



## Unravelling the Impact of Risk Management Practices on Service Quality: The Mediating Role of Organizational Culture

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**Abstract: Purpose:** This study aims to explore the relationships between risk management practices (RMP), organizational culture (OC), and the quality of services (QoS) in the Palestinian municipal sector. **Methodology:** To this end, the study adopts a quantitative research approach, in which relevant data from top and middle management levels of municipalities in the West Bank territories were collected via a questionnaire. The data were analyzed using partial least squares structural equation modelling (PLS-SEM) via Smart PLS. **Results:** The findings reveal that RMPs have no significant impact on QoS. However, a full mediation of OC on the relationship between RMP and QoS was confirmed. The results of the current research work provide valuable practical implications for municipal leaders and policymakers. More specifically, enhancement of OC in the municipalities would improve the QoS via effective implementation of RMP and, hence, contributing to the development of the municipal sector working in dynamic and challenging environments. **Conclusion:** This paper adds to the existing body of literature on risk management by filling the research gap in the combined effect of RMP and OC on QoS. The research highlights the importance of OC in improving the effectiveness of the RMP in relation to the QoS. The research also has valuable implications on managerial practices within the Palestinian municipal sector. **Recommendations:** From the practical standpoint, the research proposes that municipalities should not simply use formal risk-management tools, manuals, and procedures as the sole way of improving their QoS. Rather, an investment in RMP should come with initiatives that will make OC stronger. Such a culture not only enhances the internal functioning of the municipality but also strengthens its external relationships, fostering a sense of community, trust, and collective progress.

**Keywords:** Risk management practices, Organizational culture, Quality of services, Municipality sector.

### إستكشاف أثر ممارسات إدارة المخاطر على جودة الخدمة: الدور الوسيط للثقافة التنظيمية

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**المخلص: الهدف:** تهدف هذه الدراسة الى استكشاف العلاقات ما بين ممارسات إدارة المخاطر، الثقافة التنظيمية وجودة الخدمة في قطاع البلديات في فلسطين. **المنهجية:** اعتمدت الدراسة المنهج الكمي، حيث جُمعت البيانات من خلال الإستبيان الذي استهدف الإدارة العليا والمتوسطة للعاملين في البلديات الواقعة في الضفة الغربية في فلسطين. تم تحليل البيانات باستخدام نمذجة المعادلات الهيكلية للمربعات الصغرى الجزئية (PLS-SEM) من خلال برنامج سمارت بي أل أس (Smart PLS). **النتائج:** كشفت نتائج الدراسة بأن ممارسات إدارة المخاطر لا تؤثر بشكل مباشر على جودة الخدمة، علاوة على ذلك، تم تأكيد الدور الوسيط الذي تلعبه الثقافة التنظيمية في تفسير العلاقة ما بين ممارسات إدارة المخاطر وجودة الخدمات المقدمة من خلال البلديات. **الاستنتاجات:** تُضيف هذه الورقة البحثية إلى الأدبيات المتعلقة بممارسات إدارة المخاطر من خلال سدّ الفجوة البحثية في إستكشاف التأثير المشترك لممارسات إدارة المخاطر الثقافة التنظيمية على جودة الخدمة المقدمة من البلديات. ويُشير البحث إلى أهمية الثقافة التنظيمية في تعزيز ممارسات إدارة المخاطر ودورها في تحسين جودة الخدمة في البلديات. كما أن للبحث آثاراً قيمة على الممارسات الإدارية في قطاع البلديات في فلسطين. **التوصيات:** يوصي الباحثون بالاعتماد على الممارسات الفعالة لإدارة المخاطر كوسيلة وحيدة لتحسين جودة خدماتها. بل ينبغي عليها أن يترافق إستثمارها في تطبيق ممارسات إدارة المخاطر مع مبادرات إضافية تُعزز ثقافة العمل ومناخه. الثقافة التنظيمية لا تحسّن الأداء الداخلي للبلديات فحسب، بل تُقوّي علاقاتها الخارجية أيضاً، وتُرسّخ الشعور بالانتماء والثقة والتقدم الجماعي.

**الكلمات المفتاحية:** ممارسات إدارة المخاطر، الثقافة التنظيمية، جودة الخدمة، قطاع البلديات.

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## Introduction

Municipalities which play critical roles in providing many services to various stakeholders, such as entrepreneurs, schools, local public service companies, and, in general, citizens, are of a particular importance when seeking to understand their functionality (Bolivar, 2016). Such understanding becomes more important in the municipal sector within the developing country context. More specifically, the municipalities in Palestine; a developing country with a unique particularity, undertake crucial responsibilities in providing essential services that affect social welfare and economic sustainability. However, these municipalities operate in a particular negative context characterized by political instability, lack of resources, and considerable threats to operations (Ibty et al., 2023), which collectively impact the effectiveness of the quality of their services (QoS).

Risk management (RM) is commonly perceived as a strategic course that enhances organizational resilience by systematically identifying, evaluating, and addressing risks in a way that helps organizations realize targets whilst optimizing the use of limited resources (Al-Wardi & Mohammed, 2020). However, in practice, many public administrations in Palestine are addressing RM in their management functions (Mousa et al., 2025). Thus, public administration in Palestine provides an interesting case study of risk management introduction in the public sector. RM is critical for ensuring effective delivery service, improving performance and increasing public organizations' accountability. In addition, RM allows public administrations to manage risks rather than trying to avoid them (Mahama et al., 2022).

