parties with interests, including citizens, employees, and communities according to stakeholder theory (Freeman, 1984). Furthermore, the PCP and other public organizations must provide high-quality services to their citizens and focusing on their relationships with internal and external stakeholders through conducting more CSR initiatives. However, these initiatives must not harm people, the community, society, or the natural environment (Benavides-Velasco et al., 2014; Sila, 2020b). TQM and CSR, according to the findings of this study, are effective corporate strategies for increasing and strengthening these relationships because they take into account the interests of both types of stakeholders.

Furthermore, this research investigates the relationship between each of the TQM practices based on the MBNQA framework, and each of the CSR dimensions (ICSR, and ECSR), which contributes to the body of knowledge published in this context in general (e.g. (Jalilvand et al., 2018; Nazar et al., 2020)), but this research is the first of its kind investigating each of the TQM practices on the ICSR and ECSR in the policing, and developing country contexts. None of the published studies (e.g.,(Abbas, 2020b; Benavides-Velasco et al., 2014; Sila, 2020b)) investigated the relationship between TQM practices based on the MBNQA and their impact on the general adaptation of CSR practices, or whether each TQM practice individually has an impact on each of the CSR dimensions (ICSR, ECSR) in the context of policing in developing countries, or even in the public sector in general, thus this study is filling these gaps in the literature in these contexts. This will help public organizations and police managements focus on several TQM practices to help them increase their internal CSR practices toward their employees, as well as determining which TQM practices to focus on to increase their external CSR practices toward the environment and citizens. This would improve both internal and external social responsibility practices, as well as promote the use of stakeholder theory in the public sector (Khurshid et al., 2018b; Mehralian et al., 2016; L. Mendes & Dias, 2018).

5.4 Practical Implications

This study provides insights for managers in the PCP. It shows that managers can improve their CSR practices by implementing TQM practices adapted from the MBNQA model. According to the findings, implementing TQM practices would play a significant role in adapting CSR practices in the policing context. Specifically, adopting TQM practices

would improve the implementation of internal CSR practices (directed to the employees) as well as the presence of more external CSR practices (towards the citizens and the environment). This is consistent with the accepted main hypotheses H₁, H₂, and H₃ as well as the sub-hypotheses.

The study's findings would also guide managers in PCP, and in other public organizations in implementing TQM-CSR practices and developing TQM and CSR plans, policies, and strategies in their organizations. The incorporation of TQM-CSR practices into their business will significantly contribute to the development of a corporate culture in which each employee can share their values and beliefs in order to improve business performance. Moreover, investigating both practices concurrently provide insight into an organization's ability to advance and obtain corporate goals more effectively and efficiently. For instance, the development of both practices provides several aspects for an organization's management to successfully implement TQM and CSR, such as obtaining top management commitment, having adequate resources to integrate the approaches, and top-down coordination and training (Benavides-Velasco et al., 2014).

5.5 Managerial Framework

The framework shown in Figure 5.1 was created based on the results of the quantitative analysis using PLS-SEM and the findings of the reviewed literature. This managerial framework provides a framework for the public sector organizations interested in implementing TQM and CSR best practices. The first step in developing a TQM and CSR best practices managerial framework is to gain the top management/leadership commitment (LC) in order to gain their support for implementing internal and external CSR practices. Leadership must consider the needs of all stakeholders, establishing

ethical role models at all levels of the organization. The second step is to focus on citizens (CF) and incorporate all of their needs in the development and enhancement of new services, with the emphasis in this step being that the more external CSR the company conducts, the more citizen focus it imposes. The third step is focusing on process management (PM) as a part of TQM best practices, public organizations that provide services to their citizens must manage processes in order to reduce and/or eliminate errors in their services and day-to-day activities. A process approach leads to an assessment of the risks, consequences, and effects of activities on stakeholders. This activity helps to improve quality by increasing efficiency. Furthermore, putting such processes in writing and having a documented SOP's is a way of transforming the firm's knowledge into a tacit understanding and facilitating the internalization of day-to-day activities. The more a quality philosophy is internalized, the easier it is to act ethically and socially responsible. The fourth step in this managerial framework is Human resource management (HRM) which includes employee-related activities such as participation, communication, teamwork, involvement, training, and recognition that are common in a quality management context, and social responsibility necessitates a greater focus on employee management, hence focusing on HRM imposes high level of internal CSR towards employees. The fifth practice is the information and analysis (IA), measurement is an essential component of quality management system (Miller & Parast, 2019). As with quality, determining CSR activities necessitates a measurement and assessment system that serves as the foundation for comprehension, accountability, and information that can be shared with both internal and external stakeholders. To develop a results orientation, both TQM, and CSR approaches rely on information and analysis (Tarí, 2011). As a result, information and analysis are critical in managing both quality and social

responsibility. The final practice is strategic planning (SP), which was omitted in our modified conceptual framework based on the analysis results, but this practice is an essential part of TQM practices as demonstrated by several previous studies (e.g. (Abbas, 2020b; Benavides-Velasco et al., 2014; Nazar et al., 2020; Quintana-García et al., 2018; Tarí, 2011)), organizations should conduct internal and external analyses to determine stakeholder needs, which should then be incorporated into their strategies. This assessment provides data to help define actions (e.g., to conduct more ICSR and ECSR to satisfy stakeholders). This is a method of developing practices that demonstrate responsible care for stakeholders. As a result, strategic planning and CSR have a positive relationship (Nazar et al., 2020; Tarí, 2011).

