

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses the data analysis findings from the previous chapter (Chapter Four), as well as the assumptions and conceptual framework presented in Chapter Two. This chapter begins with a brief overview of the study, which aims to highlight the mediating role of organizational culture in the relationship between leadership frameworks and job satisfaction in the Palestinian police.

This chapter focuses on the thesis's key points further, supported by a discussion of the practical effects of the leadership frameworks. Finally, this chapter analyses the limits of the study as well as prospective research areas. A study summary concludes the chapter.

5.2 Background Context

This descriptive study, grounded in job satisfaction theories and the Bolman and Deal model, alongside Denison and Mishra's model, endeavours to discern the needs of Palestinian police officers in the West Bank for improved job contentment. By analyzing the role of organizational culture as a mediator between leadership frameworks and job satisfaction, the research aims to enhance officers' job satisfaction. Drawing from literature gaps and prior research, the study is anchored on four objectives:

1. To examine the impact of leadership frameworks on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank in Palestine.

2. To investigate the impact of organizational culture on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank in Palestine.
3. To identify the impact of leadership frameworks on organizational culture among Palestinian Police Officers in the West Bank in Palestine.
4. To examine the impact of leadership frameworks on job satisfaction (wages and incentives) through mediating factors of organizational culture among Palestinian Police Officers in the West Bank in Palestine.

In order to achieve the specified study objectives, four questions had to be answered. The following are the questions:

1. What is the effect of leadership frameworks on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank?
2. What is the effect of organizational culture on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank?
3. What is the effect of leadership frameworks on organizational culture among Palestinian Police Officers in the West Bank?
4. What is the effect of leadership frameworks on job satisfaction (wages and incentives) through mediating factors of organizational culture among Palestinian Police Officers in the West Bank?

Job satisfaction remains a focal point for researchers due to its organizational significance, with various definitions proposed (Wulandari et al., 2021; Yousef, 2017; Peng et al. 2016; Roodin & Mendelson, 2013). Roodin and Mendelson (2013) argue that satisfied employees tend to be more productive, and Guo et al. (2015) emphasize the organizational benefits of positive job satisfaction.

Meanwhile, leadership frameworks significantly affect job satisfaction. Strong organizational relationships bolster satisfaction, whereas weak ties lead to dissatisfaction, impacting organizational performance (Bolman and Deal, 2017). Several studies have explored this relationship (Zainudin et al., 2022; Al-Omari et al., 2022; Işık, Ö. 2021; Ford, 2020).

In addition, organizational culture, the mediator in this study, bridges the gap between leadership frameworks (independent variable) and job satisfaction (dependent variable). Its mediation role is well-supported in literature (Shirini & Xenikou, 2022; Almaslmani & Hasan, 2021; Tore & Cetin, 2022; Metwally et al., 2019; Pradhan et al., 2017; Kang and Oh, 2017; Shim and Hoover, 2015).

Data analysis was executed using SPSS version 26.0, incorporating descriptive statistics, reliability analysis, demographic data, and variable correlations. An exploratory factor analysis (EFA) determined item factor loadings, and a structural equation model (SEM) in Amos 26.0 prepared data for a confirmatory factor analysis (CFA). The research then mapped both direct and indirect relationships between its variables.

Table 5.1: Summary of the Current Study's Findings

Objective	Finding
The effect of the leadership framework on job satisfaction	Positive relationship between leadership frameworks and job satisfaction. ($\beta = 0.264$, $t = 9.103 > 1.96$, $p\text{-value} < 0.001$).
The effect of organizational culture on job satisfaction	Positive relationship between organizational culture and job satisfaction. ($\beta = 0.319$, $t = 9.667 > 1.96$, $p\text{-value} < 0.001$).
The effect of the leadership framework on organizational culture	Positive relationship between leadership frameworks and organizational culture. ($\beta = 0.727$, $t = 26.926 > 1.96$, $p\text{-value} < 0.001$).

Mediating Role of organizational culture in the relationship between the leadership framework and job satisfaction	The influence of the leadership framework on job satisfaction is notably mediated by organizational culture. ($a \times b = 0.232$, $t = 4.258$, $p\text{-value} = 0.026 < 0.05$).
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5.3 Discussion of the Findings

In general, the research findings are meant to show that the study's research objectives are attainable. By finding the answers to the research questions, these study objectives were met. In addition, the acceptance or rejection of hypotheses will measure the fulfillment of study aims.

In this part, the hypotheses will be explored in order to determine the findings and to meet the study's issues and objectives. Figure 5.1 depicts the course of the research hypotheses inside the framework.

H1: Leadership frameworks significantly affect police officers' job satisfaction.

H2: Organizational culture significantly affects job satisfaction.

H3: Leadership frameworks significantly affect organizational culture.

H4: Organizational culture mediates the relationship between leadership frameworks and police officers' job satisfaction.

The objective of developing hypotheses is to transform them into validated facts and information that can be utilized to confirm the findings of prior investigations. It is also used to examine the variables of the study within the study's industry and population. To understand the findings of this study, the objectives of the study are used to determine if they were met.

Objective 1. This study focuses on police officers in the West Bank of Palestine. To achieve its objective, the study examines H1, which predicts a significant influence of leadership frameworks on police officers' job satisfaction in the region. The results indicate that the hypothesis was accepted, suggesting that leadership frameworks have a major impact on the job satisfaction of Palestinian police officers.

