

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

The current study deals with organizational culture as an intermediate variable in the relationship between the application of the four leadership frameworks and job satisfaction among Palestinian police officers in the West Bank. The research consists of several chapters. The first one covers the introduction, background of the study, its problem, objectives, questions, importance, and limits. The second chapter deals with the theoretical framework and previous studies on issues of organizational culture, leadership frameworks, and the level of job satisfaction. The third chapter discusses the study's methodology and procedures, the design, method, community, and sample of the study, the building of the study tool, the statistical methods used, and the tool's credibility and stability.

The fourth chapter covers the results. The fifth chapter introduces the discussion, recommendations conclusions, through which the components of the study, their determinants, and their applications will appear, and from that, the conclusions will be built, and future recommendations presented.

### 1.2 Background of the Study

The Palestinian police were established under the Oslo Agreement (Declaration of Principles) in 1993. This agreement was followed by many other agreements, such as the Cairo Agreement (Gaza-Jericho in 1994) and then the Washington Agreement in 1995 which in turn led to the redeployment, preparation, and necessary arrangements

that resulted in forming a strong police force (Palestine Interior Ministry, 2016). Since then, the establishment phase began, and it continued until 2000, the year when the second Palestinian Intifada (Al-Aqsa Intifada) broke out. During this intifada, Palestinian Police suffered strong tremors as a result of being targeted and attacked by the Israeli Army. These Israeli attacks continued until 2006 and led to a decline in the performance of the Palestinian Police and its ability to carry out its duties and enforce the rule of law.

Since 2008, the Palestinian Police have managed to rebuild their systems and their basic needs in terms of infrastructure, equipment, headquarters, and training facilities. This was accompanied by the emergence of serious leadership which worked to enhance the image of the police among citizens and institutions through the implementation of the principle of the rule of law and the strengthening of the concept that the citizen is a partner in achieving security in the community (Palestine Interior Ministry, 2016).

Therefore, to achieve further development, and prosperity, and improve the performance of officers of the Palestinian Police Corporation, job satisfaction reflects staff members' satisfaction while performing their work thus bringing individuals' expectations in line with what they get. This is reflected on individuals internally and externally which in turn affects productivity and eventually the success of the institution (Mus et al., 2020).

Also, to raise the level of job satisfaction, material, and moral incentives have been among the most important priorities of the Palestinian Police leadership because of their impact on the proper use of resources. Consequently, it has been necessary for any leadership to recognize the reasons which make staff members work hard and efficiently. Considering human nature and other factors that might influence the psychology and behaviours of employees which may sometimes make it difficult to

identify the underlying reasons behind their motives, being able to perform the tasks is not a guarantee to do the best job (Al-Wabil, 2005).

In addition, wages are a good substrate for enhancing the level of job satisfaction, as well as the use of appropriate pay systems is a drive for reaching the goals of the organization. Wages strengthen the sense of empowerment and belonging, and wage efficacy attracts workers, so the adoption of appropriate wage systems raises the level of job satisfaction (Rashid, 2020).

Through this, the organization tries to influence the basic motives of human resources to direct them towards desirable and purposeful behaviour. It also attempts to design a wage system in which all aspects of the internal and external environment are taken into consideration. On the other hand, Jigjiddorj et.al., (2021) address the issue of organizational culture as an important issue in human resource management that influences the success and sustainability of the company. Culture describes what is unique about the organization, as expressed by the shared beliefs and values established by the founders and which are related to each other in different ways.

Employees tend to be attracted to those organizations with a culture that values their work and focuses on organizational well-being, and there is a strong and positive relationship between organizational culture and job satisfaction.

As for leadership frameworks, as an independent variable in the current study, Bolman & Deal (2017) interpreted them as the ways and methods used by various leaders to guide individuals and they are used to accomplish many plans and tasks to help achieve the goals of the organization. In other words, leadership frameworks are about how to explain the behaviour of an individual in a leadership position. They show how to determine the appropriate course of action for each situation.

The significance of job satisfaction within the Palestinian Police Institution is intertwined with both organizational culture and leadership frameworks. A strong emphasis on creating a conducive work environment and meeting the needs and aspirations of its human resources, including improving wages and implementing an advanced incentive system, can lead the institution to success and goal achievement. By focusing on these aspects, the institution can enhance performance and provide better services to Palestinian citizens.