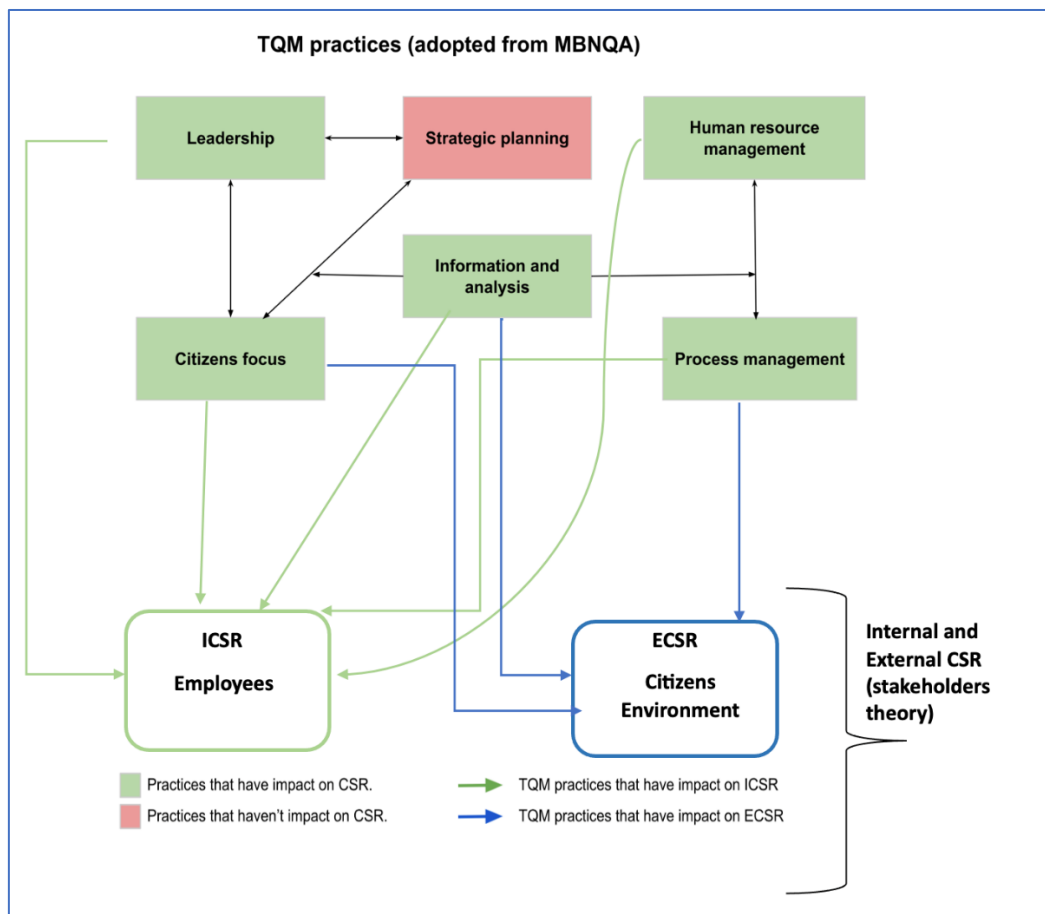


Figure 5.1 proposed managerial framework

Chapter Six

Conclusions and Recommendations

6.1 Overview

This chapter discusses the research's findings and conclusions. It also suggests recommendations for the PCP to follow the best implementation of TQM and CSR Practices, as well as limitations encountered during the study's development. Finally, this chapter discusses future research directions.

6.2 Conclusion

This study investigates the current level of TQM practices implementation and the current level of CSR practices implementation, as well as the relationship between TQM practices and the implementation of CSR practices within the PCP. It also examines how each of the TQM practices affect internal CSR toward the workforce as well as external CSR toward the general public and the environment within the context of PCP. TQM practices were investigated using six MBNQA framework practices: leadership commitment (LC), citizen focus (CF), process management (PM), information and analysis (IA), human resource management (HRM), and strategic planning (SP). Moreover, the CSR practices examined through two aspects of CSR following the stakeholder theory, internal CSR toward the PCP employees, and external CSR practices toward the citizens and the environment.

The findings indicate that TQM practices have a positive and significant impact on CSR practices within the PCP; additionally, TQM practices have a positive and significant impact on promoting internal CSR practices toward employees and external CSR

practices toward the environment and citizens within the PCP. Moreover, it was found that several practices have more impact on internal CSR toward the PCP employees, these practices are LC, HRM,CF, and AI.

Moreover, it was found that these practices LC, CF, HRM and IA have the highest impact on ICSR, and these practices CF, PM, and IA found to have the highest impact on ECSR, whereas the SP has no significant impact on ICSR or ECSR indicating that the PCP does not include CSR activities in their strategic planning.

6.3 Recommendations

In light of the preceding findings and conclusions, the following recommendations can be suggested for the PCP management to promote the effective application of TQM practices in the PCP to improve ICSR and ECSR implementation:

- Leadership commitment in the PCP to adopt an approach that encourages the dissemination of a TQM culture, by organizing workshops and holding training courses for employees to educate them on the fundamentals and principles of TQM, and providing support and assistance by senior management to promote TQM application, through all the PCP's different departments within all the Palestinian governorates.
- Management must have faith in their employees and improve their working relationships, while employees must be motivated and empowered to make decisions about their work and to propose solutions to work problems. workforce must be motivated to improve their performance and skills by improving project coordination and effective communication.

- The PCP management must activate the role of the Total Quality Management department and provide it with all of the necessary support and resources in order to broaden its duties to include all TQM practices, rather than just inspection, as it is currently done.
- Considering education and training as a continuous and supportive activity for the application of total quality management. As they continuously provide workers with the necessary skills and knowledge, allowing for quality improvement and strengthening the police's competitive position.
- Corporate social responsibility is being implemented globally, with each organization required to submit an annual report explaining their contribution to society in terms of social improvement, environment, and community. The PCP must issue such a report in order to attract donors, increase trust between citizens and the PCP, and maintain integrity.
- The PCP must take into account both internal and external CSR activities in their strategies and plans, communicate these goals to the entire workforce, in order to accomplish these objectives. The planning process also determines the schedule for allocating the necessary human resources needed to accomplish these activities.
- The PCP is advised to reapply to the EFQM framework, as they are committed to EFQM but not rewarded (since 2010), which would result in full adherence to TQM practices and better appraisal in all departments.
- It is recommended to use the managerial framework provided in section 5.5, which will lead to better adapting TQM practices and CSR practices developed based on the findings of this and previous studies.