The organizational culture (OC) of a municipality is usually molded by its dedication to public service, accountability,

and community involvement (Asmar & Arda, 2023). These entities function within an intricate system of local governance, addressing a variety of issues including urban planning, infrastructure advancement, and public well-being (Wamsler et al., 2014). OC in public administration is generally defined as the common values to be used, beliefs, and assumptions that direct behavior and decision-making (Schein, 2010), and that is where the tension between adhocracy and hierarchy is typically found. More specifically, adhocracy focuses on flexibility, innovation, and taking risks, in case of uncertainty, to adapt (Choi & Park, 2023), while hierarchy focuses on stability, formalization, and responsibility, which makes the procedure of organizational functions predictable but usually restricts options (Ates, 2004). In complicated municipal environments, there must be a balanced mix of these orientations to be able to handle risks, and yet service remains continuous.

The previous studies indicate that RM practices improve the efficiency of operations, service quality, and decrease failures (Smeshko et al., 2019). Nevertheless, the literature on public administration shows that the systems of RM and QoS in most municipalities tend to have a rather underdeveloped character, which creates the necessity to make clear how the practice of risk can be converted into the results of the QoS (Castellini & Riso, 2023).

Quality-management cultures have a significant impact on QoS in public organizations (Taraza et al., 2023). In municipalities, the QoS is defined as accessibility, fairness, efficiency, and accountability in water, sanitation, infrastructure, and community services (Zarei et al., 2012). According to Ghahramanian et al. (2017), the managerial and cultural environments, as well as the culture of safety and communication, are important determinants of service outcomes; where

quality in the field is improved with a safety and communication culture.

There is increasing evidence indicating that RMP has a significant influence on OC in municipal and public organizations. Scholars on municipal and public organizations show that RMP lead to improved performance mainly through the establishment of risk-oriented and quality-oriented culture (Castellini et al., 2025; Castellini & Riso, 2023; Sippola et al., 2023). Municipal governance reform-oriented cultures enhance the effects of RM in municipalities, but non-flexible bureaucratic cultures make even highly planned systems ineffective (Haddad, 2023; Singer, 2022). However, previous research has called for empirical studies to determine how RPM and OC enhance QoS (Al-Wardi & Mohammed, 2020; Bracci et al., 2021), especially in developing countries. Thus, this investigation is expected to yield interesting findings that would further contribute to the literature of public administration sector and bridge the gap in sharp, resource-limited contexts (Nel, 2019), where the same RMP can lead to various outcomes, relying on cultural and institutional contexts. Accordingly, this research is centred around the following two research questions (RQ):

*RQ1.* How do RMP affect OC and QoS in Palestinian municipalities?

*RQ2.* Do OC indirectly influence QoS in Palestinian municipalities through RMP?

This research aims to examine the influence of implementing RMP on the QoS in Palestinian municipalities to help municipalities improve their QoS by embedding OC. Drawing on the resource-based view (RBV) theory as a lens, the current study addresses OC in explaining the relationship between RMP and QoS.

The rest of the paper is divided into several parts. Specifically, the literature review and hypotheses development are presented in Section Two. Section Three describes the methodology, while Section Four reports the research work results. Section Five discusses the results, and Section Six provides theoretical and practical implications. The final section concludes the paper by addressing limitations and opportunities for future research.

## **Literature Review and Hypotheses Development**

**Theoretical Foundations:** The RBV of the firm provides a theoretical background in which the internal organization resources support sustainable performance. When organizations are endowed with resources that are valuable, rare, inimitable, and non-substitutable, they perform better (Barney et al., 2011). In the municipal settings, intangible assets, such as managerial competences, OC and institutionalized management practices, play key roles in improving the outcomes of the service and organizational performance.

In the RBV model, RMP and OC can be modeled as strategic intangible assets. More specifically, RMP helps municipalities plan to face unpredictability and to distribute resources effectively, as well as to maintain the continuity of vital community services amidst turbulent environments. Simultaneously, OC develops common values, norms, and behavioral patterns guiding the attitude of the employees towards risks and other operational issues. Previous empirical studies underscore the role of management systems entrenched in organizational routines as prerequisites of improved performance and service quality (Wielicka & Jonek, 2023). In an RBV frame of reference, cities that effectively accommodate RMP with the favorable OC stand a better chance to increase the QoS they provide to

people. When these resources are well met and utilized, they consolidate institutional robustness, increase the speed of decision making and eventually produce long-term sustainable benefits in service quality under hostile and risky conditions (Cui et al., 2020).

#### **Relationships between RMP and QoS:**

The role of RM is increasingly being recognized as a strategic management role in the operations of the public sector organizations, especially in an environment where uncertainty and limited resources prevail. Empirical evidence shows that systematic risk identification, assessment, mitigation, and monitoring currently lead to an increase in organizational performance by reducing disruptions and enhancing efficiency of operations (Cui et al., 2020). Studies have shown that organizations with mature RM systems are better positioned to comply with accounting standards and mitigate reporting-related risks (Nel, 2019; Wijethilake et al., 2023). These practices help identify and control risks related to asset valuation, liabilities, and transactions and improving the QoS (Al-Wardi & Mohammed, 2020; Faisal et al., 2021). Thus, such practices promote active planning and decision-making, which, respectively, decrease service failures and enhance people's trust (Wielicka & Jonek, 2023). Based on the preceding discussion, the following hypothesis is proposed:

**H1:** RMP positively impact the QoS in the Palestinian municipal sector.

**Relationships between OC and QoS:** OC as a set of norms, beliefs, values and behaviors upheld an organization (Schein, 2010). The literature on OC reveals that a strong culture in the organization is very helpful to enhance the performance of the employees, which leads to goal achievement (Huragu & Chuma, 2019; Laforet, 2016) and enhances the QoS in the organization. (Iqbal et al., 2023). Furthermore,

the literature supports that OC can boost the organization's QoS offered because it contributes to employee engagement, accountability, innovation and effective communication (Singer, 2022). Flexibility, learning, and collaboration cultures provide public organizations with a better way to react to the needs of the citizens and hierarchical cultures, which in turn, offer the structure and stability needed to maintain consistency of the services. Accordingly, OC plays a crucial role in shaping the QoS delivered by municipalities. Therefore, the following hypothesis is proposed:

**H2:** OC positively impacts the QoS in the Palestinian municipal sector.

**Relationships between RMP and OC:** The role of OC is crucial in determining the ways managerial practices, specifically, RM, influence the organizational outcomes (Carlsson-Wall et al., 2019; Castellini et al., 2025; Haddad, 2023). RMP such as risk identification, assessment, mitigation, and monitoring can only improve QoS when they are embedded in a supportive OC that promotes transparency, learning and accountability (Sippola et al., 2023; Mosleh et al., 2020). In the absence of such a culture, RM is likely to continue being a mere procedure, thus turning out not to generate actual improvements in service delivery (Haddad, 2023). On the other hand, RMP can assist the development of OCs due to the institutionalization of routines of anticipation, coordination, and performance surveillance that, consequently, reinforce shared responsibility and resilience (Castellini et al., 2025, Carlsson-Wall et al., 2019). In the sequel, the following hypothesis is proposed:

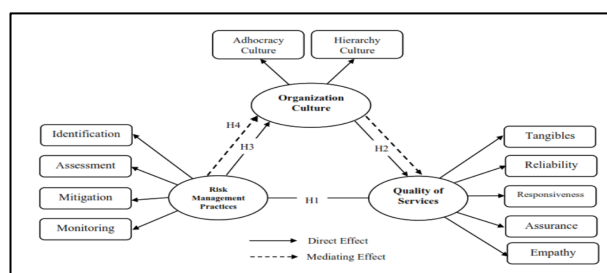
**H3:** RMP positively impact OC in the Palestinian municipal sector.

**Relationships between RMP, OC and QoS:** Empirical evidence shows that effective RMP are often embedded in OC that

encourages a continuous improvement (Angelin et al., 2025; Ghahramanian et al., 2017) since RM needs a cross-functional collaboration for analyzing and finding the ways to manage uncertain events in the future. Within dynamic environments, that collaboration would help organizations achieve goals which in turn leads to better QoS (Thomya & Saenchaiyathon, 2015). In addition, OC plays a critical role in the translation of managerial practices into effective and reliable services in resource-constrained and complicated settings, like in Palestinian municipalities. Communication, learning, and coordination based on culture can prepare the municipalities to use risk information more effectively and respond to service challenges more efficiently (Bach-Mortensen & Montgomery, 2018; Barasa et al., 2018). Further, resilience and safety culture serve to mediate the link between management practices and QoS (Mosleh et al., 2020). In the sequel, OC is expected to act as a key mechanism through which RMP impact QoS. This leads to the following hypothesis:

**H4:** OC mediates the relationship between RMP and QoS in the Palestinian municipal sector.

Based on the previous discussions and developed hypotheses, Figure 1 is developed as the conceptual framework of the current study. In the following section, more elaboration on the sub-constructs of RMP, OC and QoS are given.



**Figure (1):** Conceptual Model

## Methodology

**Study Population and Sampling:** In this study, a quantitative approach was adopted in a cross-sectional study design via a questionnaire. Specifically, the target population was municipalities located in the West Bank region of Palestine. According to the Municipal Development and Lending Fund (MDLF), 132 municipalities were legally registered and licensed to operate at the time of the study and, thus, these municipalities represented the study population. Due to the small population of this study, Zikmund et al. (2013) noted that, when the sample units in the population are limited, the researcher may select to study the whole population rather than taking a sample for the study. Accordingly, the sample size in this research was  $N = 132$ . Following this recommendation, all 132 municipalities are valid samples and are included in the sample for this study. According to Hoyle and Gottfredson (2015), conditions whereby the sample size ranges between 100 and 150 are deemed sufficient for structural equation modelling (SEM). Therefore, the chosen sample size of 132 was acceptable to be used to test the measurement and structural models. Our target respondents were top and middle level managers in municipalities, since they have the knowledge and experience on the operation and decision-making processes within their organizations, and thus, they are the most viable source of information on the practices and performance of their municipalities. The research team investigated all 132 municipalities by contacting the Palestinian MDLF.

A pre-test was conducted by experts knowledgeable in RMP and QoS in the public sector. This test is important to ensure that the questionnaire items scale was clear to respondents before distributing the actual questionnaire to them. The experts suggested

some minor corrections to improve the clarity of items.

A questionnaire was sent to the targeted municipalities. One hundred and twenty-five (125) out of 132 valid responses were received. This resulted in a response rate of 94.7%. This response rate is acceptable, as a minimum of 99 respondents based on *G\*power* 3.1 software (Faul et al., 2009), with an effect size = 0.15, power = 0.90,  $\alpha$  = 0.05 and number of predictors = 3.