This study aims to explore the role of organizational culture as a mediator in the relationship between the application of leadership frameworks and job satisfaction among police officers. Through thorough research, analysis, and drawing conclusions, a scientific approach will be employed to elevate job satisfaction levels among officers working for the Palestinian Police Institution in the West Bank.

The interplay between leadership frameworks, organizational culture, and job satisfaction holds particular importance in the context of the Palestinian Police in Palestine. The leadership frameworks and practices of the police institution significantly impact the working environment and the overall satisfaction of its officers. A leadership approach that promotes transparency, empowerment, and employee development is more likely to foster job satisfaction among police officers.

The mediating role of organizational culture in the connection between leadership frameworks and job satisfaction among police officers is an aspect that requires in-depth exploration. Understanding how specific leadership frameworks interact with organizational culture to influence job satisfaction can provide valuable insights for improving the work environment and enhancing the well-being of employees within the police institution.

Through this study, the aim is to investigate how organizational culture mediates the relationship between leadership frameworks and job satisfaction among police officers in Palestine. The findings from this research will contribute to the development of effective leadership practices and a positive organizational culture within the Palestinian Police, ultimately leading to increased job satisfaction and improved performance among its officers.

### **1.3 Problem Statement**

The current study investigates the issue of job satisfaction among Palestinian officers within the Palestinian police institution. It suggests that implementing a suitable leadership framework tailored to the specific requirements of police officers, whether about material or moral aspects, can elevate satisfaction levels and subsequently improve performance. Moreover, organizational culture is identified as a mediator capable of enhancing employee satisfaction and clarifying the relationship between leadership frameworks and job satisfaction.

Several studies indicated that elevated job satisfaction leads to increased adaptability, creativity, and productivity, while simultaneously decreasing absenteeism, labor disputes, and grievances. From a societal perspective, job satisfaction contributes to heightened productivity, economic efficiency, and overall growth and development (Ahmed, 2020). Additionally, contented employees demonstrate higher commitment levels and positively contribute to organizational effectiveness (Thangaswamy & Thiyagaraj, 2017). In addition, Zumrah et al. (2022) pointed to paying attention to job satisfaction by focusing on supporting colleagues, applying participatory leadership methods, and addressing work pressures. Job satisfaction is seen as an effective method that can reduce turnover intentions,

especially among lower-ranking employees facing financial difficulties. Furthermore, Al-Refaei & Zumrah (2023) suggest that an employee's dedication and loyalty to his or her organization is shaped by the organization's initiatives to improve job satisfaction, which includes elements such as salaries and other benefits that contribute to extrinsic satisfaction. Also, a sense of job satisfaction is likely to motivate employees to embrace organizational goals and values, prompting them to work hard and achieve their goals (Judge et al., 2001). Moreover, job satisfaction at the collective level tends to promote helping behaviors and collaboration in the organization. (Hatfield et al., 2014).

Moreover, numerous studies have examined job satisfaction within police organizations. T.K., Vinod, and Kumar (2021) emphasize the pivotal role of job satisfaction in police institutions, noting that low levels of satisfaction can result in reduced organizational commitment, below-average job performance, and heightened absenteeism. Additionally, Mahesh & Manisha (2015) underscored the importance of job satisfaction, particularly about factors such as experience, salary, and psychological well-being, in influencing the performance of male and female civil police personnel. Supportive leadership was found to have a positive correlation with job satisfaction among male participants, while psychological well-being was positively correlated with job satisfaction for both genders. Youngoh et al. (2015) found that work-related factors such as coworkers' and leaders' support had a notable impact on job satisfaction. Additionally, Mahesh Maurya & Manisha (2013) conducted a study on police constables, which demonstrated significant positive relationships between job satisfaction and various factors including age, experience, salary, ability, benevolence, integrity, and psychological well-being. In addition, in their research, Arian et al. (2022) highlighted that male and female

police officers expressed the least satisfaction in aspects related to "opportunities for promotion" and "pay," indicating a shared dissatisfaction in these areas. This aligns with Brunetto and Farr-Wharton's (2002) findings, which underscored the detrimental impact of dissatisfaction with pay and promotion on overall job satisfaction among officers. They emphasized the importance of addressing extrinsic factors such as salary and promotion opportunities to enhance job satisfaction within law enforcement. Such sentiments can lead to adverse outcomes including high turnover rates, psychological strain, diminished organizational commitment, subpar work performance, and reduced productivity (Paoline & Gau, 2020)

