

APPENDICES

Appendix 1: Questionnaire

Questionnaire (ENGLISH VERSION)

Dear Respondent:

I am Taysir Yosif Diab Osta Ali and I am currently a doctorate student of Faculty of Leadership and Management, University Sains Islam Malaysia. I would like to request for your kind assistance to complete the questionnaire below. This questionnaire is a part of a research thesis which attempts to examine the mediating role of organizational culture in the relationship between leadership frameworks and job satisfaction in the Palestinian police. The average time required for completing the questionnaire is approximately 10 minutes. Your responses will be strictly confidential, and the data collected will be used for academic research only. Your participation is important to the success of this project and your contribution is highly appreciated.

Sincerely,

Researcher

Taysir Osta Ali

Supervisor

Professor Dr. Kairunnezam

Part one: Personal Data

1- Gender:

Male

Female

2- Experience Years

5 years or less

5-10 years

More than 10

3- Place of Work

North of West Bank

Middle of West Bank

South of West Bank

4- Education Level

Bachelors or less.

Master

Phd

5- Police Rank

Major general.

Brigadier

Colonel

Lieutenant Colonel

Major

Captain

First Lieutenant

Second Lieutenant

First Assistant

Second assistant

First Sergeant

Sergeant

Corporal

Conscript

Section II: Leadership Frameworks						
#	Questions	SD	D	NN	Agree	SA
Structural						
1-	The Palestinian Police leaders attaches great importance to good planning and clear timelines	1	2	3	4	5
2-	The police leaders have an exceptional interest in the details of the work mechanisms implemented in the police institution	1	2	3	4	5
3-	Police leaders seek to develop and implement clear collaborative policies at the internal level, institutions, and other ministries	1	2	3	4	5
4-	Police leaders use logical analysis and careful thinking to achieve the strategic goals of the police organization	1	2	3	4	5
Human Resource						
5-	The police leadership shows a high sensitivity to the needs of workers and strives to meet them	1	2	3	4	5
6-	The police leadership is showing great support and concern for the workers.	1	2	3	4	5
7-	The police leadership is distinguished by good listening to the members and accepting their input and observations.	1	2	3	4	5
8-	Police leadership supports good business and motivates employees.	1	2	3	4	5
9-	The police leadership is constantly striving to respond to the	1	2	3	4	5

	requirements of the workers					
10-	Police leadership builds trust among employees through open and collaborative relationships	1	2	3	4	5
Political						
11-	The police leadership is characterized by sensitivity and professional skill of a high level	1	2	3	4	5
12-	The police leadership is distinguished by the ability to negotiate and savvy to obtain the needs that flow into the development of the organization	1	2	3	4	5
13-	The police leadership is distinguished by its ability to end and eliminate organizational dysfunction.	1	2	3	4	5
14-	. The police leadership is distinguished in its ability to confront internal conflicts that would weaken the institution	1	2	3	4	5
15-	Police leaders have the advantage of having the support of those with influence and authority who are outside the police establishment	1	2	3	4	5
Symbolic						
16-	Police leaders have an influential and strong personality	1	2	3	4	5
17-	Police leaders have the ability and foresight to learn beyond current realities to create good opportunities for employees of the organization,	1	2	3	4	5

18-	Police leaders have a strong sense of preserving and enforcing the mission of the institution	1	2	3	4	5
19-	Police leadership is characterized by maintaining organizational values and aspirations that lead to achieving the goals of the organization and its employees	1	2	3	4	5

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Section III: Organizational Culture						
#	Questions	SD	D	NN	Agree	SA
Involvement						
20-	I make decisions based on the availability of the best information.	1	2	3	4	5
21-	I feel that I can make a positive impact in the work I do.	1	2	3	4	5
22-	I work with my colleagues as a team.	1	2	3	4	5
23-	I feel good about constantly improving my skills from the police force.	1	2	3	4	5
Consistency						
24-	Leaders' practices align with the decisions they make.	1	2	3	4	5
25-	There are clear values that govern the work of the police force.	1	2	3	4	5
26-	The leaders work to find solutions commensurate with the differences that occur between members of the apparatus	1	2	3	4	5
27-	The police institution has the ability to find consensus when problems arise at work.	1	2	3	4	5
28-	Work-related actions are carried out in easy-to-implement ways.	1	2	3	4	5
Adaptability						
29-	The way things are done is very flexible and easy to change.	1	2	3	4	5
30-	New and improved ways to do work are continually adopted.	1	2	3	4	5
31-	In the police institution, failure is an opportunity to improve and develop work mechanisms	1	2	3	4	5
32-	Innovation and risk taking are encouraged and rewarded	1	2	3	4	5

33-	All employees of the police force are fully aware of the mechanisms of work in the police force.	1	2	3	4	5
Mission						
34-	The police force has missions that serve the community.	1	2	3	4	5
35-	The objectives of the policing institution are set in accordance with the urgent needs of citizens.	1	2	3	4	5
36-	The objectives of the police force are clear	1	2	3	4	5
37-	The objectives of the police force are specific.	1	2	3	4	5
38-	By improving performance, the police force seeks to bridge the gap between it and society by gaining public satisfaction.	1	2	3	4	5

Section IV: Job Satisfaction						
#	Questions	SD	D	NN	Agree	SA
The first field (Incentives)						
A-	The moral incentives you are looking to obtain in the Palestinian police	1	2	3	4	5
39-	As a police officer, I am looking forward to receiving honors and badges for your outstanding work	1	2	3	4	5
40-	As a police officer, I am looking forward to receiving a letter of thanks and appreciation for your outstanding work	1	2	3	4	5
41-	As an officer in the police force, you are looking forward to receiving the Excellence Award	1	2	3	4	5
42-	I am looking forward as an officer in the police force to get an exceptional promotion	1	2	3	4	5
43-	I am looking forward as an officer in the police force to get the honoring ceremony	1	2	3	4	5
44-	I am looking forward as an officer in the police force to get the candidacy for the training courses	1	2	3	4	5
45-	I am looking forward as an officer in the police force to get the nomination for senior leadership positions.	1	2	3	4	5
46-	I am looking forward as an officer in the police force to attend conferences for the police force to gain experience and knowledge.	1	2	3	4	5
47-	As an officer in the police force, I am looking for authorization from higher authorities to carry out tasks	1	2	3	4	5