**Measurement Development:** The measurement items for the survey were developed based on previous empirical studies to enhance content validity and consistency. The questionnaire comprised 59 items. More specifically, RMP were operationalized in four dimensions: risk identification (IDE), risk assessment (ASS), risk mitigation (MIT), and monitoring (MON). In these dimensions, a total of 16 items modified according to Carlsson-Wall et al. (2019) and Castellini and Riso (2023) were used to measure them. The items embodied significant elements of municipal RM, such as identification techniques, assessment criteria, mitigation measures, and monitoring systems.

The measurement of the OC construct was then taken with the assist of the instrument designed by Cameron and Quinn (2011) and founded on the competing values framework, which is used to measure the degree to which a given organization focuses on certain cultural orientations. Two types of cultures were studied in the current study (i.e., adhocracy culture (AC) and hierarchy culture (HC)) since they are the most theoretically relevant cultures in the municipal sector. In addition, this study ignores the remaining two types of culture because applying all four competing values framework (CVF) types may increase the model complexity and create multi-collinearity issues (Hartnell et al., 2011). Also, adopting

both types of OC (i.e., AC and HC) enables a stronger explanatory power in the empirical model (Garman, 2006). Twenty-six (26) Items for AC and HC were drawn from Heritage et al. (2014), Spaliviero et al. (2019), and Wudarzewski (2018). Finally, QoS was also assessed with the help of the SERVQUAL framework that includes five dimensions, i.e., tangibles (T), reliability (R), responsiveness (RES), assurance (A), and empathy (E). In total, 21 items were adapted from Siyum (2024) as shown in the Appendix. Respondents were asked to evaluate based on the five-point Likert scale ranging from 1 (a very low extent) to 5 (a very high extent).

**Common Method Variance Bias:** Examining the possibility of common method variance bias (CMV) is essential since the data collection process involves questionnaires. As a result, MacKenzie and Podsakoff (2012) have indicated that using self-reported questionnaires from the same sample may raise concerns regarding bias or general method variance. This study uses Harman's one-factor technique (Fuller et al., 2016) to identify potential CMV. According to the results, the largest variance explained by an individual factor should be less than 50% (Podsakoff et al., 2003). In this study, the variance explained was 44.6%, indicating that CMV is not a significant issue in this study.

## Results and Analysis

The PLS-SEM approach was adopted to analyze the empirical data using Smart PLS software (version 3.2.9). There were two stages to the analysis. First, the measurement model was examined to ascertain construct validity and reliability. Second, the significance of the hypothesized relationships between the constructs in the structural model was assessed using bootstrapping techniques with 5,000 subsamples.

### Assessment of the Measurement Model:

The measurement model was assessed to establish indicator reliability, internal consistency reliability, convergent validity and discriminant validity. Outer loadings were analyzed to ensure the reliability of the indicators. All items' values were found to be above the recommended threshold 0.60 (Hair et al., 2019), as shown in Figure 2, except for items (MIT3, R4, T1, and T3) which were deleted because their values were found to be less than 0.6. Internal consistency reliability was also established by using Cronbach's alpha and composite reliability (CR) scores of all constructs and these measures exceeded the acceptable minimum of 0.70. Also, all constructs had average variance extracted (AVE) values greater than 0.50, indicating that a construct captures more than half of the variance of its indicators. The results show good convergent validity with CR numbers between 0.821 and 0.949 and AVE numbers between 0.570 and 0.780, as shown in Table 1 and Figure 2.

The discriminant validity was assessed using the Fornell-Larcker criterion, which encompasses comparing construct AVEs to their correlations with other variables. As shown in Table 2, the discriminant validity was also confirmed.

**Assessment of the Structural Model:** The structural model was assessed by measuring collinearity, path coefficient, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ) following the testing and validation of the measurement model. The coefficient of determination ( $R^2$ ) revealed that RMP explain 44.3% of the variance in OC, while OC and RMP jointly explain 48.9% of the variance in QoS as shown in Table 3. These values indicate a moderate level of explanatory power. The blindfolding procedure measured predictive relevance and all the  $Q^2$  were more

than zero which proves that there is an adequate predictive ability of the model as given in Table 3. In addition, the  $f^2$  statistic indicates the effect size of each predictor in the model. According to Hair et al. (2019) interpretation,  $f^2$  values of 0.02, 0.15 and 0.35 correspond to low, medium and high effects, respectively. In this study, RMP showed a low effect ( $f^2 = 0.005$ ) on QoS and a high effect ( $f^2 = 0.796$ ) on OC.

Furthermore, OC were found to have a high effect on QoS, with an  $f^2$  value of 0.464. Table 3 presents the  $R^2$ ,  $f^2$ ,  $Q^2$  and variance inflation factor (VIF) values. The VIF helps determine if predictors are collinear, with values below 3 indicating no multi-collinearity issues, which is the optimal case. As such, no multi-collinearity problem was identified in this study, as the VIF values were all below 3 (Hair et al., 2019). Finally, the standardized root mean square residuals (SRMR) value was found to be 0.072, which is below the 0.08 threshold suggested by Hu and Bentler (1998), indicating that the structural model fits the collected data well.