6.4 Limitations and Future Research Directions

This study was conducted in the context of Civil police in Palestine (PCP), replication of this study in other developing countries' contexts, and in different public organizations will be required to determine the extent to which the findings can be generalized to other developing countries, as well as to test this conceptual TQM-CSR modeling and attempt in different environments in order to understand how TQM impacts CSR practices in different settings.

Moreover, since the empirical research on the relationship between TQM practices and CSR is limited (Abbas, 2020b; de Menezes et al., 2022) , it is suggested that in-depth case studies, or exploratory studies as in this study be conducted in public organizations, or even in different sectors in developing countries to gain more insight into using TQM practices to improve CSR practices. Furthermore, future research could conduct comparison studies between different sectors and/or countries to compare the outcomes and results to other studies in the investigated locations and sectors, which could allow for a better understanding of the benefits and drawbacks of TQM implementation and CSR.

Future research could also include other dependent variables such as citizens' trust, employee satisfaction, and quality standards that assess a company's performance and reputation before and after adopting TQM and CSR. However, because this research focused specifically on the PCP, the findings can only be applied to this case and cannot be generalized to other sectors without conducting similar studies to ensure that the attributes of this research are valid for other sectors.

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Appendixes

- Appendix I: PCP "Committed to Excellence – C2E" recognition
- Appendix II: Interview Questions (English-version)
- Appendix III: Interview Questions (Arabic-version)
- Appendix IV : List of Interviewees
- Appendix V: Survey (English-version)
- Appendix VI: Survey (Arabic-version)
- Appendix VII: List of survey and interview arbitrators

Appendix I: PCP "Committed to Excellence – C2E"

Recognition



Appendix II: Interview Questions (English)

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



Interview

Dear Colleague,

In partial fulfillment of the requirements for a Master's degree in Quality Management from Arab American University, Ramallah, the researcher is conducting a study titled **"Impact of TQM on the Realization of Corporate Social Responsibility: Empirical Evidence from Palestinian Civil Police."**

The researcher is interested in conducting interviews with senior officials and decision makers in the Palestinian Civil Police in Palestine in order to understand in depth the extent to which total quality management practices are applied in police work and their impact on achieving social responsibility in the Palestinian police. Because you can provide an accurate picture in this regard, you are kindly asked to answer the questions candidly and honestly.

Your responses will be kept strictly private. Only the researcher will have access to the information you provide.

Please answer the questions if you agree to participate in this survey. It takes no more than 15 minutes to answer the questions. If you have any questions about this project, please email researcher :Halima Abu Fara at halemaabufarah@gmail.com

Thank you for your cooperation and time.

Sincerely yours researcher: Halima Abu Fara

Section one: General Information:

Address: -----

Job position: -----

Years of experience: -----

Date: -----

Signature:-----

Section two: Total Quality Management, Corporate Social Responsibility:

1. What are the main practices of total quality management that are applied in the Palestinian police?

2. In your opinion, what are the most important benefits of applying total quality management practices for the Palestinian police?

3. In your opinion, what are the most important obstacles in general to the application of total quality management practices in the Palestinian police?

4. Do you think that the correct application of total quality management practices will affect the application of social responsibility in the Palestinian police? If the answer is yes, then how?

5. What are the main social responsibility practices applied in the Palestinian Police?

6. From your point of view, what are the benefits of social responsibility practices for the Palestinian police?

7. In your opinion, what are the most important obstacles in general that impede the practices of social responsibility in the Palestinian police?

8. Do you have any comments or any other points that you would like to add and contribute to enriching information related to total quality, its application and social responsibility in the Palestinian police?

Thank you for your cooperation and time.

Sincerely yours researcher: Halima Abu Fara

Appendix III: Interview Questions (Arabic-version)

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عزيزي المشارك،

يجري الباحث دراسة بعنوان " تأثير إدارة الجودة الشاملة على تحقيق المسؤولية الاجتماعية: دليل تجريبي من الشرطة المدنية الفلسطينية" لإتمام رسالة التخرج لمتطلبات درجة الماجستير في إدارة الجودة من الجامعة العربية الأمريكية، رام الله .

يهتم الباحث بإجراء مقابلات مع كبار المسؤولين وأصحاب القرار في الشرطة المدنية الفلسطينية في فلسطين لفهم متعمق لمدى تطبيق ممارسات إدارة الجودة الشاملة في العمل الشرطي وتأثيرها على تحقيق المسؤولية الاجتماعية في الشرطة الفلسطينية.

الباحث هو الشخص الوحيد الذي يمكنه الوصول الى هذه المعلومات. سيتم تحليل جميع المعلومات التي تم جمعها باستخدام المقابلات، علما بان إجاباتكم ستبقى سرية للغاية والباحث هو الشخص الوحيد الذي يمكنه الوصول الى المعلومات التي تقدمها ولن تظهر أي أسماء في الأطروحة النهائية

نظرا لأنه يمكنك تقديم صورة صحيحة في هذا الصدد، يرجى التكرم بالمشاركة في الإجابة على أسئلة المقابلة. إذا كنت توافق على الشروط المذكورة أعلاه، الرجاء مساعدتنا في فهم وجهة نظرك حول الأسئلة أدناه .