B-	The material incentives you are looking to obtain in the Palestinian Police.	1	2	3	4	5
48-	As a police officer, you are looking for rewards for work assignments.	1	2	3	4	5
49-	As an officer in the police force, you are looking for specialty bonus grants.	1	2	3	4	5
50-	As a police officer, you are looking for a housing allowance.	1	2	3	4	5
51-	As a police officer, you are looking for a transportation allowance.	1	2	3	4	5
52-	As a police officer, you are looking for annual bonus payable.	1	2	3	4	5
53-	As an officer in the police force, you are looking for an exceptional salary award.	1	2	3	4	5
54-	As an officer in the police, she looks forward to taking care and improving the work environment.	1	2	3	4	5
55-	As a police officer, you look forward to getting the health services you need	1	2	3	4	5
56-	As a police officer, you are looking to build a police club	1	2	3	4	5
57-	As a police officer, you are looking to get rewarding compensation upon retirement.	1	2	3	4	5
58-	As a police officer, you are looking forward to a provident fund that gives loans at soft facilities.	1	2	3	4	5
59-	As a police officer, she aspires to implement the early retirement law within fair privileges	1	2	3	4	5
	The second field (Wages)					
#	Questions	SD	D	NN	Agree	SA
60-	My salary from the police institution is commensurate	1	2	3	4	5

	with my professional experience.					
61-	The salary I get from the police institution is sufficient and meets my needs	1	2	3	4	5
62-	I feel that my monthly salary is commensurate with the effort I put into my work	1	2	3	4	5
63-	The wage I get is enough to make me do my job to the fullest	1	2	3	4	5
64-	There is a similarity to the salary of the unified cadre that works in the police force	1	2	3	4	5
65-	There are incentive wages in the police establishment that encourage me to do more to get it	1	2	3	4	5
66-	My wage increases as my performance increases	1	2	3	4	5
67-	Irregular salary payment date affects my social and professional status					

Appendix 2: Arbitrators list

No	Name	Occupation	Email
1-	Dr. Suhair Ibrahim Shomali	Head of the Department of Finance, Kadoorie University	sshumali@hotmail.com
2-	Dr. Muhammad Kamal Abu Amsha	Faculty of Economics and Business. Kadoorie University	M.abuamsha@ptuk.edu.ps
3-	Dr. Bahaa Razia	Faculty of Economics and Business. Kadoorie University	Bahaa.razia@ptuk.edu.ps
4-	Dr. Tariq Fathi Al-Mabrouk	Al-Quds Open University, Tulkarm Branch.	tmabrouk@qou.edu
5-	Dr Mohammed abu sharbeh	Faculty of Economics and Business. Arab American University	Mohammed.abusharbeh@aapu.edu
6-	Dr Emad Walad Ali	Faculty of Economics and Business. Arab American University	Emad.waladali@aapu.edu
7-	Dr Raed Iriqat	Faculty of Economics and Business. Arab American University	Raed.iriqat@aapu.edu
8-	Dr. Khawla Fadlallah	Director of the Planning and Research Department at the Palestinian Police	Khawlah2008@hotmail.com
9-	Dr. Ala Obeidat	PhD Health Service Management Ethics for Academic Counseling - private sector	obdt@hotmail.com

Appendix 3: Back-to-back translation



أخلاقيات للإستشارات التعليمية والإدارية


Ethics for Counseling

To whom it may concern

Affidavit of Back Translation:

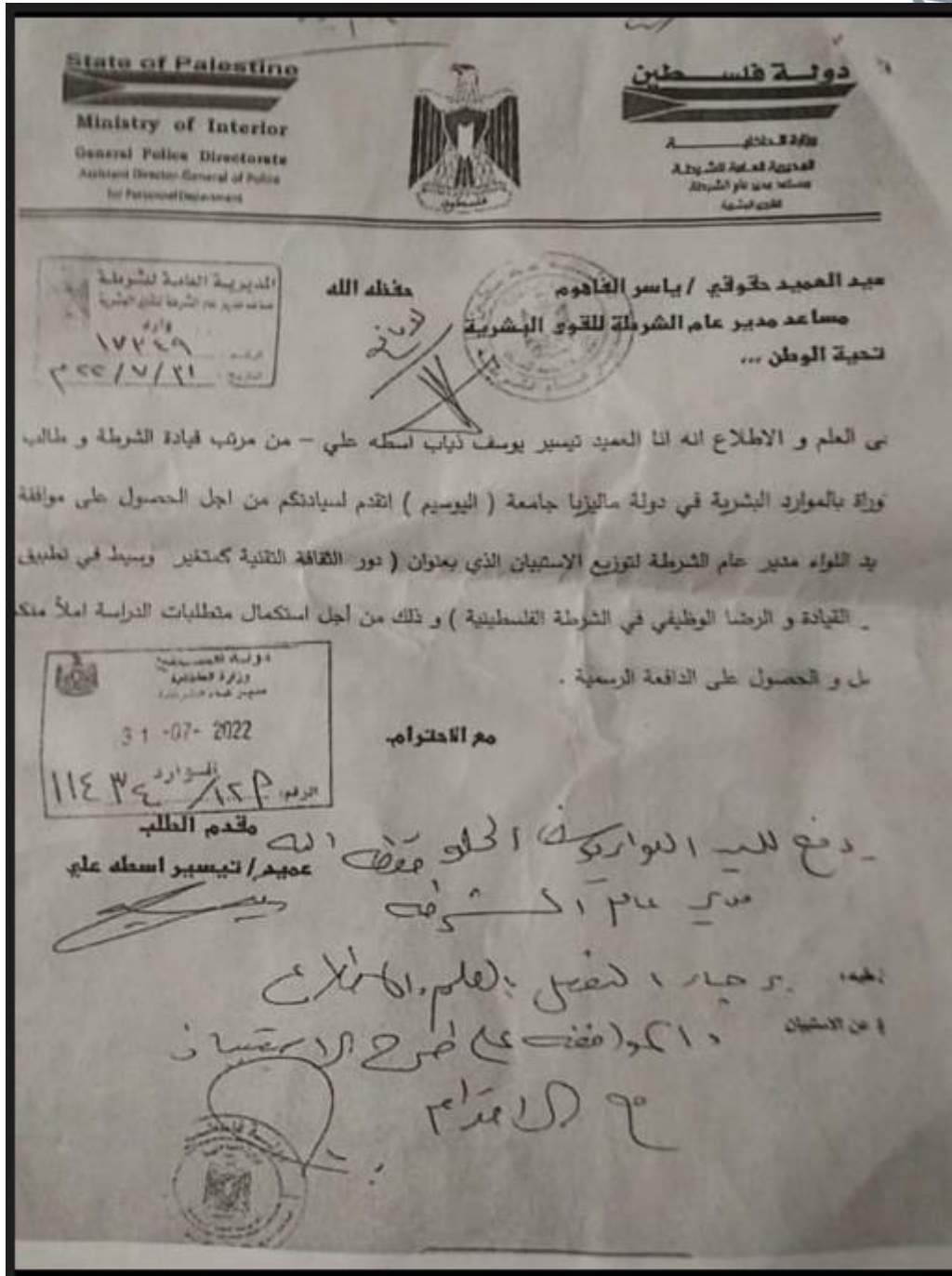
We, Ethics for Counseling and Academic Affairs, Amman-Jordan, hereby certify that we have performed a "Back Translation" of the attached questionnaire entitled: "The mediating role of organizational culture in the relationship between leadership frameworks and job satisfaction in the Palestinian police". Two translators who do not know each other translated the questionnaire. The first translator translated the abovementioned questionnaire from the English language into the Arabic language, and after that, the second translator worked on the same topic from the Arabic version into the English language. We found that the final English translation version of the questionnaire is equivalent in meaning and almost identical to the original English version of the questionnaire.