Using bootstrapping with 5000 subsamples, the proposed hypotheses were examined. H1 ( $\beta = 0.069$ ,  $t = 0.863$ ,  $p\text{-value} = 0.388$ ) was not supported because the findings show that there is no statistically significant direct relationship between RMP and QoS. H2 ( $\beta = 0.666$ ,  $t\text{-value} = 10.526$ ,  $p\text{-value} = 0.000$ ) was supported by the fact that RMP significantly improve OC. Furthermore, OC exhibits a strong and significant positive impact on QoS, supporting H3 ( $\beta = 0.652$ ,  $t = 7.484$ ,  $P\text{-value} = 0.000$ ), as shown in Table 4.

Finally, the method suggested by Zhao et al. (2010) was used for the mediation analysis. The findings show that OC fully mediates the association between RMP and QoS, thus supporting H4 ( $\beta = 0.433$ , 95% CI: 0.281–0.610) as shown in Table 5. Such results highlight the critical importance of

organizational culture in converting the risk management practices into better results in the form of better service quality in the Palestinian municipalities.



**Table (1):** Results of the Measurement Model

| Construct                       | Items | Item Loading | Cronbach's Alpha | Composite Reliability (CR) | Average Variance Extracted (AVE) |
|---------------------------------|-------|--------------|------------------|----------------------------|----------------------------------|
| Risk Management Practices (RMP) |       |              |                  |                            |                                  |
| Identification (IDE)            | IDE1  | 0.900        | 0.902            | 0.932                      | 0.774                            |
|                                 | IDE2  | 0.910        |                  |                            |                                  |
|                                 | IDE3  | 0.866        |                  |                            |                                  |
|                                 | IDE4  | 0.841        |                  |                            |                                  |
| Assessment (ASS)                | ASS1  | 0.870        | 0.898            | 0.929                      | 0.765                            |
|                                 | ASS2  | 0.872        |                  |                            |                                  |
|                                 | ASS3  | 0.884        |                  |                            |                                  |
|                                 | ASS4  | 0.873        |                  |                            |                                  |
| Mitigation (MIT)                | MIT1  | 0.877        | 0.859            | 0.914                      | 0.780                            |
|                                 | MIT2  | 0.910        |                  |                            |                                  |
|                                 | MIT4  | 0.861        |                  |                            |                                  |
| Monitoring (MON)                | MON1  | 0.902        | 0.884            | 0.920                      | 0.743                            |
|                                 | MON2  | 0.883        |                  |                            |                                  |
|                                 | MON3  | 0.805        |                  |                            |                                  |
|                                 | MON4  | 0.856        |                  |                            |                                  |
| Quality of Service (QoS)        |       |              |                  |                            |                                  |
| Tangibility (T)                 | T2    | 0.816        | 0.566            | 0.821                      | 0.697                            |
|                                 | T4    | 0.853        |                  |                            |                                  |
| Reliability (R)                 | R1    | 0.777        | 0.820            | 0.881                      | 0.650                            |
|                                 | R2    | 0.859        |                  |                            |                                  |
|                                 | R3    | 0.765        |                  |                            |                                  |
|                                 | R5    | 0.819        |                  |                            |                                  |
| Responsiveness (RES)            | RES1  | 0.802        | 0.890            | 0.924                      | 0.752                            |
|                                 | RES2  | 0.896        |                  |                            |                                  |
|                                 | RES3  | 0.878        |                  |                            |                                  |
|                                 | RES4  | 0.889        |                  |                            |                                  |
| Assurance (A)                   | A1    | 0.829        | 0.858            | 0.904                      | 0.702                            |
|                                 | A2    | 0.849        |                  |                            |                                  |
|                                 | A3    | 0.809        |                  |                            |                                  |
|                                 | A4    | 0.864        |                  |                            |                                  |
| Empathy (E)                     | E1    | 0.770        | 0.800            | 0.870                      | 0.626                            |
|                                 | E2    | 0.755        |                  |                            |                                  |
|                                 | E3    | 0.871        |                  |                            |                                  |
|                                 | E4    | 0.764        |                  |                            |                                  |
| Organizational Culture (OC)     |       |              |                  |                            |                                  |
| Adhocracy Culture (AC)          | AC1   | 0.797        | 0.939            | 0.947                      | 0.598                            |
|                                 | AC2   | 0.762        |                  |                            |                                  |
|                                 | AC3   | 0.751        |                  |                            |                                  |
|                                 | AC4   | 0.764        |                  |                            |                                  |
|                                 | AC5   | 0.747        |                  |                            |                                  |
|                                 | AC6   | 0.696        |                  |                            |                                  |
|                                 | AC7   | 0.744        |                  |                            |                                  |
|                                 | AC8   | 0.819        |                  |                            |                                  |
|                                 | AC9   | 0.830        |                  |                            |                                  |
|                                 | AC10  | 0.759        |                  |                            |                                  |
|                                 | AC11  | 0.805        |                  |                            |                                  |
|                                 | AC12  | 0.797        |                  |                            |                                  |
| Hierarchy Culture (HC)          | HC1   | 0.766        | 0.941            | 0.949                      | 0.570                            |
|                                 | HC2   | 0.771        |                  |                            |                                  |
|                                 | HC3   | 0.840        |                  |                            |                                  |
|                                 | HC4   | 0.807        |                  |                            |                                  |
|                                 | HC5   | 0.797        |                  |                            |                                  |
|                                 | HC6   | 0.750        |                  |                            |                                  |
|                                 | HC7   | 0.730        |                  |                            |                                  |
|                                 | HC8   | 0.746        |                  |                            |                                  |
|                                 | HC9   | 0.615        |                  |                            |                                  |
|                                 | HC10  | 0.799        |                  |                            |                                  |
|                                 | HC11  | 0.658        |                  |                            |                                  |
|                                 | HC12  | 0.786        |                  |                            |                                  |
|                                 | HC13  | 0.759        |                  |                            |                                  |
|                                 | HC14  | 0.713        |                  |                            |                                  |