شكرا لك على وقتك وتعاونك

التوقيع

اسم المشارك

مع فائق الاحترام

الباحثة: حليلة أبو فارة

الجزء الأول: معلومات عامة

----- العنوان:

----- الوظيفة:

----- سنوات الخبرة:

----- تاريخ المقابلة:

الجزء الثاني: إدارة الجودة الشاملة، المسؤولية الاجتماعية

1. ماهي الممارسات الرئيسية لإدارة الجودة الشاملة التي يتم تطبيقها في الشرطة الفلسطينية؟

2. برأيك، ما هي اهم فوائد تطبيق ممارسات إدارة الجودة الشاملة للشرطة الفلسطينية؟

3. برأيك ماهي اهم المعوقات بشكل عام أمام تطبيق ممارسات إدارة الجودة الشاملة في الشرطة

الفلسطينية؟

4. هل تعتقد بأن التطبيق الصحيح لممارسات إدارة الجودة الشاملة سيؤثر على تطبيق المسؤولية

الاجتماعية في الشرطة الفلسطينية؟ إذا كانت الإجابة نعم، فكيف؟

5. ماهي ممارسات المسؤولية الاجتماعية الرئيسية التي سيتم تطبيقها في الشرطة الفلسطينية؟

6. من وجهة نظرك، ماهي فوائد ممارسات المسؤولية الاجتماعية في الشرطة الفلسطينية؟

7. برأيك ماهي أهم المعوقات بشكل عام التي تعيق ممارسات المسؤولية الاجتماعية في الشرطة

الفلسطينية؟

Appendix IV: List of Interviewees

#	Military Rank	Title	DEPARTMENT	Experience (Years)
1	Brigadier-General	Manager of the department	Forensic Laboratory	25 years
3	Major	Manager of quality department	Forensic Laboratory	12 years
2	Brigadier-General	Research and Planning Director	Planning and projects	28 years
3	Brigadier-General	Manager of the department	Public Relations and Media	27 years
4	Colonel	Media spokesman for the police	Public Relations and Media	26 years
5	Brigadier-General	Manager of the department	Quality management department	29 years
6	Brigadier-General	Manager of the department	Human resource management	32 years
7	Brigadier-General	Manager of the department	General Investigation	28 years
8	Major	inspection official	Quality management department	20 years
9	Brigadier-General	Manager of the department	Criminal Evidence	28 years
10	Colonel	Manager of the department	Community policing	23 years
11	Brigadier-General	Manager of the department	Operations management	29 years

Appendix V: Survey (English-version)

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QUESTIONNAIRE

Dear Colleague,

In partial fulfillment of the requirements for a Master's degree in Quality Management from Arab American University, Ramallah, the researcher is conducting a study titled **"Impact of TQM on the Realization of Corporate Social Responsibility: Empirical Evidence from Palestinian Civil Police."**

The attached questionnaire seeks primary data on Total Quality Management (TQM) and Corporate Social Responsibility (CSR) practices at the Palestinian Civil Police (PCP). The data you provide will assist the researcher in better understanding the current level of implementation of both TQM and CSR practices, as well as in investigating the impact of total quality management on the adoption of Corporate Social Responsibility in the Palestinian Civil Police (PCP).

Because you can provide an accurate picture in this regard, you are kindly asked to answer the questions candidly and honestly.

Your responses will be kept strictly private. Only the researcher will have access to the information you provide.

Please answer the questions if you agree to participate in this survey. It takes no more than 15 minutes to answer the questions. If you have any questions about this project, please email researcher :Halima Abu Fara at halemaabufarah@gmail.com

Thank you for your cooperation and time.

Sincerely yours researcher: Halima Abu Fara

Section One: Respondents' Demographic Characteristics

Please choose the appropriate response:

1. Gender: Male Female**2. Age:** Under 30. 30-40 41-50. 51-60 over 60**3. Education:** No education. Primary/secondary school Vocational / technical training Diploma BA Master's PhD**4. Number of years working in the Palestinian Civil Police (years of experience):** Less than 5 5-10 11-15 16-20 21-25 More than 25**5. Military rank:** Soldier Corporal Sergeant. First-Major Warrant officer First warrant officer. Lieutenant. First Lieutenant Captain Major Lieutenant colonel Colonel. Brigadier general

6. Job responsibilities: Human resource manager General manager Quality Manager Manager of specialized

department

 Police officer Other, please specify:**Section Two: TQM Practices**

Please indicate the level of agreement with each of the following statements on the extent of implementation of TQM practices:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Dimension 1: <u>Leadership</u>					
1. The top management of the PCP is strongly committed to a culture of change and continuous improvement to establish the importance of the quality of services.					
2. The top management of the PCP has a clear strategic vision to improve the quality of services.					
3. The top management of the PCP supports all efforts to develop the quality of police performance					
4. The top management of the PCP allocate sufficient resources for service quality improvement					
5. The top management of the PCP encourages employees to share their views and have sufficient powers to implement development.					

6. The top management of the PCP regularly share the PCP vision with employees and ensures the unity among departments to achieve excellence.					
7. The top management of the PCP regularly works to raise awareness and disseminate the benefits of applying quality management among employees					
Dimension 2: <u>Strategic Planning</u>					
8. PCP has a clear vision and mission statements which are supported by all employees					
9. The top management of PCP regularly sets and reviews short and long-term goals for managers					
10. The management of the PCP provides adequate resources and support to achieve short and long-term objectives					
11. The policies and plans of the PCP consider employees', citizens', and other stakeholders' needs.					
12. The strategies and plans of the PCP are focused on quality improvement					
13. Our office's operations are effectively aligned with mission and vision statements					
Dimension 3: <u>Customer Focus</u>					
14. The PCP design services by considering the citizens' requirements.					
15. The PCP work to involve the local community in determining its needs					
16. The PCP regularly provide information about their new services to their citizens.					