To validate the significance of this impact, the study found a coefficient value ($\beta = 0.264$, $t = 9.103 > 1.96$, $p\text{-value} < 0.001$) for the relationship between leadership frameworks and job satisfaction. This means that a one-point increase in the leadership framework score leads to an average job satisfaction increase of 0.264 points. Therefore, the first hypothesis (H1) is accepted, and the first research question is addressed, concluding that leadership frameworks have positive effects on job satisfaction among Palestinian police officers.

Furthermore, leadership frameworks emerge as a significant direct variable influencing job satisfaction, warranting further investigation as part of leadership frameworks awareness. These findings align with the Bolman and Deal theory and are consistent with job satisfaction theories like Maslow and Herzberg's. Maslow's hierarchy of needs suggests that people tend to fulfil their needs from the most basic to the most complex. Bolman and Deal's theory assists Palestinian police leaders in making decisions and applying leadership frameworks suitable for the reality of the institution, leading to increased job satisfaction by improving wages and implementing appropriate incentive systems.

These findings align with previous research demonstrating a positive association between leadership frameworks and job satisfaction. For example, Zainudin et al. (2022) found that implementing human resource leadership in Malaysian polytechnic departments led to increased satisfaction by addressing administrative issues. Similarly,

Al-Omari et al. (2022) noted a strong link between leadership frameworks and both intrinsic and extrinsic job satisfaction, particularly regarding intrinsic satisfaction and the human leadership framework. Effective leadership embraced by all employees has the potential to foster job satisfaction (Paais & Pattiruhu, 2020), with strong positive connections observed between job satisfaction and leadership (Zahari & Shurbagi, 2012). The type of leadership in an organization may also influence changes in employee work motivation and job satisfaction (Al-Sada et al., 2017; Hinson, 2018; Pawirosumarto et al., 2017; Priarso et al., 2019; Skaalvik, 2020; Torres, 2018). Notably, variations were identified based on the number of frames utilized by department chairs, with faculty members under chairs using multiple frames reporting higher levels of satisfaction compared to those under chairs using only one frame or none (Chang, 2005). Additionally, Jimenez (2019) highlighted the effectiveness of employing the human resources framework to enhance job satisfaction within the International Department, supported by empirical evidence. Furthermore, Jimenez (2019) referenced Bolman and Deal (2003), emphasizing the interplay between job satisfaction, employee engagement, and team effectiveness, which are addressed by the human resources framework. The study by Balyer and Özcan (2017) examined the impact of organizational climate, characterized by structural, human resource, political, and symbolic frames, on teachers' job satisfaction, suggesting that a positive organizational climate positively influences teachers' job satisfaction, particularly regarding structural and human resource factors. This underscores the importance of fostering a positive atmosphere in schools to enhance teacher satisfaction. Lowe (2023) recommended that school leaders integrate a strong structural leadership approach with robust human resource management to cultivate a favorable organizational culture, thereby promoting

job satisfaction, organizational commitment, and self-esteem among newly hired teachers.

Finally, the current study's findings are consistent with a report conducted by the Community Police Centers Structures Development Group and the Monitoring and Evaluation Team 2019, in collaboration with the German Foundation for International Cooperation (GIZ), which revealed widespread dissatisfaction among respondents. Specifically, 80% expressed dissatisfaction with managerial procedures related to employee incentives and job empowerment, including insufficient transportation support and performance-related compensations. Additionally, 60% reported inadequate leadership training, while 70% considered resigning due to salary delays, and 65% found training programs insufficient. Moreover, 55% highlighted deficient maintenance procedures and organizational support within the centers. Furthermore, the study's outcomes resonate with a report by the Department of Political and Ethical Guidance in the Palestinian Police Department for the year 2016, emphasizing the importance of implementing leadership approaches to enhance satisfaction among police officers, particularly in addressing issues such as irregular wages. The Palestinian Police acknowledges the significance of improving job satisfaction among officers through enhanced pay and proper incentive systems, recognizing its positive impact on performance and service quality.

On the other hand, in their study titled "How Academics' Work Motivation Affects Job Satisfaction? The Mediating Roles of The Four-Frame Leadership Model," AOĞLU et al. (2022) found that the four-frame leadership approach does not significantly impact this relationship. They propose that academics benefit more from a supportive work environment, emphasizing justice, respect, and trust. Al-Shanti (2017) highlighted the importance of training managers in modern leadership methods

to enhance employee capabilities. Odeh (2016) suggested servant leadership to meet employees' personal needs and involve them in achieving objectives. Abu Sultan (2016) advocated for modern leadership methods, including delegation and accountability. Al-Malhi (2016) emphasized strengthening leadership and oversight for improved job satisfaction. The strategic plan of the Palestinian Ministry of Interior (2017-2022) stressed influential leadership and employee empowerment for enhanced performance and satisfaction.

Objective 2. To investigate the effect of organizational culture on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank in Palestine.