The study focuses on job satisfaction among Palestinian police personnel, specifically examining the role of leadership frameworks, and organizational culture in enhancing satisfaction levels. In addition, data indicates high levels of satisfaction among police and security personnel due to the quality of medical services provided, according to what was reported by the Palestinian Ministry of Interior (2021-2023). Moreover, studies have indicated increased job satisfaction among Palestinian police officers, due to the appreciation and acceptance received from citizens and civil society, which indicates the success of police performance. The integration of departments within the police institution to achieve the strategic goals, vision, and mission also contributed to achieving this satisfaction (Suleiman, 2011). Also, Odeh et al. (2016) found that police officers generally expressed job satisfaction with the procedures implemented by police administrations, affirming that they are under scrutiny and actively pursue advancement in accordance with procedural guidelines and operational schedules. These efforts have reportedly led to a rise in the number of citizens seeking assistance from the police. Research also revealed increased

satisfaction among workers in modern, well-equipped police stations, both functionally and socially. However, there were no notable differences in satisfaction based on building type. (Ghazal, 2019).

However, there are challenges in the incentives and wages system within the Palestinian police institution that need to be addressed to further improve officer satisfaction and performance (Al-Bayda 2016; Khabisa, 2022). By focusing on enhancing job satisfaction, police organizations can deliver better services to the public and achieve their strategic goals effectively, in line with studies conducted by (Azlesham et al., 2021; Khairon et al., 2021; Foziana et al., 2021; Mustafa et al., 2022; Mansour, 2010; Al-Tarawneh and Tarawneh, 2011; Ahmed, 2020), as these studies identified the mechanism for measuring and determinants of satisfaction with many factors, including salary and incentives. To accurately shed light on the problem of the current study, Al Shobaki and Al-Tala (2021) emphasized the necessity of enhancing loyalty, trust, and job satisfaction among police personnel and calling for fair salaries and rewards. Likewise, Abusamaan and others. (2021) highlighted the need to pay attention to raising the level of job satisfaction by achieving equal financial returns, stressing the importance of fair rewards. Al-Bayda (2016) stressed the need to take legislative measures to address job satisfaction in light of limited financial resources. Also, according to the report of the Planning Department of the Palestinian Police, in partnership with the United Nations Development Programme/AP (2016), it was pointed out that attention should be given to police job satisfaction through laws and legislation to enhance organizational performance and improve service.

Based on previous research conducted by (Al-Omari et al., 2022; Jimenez, 2019; Bayer, and Ozcan, 2017; Lowe, 2023). These studies have found a positive

relationship between different leadership frameworks and job satisfaction, where their results are largely consistent with the results of the current study regarding the need to pay attention to applying leadership frameworks that raise the level of job satisfaction among police officers.

In addition, this study recognized the pivotal role of organizational culture in addressing the scientific gap, owing to its significant contribution and scientific achievements in directly influencing job satisfaction. Numerous studies have underscored the direct impact of organizational culture on job satisfaction, with notable mentions including the research conducted by (Redhead,2020; Janicijevic et al., 2018; Ishaq,2021; Sirallah et al., 2020; Dennison et al., 2014). All these studies emphasized the paramount importance of organizational culture and its substantial role in shaping overall employee job satisfaction.

Furthermore, this study underscored the direct correlation between leadership frameworks and organizational culture, a relationship extensively explored in numerous studies. For instance, Zainab et al. (2014) found that the HR framework is the most favored leadership framework alongside the symbolic framework. Similarly, Silver (2022) emphasized the necessity of integrating leadership frameworks into organizational culture through a comprehensive improvement strategy utilizing various frameworks. Moreover, Garcia et al. (2022) pointed to the role of symbolic leadership in shaping organizational culture. Additionally, Lowe (2023) proposed that leaders in educational settings should amalgamate a robust structural leadership approach with a concentrated emphasis on human resource management to cultivate a conducive organizational culture.

Moreover, organizational culture plays a significant mediating role among various administrative variables, including job satisfaction as the dependent

variable, and numerous independent variables like different leadership styles. Several studies have underscored the effectiveness and strength of organizational culture as a mediator between these variables. Key studies in this regard include those by (Dajman,2021; Nainggolan et al., 2023; Duisigny,2019; Lowe, 2023). Drawing on the preceding discussion, the present study stands out for its utilization of organizational culture as a mediator in the relationship between leadership frameworks according to the Bolman and Dale model and job satisfaction. This approach paves the way for future researchers to expand upon the findings of this study and apply them in various other institutions and administrative frameworks.