**Table (2):** Fornell–Larcker Criterion

| Construct | A            | AC           | ASS          | E            | HC           | IDE          | MIT          | MON          | R            | RES          | T            |
|-----------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| A         | <b>0.838</b> |              |              |              |              |              |              |              |              |              |              |
| AC        | 0.572        | <b>0.774</b> |              |              |              |              |              |              |              |              |              |
| ASS       | 0.379        | 0.541        | <b>0.875</b> |              |              |              |              |              |              |              |              |
| E         | 0.478        | 0.427        | 0.408        | <b>0.791</b> |              |              |              |              |              |              |              |
| HC        | 0.556        | 0.378        | 0.491        | 0.582        | <b>0.755</b> |              |              |              |              |              |              |
| IDE       | 0.280        | 0.481        | 0.358        | 0.341        | 0.408        | <b>0.879</b> |              |              |              |              |              |
| MIT       | 0.430        | 0.214        | 0.360        | 0.498        | 0.427        | 0.499        | <b>0.883</b> |              |              |              |              |
| MON       | 0.396        | 0.403        | 0.412        | 0.403        | 0.446        | 0.475        | 0.538        | <b>0.862</b> |              |              |              |
| R         | 0.363        | 0.317        | 0.478        | 0.469        | 0.389        | 0.468        | 0.487        | 0.547        | <b>0.806</b> |              |              |
| RES       | 0.390        | 0.356        | 0.430        | 0.501        | 0.291        | 0.323        | 0.366        | 0.397        | 0.441        | <b>0.867</b> |              |
| T         | 0.304        | 0.223        | 0.209        | 0.204        | 0.233        | 0.141        | 0.187        | 0.184        | 0.241        | 0.215        | <b>0.835</b> |

**Table (3):**  $R^2$ ,  $f^2$ ,  $Q^2$  and VIF

| Construct | $R^2$ | $f^2$ (OC) | $f^2$ (RPM) | $Q^2_{\text{predict}}$ | VIF   |
|-----------|-------|------------|-------------|------------------------|-------|
| QoS       | 0.489 | 0.464      | 0.005       | 0.235                  | 1.796 |
| OC        | 0.443 | -----      | 0.796       | 0.230                  | 1.006 |

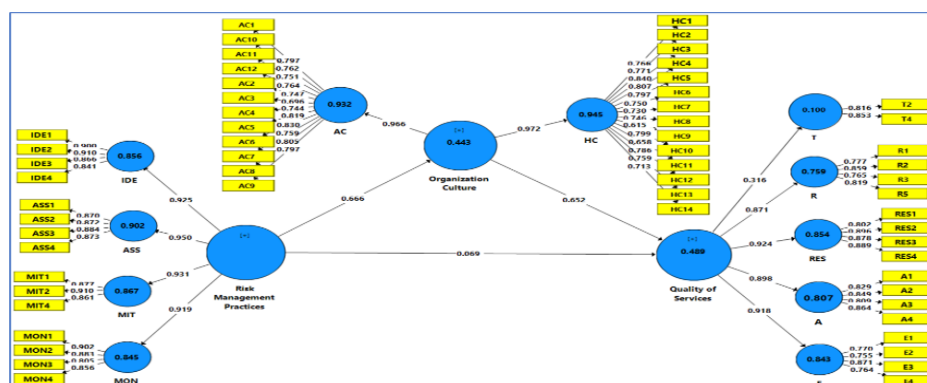
**Table (4):** Hypothesis Testing (Direct Relationships)

| Hypothesis                | ( $\beta$ ) | Standard Deviation | t-value | p-value  | Decision      |
|---------------------------|-------------|--------------------|---------|----------|---------------|
| H1: RMP $\rightarrow$ QoS | 0.069       | 0.079              | 0.863   | 0.388    | Not Supported |
| H2: RMP $\rightarrow$ OC  | 0.666       | 0.064              | 10.526  | 0.000*** | Supported     |
| H3: OC $\rightarrow$ QoS  | 0.650       | 0.087              | 7.484   | 0.000*** | Supported     |

Notes:  $t > 1.96$  \*\*( $p < 0.05$ );  $t > 2.57$  \*\*\*( $p < 0.01$ )

**Table (5):** Mediation Test

| Hypothesis                                 | a     | b     | c     | Point estimate (a $\times$ b) | Indirect Effect 95% CI |       | Decision       |
|--------------------------------------------|-------|-------|-------|-------------------------------|------------------------|-------|----------------|
|                                            |       |       |       |                               | LCL                    | UCL   |                |
| H4: RMP $\rightarrow$ OC $\rightarrow$ QoS | 0.666 | 0.650 | 0.069 | 0.433                         | 0.281                  | 0.610 | Full Mediation |



**Figure (2):** Measurement Model

## Discussion

This study aims to examine how RMP impact QoS in Palestinian municipal sector, with a focus on the mediating role of OC to understand the interplay of RMP and OC factors that contribute to QoS.

The results of the first hypothesis show no significant relationship between RMP and QoS. This result contradicts the findings of Febriyanti et al. (2025), who reported a positive and significant relationship between RMP and QoS. Such contradiction could be explained based on Castellini and Riso (2023) who argued that there are no provisions on how to implement RM, and the lack of guidelines could explain municipalities' isomorphic behavior. In addition, the municipal sector in Palestine encounters unique challenges that, in most cases, involve resource limitations, political instability, and infrastructure problems that mostly undermine the beneficial effects of RMP on QoS.