Date: 09 August 2022



شفا بدران - مقابل جامعة العلوم التطبيقية - عمارة السيفوي ط ٢ - ص ب ٥٤١٧٥٠ عمان ١١٩٢٧ الأردن - هاتف : ٠٠٩٦٢٦٥١٦٦٥٧٩
Shafa Badran - Safeway Building - Opposite to Applied Science University- P. O. Box 541750 - Amman 11937 Jordan
www.ethicscounseling.com

Appendix 4: The approval of the police command to disseminate the questionnaire to the study sample



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Appendix 5: Demographic data

Table A.1: Statistic

		The kind of gender	Years of experiences	Where the police force work	Level of education	Police ranks
N	Valid	356	356	356	356	356
	Missing	0	0	0	0	0
Mean		1.16	2.61	1.87	1.15	6.96
Median		1.00	3.00	2.00	1.00	6.50
Mode		1	3	2	1	7
Std. Deviation		.370	.669	.659	.377	2.801
Range		1	2	2	2	12
Minimum		1	1	1	1	2
Maximum		2	3	3	3	14

Table A.2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	298	83.7	83.7	83.7
Female	58	16.3	16.3	100.0
Total	356	100.0	100.0	

Table A.3: Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	37	10.4	10.4	10.4
	5-10 years	64	18.0	18.0	28.5
	more than 10 years	254	71.3	71.5	100.0
	Total	355	99.7	100.0	
Total		356	100.0		

Table A.4: Where the Police Force Work

	Frequency	Percent	Valid Percent	Cumulative Percent
North of west bank	103	28.9	28.9	28.9
Middle of west bank	196	55.1	55.1	84.0
South of west bank	57	16.0	16.0	100.0
Total	356	100.0	100.0	

Table A.5: Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than BA	307	86.2	86.2	86.2
Master	46	12.9	12.9	99.2
PhD	3	.8	.8	100.0
Total	356	100.0	100.0	

Table A.6: Police Ranks

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Brigadier	6	1.7	1.7	1.7
Colonel	17	4.8	4.8	6.5
Lieutenant Colonel	47	13.2	13.2	19.7
Major	50	14.0	14.0	33.7
Captain	58	16.3	16.3	50.0
First Lieutenant	63	17.7	17.7	67.7
Second Lieutenant	25	7.0	7.0	74.7
first Assistant	26	7.3	7.3	82.0
second Assistant	11	3.1	3.1	85.1
Firs Sergeant	19	5.3	5.3	90.4
Sergeant	15	4.2	4.2	94.7
Corporal	12	3.4	3.4	98.0
Conscript	7	2.0	2.0	100.0
Total	356	100.0	100.0	

Appendix 6: Data analysis results

Table A.7: Internal Consistency Reliability (Cronbach's Alpha)

No	Study variables	Number of phrases	Cronbach's alpha coefficient
1	Structural Framework	4	0.895
2	Human Framework	6	0.923
3	Political Framework	5	0.864
4	Symbolic Framework	4	0.841
	Leadership frameworks in all its dimensions	19	0.955
5	Involvement	4	0.757
6	Consistency	5	0.877
7	Adaptation	5	0.875
8	Mission	5	0.696
	Organizational culture in all its dimensions	19	0.926
9	Moral Incentives	9	0.929
10	Material Incentives	12	0.936
11	Wages	8	0.896
	Job Satisfaction in all its dimensions	29	0.915
	Total	67	

Table A.7: Normality Assumption

Study variables	Skewness	Kurtosis
Structural Framework	-1.438	2.905
Human Framework	-.796	-.009
Political Framework	-.780	.597
Symbolic Framework	-1.128	1.517
Involvement	-1.112	2.549
Consistency	-.974	.845
Adaptation	-.974	.695
Mission	-1.137	2.508
Moral Incentives	-1.442	3.321
Material Incentives	-1.602	3.960
Wages	0.174	-0.843

Table A.7: Correlation and Multicollinearity

		Correlations							
		STRUCTURA L	HUMAN F	POLITICAL F	SYMBOLIC F	INVOLVEMEN T OC	CONSISTAN CY OC	ADAPTAION F	MISSION F
STRUCTURAL	Pearson Correlation	1	.651**	.594**	.576**	.444**	.577**	.576**	.496**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	356	356	356	356	356	356	356	356
HUMAN F	Pearson Correlation	.651**	1	.709**	.668**	.459**	.695**	.730**	.525**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	356	356	356	356	356	356	356	356
POLITICAL F	Pearson Correlation	.594**	.709**	1	.756**	.482**	.751**	.746**	.540**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	356	356	356	356	356	356	356	356
SYMBOLIC F	Pearson Correlation	.576**	.668**	.756**	1	.533**	.730**	.681**	.535**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	356	356	356	356	356	356	356	356
INVOLVEMENT OC	Pearson Correlation	.444**	.459**	.482**	.533**	1	.606**	.527**	.561**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	356	356	356	356	356	356	356	356
CONSISTANCY OC	Pearson Correlation	.577**	.695**	.751**	.730**	.606**	1	.784**	.607**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	356	356	356	356	356	356	356	356
ADAPTAION F	Pearson Correlation	.576**	.730**	.746**	.681**	.527**	.784**	1	.638**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	356	356	356	356	356	356	356	356
MISSION F تنشيط انتقل إلى	Pearson Correlation	.496**	.525**	.540**	.535**	.561**	.607**	.638**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	356	356	356	356	356	356	356	356

EXPLORATORY FACTOR ANALYSIS

Table A.8: Exploratory Factor Analysis of Each Dimension of the Leadership Framework

No.	Items	Factor			
		Component			
Variable: Leadership Framework		1	2	3	4
Structural framework					
LFQ1	The Palestinian Police leaders attaches great importance to good planning and clear timelines	.903			
LFQ2	The police leaders have an exceptional interest in the details of the work mechanisms implemented in the police institution	.862			
LFQ3	Police leaders seek to develop and implement clear collaborative policies at the internal level, institutions, and other ministries	.865			

No.	Items	Factor			
		Component			
Variable: Leadership Framework		1	2	3	4
LFQ4	Police leaders use logical analysis and careful thinking to achieve the strategic goals of the police organization	.861			
Human framework					
LFQ5	The police leadership shows a high sensitivity to the needs of workers and strives to meet them		.834		
LFQ6	The police leadership is showing great support and concern for the workers		.859		
LFQ7	The police leadership is distinguished by good listening to the members and accepting their input and observations		.823		
LFQ8	Police leadership supports good business and motivates employees		.863		
LFQ9	The police leadership is constantly striving to respond to the requirements of the workers		.830		
LFQ10	Police leadership builds trust among employees through open and collaborative relationships		.846		
Political framework					
LFQ11	The police leadership is characterized by sensitivity and professional skill of a high level			.806	
LFQ12	The police leadership is distinguished by the ability to negotiate and savvy to obtain the needs that flow into the development of the organization			.830	
LFQ13	The police leadership is distinguished by its ability to end and eliminate organizational dysfunction			.853	
LFQ14	The police leadership is distinguished in its ability to confront internal conflicts that would weaken the institution			.858	
LFQ15	Police leaders have the advantage of having the support of those with influence and authority who are outside the police establishment			.674	
Symbolic framework					
LFQ16	Police leaders have an influential and strong personality				.806
LFQ17	Police leaders have the ability and foresight to learn beyond current realities to create good opportunities for employees of the organization				.807