As a result, the second purpose of this study is connected to hypothesis number two. The second hypothesis was developed with the primary goal of predicting the significant effect of organizational culture on job satisfaction. As previously stated, organizational culture acts as a mediator for the model. Denison and Mishra theory are utilized to support the proposed hypothesis and goal of this investigation. Indeed, among Palestinian police officers in the West Bank, there is a need for a strong and appropriate organizational culture in police institutions. When police officers participate in any form of police institution activity with the objective of enhancing knowledge and skills for their job development path, the outcomes will have an effect on their professional activities. Denison and Mishra theory discusses the relevance of the organizational culture. Involvement, as one of the organizational culture dimensions, refers to the involvement of police officers in their institution, where the sense of duty towards the institution grows through contributing to the achievement of the vision and objectives of the police institution. While consistency and homogeneity show whether the police institution has a strong and coherent culture, it also reflects the degree of integration prevailing among police officers in the organization even with

different points of view. The capacity to adapt refers to the police institution's ability to respond to and adapt to indicators from the external environment, whereas the mission refers to the police institution's clear understanding of the objective to be achieved, which dictates the police institution's future paths (Fey & Denison, 2003).

The result that has been discussed in Chapter Four indicates that there is a significant effect of organizational culture towards job satisfaction among police officers in West Bank in Palestine. It was reported that a coefficient of $\beta = 0.319$, $t = 9.667 > 1.96$, $p\text{-value} < 0.001$). This result elucidated that the average score of job satisfaction will increase by 0.319 points for a one unit increase in organizational culture. Thus, we accept the second hypothesis and answered the second research question. Hence, the current study concluded that organizational culture has positive effects on police officers' job satisfaction in Palestine.

The Reidhead study (2020), which indicated that there is a significant impact of organizational culture on employee satisfaction, was one of the most important studies that supported the current study's findings and indicated the direct impact of organizational culture on the level of job satisfaction. When the organization's management places a high value on creating a supportive organizational culture, it helps to increase employee satisfaction. Employee satisfaction in the organization provides a competitive advantage. Similarly, Sirullah et al., (2020) found that organizational culture has a significant positive effect on job satisfaction, and job satisfaction has a significant positive influence on employee performance. The Reidhead study (2020), which indicated that there is a significant impact of organizational culture on employee satisfaction, was one of the most important studies that supported the current study's findings and indicated the direct impact of organizational culture on the level of job satisfaction. When the organization's management places a high value on creating a

supportive organizational culture, it helps to increase employee satisfaction. Employee satisfaction in the organization provides a competitive advantage. Similarly, Sirullah et al., (2020) found that organizational culture has a significant positive effect on job satisfaction, and job satisfaction has a significant positive influence on employee performance. Also, the enhancement of job satisfaction is associated with organizational culture (Ahamed & Mahmood, 2015; Paais & Pattiruhu, 2020; Pawirosumarto et al., 2017). Additionally, Zahari & Shurbagi, (2012) referred to strong positive connections that exist between job satisfaction and organizational culture. . Job satisfaction can be fostered through organizational culture, particularly when embraced by all employees (Paais & Pattiruhu, 2020). Furthermore, A conducive organizational culture contributes to a sense of comfort, influencing job satisfaction, with positive relationships with management and coworkers being integral aspects of corporate culture affecting job satisfaction (Ažić, 2017). In addition, the promotion of rising employee job satisfaction is facilitated by an excellent organizational culture (Pawirosumarto et al., 2017). Moreover, Hotel employees experience a favorable and significant impact on job satisfaction due to corporate culture (Dirisu et al., 2018; Pawirosumarto et al., 2017).

In addition, several studies had supported the findings of the current study. Ternes et al., 2018; Marques-Quinteiro, et al. 2019) in their study concluded that there is an apparent effect of the adaptation as a dimension of organizational culture on job satisfaction. Furthermore, a study by Denison et al. (2014) points out that regarding the culture of adaptation, the organization will be prepared to take advantage of some indicators that come mainly from customers and competitors. It is based on switching internal practices and agreeing to more significant improvement. Likewise, the organization will respond to the needs of its workers, dealing with overall levels of

internal clients, jobs, and duties. The result of this current study also reflected another study done by Korner et al. (2015) indicated that mission, strategy, structure, leadership, and human resource practices are essential determinants of organizational culture. An organization with a strong culture helps employees achieve their goals and tasks and be satisfied in their jobs. Moreover, Dobrinić and Fabac (2021) mentioned that the presence of awareness of the organization's mission and vision among employees positively impacts their job satisfaction. Perhaps this indicates the organization's culture, which promotes positive values embedded in the organizational vision and mission.

In contrast, a study conducted by Alvi et al. (2014) suggests that there is no significant impact of organizational culture on employee job satisfaction. According to their findings, highly satisfied employees may be less committed to the organization because they prioritize their individual job satisfaction over loyalty to the organization.

In addition, Salama (2022) highlighted the importance of establishing an organizational culture that aligns with the Palestinian Police Institution, which is a part of the Palestinian Ministry of Interior. Since the institution currently lacks a clear organizational culture, it is essential to develop a culture that fosters motivation among employees to achieve organizational goals and provides a clear vision to attract and retain talent within the organization. Furthermore, the study by Paais & Pattiruhu (2020) indicated that the results of data analysis showed that work motivation and organizational culture did not significantly influence employee job satisfaction.