The statistical analysis confirms that the second hypothesis is supported, which proposes that RMP positively impact OC in the municipal sector in Palestine. This result aligns with Haddad (2023), who found that RM implementation and diffusion promote risk culture development in municipalities. Also, according to Bockius and Gatzert (2024), organizations must embed RMP to build a strong risk culture. This verifies that RMP constitutes the most important organizational values of agility and reliability, which enhance a positive environment in organizations (Singer, 2022).

The results of the third hypothesis show a positive and significant relationship between OC and QoS. Such results align with studies by Hadian (2017) and Iqbal et al. (2023), who found that OC enhances QoS in the public sector, thereby enhancing citizen and community satisfaction. This indicates that the

tighter and stronger the OC, the higher the chances of municipalities in delivering a better QoS. In addition, Al-Refaei et al. (2023) argued that a high and vibrant OC is a powerful source of service orientation, the level of employee engagement, and community needs responsiveness. This observation supports the fact that cultural consideration is inevitable in the delivery of services in the public sector, and more so in cases where intricate social and political systems are concerned.

Lastly, the mediation analysis in this study shows that OC completely mediates the relationship between RPM and QoS. This implies that the beneficial impact of RMP on the functioning of QoS capabilities is achieved indirectly via the influence on OC. In addition, establishing a strong OC for public organizations would improve their QoS (Hadian, 2017). Also, RMP are critical for ensuring effective service delivery (Gates et al., 2012), improving performance, and increasing public organizations' accountability (Mahama et al., 2022). Hence, it allows public administrations to manage risks rather than trying to avoid them (Eckerd, 2014), and the effective implementation of RMP by municipalities significantly affects public service provision and, therefore, the overall efficiency of the public sector (Castellini & Riso, 2023).

## Contributions and Implications

RMP in public administrations, particularly in Palestinian municipalities, is a work in progress, and its features are not yet fully understood. This study aims to improve the existing knowledge on this process for the purpose of contributing to theoretical understanding and improving practitioners' actions.

From the theoretical standpoint, this study provides a deep focus on RM in municipalities

and contributes to filling a gap in literature (Bracci et al., 2021). The results show that RMP and OC are embedded in public administration in Palestinian municipalities. Despite Palestinian municipalities operation in the environment of political turmoil; they adopt RMP as a focal point to improve their QoS. Furthermore, the details on how RM is implemented in the public sector allow us to conclude how managerial theories are, in practice, embraced by Palestinian municipalities.

From the practical standpoint, the research proposes that municipalities should not simply use formal risk-management tools, manuals, and procedures as the sole way of improving their QoS. Rather, an investment in RMP should come with initiatives that would make OC stronger. Such a culture not only enhances the internal functioning of the municipality but also strengthens its external relationships, fostering a sense of community, trust, and collective progress (Bijalwan et al., 2024). In addition, the study emphasizes the necessity to add cultural development to municipal reform and policy strategies on governance. Management of risks cannot be interpreted as a technical requirement alone but as a cultural embarkation practice that must be incorporated in the operations of making decisions related to daily QoS. Such a system is essential, especially in thorny political situations, where continuity of service, trust, and agility are needed to ensure continuity of the service and confidence of the community. Hence, the continuity of the activities could be preserved without any issues, and credibility among the community could be established.

### **Conclusion, Limitations, and Future Research Directions**

In this study, we have added to the body of pertinent literature by addressing the gap in research that explores how RMP influence QoS

in Palestinian municipal sector, particularly emphasizing that the functional OC plays a mediating role between RMP and QoS. This study provides novel data for a research area that lacks empirical studies on RMP and QoS among municipalities. The findings highlight the importance of OC as an assistant mechanism to the translation of risk-management activities into significant changes in service quality. The culture facilitates the municipalities to be successful in applying RMP through influencing the values, behavior, and decision-making process. Hence, enhancing QoS for the community.

Despite this contribution, the study has several limitations. The study sought to investigate municipalities in the West Bank region of Palestine, which could impede its applicability to other service sectors or regions. Longitudinal studies could also provide deeper insights into how the interaction between RM and OC evolves. Finally, moderating factors such as leadership styles, digital governance tools, or municipal capacity levels, may also be considered for future research to better explain the relationships between RMP and QoS.

- **Availability of data and materials:** The data supporting the findings of this study are available upon request. All relevant data are presented within the manuscript.
- **Author contribution:** All authors listed have contributed to the work and approved it for publication. The authors have worked in an organized manner. A.A.Z. & S.A. supervised the work. Y.S. designed the study, communicated with the key people, and wrote the manuscript. S.A. collected the data and did the statistical analysis. A.A.Z. & S.A. has reviewed the data and the final manuscript for approval. The author(s) read and approved the final manuscript.