17. The PCP regularly takes feedback from citizens about their experiences and expectations to measure their satisfaction.					
18. The information about citizens' experience and expectations is widely used by the management of the PCP to improve the provided services					
19. Managers and executives support the employees' initiatives to improve citizens' satisfaction					
20. Police officers are trained on methods of dealing with citizens					
21. The procedures followed by citizens in order to obtain services provided by the police are simplified					
22. Citizens' transactions (complaints, cases) are dealt with in complete confidentiality					
23. Complaints from citizens are dealt with with interest					
24. The PCP are keen to resolve citizens complaints and have an effective mechanism for it					
25. The PCP keeps a strong relationship with citizens by providing them with an easy channel for communication					
Dimension 4: <u>Process Management</u>					
26. The PCP have standardized operational processes which are clear and well understood by employees (police officers) and Citizens.					
27. The majority of the processes in the PCP work are automated, error-free, and reduce the possibility of human error.					

28. The PCP is equipped with cutting-edge technology and equipment to better serve their citizens.					
29. The PCP system allows the employees to inspect and track key processes that are critical to the organization					
30. The PCP regularly evaluate and improve their working processes to ensure services quality.					
Dimension 5: <u>Human Resource Management</u>					
31. The PCP management gives high value to recruitment and selection standards					
32. Appropriate human resources are employed for the job vacancy					
33. The PCP use an efficient system for the integration of new police personnel					
34. The PCP regularly arranges training and development sessions for its employees					
35. The trained employees are evaluated to see the extent to which they benefit from the training courses					
36. Employees are involved in preparing plans for their work					
37. The PCP management is clearly interested in the suggestions submitted by the employees.					
38. Employees participate in making decisions related to their work					
39. The PCP management works to increase the powers granted to employees to facilitate the completion of work					

40. The police have an effective system of financial incentives					
41. The PCP have effective work recognition and reward system to motivate the employees					
42. Advancement in the career ladder carried out on objective and fair basis.					
43. The PCP management is concerned about the well-being of its employees (health, medical and security) and provide financial support to them.					
44. The PCP treats its employees as assets and regularly measure their satisfaction level					
Dimension 6: <u>Information & Analysis</u>					
45. The PCP have effective information and reporting system for all provided services					
46. The PCP management regularly provides quality data (errors, complains, defects etc.) to the police individuals /officers.					
47. Police individuals, officers, supervisors, and managers can easily retrieve information about different services					
48. The PCP top management uses quality data to make decisions and plans					
49. All PCP departments coordinate with each other to implement and monitor quality improvement programs					

Section Three: Corporate social Responsibility Practices (CSR):

Please indicate the level of agreement with each of the following statements on the extent of implementation of Corporate social Responsibility Practices:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Dimension 1: (Internal CSR: <u>Employees</u> -ICSR)					
1. The PCP ensures that all its employees work in a safe and healthy environment					
2. The PCP pay their employees competitive salaries					
3. The PCP provides sufficient job opportunities to reduce the problem of unemployment in society					
4. The PCP provides financial assistance to employees who wish to continue their education					
5. The PCP employees given equal opportunities.					
6. The PCP assist its employees in developing their skills and performance.					
7. The PCP provides a variety of benefits to employees in order to improve their living conditions.					
Dimension 2: external CSR-ECSR (toward citizens & environment)					
8. The PCP regularly participate in social development programs.					
9. The PCP encourage its employees to participate in social development activities.					

10. The PCP regularly hold awareness lectures for all segments of society					
11. The PCP participate in activities aimed at protecting the quality of the natural environment.					
12. The PCP implement special programs to reduce the negative impact on the natural environment.					
13. The PCP dispose of all harmful materials related to their work in an environmentally friendly manner					
14. The PCP regularly provide adequate support to all parties working for the welfare of society					
15. The PCP cooperate with private sector institutions to carry out community and environmental activities					
16. The PCP give high importance to their citizens' satisfaction					
17. The PCP provide complete and accurate information about its services to their citizens					
18. The PCP offer high quality services to their citizens					
19. The PCP is responsive to the complaints of their citizens.					
20. The PCP respects citizens' rights beyond what is required by law.					

Thank you

Appendix VI: Survey (Arabic-version)

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اعزائي الزملاء/الزميلات،

تقوم الباحثة بإعداد دراسة بعنوان (تأثير إدارة الجودة الشاملة على تحقيق المسؤولية الاجتماعية: دليل تجريبي من الشرطة المدنية الفلسطينية) وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الجودة من الجامعة العربية الأمريكية- رام الله .

يسعى الاستبيان المرفق للحصول على بيانات أولية حول ممارسات إدارة الجودة الشاملة (TQM) والمسؤولية الاجتماعية (CSR) في الشرطة المدنية الفلسطينية (PCP) ستساعد البيانات التي تقدمها الباحثة في فهم أفضل للمستوى الحالي لتنفيذ كل من إدارة الجودة الشاملة وممارسات المسؤولية الاجتماعية داخل الشرطة الفلسطينية، وكذلك في دراسة تأثير إدارة الجودة الشاملة على تبني المسؤولية الاجتماعية في الشرطة المدنية الفلسطينية (PCP).

ولأنك تستطيع تقديم صورة دقيقة في هذا الصدد، يُطلب منك التفضل بالإجابة على الأسئلة بموضوعية وصدق. سنتقى ردودك سرية للغاية. ستتمكن الباحثة فقط من الوصول إلى المعلومات التي تقدمها. الرجاء الإجابة على الأسئلة إذا كنت توافق على المشاركة في هذا الاستبيان. لا تستغرق الإجابة عن الأسئلة أكثر من 15 دقيقة. إذا كان لديك أي أسئلة حول هذا المشروع، يرجى إرسال بريد إلكتروني إلى الباحثة حليلة ابو فارة على الايميل الإلكتروني: hailemaabufarah@gmail.com

شاكرين لكم حسن تعاونكم.