No.	Items	Factor			
		Component			
Variable: Leadership Framework		1	2	3	4
LFQ18	Police leaders have a strong sense of preserving and enforcing the mission of the institution				.873
LFQ19	Police leadership is characterized by maintaining organizational values and aspirations that lead to achieving the goals of the organization and its employees				.808
Eigenvalue		3.047	4.343	3.256	2.719
Percentage of Variance (%)		76.2	72.4	65.1	67.9
KMO Measure of Sampling Adequacy		0.833	0.898	0.861	0.777
Approximate Chi-Square		841.5	1523.4	814.2	592.4
p-value		0.000	0.000	0.000	0.000

Table A.9: Exploratory Factor Analysis for All Items of Leadership Framework

No.	Items	Factor			
		Component			
Variable: Leadership Framework		1	2	3	4
Structural framework					
LFQ1	The Palestinian Police leaders attaches great importance to good planning and clear timelines				.792
LFQ2	The police leaders have an exceptional interest in the details of the work mechanisms implemented in the police institution				.798
LFQ3	Police leaders seek to develop and implement clear collaborative policies at the internal level, institutions, and other ministries				.778
LFQ4	Police leaders use logical analysis and careful thinking to achieve the strategic goals of the police organization				.667
Human framework					
LFQ5	The police leadership shows a high sensitivity to the needs of workers and strives to meet them				.658
LFQ6	The police leadership is showing great support and concern for the workers				.704
LFQ7	The police leadership is distinguished by good listening to the members and accepting their input and observations				.727
LFQ8	Police leadership supports good business and motivates employees				.776

No.	Items	Factor			
		Component			
Variable: Leadership Framework		1	2	3	4
LFQ9	The police leadership is constantly striving to respond to the requirements of the workers	.810			
LFQ10	Police leadership builds trust among employees through open and collaborative relationships	.702			
Political framework					
LFQ11	The police leadership is characterized by sensitivity and professional skill of a high level			.576	
LFQ12	The police leadership is distinguished by the ability to negotiate and savvy to obtain the needs that flow into the development of the organization			.599	
LFQ13	The police leadership is distinguished by its ability to end and eliminate organizational dysfunction			.644	
LFQ14	The police leadership is distinguished in its ability to confront internal conflicts that would weaken the institution			.671	
LFQ15	Police leaders have the advantage of having the support of those with influence and authority who are outside the police establishment			.649	
Symbolic framework					
LFQ16	Police leaders have an influential and strong personality				0.777
LFQ17	Police leaders have the ability and foresight to learn beyond current realities to create good opportunities for employees of the organization				0.678
LFQ18	Police leaders have a strong sense of preserving and enforcing the mission of the institution				0.627
LFQ19	Police leadership is characterized by maintaining organizational values and aspirations that lead to achieving the goals of the organization and its employees				0.625
Eigenvalue		10.599	1.267	1.106	1.07
Percentage of explained variance (%)		55.8	6.7	5.8	4.1
Percentage of Total Variance Explained (%)			72.4		
KMO Measure of Sampling Adequacy			0.950		
Approximate Chi-Square			5015.025		
p-value			0.000		

Table A.10: Exploratory Factor Analysis of Each Dimension of the Organizational Culture

No.	Items	Factor			
		Component			
Variable: Organizational Culture		1	2	3	4
Involvement					
OCQ20	I make decisions based on the availability of the best information.	.645			
OCQ21	I feel that I can make a positive impact in the work I do.	.823			
OCQ22	I work with my colleagues as a team.	.793			
OCQ23	I feel good about constantly improving my skills from the police force.	.783			
Consistency					
OCQ24	Leaders' practices align with the decisions they make.		.829		
OCQ25	There are clear values that govern the work of the police force.		.766		
OcQ26	The leaders work to find solutions commensurate with the differences that occur between members of the apparatus		.824		
OcQ27	The police institution has the ability to find consensus when problems arise at work.		.858		
OCQ28	Work-related actions are carried out in easy-to-implement ways.		.819		
Adaption					
OCQ29	The way things are done is very flexible and easy to change.			.808	
OCQ30	New and improved ways to do work are continually adopted.			.836	
OCQ31	In the police institution, failure is an opportunity to improve and develop work mechanisms			.823	
OCQ32	Innovation and risk taking are encouraged and rewarded			.844	
OCQ33	All employees of the police force are fully aware of the mechanisms of work in the police force.			.786	
Mission					
OCQ34	The police force has missions that serve the community.				.707

No.	Items	Factor			
		Component			
Variable: Organizational Culture		1	2	3	4
OCQ35	The objectives of the policing institution are set in accordance with the urgent needs of citizens.				.873
OCQ36	The objectives of the police force are clear				.824
OCQ37	The objectives of the police force are specific.	Removed (.406)			
OCQ38	By improving performance, the police force seeks to bridge the gap between it and society by gaining public satisfaction.				.602
Eigenvalue		2.337	3.359	3.360	2.303
Percentage of Variance (%)		58.4	67.2	67.2	57.6
KMO Measure of Sampling Adequacy		0.760	0.859	0.866	0.708
Approximate Chi-Square		350.3	872.6	855.9	381.0
p-value		0.000	0.000	0.000	0.000

Table A.11: Exploratory Factor Analysis for All Items of Organizational Culture

No.	Items	Factor			
		Component			
Variable: Organizational Culture		1	2	3	4
Involvement					
OCQ20	I make decisions based on the availability of the best information.	.566			
OCQ21	I feel that I can make a positive impact in the work I do.	.543			
OCQ22	I work with my colleagues as a team.	.539			
OCQ23	I feel good about constantly improving my skills from the police force.	.634			
Consistency					
OCQ24	Leaders' practices align with the decisions they make.		.779		
OCQ25	There are clear values that govern the work of the police force.		.690		
OCQ26	The leaders work to find solutions commensurate with the differences that occur between members of the apparatus		.754		
OCQ27	The police institution has the ability to find consensus when problems arise at work.		.763		
OCQ28	Work-related actions are carried out in easy-to-implement ways.		.758		