In their study, Janićijević et al. (2018) discussed two theoretical explanations regarding the impact of organizational culture on job satisfaction. The first explanation suggests that organizational culture influences job satisfaction by aligning its values and norms with specific employee needs. On the other hand, the second explanation posits that

organizational culture affects job satisfaction based on the content of its values and norms, irrespective of employees' needs. The research findings indicate that job satisfaction levels among employees vary systematically and significantly across different types of organizational cultures. This demonstrates that organizational culture does indeed play a role in job satisfaction. However, the study found that the impact of organizational culture on job satisfaction does not come from its alignment with employee needs but rather from the content of its values and norms.

Objective 3. To identify the impact of leadership frameworks on organizational culture among Palestinian Police Officers in the West Bank in Palestine.

The third hypothesis predicts the significant influence of leadership frameworks on organizational culture among Palestinian Police Officers in the West Bank in Palestine. Again, it needs to be mentioned that organizational culture is a mediator variable and leadership frameworks are an independent variable of the model. The hypothesis is supported in this study which showed that leadership frameworks have positively affected organizational culture among Palestinian police officers ($\beta = 0.727$, $t = 26.926 > 1.96$, $p\text{-value} < 0.001$). This indicates that when the leadership framework score goes up by one unit, the average organizational culture score will increase by 0.727 units. Therefore, this result led to the acceptance of the third hypothesis and answered the third research question. Hence, the study concluded that leadership frameworks have positively affected organizational culture among Palestinian police officers.

This study revealed that leadership frameworks are a strong predictor of organizational culture in order to achieve this objective. The Bolman and Deal theory, as well as the Denison and Mishra' theory, support the suggested hypothesis and purpose of this study. As previously discussed in Chapter Two, the Bolman and Deal theory is

about the four leadership frameworks (structural, human, political, and symbolic) and their importance in the success of organizations through the application of appropriate leadership frameworks that are compatible with the institution's structural and human factor. as well as in accordance with external circumstances surrounding it, through the exploitation of capabilities and the work of appropriate relationships and alliances in the institution's interest, in addition to paying attention to the institution's message and its consistent vision with the institution's goals.

Organizational culture, characterized by its four dimensions (involvement, consistency, adaptation, and mission), plays a pivotal role in shaping an organization's identity. A well-defined culture fosters employee participation in decision-making, ensuring alignment with the organization's objectives. Such a robust culture not only promotes consistency but also equips the organization with the resilience to navigate external challenges and adapt seamlessly, ensuring the fulfillment of its tasks and the realization of its goals.

Many previous studies concentrated on the influence of leadership frameworks on organizational culture. Zeynep et al. (2014) investigated the correlation between four leadership frameworks and organizational culture, revealing the human resource frame as the most favored leadership style alongside the symbolic frame, with a predominant mission culture in primary schools. Bolman and Deal (1991) elucidated that organizations cultivate cultural symbols that subtly influence human behaviour while fostering a collective sense of purpose and identity. Symbolic leaders inspire enthusiasm and dedication through charisma and dramatic displays. They meticulously attend to mythic narratives and other symbolic expressions. Silver (2022) emphasized that Nonprofit organizations often grapple with operational challenges and staff burnout due to inadequate leadership development and succession planning. Embedding

strategic leadership development into the organizational culture can address these issues. The case of Kehillah Care Alliance highlights the importance of intentional leadership development through frameworks such as Bolman and Deal's four frames and Quinn's competing values framework. By implementing a collaborative leadership development program and utilizing tools like Lewin's three-step model, organizations can foster a caring culture conducive to high performance and growth opportunities. This approach can be adapted for nonprofits of any size. Garcia et al. (2022) highlighted that the symbolic frame serves as a cornerstone in organizations, emphasizing vision and inspiration. It revolves around the creation of organizational culture through shared values, beliefs, traditions, norms, and customs, all of which contribute to supporting the organizational vision. Leaders play a pivotal role in shaping organizational culture and climate by utilizing various symbolic tools such as myths, metaphors, stories, tales, rituals, and ceremonies to inspire followers and drive organizational objectives. Consequently, culture and traditions govern the institution, profoundly influencing its functioning. Lowe (2023) suggested that school leaders ought to combine a solid structural leadership approach with a firm focus on human resource management to foster a favorable organizational culture. This approach aims to enhance job satisfaction, organizational commitment, and self-esteem levels among newly hired teachers. In addition, the influence of leadership extends to an organization's culture of engagement and adaptability, ultimately enhancing performance and organizational excellence (Lasrado & Kassem, 2020). Managers must advocate for ethical leadership and cultivate an organizational culture where "doing the right thing" is the natural course of action, irrespective of other factors that may encourage ethically questionable behavior (Nicolaidis, 2019). Finally, the study by Mahat et al. (2021), focused on the importance of paying attention to structural and human leadership frameworks by

making the necessary structural changes that may be an early and important intervention to change the negative organizational culture study. Furthermore, the current study's findings were largely consistent with dramatic and institutional theory, as mentioned in Bolman and Deal's (2017) book. The two theories illustrated how organizational structures and activities such as planning, appraisal, and decision-making are frequently more essential because they demonstrate the significance of what is done.

On the other hand, Isik (2021) noted that while symbolic models reflect organizational values and beliefs, they may overlook rational aspects of operations and face challenges when individuals don't share the same values, hindering cohesion. Despite the potential of leaders to influence organizational culture, the difficulty of culture change remains a weakness.