مع الاحترام،،،

الباحثة: حليلة أبو فارة

القسم الأول: الخصائص الديمغرافية للمشاركين

الرجاء اختيار احدى الخيارات المناسبة لكل سؤال:

١. الجنس:

١. ذكر
٢. أنثى

٢. العمر:

١. أقل من ٣٠ سنة
٢. ٣٠-٤٠ سنة
٣. ٤١-٥٠ سنة
٤. ٥١-٦٠ سنة
٥. أكثر من ٦٠ سنة

٣. التحصيل العملي:

١. غير متعلم.
٢. مدرسة ابتدائية/أساسية
٣. تعليم تقني/مهني
٤. دبلوم
٥. بكالوريوس
٦. ماجستير.
٧. دكتوراه

٤. عدد سنوات الخدمة:

١. أقل من ٥ سنوات
٢. ٥-١٠ سنوات
٣. ١١-٢٠ سنة
٤. ٢١-٢٥ سنة
٥. أكثر من ٢٥ سنة

٥. الرتبة العسكرية:

١. جندي
٢. عريف.
٣. رقيب
٤. رقيب أول
٥. مساعد
٦. مساعد أول
٧. ملازم
٨. ملازم أول
٩. نقيب
١٠. رائد
١١. مقدم
١٢. عقيد.
١٣. عميد

٦. المسمى الوظيفي:

- ١- مدير إدارة متخصصة
٢. مدير الموارد البشرية
٣. مدير دائرة
٤. مدير الجودة

٥. غير ذلك، الرجاء التحديد: -----

القسم الثاني: ممارسات إدارة الجودة الشاملة:

يرجى وضع علامة عند المستوى الذي تراه مناسب مع كل من العبارات التالية حول مدى تنفيذ ممارسات إدارة الجودة الشاملة في الشرطة الفلسطينية :

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
المحور الأول: دعم القيادة العليا (Leadership commitment- LC)					
					1. تلتزم قيادة الشرطة بثقافة التغيير والتحسين المستمر لترسيخ أهمية جودة الخدمات المقدمة
					2. يوجد لدى قيادة الشرطة رؤية استراتيجية واضحة لتحسين جودة الأداء في الشرطة
					3. تدعم قيادة الشرطة كافة الجهود لتطوير جودة الأداء في الشرطة
					4. تعمل قيادة الشرطة على توفير الموارد الكافية لتحسين جودة الخدمات المقدمة
					5. تشجع قيادة الشرطة الموظفين على مشاركة آرائهم والتمتع بصلاحيات كافية لتطبيق التطوير
					6. تشارك القيادة العليا بانتظام رؤية الشرطة وأهدافها مع الموظفين وتضمن الوحدة والانسجام بين الإدارات لتحقيق التميز.
					7. تعمل القيادة العليا على توعية ونشر فوائد تطبيق إدارة الجودة بين الموظفين
المحور الثاني: التخطيط الإستراتيجي (Strategic Planning-SP)					
					8. لدى الشرطة رسالة ورؤية واضحة وقابلة للتطبيق ويتم تبنيها ودعمها من قبل جميع الموظفين
					9. تحدد القيادة العليا الأهداف قصيرة وطويلة الأجل لمدراء الإدارات المختلفة
					10. توفر القيادة العليا الموارد الكافية والدعم لتحقيق الأهداف قصيرة وطويلة الأجل

					11. تراعي سياسات وخطط الشرطة احتياجات الموظفين والمواطنين وأصحاب المصلحة الآخرين.
					12. تركز استراتيجيات وخطط الشرطة على تحسين جودة الأداء والخدمات المقدمة
					13. تتوافق عمليات الإدارات المختلفة بشكل فعال مع رؤية الشرطة بشكل عام
المحور الثالث: التركيز على المواطنين (Citizens Focus-CF)					
					14. تقوم الشرطة بدراسة الاحتياجات المتجددة للمواطنين لتحقيقها
					15. تعمل الشرطة على إشراك المجتمع المحلي في تحديد احتياجاتها
					16. تقوم الشرطة بتزويد المواطنين بمعلومات حول خدماتهم الجديدة بانتظام.
					17. تقوم الشرطة بأخذ ملاحظات من المواطنين حول تجاربهم وتوقعاتهم لقياس مدى رضاه بشكل دوري.
					18. تعتمد الشرطة على المعلومات الراجعة من المواطنين من أجل تحسين جودة الخدمات المقدمة.
					19. القيادة العليا ومدراء الإدارات يدعمون مبادرات وممارسات الموظفين لتحسين رضا المواطنين
					20. يتم تدريب العاملين على أساليب التعامل مع المواطنين
					21. يتم تبسيط الإجراءات المتبعة من قبل المواطنين من أجل الحصول على الخدمات المقدمة من الشرطة
					22. يتم التعامل مع معاملات المواطنين (شكاوى، قضايا) بسرية تامة
					23. يتم التعامل باهتمام مع الشكاوى المقدمة من المواطنين
					24. يتم اتخاذ إجراءات تصحيحية عند حدوث خلل في انجاز معاملات المواطنين
					25. تحافظ الشرطة على علاقة قوية مع المواطنين من خلال تزويدهم بقنوات اتصال سهلة ومواكبة للتطور التكنولوجي