No.	Items	Factor			
		Component			
Variable: Organizational Culture		1	2	3	4
Adaption					
OCQ29	The way things are done is very flexible and easy to change.			.740	
OCQ30	New and improved ways to do work are continually adopted.			.779	
OCQ31	In the police institution, failure is an opportunity to improve and develop work mechanisms			.754	
OCQ32	Innovation and risk taking are encouraged and rewarded			.750	
OCQ33	All employees of the police force are fully aware of the mechanisms of work in the police force.			.686	
Mission					
OCQ34	The police force has missions that serve the community.				.501
OCQ35	The objectives of the policing institution are set in accordance with the urgent needs of citizens.				.718
OCQ36	The objectives of the police force are clear				.670
OCQ37	The objectives of the police force are specific.	Removed			
OCQ38	By improving performance, the police force seeks to bridge the gap between it and society by gaining public satisfaction.	(.352)			.489
Eigenvalue		8.439	1.543	1.08	1.05
Percentage of Variance (%)		46.3	8.6	6.0	4.9
Percentage of Total Variance Explained (%)				65.7	
KMO Measure of Sampling Adequacy				0.936	
Approximate Chi-Square				3418.6	
p-value				0.000	

Table A.12: Exploratory Factor Analysis of Each Dimension of the Job Satisfaction

No.	Items	Factor		
		Component		
Variable: Job Satisfaction		1	2	3
Moral incentives				
JSQ39	As a police officer, I am looking forward to receiving honors and badges for your outstanding work	.779		
JSQ40	As a police officer, I am looking forward to receiving a letter of thanks and appreciation for your outstanding work	.754		
JSQ41	As an officer in the police force, you are looking forward to receiving the Excellence Award.	.875		
JSQ42	am looking forward as an officer in the police force to get an exceptional promotion	.810		
JSQ43	I am looking forward as an officer in the police force to get the honoring ceremony	.847		
JSQ44	I am looking forward as an officer in the police force to get the candidacy for the training courses	.790		
JSQ45	I am looking forward as an officer in the police force to get the nomination for senior leadership positions	.780		
JSQ46	I am looking forward as an officer in the police force to attend conferences for the police force to gain experience and knowledge.	.773		
JSQ47	As an officer in the police force, I am looking for authorization from higher authorities to carry out tasks	.810		
Material incentives				
JSQ48	As a police officer, you are looking for rewards for work assignments.	.626		
JSQ49	As an officer in the police force, you are looking for specialty bonus grants.	.761		
JSQ50	As a police officer, you are looking for a housing allowance.	.666		
JSQ51	As a police officer, you are looking for a transportation allowance.	.819		
JSQ52	As a police officer, you are looking for annual bonus payable.	.872		
JSQ53	As an officer in the police force, you are looking for an exceptional salary award.	.786		
JSQ54	As an officer in the police, she looks forward to taking care and improving the work environment.	.836		
JSQ55	As a police officer, you look forward to getting the health services you need	.825		

No.	Items	Factor		
		Component		
Variable: Job Satisfaction		1	2	3
JSQ56	As a police officer, you are looking to build a police club		.773	
JSQ57	As a police officer, you are looking to get rewarding compensation upon retirement.		.805	
JSQ58	As a police officer, you are looking forward to a provident fund that gives loans at soft facilities.		.720	
JSQ59	As a police officer, she aspires to implement the early retirement law within fair privileges		.690	
Wages incentives				
JSQ60	My salary from the police institution is commensurate with my professional experience.			.884
JSQ61	The salary I get from the police institution is sufficient and meets my needs			.893
JSQ62	I feel that my monthly salary is commensurate with the effort I put into my work			.907
JSQ63	The wage I get is enough to make me do my job to the fullest			.879
JSQ64	There is a similarity to the salary of the unified cadre that works in the police force			.755
JSQ65	There are incentive wages in the police establishment that encourage me to do more to get it			.781
JSQ66	My wage increases as my performance increases			.770
JSQ67	Irregular salary payment date affects my social and professional status		Removed (0.118)	
Eigenvalue		5.802	7.082	4.947
Percentage of Variance (%)		64.5	59.0	70.7
KMO Measure of Sampling Adequacy		0.918	0.927	0.902
Approximate Chi-Square		2257.5	3192.6	2054.6
p-value		0.000	0.000	0.000

Table A.13: Exploratory Factor Analysis for Job Satisfaction

No.	Items	Factor		
		Component		
Variable: Job Satisfaction		1	2	3
Moral incentives				
JSQ39	As a police officer, I am looking forward to receiving honors and badges for your outstanding work	.677		
JSQ40	As a police officer, I am looking forward to receiving a letter of thanks and appreciation for your outstanding work	.627		
JSQ41	As an officer in the police force, you are looking forward to receiving the Excellence Award.	.760		
JSQ42	am looking forward as an officer in the police force to get an exceptional promotion	.778		
JSQ43	I am looking forward as an officer in the police force to get the honoring ceremony	.770		
JSQ44	I am looking forward as an officer in the police force to get the candidacy for the training courses	.714		
JSQ45	I am looking forward as an officer in the police force to get the nomination for senior leadership positions	.716		
JSQ46	I am looking forward as an officer in the police force to attend conferences for the police force to gain experience and knowledge.	.719		
JSQ47	As an officer in the police force, I am looking for authorization from higher authorities to carry out tasks	.717		
Material incentives				
JSQ48	As a police officer, you are looking for rewards for work assignments.	.667		
JSQ49	As an officer in the police force, you are looking for specialty bonus grants.	.780		
JSQ50	As a police officer, you are looking for a housing allowance.	.689		
JSQ51	As a police officer, you are looking for a transportation allowance.	.746		
JSQ52	As a police officer, you are looking for annual bonus payable.	.798		
JSQ53	As an officer in the police force, you are looking for an exceptional salary award.	.713		
JSQ54	As an officer in the police, she looks forward to taking care and improving the work environment.	.763		
JSQ55	As a police officer, you look forward to getting the health services you need	.736		

No.	Items	Factor		
		Component		
Variable: Job Satisfaction		1	2	3
JSQ56	As a police officer, you are looking to build a police club		.723	
JSQ57	As a police officer, you are looking to get rewarding compensation upon retirement.		.721	
JSQ58	As a police officer, you are looking forward to a provident fund that gives loans at soft facilities.		.665	
JSQ59	As a police officer, she aspires to implement the early retirement law within fair privileges		.595	
Wages incentives				
JSQ60	My salary from the police institution is commensurate with my professional experience.			.870
JSQ61	The salary I get from the police institution is sufficient and meets my needs			.888
JSQ62	I feel that my monthly salary is commensurate with the effort I put into my work			.898
JSQ63	The wage I get is enough to make me do my job to the fullest			.879
JSQ64	There is a similarity to the salary of the unified cadre that works in the police force			.736
JSQ65	There are incentive wages in the police establishment that encourage me to do more to get it			.778
JSQ66	My wage increases as my performance increases			.765
JSQ67	Irregular salary payment date affects my social and professional status		Removed (0.174)	
Eigenvalue		10.888	5.109	2.224
Percentage of Variance (%)		38.9	18.7	12.9
Percentage of Total Variance Explained (%)			70.0	
KMO Measure of Sampling Adequacy			0.928	
Approximate Chi-Square			8223.1	