Objective 4. To examine the impact of leadership frameworks on job satisfaction (wages and incentives) through mediating factors of organizational culture among Palestinian Police Officers in the West Bank in Palestine.

Hypothesis four of this study predicted that organizational culture mediated the relationship between leadership frameworks and police officers' job satisfaction. In this analysis, three types of variables are involved, namely the independent variable (leadership frameworks), the mediator variable (organizational culture), and the dependent variable (job satisfaction).

To be more explicit, the first level in our current study is represented by the relationship between leadership frameworks and job satisfaction. The relationship between leadership frameworks and organizational culture is the second level. Finally, the third level is the relationship between organizational culture and job satisfaction.

The path diagram with the estimated path coefficients obtained in this study indicates the direction of relationships between variables the findings of this study

demonstrated that there is a significant indirect effect of leadership framework on job satisfaction through organizational culture ($a \times b = 0.232$, $t = 4.258$, $p\text{-value} = 0.026 < 0.05$), which means that organizational culture has a significant mediating role on the linkage between leadership framework and job satisfaction among police officers in Palestine. Considering that the direct and indirect effects are statistically significant, the study concluded that organizational culture has a partial mediation effect on the relationship between leadership framework and job satisfaction.

The present study focuses on assessing how organizational culture functions as a mediator in the correlation between leadership frameworks and job satisfaction among police officers in Palestine. This aligns with Tsai's (2011) research on the interconnection of organizational culture, leadership behavior, and job satisfaction in health services. Tsai noted that officials adapt their leadership behavior to align with the organization's mission, impacting employee job satisfaction. The role of organizational culture as a mediator is further emphasized by various studies, including Nainggolan et al. (2023) and Dwesini (2019), showing its influence on the relationship between leadership and job satisfaction. Furthermore, the study conducted by Kongkaew & Nuangjamnong, (2023) showed that leadership significantly influences organizational culture, job satisfaction, and employee performance. Nicolaides (2019) suggests that managers should provide ethical leadership and cultivate a culture where ethical conduct is intrinsic.

Djoman (2021) showed that through an analysis of leadership style and organizational culture's influence on job satisfaction, employing employee motivation as a metric. This quantitative study discovered a noteworthy association between leadership style, organizational culture, and nurses' job satisfaction. So, organizational culture acted as a mediator in the impact of leadership style behavior on nurses' job

satisfaction. Similarly, Aristana et al. (2023) The findings prove that transformational leadership does not affect employee job satisfaction but positively influences organizational culture. Meanwhile, organizational culture fully mediates the relationship between transformational leadership and employee job satisfaction. Lowe (2023) suggested that school leaders ought to combine a solid structural leadership approach with a firm focus on human resource management to foster a favorable organizational culture. This approach aims to enhance job satisfaction, organizational commitment, and self-esteem levels among newly hired teachers.

Conversely, Sow et al. (2017) found that the influence of leadership style on job satisfaction disappeared when organizational culture factors were considered. Their findings imply that healthcare institutions should strive to transition from externally oriented cultures to enhance job satisfaction.

Additionally, studies by Jawhar et al. (2023), Hosseini et al. (2020), Bagga et al. (2023), and Arif et al. (2017) highlight the mediating role of organizational culture in various aspects, such as job satisfaction, work engagement, change management, and leadership styles. Srimulyani and Hermanto (2022) confirm the impact of leadership on organizational culture, which, in turn, significantly influences work engagement. Pradhan et al. (2017) also found partial mediation of organizational culture between transformational leadership and psychological empowerment. On the other, Abdullah et al. (2015) caution against generalizing findings on the mediating role of organizational culture, emphasizing context-specific considerations, as evidenced in their study on small businesses.

In addition, the results of this study align closely with Bolman and Deal's (2017) research, elucidating leadership frameworks' dimensions and revealing a distinct correlation between job satisfaction and these leadership approaches mediated by

organizational culture. The human-centric approach, particularly, exhibits a robust association with job contentment, while the link between job satisfaction and other frameworks is apparent, and facilitated by organizational culture. In the structural paradigm, tailoring an organization's structure to individual interests' shapes employee satisfaction, with organizational culture playing a pivotal role. The human-oriented approach emphasizes meeting tangible and intangible employee needs, fostering community, and positive interactions for heightened job contentment. The political approach focuses on leveraging organizational culture in decision-making, creating a consistent and supportive work environment. Managerial skills, safeguarding organizational interests, and forming beneficial alliances are critical in this approach (Bolman & Deal, 2017).

This stable work atmosphere is crucial for personnel to feel secure in their compensation, addressing both material and socio-emotional needs, ultimately enhancing satisfaction levels. The symbolic structure underscores the alignment of organizational goals with leadership vision, enhancing support and job contentment (Yilmaz et al., 2021). In summary, leadership styles, guided by Bolman and Deal's framework, wield significant influence over the organizational culture of the Palestinian police force. For instance, leadership rooted in human-centric values fosters an environment of dedicated involvement and mission-oriented focus. When this cultural alignment corresponds with the officers' desires and principles, it undeniably impacts their contentment levels, leading to heightened job satisfaction.