Focusing on implementing an appropriate administrative philosophy related to selecting the right leadership model is crucial for increasing job satisfaction among Palestinian police members (Al-Omari et al., 2022). Therefore, Salama (2022) underscores the significance of identifying competent leaders who embrace modern administrative concepts to enhance the quality of citizen services. Salama (2022) advocates for adopting new administrative models to improve the performance of police force members. So, this study recommended adopting contemporary leadership concepts to mitigate dissatisfaction among Palestinian police personnel and elevate their satisfaction levels. Consequently, the current study proposes the adoption of various leadership frameworks constructive, humanitarian, political, and symbolic to enhance job satisfaction. (Yilmaz et al., 2021; Bolman & Deal, 2017).

Based above, the authorities and decision-makers within the Palestinian Police must prioritize the implementation of an appropriate and fitting organizational culture aimed at enhancing satisfaction levels. This is particularly important considering the evidence from previous studies demonstrating the ability of the right

organizational culture to positively impact job satisfaction through its mediating role. Salama (2022) emphasized the imperative of cultivating a culture within the Palestinian police institution that aligns with its scale and its association with the Palestinian Ministry of Interior. Establishing such a culture, which is currently lacking, is crucial for motivating employees and establishing a clear vision. Developing an effective organizational culture is essential for shaping the work environment, boosting motivation, and elevating job satisfaction among Palestinian police officers.

Recognizing the pivotal role of organizational culture in attaining these objectives, the study employed the four leadership frameworks posited by Bolman and Deal (1991), organizational culture theory by Denison and Mishra (1995), and relevant job satisfaction theories detailed in Chapter Two.

#### **1.4 Research Questions**

Based on the problem statement, the research questions were developed as follows:

1.4.1 What is the impact of leadership frameworks on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank?

1.4.2 What is the impact of organizational culture on job satisfaction (wages and incentives) among Palestinian Police Officers in the West Bank?

1.4.3 What is the impact of leadership frameworks on organizational culture among Palestinian Police Officers in the West Bank?

1.4.4 What is the impact of leadership frameworks on job satisfaction (wages and incentives) through mediating factor of organizational culture among Palestinian Police Officers in the West Bank?

## **1.5 Objectives of the Study**

The objective of the present research is to demonstrate the role of organizational culture as a mediating variable between leadership frameworks and job satisfaction in the Palestinian police by achieving the following objectives:

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

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

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

1.5.4 To examine the mediating effect of organizational culture in the relationship between leadership frameworks and job satisfaction among Palestinian Police Officers in the West Bank in Palestine.

## **1.6 The Significance of the Study**

The significance of the study "The Mediating Role of Organizational Culture in the Relationship Between Leadership Frameworks and Job Satisfaction Among Police Officers in Palestine" is multifaceted and can have far-reaching impacts on various stakeholders. The study's importance can be summarized as follows:

The findings of this study can be utilized by human resource departments in police, security, and government institutions to elevate job satisfaction and implement effective leadership frameworks supported by an appropriate organizational culture.

This, in turn, can lead to improved employee performance and the successful achievement of the police institution's objectives.

In addition, by exploring how organizational culture mediates the relationship between leadership frameworks and job satisfaction, the study provides valuable insights into fostering a positive work environment and enhancing employee contentment. Policymakers and administrators can use this knowledge to identify and adopt effective leadership practices within the police force.

Furthermore, job satisfaction plays a critical role in motivating employees and influencing their commitment and overall performance. Understanding the interplay between leadership frameworks, organizational culture, and job satisfaction can provide strategies to enhance the job satisfaction levels of Palestinian police officers. Increased job satisfaction may result in higher productivity, reduced turnover rates, and a more dedicated workforce.

Moreover, the study's examination of how organizational culture mediates the relationship between leadership frameworks and job satisfaction sheds light on how strong leadership and a positive organizational culture can foster loyalty and commitment among police officers. Greater organizational commitment can lead to increased dedication and improved service delivery to the Palestinian community.

Also, policymakers and administrators within the Palestinian police force can use the research findings as a foundation for policymaking and institutional development. Implementing targeted interventions that address leadership practices, organizational culture, and job satisfaction can lead to positive transformations within the police institution.