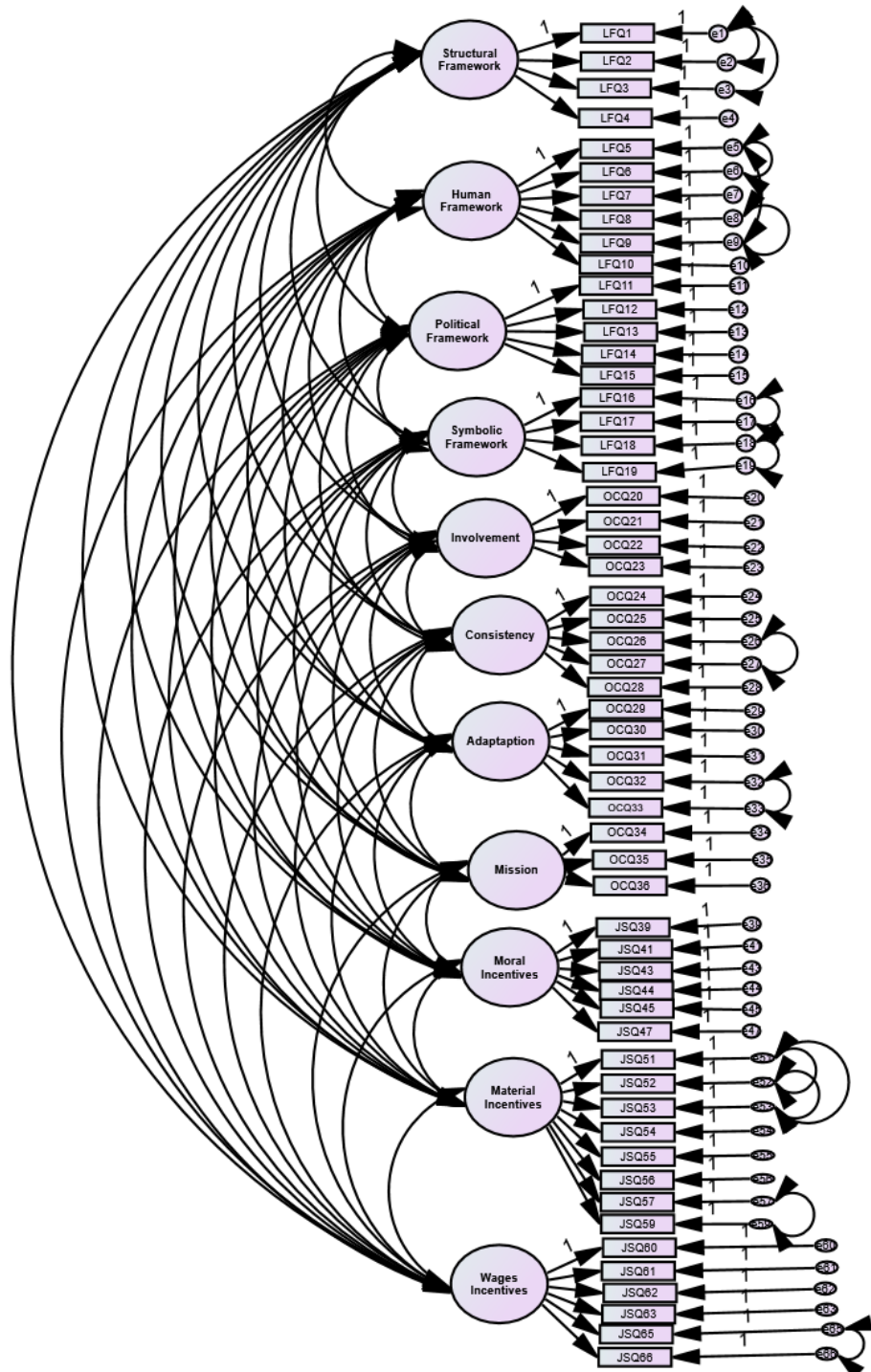


Figure A.1: The Pooled - CFA Structure of the Measurement of All Construct

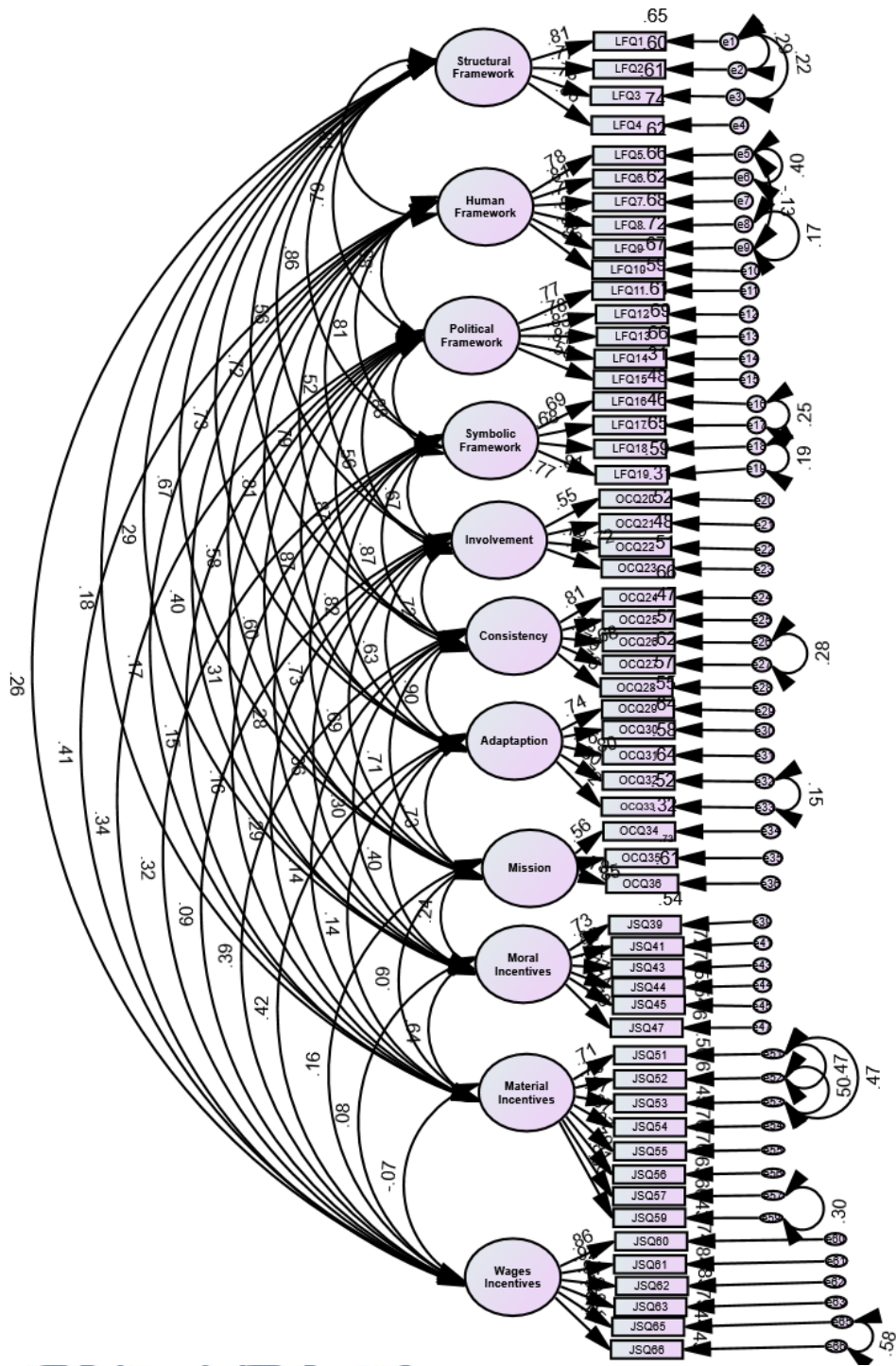


Figure A.2: The Results of Pooled – CFA of The Measurement Model of All Constructs