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## Appendix

**Table (A1):** Constructs and Scales

| Constructs                      | Description                                                                                                 | Item Loading Sources                                      |
|---------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Risk Management Practices (RMP) |                                                                                                             |                                                           |
| Risk Identification (IDE1)      | Methodologies adopted to identify risks in the municipality are highly reliable.                            | Carlsson-Wall et al. (2019)<br>Castellini and Riso (2023) |
|                                 | Risks are regularly identified in the municipality.                                                         |                                                           |
|                                 | I believe the tools and frameworks we use to identify risks are effective.                                  |                                                           |
|                                 | Risk identification is carried out by a designated individual or team.                                      |                                                           |
| Assessment (ASS)                | Our methodologies for assessing the severity and likelihood of risks are appropriate.                       |                                                           |
|                                 | Criteria used to prioritize risks are clearly defined and effective.                                        |                                                           |
|                                 | Risk assessments are reviewed and updated regularly.                                                        |                                                           |
|                                 | Stakeholders are effectively involved in the risk assessment process.                                       |                                                           |
| Mitigation (MIT)                | I believe the strategies implemented by the municipality to mitigate risks are comprehensive and effective. |                                                           |
|                                 | Effective strategies are used to minimize risk impact.                                                      |                                                           |
|                                 | There are significant barriers that hinder our ability to implement risk mitigation.                        |                                                           |
|                                 | Risk mitigation strategies are effectively communicated with all stakeholders.                              |                                                           |
| Monitoring (MON)                | There are effective methods to monitor the success of risk management practices.                            |                                                           |
|                                 | Indicators used to track identified risks are relevant and useful.                                          |                                                           |
|                                 | Risk management activities are regularly reported to stakeholders.                                          |                                                           |
|                                 | There are defined processes to ensure continuous improvement in risk management.                            |                                                           |
| Quality of Services (QoS)       |                                                                                                             |                                                           |
| Tangibles (T)                   | The quality of service delivery is affected by the modernity and quality of equipment used.                 | Siyum (2024)                                              |
|                                 | The general appearance of municipal infrastructure shapes public perception of service quality.             |                                                           |
|                                 | The professional appearance of staff builds citizen trust.                                                  |                                                           |
|                                 | The design and appearance of our facilities reflect the quality of our services.                            |                                                           |
| Reliability (R)                 | The municipality adheres to announced service schedules.                                                    |                                                           |
|                                 | The municipality makes efforts to resolve citizens' issues effectively and promptly.                        |                                                           |
|                                 | Services are usually done right the first time.                                                             |                                                           |
|                                 | Timely delivery service maintains the municipality's reputation.                                            |                                                           |

|                             |                                                                             |                                                                           |
|-----------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------|
|                             | The municipality keeps accurate and updated records.                        |                                                                           |
| Responsiveness (RES)        | Staff provide clear info about expected service timelines.                  |                                                                           |
|                             | Staff respond to citizen requests quickly and efficiently.                  |                                                                           |
|                             | Staff show general readiness to help citizens.                              |                                                                           |
|                             | Staff are usually available to respond to inquiries.                        |                                                                           |
| Assurance (A)               | Citizens can rely on the integrity and professionalism of our staff.        |                                                                           |
|                             | Citizens feel safe when receiving services.                                 |                                                                           |
|                             | Staff maintain respectful and polite behavior.                              |                                                                           |
|                             | Staff have the knowledge needed to respond effectively to inquiries.        |                                                                           |
| Empathy (E)                 | The municipality strives to provide tailored services for individual needs. |                                                                           |
|                             | Staff dedicate time to providing personal attention.                        |                                                                           |
|                             | Policies reflect commitment to serving citizens' interests.                 |                                                                           |
|                             | Working hours are flexible enough to meet most citizens' needs.             |                                                                           |
| Organizational Culture (OC) |                                                                             |                                                                           |
| Adhocracy Culture (AC)      | Municipality encourages a culture of innovation.                            | Heritage et al. (2014)<br>Spaliviero et al. (2019)<br>Wudarzewski, (2018) |
|                             | I feel comfortable making risky decisions in my role.                       |                                                                           |
|                             | My responsibilities are adaptable to new tasks/projects.                    |                                                                           |
|                             | Staff work effectively on new projects.                                     |                                                                           |
|                             | The municipality clearly communicates its vision.                           |                                                                           |
|                             | The municipality is open to staff initiatives.                              |                                                                           |
|                             | The speed of change in the municipality.                                    |                                                                           |
|                             | Leadership style supports innovation and change.                            |                                                                           |
|                             | I'm satisfied with the innovation culture in my job.                        |                                                                           |
|                             | I receive feedback on my innovative contributions.                          |                                                                           |
|                             | The municipality provides learning opportunities in innovation.             |                                                                           |
|                             | Resources are allocated effectively to support innovative projects.         |                                                                           |
| Hierarchy Culture (HC)      | Municipality policies and procedures are clearly defined.                   |                                                                           |
|                             | The organizational structure facilitates decision-making.                   |                                                                           |
|                             | I feel comfortable with the level of supervision I receive.                 |                                                                           |
|                             | Authority is clearly defined in my team.                                    |                                                                           |
|                             | Management of communication regards policies and changes is effective.      |                                                                           |
|                             | There are formal channels for giving feedback to management                 |                                                                           |
|                             | Performance evaluations are conducted.                                      |                                                                           |
|                             | I find the evaluation process fair and transparent.                         |                                                                           |
|                             | I fully understand my job responsibilities and expectations.                |                                                                           |

|  |                                                                                 |  |
|--|---------------------------------------------------------------------------------|--|
|  | Roles and responsibilities are clearly defined in my team.                      |  |
|  | I feel my work environment is stable in terms of job security.                  |  |
|  | The municipality offers consistent work experience.                             |  |
|  | Regular training is provided on compliance and procedures.                      |  |
|  | There are opportunities for career advancement in the organizational structure. |  |