المحور الرابع: إدارة العمليات (Process Management-PM)				
				26. لدى الشرطة عمليات تشغيلية موحدة واضحة ومفهومة جيداً من قبل الموظفين (ضباط الشرطة) والمواطنين.
				27. معظم العمليات في عمل الشرطة آلية وخالية من الأخطاء وتقلل من احتمال حدوث خطأ بشري.
				28. الشرطة مجهزة بأحدث التقنيات والمعدات لخدمة مواطنيها بشكل أفضل.
				29. يوجد نظام خاص بالشرطة يسمح للموظفين بمراقبة وتتبع سير العمليات الرئيسية التي تعتبر بالغة الأهمية.
				30. تقوم الشرطة بانتظام بتقييم وتحسين إجراءات عملها لضمان جودة الخدمات.
المحور الخامس: إدارة الموارد البشرية (Human Resource Management-HRM)				
				31. تعطي إدارة الشرطة قيمة عالية لمعايير التوظيف واختيار افراد الشرطة.
				32. يتم توظيف الكوادر البشرية المناسبة للشاغر الوظيفي
				33. تستخدم الشرطة نظاماً فاعلاً لدمج افراد الشرطة الجدد
				34. تنظم الشرطة بانتظام دورات تدريب وتطوير لموظفيها
				35. يتم تقييم الموظفين المتدربين لمعرفة مدى الاستفادة من الدورات التدريبية
				36. يتم اشراك الموظفين في اعداد الخطط الخاصة بأعمالهم
				37. تهتم الادارة بشكل واضح بالمقترحات المقدمة من الموظفين
				38. يشارك الموظفون في اتخاذ القرارات المتعلقة بأعمالهم
				39. تعمل الشرطة على زيادة الصلاحيات الممنوحة للموظفين لتسهيل انجاز الاعمال
				40. لدى الشرطة نظام فعال للحوافز المادية
				41. يتم تطبيق نظام الحوافز المعنوية والتقدير
				42. يجري الارتقاء في السلم الوظيفي ضمن أسس موضوعية عادلة
				43. يجري الاهتمام بتحقيق الرضا الوظيفي للموظفين
				44. يجري الاهتمام بقياس رضا الموظفين

المحور السادس: المعلومات والتحليل (Information & Analysis- IA)				
				45. لدى الشرطة نظام معلومات وتقارير فعال لجميع الخدمات المقدمة
				46. توفر إدارة الشرطة بيانات الجودة (أخطاء، شكاوى، عيوب وما إلى ذلك) لأفراد / ضباط الشرط بانتظام
				47. يمكن للأفراد والضباط والمدراء في الشرطة استرداد المعلومات حول الخدمات المختلفة بسهولة
				48. تستخدم القيادة العليا للشرطة البيانات الاحصائية لاتخاذ القرارات واعداد الخطط
				49. تنسق جميع ادارات الشرطة مع بعضها البعض لتنفيذ ومراقبة العمليات وتحسين جودة الخدمات

القسم الثالث: ممارسات المسؤولية الاجتماعية:

يرجى وضع علامة عند المستوى الذي تراه مناسب مع كل من العبارات التالية حول مدى تنفيذ

ممارسات المسؤولية الاجتماعية في الشرطة الفلسطينية :

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
المحور الأول: ممارسات المسؤولية الاجتماعية الداخلية تجاه الموظفين - (Internal CSR: Employees - ICSR)					
					ضمن الشرطة أن جميع موظفيها يعملون في بيئة آمنة وصحية.
					2. تدفع الشرطة لموظفيها رواتب تنافسية
					3. تقدم الشرطة فرص عمل كافية لتقليل مشكلة البطالة في المجتمع
					4. تقدم الشرطة المساعدة المالية للموظفين الذين يرغبون في مواصلة تعليمهم.
					5. يتم منح موظفي الشرطة فرصًا متساوية.
					6. تساعد الشرطة الموظفين في تطوير مهاراتهم وادائهم.
					7. تقدم الشرطة مجموعة متنوعة من المزايا للموظفين من أجل تحسين ظروف حياتهم.

المحور الثاني: ممارسات المسؤولية الاجتماعية الخارجية تجاه المواطنين والبيئة (external CSR-ECSR)				
				8. تشارك الشرطة بانتظام في برامج واحداث اجتماعية
				9. تشجع الشرطة منتسبيها على المشاركة في الأنشطة الاجتماعية والبيئية.
				10. تقوم الشرطة بعقد محاضرات توعية لكافة شرائح المجتمع بانتظام
				11. تشارك الشرطة في الأنشطة التي تهدف إلى حماية جودة البيئة الطبيعية.
				12. تطبق الشرطة برامج خاصة لتقليل التأثير السلبي على البيئة الطبيعية.
				13. تقوم الشرطة بالتخلص من كافة المواد المضرة الخاصة بعملها بطريقة صديقة للبيئة
				14. تقدم الشرطة بانتظام الدعم الكافي لكافة الجهات التي تعمل من أجل تحقيق رفاهية المجتمع
				15. تقوم الشرطة بالتعاون مع مؤسسات القطاع الخاص للقيام بأنشطة مجتمعية وبيئية
				16. تولي الشرطة أهمية قصوى لرضا المواطنين
				17. تقدم الشرطة معلومات كاملة ودقيقة حول خدماتها لمواطنيها
				18. تقدم الشرطة خدمات عالية الجودة لمواطنيها
				19. تستجيب الشرطة لشكاوى مواطنيها.
				20. تحترم الشرطة حقوق المواطنين بما لا يتعارض مع القانون.

شكرا جزيلاً

Appendix VII: List of survey and interview arbitrators

Code	Background	title	Experience (Years)
Arbitrator A	Academic	Associate Professor	13 years
Arbitrator B	Academic	Assistant Professor	19 years
Arbitrator C	Academic	Assistant Professor	17 years
Arbitrator D	Police Officer	Quality assurance manager	27 years