Table 5.2: Summary of the Results of Standardized Regression Coefficients and Hypotheses

Hypothesis	Path	Beta* (β)	SE	CR (<i>t</i>)	<i>p</i> - value	BCI		Result
						LL	UL	
H1	LF → JS	0.264	0.029	9.103	0.000	0.207	0.321	Supported

H2	OC → JS	0.319	.033	9.667	0.000	0.245	0.452	Supported
H3	LF → OC	0.727	0.027	26.926	0.000	0.628	0.781	Supported

LF: Leadership framework; OC: organizational culture; JS: job satisfaction; SE: standard error; CR: critical *t* value; BCI: bootstrap confidence interval; LL: lower limit; UL: upper limit

*: regression weight or regression path coefficient

Table 5.3: Results of Degree of Mediation

Hypothesis	Linkage	Effect			Result
		Direct c'	Indirect a × b	Total c = (c' + a×b)	
H4	LF → OC → JS	0.264*	0.232*	0.496*	Partial mediation
<i>p</i> -value		0.000	0.026	0.007	

LF: Leadership framework; OC: organizational culture; JS: Job satisfaction; S.E.: Standard error; C.R.: critical *t* value; BCI: bootstrap confidence interval; L.L.: lower limit; U.L.: Upper limit.

*: Significant at 5% level of significance.

Table 5.4: Bootstrap Results of Mediation Analysis

Hypothesis	Relationship effect	Indirect effect	S.E.	C.R. (t)	P-value	BCI		Result
						L.L	U. L	
H4	LF → OC → JS	0.232	0.062	4.258	0.026	0.208	0.426	supported

LF: Leadership framework; OC: organizational culture; JS: Job satisfaction; S.E.: Standard error; C.R.: critical *t* value; BCI: bootstrap confidence interval; L.L.: lower limit; U.L.: Upper limit.

As a result, the current study of the initial conceptual framework demonstrated the mediating role of organizational culture in the relationship between leadership frameworks and job satisfaction in Palestinian police, where it was assumed that the relationships between the variables of the study were positive relationships, and this was confirmed by the results of this study through the statistical analysis and answering the study's questions. The relationships among investigated variables are shown in Figure 5.1 below.

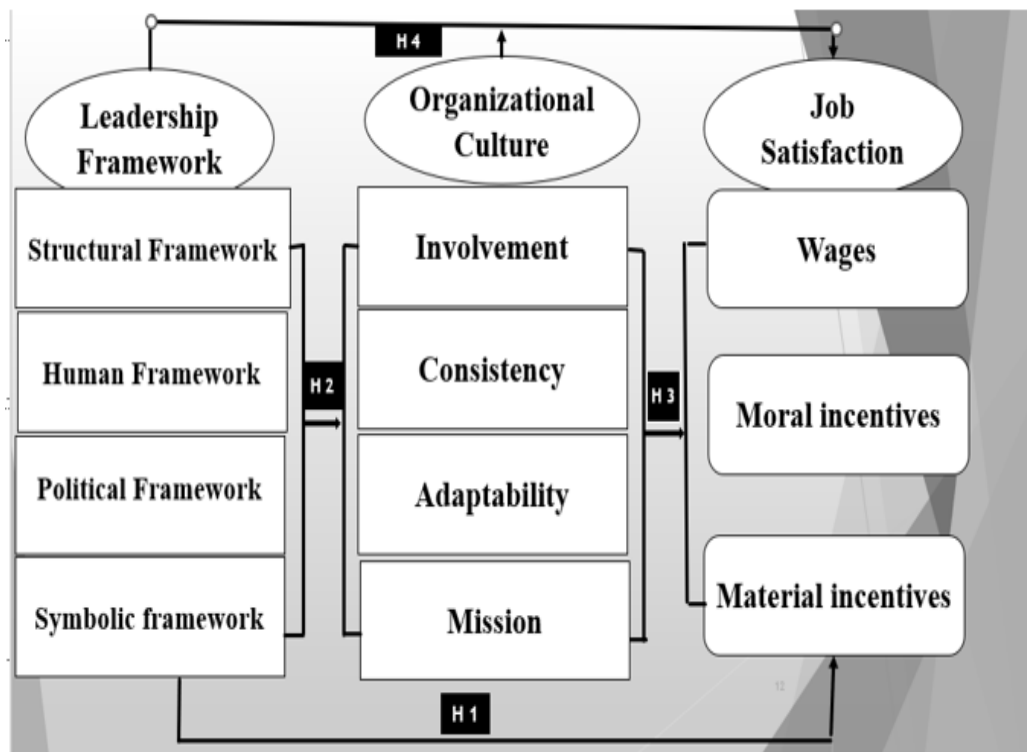


Figure 5.1: Conceptual Framework of the Study

5.4 Implications of the Study

The data was analyzed, and the findings were compared to the study's objectives, questions, and hypotheses. As a result, this part focuses on the implications or effects of the results that are thought to be relevant and successful in the research topic. The following sections discuss the methodological, theoretical, and practical implications.