Table A.14: The Average Variance Extracted (Ave) and Composite Reliability for All Constructs

Construct	Items	Factor loadings*	CR (> 0.60)	AVE (> 0.50)	Cronbach's Alpha
Leadership framework					
Structural framework	LFQ1	.808	0.881	0.649	0.806
	LFQ2	.772			
	LFQ3	.781			
	LFQ4	.860			
Human framework	LFQ5	.784	0.921	0.661	0.813
	LFQ6	.811			
	LFQ7	.788			
	LFQ8	.825			
	LFQ9	0.851			
	LFQ10	0.818			
Political framework	LFQ11	.766	0.867	0.570	0.930
	LFQ12	.780			
	LFQ13	.829			
	LFQ14	.812			
	LFQ15	0.553			
Symbolic framework	LFQ16	.691	0.827	0.545	0.738
	LFQ17	.681			
	LFQ18	.808			
	LFQ19	.766			
Organizational Culture					
Involvement	OCQ20	.554	0.768	0.503	0.709
	OCQ21	.719			
	OCQ22	.695			
	OCQ23	.717			
Consistency	OCQ24	.812	0.847	0.578	0.760
	OCQ25	.684			
	OCQ26	.758			
	OCQ27	.789			
	OCQ28	0.755			
Adaption	OCQ29	.742	0.876	0.587	0.766
	OCQ30	.801			
	OCQ31	.763			
	OCQ32	.798			
Mission	OCQ33	0.719	0.783	0.553	0.743
	OCQ34	0.562			
	OCQ35	0.854			
	OCQ36	0.783			
Job Satisfaction					
Moral incentives	JSQ39	.733	0.906	0.618	0.786
	JSQ41	.851			
	JSQ43	0.836			
	JSQ44	0.771			
	JSQ45	0.738			
	JSQ47	0.780			
Material incentives	JSQ51	.709	0.922	0.599	0.773
	JSQ52	.782			

Construct	Items	Factor loadings*	CR (> 0.60)	AVE (> 0.50)	Cronbach's Alpha
Wages incentives	JSQ53	.672	0.925	0.676	0.822
	JSQ54	.870			
	JSQ55	.870			
	JSQ56	.793			
	JSQ57	.813			
	JSQ59	.656			
	JSQ60	.859			
	JSQ61	.915			
	JSQ62	.912			
	JSQ63	.891			
	JSQ65	.660			
JSQ66	.653				

* Factor leading are the standardized regression weights

Table A.15: Discriminant Validity among Each Construct

	SF	HF	PF	SMF	IC	CC	AC	MC	MRJ	MTJ	WJ
LF	0.806										
HF	.804	0.813									
PF	.785	.788	.930								
SMF	.795	.709	.724	.738							
IC	.563	.524	.557	.668	.709						
CC	.725	.728	.673	.684	.601	.760					
AC	.726	.715	.567	.629	.625	.727	.766				
MC	.667	.585	.602	.731	.689	.707	.733	.743			
MRJ	.290	.399	.308	.284	.355	.301	.399	.242	.786		
MTJ	.177	.166	.152	.159	.292	.143	.143	.086	.641	.773	
MWJ	.261	.405	.336	.316	.091	.393	.423	.157	0.079	-.073	.822

Bolded entries are the square root of AVE.

STRUCTURAL EQUATION MODILING (SEM)

Table A.16: Regression Weights: (Group number 1 - Default model)

Parameter	Estimate	Lower	Upper	P
Q39 ← Moral_Incentives	1.000	1.000	1.000	...
Q41 ← Moral_Incentives	.969	.854	1.084	.000
Q44 ← Moral_Incentives	.891	.726	1.032	.000
Q47 ← Moral_Incentives	.846	.706	.976	.001
Q51 ← Material_incentives	1.000	1.000	1.000	...
Q52 ← Material_incentives	1.045	.944	1.179	.000
Q53 ← Material_incentives	.969	.877	1.078	.000
Q54 ← Material_incentives	1.171	1.001	1.467	.000
Q55 ← Material_incentives	1.128	.942	1.433	.000
Q56 ← Material_incentives	1.072	.849	1.378	.000

	Parameter	Estimate	Lower	Upper	P
Q57	← Material_incentives	1.074	.916	1.332	.000
Q59	← Material_incentives	.831	.641	1.061	.000
Q60	← Wages_incentives	1.000	1.000	1.000	...
Q61	← Wages_incentives	1.129	1.060	1.210	.000
Q62	← Wages_incentives	1.111	1.047	1.184	.000
Q63	← Wages_incentives	1.092	1.009	1.185	.000
Q65	← Wages_incentives	.781	.666	.894	.000
Q66	← Wages_incentives	.719	.609	.830	.000
Q45	← Moral_Incentives	.813	.628	.979	.000
Q43	← Moral_Incentives	1.016	.894	1.142	.000
Q20	← Involvement	1.000	1.000	1.000	...
Q21	← Involvement	1.215	.841	1.759	.000
Q22	← Involvement	1.217	.827	1.775	.000
Q23	← Involvement	1.474	1.118	2.117	.000
Q24	← Consistency	1.000	1.000	1.000	...
Q25	← Consistency	.812	.666	.946	.000
Q26	← Consistency	.933	.797	1.092	.000
Q27	← Consistency	.909	.777	1.052	.000
Q29	← Adaptaption	1.000	1.000	1.000	...
Q30	← Adaptaption	1.091	.946	1.297	.000
Q31	← Adaptaption	1.062	.908	1.248	.000
Q32	← Adaptaption	1.309	1.109	1.579	.000
Q34	← Mission	1.000	1.000	1.000	...
Q28	← Consistency	.900	.773	1.052	.000
Q33	← Adaptaption	1.168	1.009	1.385	.000
Q36	← Mission	1.330	1.055	1.805	.000
Q35	← Mission	1.439	1.136	1.888	.000
Q1	← Structural_Framework	1.000	1.000	1.000	...
Q2	← Structural_Framework	.952	.853	1.052	.001
Q3	← Structural_Framework	.951	.837	1.056	.001
Q4	← Structural_Framework	1.106	.995	1.264	.000
Q5	← Human_Framework	1.000	1.000	1.000	...
Q6	← Human_Framework	1.021	.935	1.115	.001
Q7	← Human_Framework	1.036	.917	1.179	.000
Q8	← Human_Framework	1.023	.908	1.158	.000
Q11	← Political_Framework	1.000	1.000	1.000	...
Q12	← Political_Framework	.926	.798	1.051	.000
Q13	← Political_Framework	1.029	.921	1.156	.000
Q14	← Political_Framework	1.060	.951	1.182	.000
Q16	← Symbolic_Framework	1.000	1.000	1.000	...
Q17	← Symbolic_Framework	.951	.802	1.109	.000
Q18	← Symbolic_Framework	1.059	.902	1.262	.000
Q19	← Symbolic_Framework	1.030	.862	1.250	.001