It is also worth noting that a satisfied and committed police force can have a direct positive impact on the Palestinian community. The study's implications can

contribute to enhanced law enforcement, improved public safety, and increased trust and collaboration between the police and the public, resulting in a safer and more secure society.

Additionally, the study adds to the existing body of literature on job satisfaction, organizational culture, and leadership frameworks, particularly within the context of law enforcement agencies. It can serve as a valuable reference for future researchers and academicians interested in exploring similar topics or conducting comparative studies.

In conclusion, the significance of this study lies in its potential to enhance the understanding of the intricate relationship between leadership frameworks, organizational culture, and job satisfaction among Palestinian police officers. By exploring these connections, the study can guide policy and practice decisions that foster a positive work environment, elevate job satisfaction, and cultivate a more committed and effective police force in Palestine.

### **1.7 Scope and Limitations of the Study**

This study aims to enhance job satisfaction levels among Palestinian police officers by addressing their physiological and psychological necessities. By introducing a balanced system of tangible and intangible incentives and advocating for improved and consistent wages through relevant authorities, the study strives to meet these needs. The researcher structured the study to understand the police institution's viewpoint on fitting leadership frameworks that can be integrated with an organizational culture aligned with the institution's vision. This alignment is believed to uplift job satisfaction among officers, subsequently elevating performance and aiding the police institution in achieving its goals.

This study aimed to examine the intermediary role of organizational culture between leadership frameworks and job satisfaction, especially within the context of Palestinian police officers in the West Bank. Participants were chosen based on several factors, including Police rank, place of work, years of service, educational background, and gender. The outcomes of this study could differ from previous findings. Previous research primarily investigated job satisfaction and leadership frameworks without accounting for the potential mediating role of organizational culture.

On the other hand, the researcher had several significant reasons for selecting Palestine and its police officers, particularly in the West Bank, as the focus of the study. Having served as a Palestinian police officer for over 28 years, the researcher aspires that this study will contribute to the progress and advancement of the Palestinian police force by enhancing job satisfaction and improving overall performance. The Palestinian police institution holds great importance as one of the largest security establishments in Palestine in terms of personnel and resources. Therefore, any advancements in the performance of the Palestinian police will have a positive impact on the state's progress, prosperity, and security, especially considering the ongoing burden of occupation that the Palestinian people continue to endure.

It is crucial to mention that the study population primarily targeted the West Bank and excluded the Gaza Strip due to the prevailing political division within the Palestinian territories. Unfortunately, there exist two separate Palestinian police institutions, one in the West Bank and another in Gaza, making it difficult for the researcher to obtain essential data from police officers in Gaza due to this division. Moreover, the Israeli blockade that has been imposed on the Gaza Strip for more than 17 years further hindered the researcher's ability to access the region and gather the necessary data.

## 1.8 Conceptual Definitions

The study included several definitions related to the subject of the study, namely:

1.8.1 Police: A civil body that performs its duty in the service of the people and ensures security and tranquillity for citizens. It is concerned with maintaining order, public security, and morals, protecting lives and honor, and preventing and controlling crime. It is also concerned with ensuring peace and security for citizens in all fields and implementing the duties imposed on it by laws and regulations. (Al-Baida, 2016).

1.8.2 Job Satisfaction: is considered a concept that includes special or specific aspects. Perhaps the most important of these aspects are the nature of the job, colleagues, supervision, salary, incentive system, communications system, and organizational policies. (Mansour, 2010; Mustafa, 2022).

1.8.3 Leadership frameworks: As a term, they are frameworks that classify the leader's behaviour within four basic frameworks: structural, human, political, and symbolic, and each framework has its independent perception. (Chan et al., 2017).

1.8.4 Organizational culture: A pattern of shared values and beliefs that help individuals understand the nature of organizational work and provide them with standards that define desired and unwanted organizational behaviour (Abraham & Zewdie, 2020).

1.8.5 Wage: It is that which must cover the "basic" needs of the worker and his/her family beyond "mere subsistence." (Parker et al., 2016).

1.8.6 An incentive: It is an extrinsic reward (monetary or non-monetary) designed to motivate a specific behavioural action (e.g., recruitment, retention, or reactivation), that is offered before an action occurs (Chell et al., 2018).