5.4.1 Theoretical Implications

This study's strength lies in its integration of job satisfaction' theories, Bolman and Deal's model, and Denison and Mishra's model. Maslow's and Herzberg's theories of job satisfaction were the most influential. Maslow's hierarchy of needs theory was developed in the 1950s, suggesting that individuals are born with natural motivating processes that exist independent of the attractiveness of environmental stimulation or

want (Radwan & Zhu, 2017). Meanwhile, Herzberg employed Maslow's theory for the first time in 1987 to define employees' expectations in order to fulfill and inspire people to execute their jobs. Herzberg used the theory to uncover the characteristics that may drive employees to stay with the company for as long as they needed to (Amin 2021).

According to Bolman and Deal's model, the application of the human resources framework reveals the possibility of improving members' involvement and satisfaction by providing the capabilities and incentives that make them able to satisfy their material and moral needs. The application of the political framework also leads to a reflection of power relations and the absence of marginalized members. The use of the symbolic framework also called for the consideration of alternative ways of leadership and decision-making to involve indigenous peoples and other cultures (Photonopoulos, 2021).

Furthermore, the theory of organizational culture was the third theory examined in this study. Denison and Mishra (1995) identified four elements of organizational culture: involvement, consistency, adaptability, and mission. Involvement refers to the participation of employees in the company, which improves their sense of duty for the organization. Consistency reflects the degree of integration that exists across employees within the company, even if their perspectives disagree. The ability to adapt refers to an organization's ability to respond to and adjust to external signals. The mission means that the organization has a clear sense of the goal to be achieved (Fey & Denison, 2003). One feature that distinguishes Denison's model from others is that it demonstrates how organizational culture influences employee satisfaction by connecting the four dimensions of culture: involvement, consistency, adaptation, and importance to the overall performance of the organization (Mobley et al, 2005).

This study provides a direct relationship between leadership frameworks and job satisfaction. On top of that, this study also suggests an indirect relationship between leadership frameworks and organizational culture and job satisfaction. The researcher aims to develop the underlying theories on which the current study is based by putting light on the most essential factors addressed by the job satisfaction theories described in the study and connecting them to other study variables, organizational culture, and leadership frameworks.

The sub dimensions of job satisfaction used in this study, including moral incentives, material incentives, and wages, were part of Maslow's hierarchy of needs. This need was linked to job satisfaction or dissatisfaction as suggested by Herzberg's Two Factor theory, regardless of whether it was met or not. The majority of previous studies revealed a wide range of needs that impact job satisfaction. It might be basic needs or psychological needs, but this study seeks to contribute to the literature by providing research for a new viewpoint: the influence of leadership frameworks on job satisfaction among Palestinian police officers in the West Bank. Wage increases and the implementation of an adequate incentive program raise job satisfaction.

The current study will assist the police' leaders or the policy makers to identify and take action on focusing police officers' needs. So, it focused on the role of organizational culture in raising the level of job satisfaction among Palestinian police officers through the application of leadership frameworks that are commensurate with the needs of the police institution, indicating a state of development and improvement of police performance as well as the development of security and community service for Palestinian citizens.

5.4.2 Practical Implications

This study revealed several practical implications. In general, practical implications can be categorized into police personnel, workers of other security agencies, the Ministry of Interior, and other government entities. To begin, the dimensions of leadership frameworks represented by a structural framework, human framework, political framework, and symbolic framework can be effective dimensions that raise the job satisfaction of police officers and other security service employees. Those decision-makers are aware of the critical importance of implementing appropriate leadership frameworks and a strong organizational culture in police institutions, as well as the impact on job satisfaction because it will lead to improved police officer performance and the provision of quality services to society.

The second practical implication refers to the leaders and directors of police departments, sub-departments, and major departments. In their departments and sections, they should implement a strong organizational culture. Furthermore, police department directors should pay attention to the job environment and seek to improve employee relationships by creating a positive atmosphere that is based as much as possible on the foundations on which the four leadership frameworks are based, as well as the application of the leadership framework that is commensurate with the department's conditions, which leads to increased job satisfaction and improved performance.

Next, this study also gave an implication toward the Ministry of Interior. The Ministry of Interior with its two parts (the civil part and the Police part) is a responsible ministry that plans and executes any policy regarding security and internal matters in this country. The results from this study showed that organizational culture had partially mediated a relationship between leadership frameworks and police officers' job

satisfaction. As a sovereign ministry, the Ministry of Interior must consider work satisfaction and develop a strategy to increase it for all Police and civilian personnel. For example, the Ministry of Interior, in collaboration with decision-makers, can execute Resolution No. 7 of 1998 to create a Police Consumer Corporation to give as few items as possible to security professionals in general, and police officers in particular, at the smallest profit margin possible. It should also work in collaboration with partners and other ministries to ensure that wage payments are not delayed and that salaries are linked to the cost of living. Salaries must be maintained and improved to support economic stability. The responsible authorities, including the Ministry of Interior and the sovereign ministries, should learn from the experiences of many countries that have established and built economic and productive projects that play an important role in improving the existing economic situation, such as the Algerian experience addressed in the study of Al-Wonsi and Fadela (2019), which shed light on the role of the Algerian Police institution in the process of economic development. In addition to the Egyptian experience, the author Shana Marsha (2015) indicated to the role of the Police institution in improving the local economy.