تأثير إدارة الجودة الشاملة على تحقيق المسؤولية الاجتماعية: دليل تجريبي من

الشرطة المدنية الفلسطينية

حليمة عزيز أبو فارة

الدكتور: أيهم جعرون

الملخص

تدرك الشركات في جميع أنحاء العالم قيمة المسؤولية الاجتماعية للشركات (CSR)، وهو أمر بالغ الأهمية لبقائها ونموها. من الواضح أنه عندما تدمج الشركة ممارسات المسؤولية الاجتماعية للشركات المناسبة في استراتيجيتها التي تتضمن ممارسات (المسؤولية الاجتماعية للشركات الداخلية) تجاه الموظفين، والاهتمامات المجتمعية والبيئية (CSR الخارجية)، فإن هذه الممارسات تحقق بلا شك فوائد ملموسة للشركة بالإضافة إلى ميزة تنافسية مستدامة. الغرض من هذه الدراسة هو النظر في العلاقة بين إدارة الجودة الشاملة (TQM) والمسؤولية الاجتماعية للشركات (CSR) داخل الشرطة المدنية الفلسطينية (PCP)، وكيف يمكن لممارسات إدارة الجودة الشاملة أن تساعد PCP على تحقيق مبادرات المسؤولية الاجتماعية للشركات. تبحث هذه الدراسة أيضًا في تأثير كل من ممارسات إدارة الجودة الشاملة الستة التي تم تكييفها من إطار عمل MBNQA: التزام القيادة العليا (LC)، والتركيز على المواطن (CF)، وإدارة العمليات (PM)، والمعلومات والتحليل (IA)، وإدارة الموارد البشرية (HRM)، والتخطيط الاستراتيجي (SP) وعلاقتها بتكليف ممارسات المسؤولية الاجتماعية للشركات، والتي تم فحصها من خلال جانبيين من جوانب المسؤولية الاجتماعية للشركات بناءً على نظرية أصحاب المصلحة: ممارسات المسؤولية الاجتماعية للشركات الداخلية تجاه موظفي الشرطة الفلسطينية PCP وممارسات المسؤولية الاجتماعية للشركات الخارجية تجاه المواطنين والبيئة. يعتبر هذا البحث بحثًا استكشافيًا متسلسلاً مختلطًا يستقصي هذه العلاقات في هذا السياق لأول مرة.

تم جمع البيانات النوعية باستخدام المقابلات شبه المنظمة التي أجريت مع أحد عشر ضابط شرطة (بشكل رئيسي المديرين) في مختلف أقسام PCP المتعلقة بممارسات إدارة الجودة الشاملة والمسؤولية الاجتماعية للشركات. لتعميم النتائج النوعية التي تم الحصول عليها، تم جمع البيانات

الكمية باستخدام مسح من 212 ضابط شرطة في مختلف الإدارات والمواقع المتعلقة بممارسات إدارة الجودة الشاملة والمسؤولية الاجتماعية للشركات أيضاً. تم استخدام نمذجة المعادلات الهيكلية (SEM) للتحقق من موثوقية وصحة نماذج القياس، واختبار النموذج النظري والفرضيات المقترحة (النموذج الهيكلية). تظهر النتائج أن ممارسات إدارة الجودة الشاملة لها تأثير كبير وإيجابي على المسؤولية الاجتماعية للشركات داخل PCP بشكل عام. علاوة على ذلك، فقد وجد أن هذه الممارسات: التزام القيادة العليا بالتغيير وممارسات المسؤولية المجتمعية الداخلية والخارجية (LC) والتركيز على المواطنين واحتياجاتهم (CF) وإدارة الموارد البشرية بفعالية (HRM) و التركيز على المعلومات الدقيقة والصحيحة والاعتماد عليها في التحليل واتخاذ القرارات (IA) لها أكبر تأثير على المسؤولية الداخلية تجاه الموظفين ICSR، من ناحية أخرى وجد أن هذه الممارسات والتركيز على المواطنين واحتياجاتهم (CF) وإدارة العمليات (PM) والتركيز على المعلومات الدقيقة والصحيحة والاعتماد عليها في التحليل واتخاذ القرارات (IA) لها أكبر تأثير على المسؤولية الخارجية تجاه المواطنين والبيئة ECSR، في حين وجد أن التخطيط الاستراتيجي SP ليس له تأثير كبير على ICSR أو ECSR وهذا يشير إلى أن الشرطة الفلسطينية PCP لا تشمل أنشطة المسؤولية الاجتماعية الداخلية والخارجية في التخطيط الاستراتيجي.

علاوة على ذلك، وجد أن تأثير ممارسات إدارة الجودة الشاملة على ICSR أقل من تأثيرها على ECSR، لأن الشرطة الفلسطينية PCP تركز أكثر على الجوانب الخارجية للمسؤولية الاجتماعية تجاه مواطنيهم والبيئة، بناءً على طلب المانحين وأصحاب المصلحة الآخرين وشركائهم. نتيجة لذلك، يُقترح أن تركز الشرطة الفلسطينية PCP بشكل أكبر على ICSR تجاه موظفيهم، مما سيفيد بشكل كبير ECSR، حيث سيكون ضباط الشرطة هم الذين يؤدون جميع ممارسات المسؤولية المجتمعية ECSR تجاه البيئة والمواطنين. في هذا الصدد، يمكن لـ PCP وأي شرطة أخرى في أي سياق آخر من البلدان النامية الاستفادة من هذه الدراسة للتحقيق في أفضل ممارسات إدارة الجودة الشاملة وتأثيرها على تحسين ممارسات المسؤولية الاجتماعية الداخلية والخارجية.

تعتبر هذه الدراسة التجريبية الأولى التي تبحث في تأثير ممارسات إدارة الجودة الشاملة على تنفيذ ممارسات المسؤولية الاجتماعية للشركات في فلسطين وفي سياق العمل الشرطي، وتوفر إطاراً إدارياً لصانعي القرار في PCP وغيرها من مؤسسات القطاع العام في سياق البلدان المماثلة، مما سيساعد المؤسسات العامة وإدارة الشرطة على التركيز على العديد من ممارسات إدارة الجودة الشاملة لمساعدتهم على زيادة ممارسات المسؤولية الاجتماعية للشركات الداخلية تجاه موظفيهم، وكذلك تحديد ممارسات إدارة الجودة الشاملة التي يجب التركيز عليها لزيادة ممارسات المسؤولية

الاجتماعية للشركات الخارجية تجاه البيئة والمواطنين. تضيف هذه الدراسة أيضاً قيمة كبيرة إلى الأدبيات من خلال الاستجابة للدعوات للنظر في العلاقة بين إدارة الجودة الشاملة والمسؤولية الاجتماعية للشركات في سياق البلدان النامية.