1.8.7 Structural framework: A leadership framework in which structural leaders set clear goals, assign specific roles to their components, and coordinate specific activities with specific policies, procedures, and chain of command (Saeed et al., 2014).

1.8.8 Human resource framework: A leadership framework that focuses on the individual. HR leaders value social relationships and strong relationships in the workplace. They do what they can to achieve organizational goals through purposeful work that raises the level of job satisfaction (Saeed et al, 2014).

1.8.9 Political Framework: A leadership framework that emphasizes the atmosphere of competition. Political leaders pursue organizational goals through negotiations and conflict resolution. They always seek to create alliances. They believe in the diversity of individuals and interests (Bolman & Deal 2017).

1.8.10 The symbolic framework: A leadership framework in which symbolic leaders value themselves and pursue their organizational goals through interpretive rituals and ceremonies. They understand that symbols give meaning to individuals and provide vision and direction toward achieving an organizational goal (Saeed et al, 2014).

1.8.11 Involvement: Denison and Neal 1996 refer to the extent to which employees are involved in the organization, as the sense of responsibility towards the organization increases (Bashir, 2017).

1.8.12 Consistency and homogeneity: This dimension shows whether the organization has a strong and cohesive culture, and also reflects the degree of integration prevailing among workers in the organization, even with different points of view (Bashir, 2017).

1.8.13 Adaptability is the organization's ability to respond quickly and adapt to signals from the external environment, including customers and the market (Bashir, 2017).

1.8.14 Mission: It means that the organization has a clear sense of the goal to be achieved which determines the long-term future directions, mission advantage that determines whether the organization has strategic plans and goals or not, and when the primary mission of the organization changes and changes also occur in other aspects of the culture of the organization (Fey & Denison, 2003).

## **1.9 Operational Definitions**

1.9.1 Job Satisfaction: Job satisfaction: It is the satisfaction of police officers through the incentives and wages provided by the responsible authorities in the Palestinian state, represented by the police leadership, which is responsible for granting incentives, and the Ministry of Finance in the Palestinian government, which is responsible for granting wages.

1.9.2 Leadership frameworks: These represent the patterns and blueprints that steer and depict leadership actions, tendencies, and methodologies within the Palestinian Police. Such structures frequently delineate the ethics, tenets, and tactics that leaders employ when directing their units or divisions.

1.9.3 Organizational culture: They encompass the realms of organizational culture which consist of values, traditions, and behavioural guidelines observed by the police force units. These facets encourage unity within the workforce and provide them with the latitude to function autonomously.

1.9.4 The wage: it is what the worker gets from the employer for the services or tasks carried out by the former.

1.9.5 Incentives: It is all the material and moral incentives provided by the Palestinian Police that lead to raising the level of job satisfaction, which in turn leads to improving performance at work and working to satisfy the needs and desires of workers.

## **1.10 Chapter Summary**

Chapter One serves as an engaging introduction to the research study, defining the research problem, questions, and objectives. It emphasizes the significance of investigating the mediating role of organizational culture in the relationship between leadership frameworks and job satisfaction among Palestinian police officers. This chapter sets the context and rationale for the study, establishing its importance.

Chapter Two provides a comprehensive literature review, critically analyzing existing research and theories related to job satisfaction, organizational culture, and leadership frameworks. It offers a theoretical framework that informs the research approach and methodologies, identifying key variables and concepts relevant to the study.

Chapter Three outlines the research methodology, detailing the research design and sample selection. The choice of a quantitative approach with questionnaires is justified, along with the use of the descriptive-analytical method for data analysis.

Chapter Four presents an extensive overview of data analysis, including data description and preliminary analysis. Various statistical tests ensure data quality and validity, leading to the identification of underlying constructs through EFA and validation with CFA.

Chapter Five summarizes and discusses the research findings, confirming the direct impact of leadership frameworks on job satisfaction and the role of organizational

culture in influencing satisfaction levels. The mediating effect of organizational culture is highlighted. The chapter also discusses the study's contributions to the existing literature, implications, potential limitations, and suggestions for future research.

The well-structured dissertation effectively addresses the research objectives. The introduction captures the reader's interest, the literature review provides a theoretical foundation, the research methodology ensures transparency and the data analysis chapter presents empirical evidence. Overall, this comprehensive thesis significantly advances our understanding of the intricate relationship between leadership frameworks, organizational culture, and job satisfaction among Palestinian police officers, making valuable contributions to the field.