The last implication of this study is scientific implication where it will also provide a scientific addition in the areas of organizational culture, leadership frameworks, and job satisfaction, as these are considered pillars of modern administrative science, and the Arab Library still suffers from a clear lack of sources dealing with these topics, particularly the role of organizational culture in the relationship between leadership frameworks and job satisfaction. Where the researcher hopes that this study will fill some of the gaps in this field and open up new avenues for researchers to conduct additional research in this field. In addition to exploratory and confirmatory factor analysis, the Structural Modeling Equation was used in this study.

It differs from other statistical tools in its ability to measure all independent, dependent, and mediator variables at the same time and to identify causal relationships between these variables.

5.5 limitation and directions for future studies

Although the current study revealed significant influences and positive relationships between the measured variables, certain limitations deserve attention. Data collection occurred quantitatively through questionnaires distributed to police officers in the West Bank of Palestine, possibly limiting respondents' ability to fully express their views and perspectives. Additionally, the study's exclusive focus lies on the application of leadership frameworks in police institutions to enhance job satisfaction among Palestinian officers in the West Bank. Moreover, the study's design heavily relied on closed-ended questions in the questionnaire, tailored to match the requirements of statistical analysis. However, this limitation restricts respondents from sharing thoughts beyond the predefined areas of inquiry.

Therefore, there is ample scope for improvement in assessing job satisfaction issues in future studies. Researchers should consider adopting qualitative data-gathering approaches, such as conducting interviews with police officers to gain more detailed insights into their work satisfaction choices. These interviews should also validate the intended use of leadership frameworks by police officers and assess the alignment of organizational culture with the broader context of the Palestinian police establishment. Employing a qualitative technique can lead to a more comprehensive investigation and elicit a broader range of responses from participants compared to surveys.

Another notable limitation is that it narrows the perspective to the viewpoints of the study sample, which comprises police officers. However, in the broader context of

the Palestinian security institution, there are other stakeholders who are also part of the Palestinian Security System alongside the Palestinian Police.

To enhance the generalizability of findings, future research should consider using a population that is not restricted to a specific institution or group of individuals. In the current study, the sample consisted of police officers in the West Bank of Palestine; however, future researchers should gather data from respondents in various governmental or security institutions. Many other governmental or security institutions interact with the police in similar situations. By including a significant representation from diverse institutions, researchers can validate the consistency and persistence of the results. This approach would lead to a more comprehensive understanding of job satisfaction issues and other study variables, allowing for more accurate conclusions and generalizing the findings across a broader population.

The study methodology was another key constraint identified by the researcher. This study focuses solely on the causal relationships between the variables using mediation analysis. The current study included organizational culture mediation analysis. It has been confirmed that organizational culture mediated the relationship between leadership frameworks and job satisfaction in this regard.

The researcher identified the study methodology as a significant limitation. This study specifically focused on examining causal relationships between variables using mediation analysis, with a particular emphasis on the mediation of organizational culture. It has been highlighted that organizational culture played a mediating role in the relationship between leadership frameworks and job satisfaction.

For future studies, it is recommended that the researcher conducts further research on the subject of organizational culture and its impact on the relationship between leadership frameworks and job satisfaction. To enrich the study model, additional

personal and professional variables, such as gender, educational attainment, experience, Police rank, and workplace, should be incorporated. These demographic variables can lead to varying perspectives on the research topic. While this may present challenges, the prospective researcher can address this by administering proportional questionnaires to a diverse group of participants. It would be ideal for future studies to explore other variables that could act as mediators between the independent and dependent variables, and consider using the variables from the current study as moderator variables instead of mediators.

Additionally, future studies should conduct a specialized analysis of the incentive system and retirement system in place within the security services and government institutions in Palestine. Furthermore, a comparative study of rewards and incentives among the Palestinian police forces and other security agencies should be conducted. This will provide valuable insights into the effectiveness of different incentive structures in influencing job satisfaction within these institutions.

In conclusion, this study recommends should conduct the linkage of study variables to the spiritual dimension, drawing upon various spiritual theories like Transcendence Theory, Self-Actualization Theory, Existential Theory, Mindfulness Theory, Integral Theory, Theories of Mystical Experience, and Religious and Spiritual Development Theories. By incorporating these spiritual frameworks, a more comprehensive understanding of the subject matter can be achieved.

5.6 Conclusion

The aim of this research is to examine the role of organizational culture in mediating the relationship between leadership frameworks and job satisfaction in the Palestinian police force. In his study, the researcher used major theories (theories of job

satisfaction, the theory of Bolman and Deal, the theory of Dennison and Mishra). This study evaluates leadership frameworks and their impact on the components of job satisfaction (wages, material incentives, and morale) to reflect material needs, which is one of the components of Maslow's hierarchy of needs theory. Otherwise, the organizational culture used as a mediating variable to determine the relationships between the independent and dependent variables has a significant impact on the relationship by mediating it in part.

This research provides valuable theoretical and practical perspectives on the Palestinian Police Institution, a central security entity in the West Bank. It underscores the four pivotal leadership frameworks that, as per this study's findings, influence job satisfaction levels. Moreover, it highlights the importance of cultivating an organizational culture that boosts both satisfaction and performance of the police officers. In essence, the study achieved its core objectives: evaluating the role of leadership structures in determining police job satisfaction, measuring the effect of organizational culture on job satisfaction, analyzing the relationship between leadership frameworks and organizational culture, and examining the intermediary role of organizational culture in connecting leadership strategies with police officers' job satisfaction.