	Parameter	Estimate	Lower	Upper	P
Q9	← Human_Framework	1.074	.959	1.218	.000
Q10	← Human_Framework	.951	.821	1.087	.001
Q15	← Political_Framework	.687	.526	.830	.001

Table A.17: Standardized Regression Weights (Group number 1 - Default model)

	Parameter	Estimate	Lower	Upper	P
Q39	← Moral_Incentives	.733	.650	.796	.001
Q41	← Moral_Incentives	.851	.798	.890	.001
Q44	← Moral_Incentives	.771	.673	.840	.001
Q47	← Moral_Incentives	.780	.694	.838	.001
Q51	← Material_incentives	.709	.589	.795	.001
Q52	← Material_incentives	.782	.674	.858	.001
Q53	← Material_incentives	.672	.544	.766	.000
Q54	← Material_incentives	.870	.818	.906	.001
Q55	← Material_incentives	.870	.797	.921	.001
Q56	← Material_incentives	.793	.677	.861	.001
Q57	← Material_incentives	.813	.724	.873	.000
Q59	← Material_incentives	.656	.534	.754	.000
Q60	← Wages_incentives	.859	.812	.897	.000
Q61	← Wages_incentives	.915	.881	.941	.001
Q62	← Wages_incentives	.912	.880	.937	.001
Q63	← Wages_incentives	.891	.846	.925	.001
Q65	← Wages_incentives	.660	.577	.732	.000
Q66	← Wages_incentives	.653	.570	.729	.000
Q45	← Moral_Incentives	.738	.616	.824	.000
Q43	← Moral_Incentives	.836	.765	.885	.001
Q20	← Involvement	.554	.405	.670	.001
Q21	← Involvement	.719	.602	.811	.000
Q22	← Involvement	.695	.551	.806	.001
Q23	← Involvement	.717	.608	.801	.001
Q24	← Consistency	.812	.747	.855	.001
Q25	← Consistency	.684	.578	.768	.001
Q26	← Consistency	.758	.681	.816	.001
Q27	← Consistency	.789	.712	.848	.000
Q29	← Adaptaption	.742	.654	.812	.001
Q30	← Adaptaption	.801	.747	.846	.000
Q31	← Adaptaption	.763	.692	.818	.001
Q32	← Adaptaption	.798	.740	.846	.000
Q34	← Mission	.562	.435	.660	.001
Q28	← Consistency	.755	.690	.810	.000
Q33	← Adaptaption	.719	.651	.774	.001

		Parameter	Estimate	Lower	Upper	P
Q36	←	Mission	.783	.701	.847	.001
Q35	←	Mission	.854	.783	.916	.000
Q1	←	Structural_Framework	.808	.732	.865	.001
Q2	←	Structural_Framework	.772	.694	.828	.001
Q3	←	Structural_Framework	.781	.708	.837	.000
Q4	←	Structural_Framework	.860	.809	.901	.000
Q5	←	Human_Framework	.784	.709	.846	.000
Q6	←	Human_Framework	.811	.744	.863	.000
Q7	←	Human_Framework	.788	.714	.850	.000
Q8	←	Human_Framework	.825	.769	.866	.001
Q11	←	Political_Framework	.766	.703	.818	.001
Q12	←	Political_Framework	.780	.691	.841	.001
Q13	←	Political_Framework	.829	.774	.873	.000
Q14	←	Political_Framework	.812	.754	.852	.001
Q16	←	Symbolic_Framework	.691	.584	.771	.000
Q17	←	Symbolic_Framework	.681	.567	.767	.000
Q18	←	Symbolic_Framework	.808	.717	.868	.001
Q19	←	Symbolic_Framework	.766	.678	.824	.001
Q9	←	Human_Framework	.851	.803	.891	.001
Q10	←	Human_Framework	.818	.752	.863	.001
Q15	←	Political_Framework	.553	.435	.654	.000

Table A.18: Correlations: (Group number 1 - Default model)

	Path	Estimate
Moral Incentives	↔ Material_incentives	.641
Moral Incentives	↔ Wages_incentives	.079
Material_incentives	↔ Wages_incentives	-.073
Involvement	↔ Consistency	.601
Involvement	↔ Adaptaption	.625
Involvement	↔ Mission	.689
Consistency	↔ Adaptaption	.727
Consistency	↔ Mission	.707
Structural_Framework	↔ Political_Framework	.785
Structural_Framework	↔ Symbolic_Framework	.795
Human_Framework	↔ Political_Framework	.788
Human_Framework	↔ Symbolic_Framework	.709
Political_Framework	↔ Symbolic_Framework	.724
Moral Incentives	↔ Involvement	.355
Moral Incentives	↔ Consistency	.301
Moral Incentives	↔ Adaptaption	.399
Moral Incentives	↔ Mission	.242
Moral Incentives	↔ Structural_Framework	.290

	Path	Estimate
Moral Incentives	↔ Human_Framework	.399
Moral Incentives	↔ Political_Framework	.308
Moral Incentives	↔ Symbolic_Framework	.284
Material_incentives	↔ Involvement	.292
Material_incentives	↔ Consistency	.143
Material_incentives	↔ Adaptaption	.143
Material_incentives	↔ Mission	.086
Material_incentives	↔ Structural_Framework	.177
Material_incentives	↔ Human_Framework	.166
Material_incentives	↔ Political_Framework	.152
Material_incentives	↔ Symbolic_Framework	.159
Wages_incentives	↔ Involvement	.091
Wages_incentives	↔ Consistency	.393
Wages_incentives	↔ Adaptaption	.423
Wages_incentives	↔ Mission	.157
Wages_incentives	↔ Structural_Framework	.261
Wages_incentives	↔ Human_Framework	.406
Wages_incentives	↔ Political_Framework	.336
Wages_incentives	↔ Symbolic_Framework	.316
Involvement	↔ Structural_Framework	.563
Involvement	↔ Human_Framework	.524
Involvement	↔ Political_Framework	.557
Involvement	↔ Symbolic_Framework	.668
Consistency	↔ Structural_Framework	.725
Consistency	↔ Human_Framework	.728
Consistency	↔ Political_Framework	.673
Consistency	↔ Symbolic_Framework	.684
Adaptaption	↔ Structural_Framework	.726
Adaptaption	↔ Human_Framework	.715
Adaptaption	↔ Political_Framework	.567
Adaptations	↔ Symbolic_Framework	.629
Mission	↔ Structural_Framework	.667
Mission	↔ Human_Framework	.585
Mission	↔ Political_Framework	.602
Mission	↔ symbolic_Framework	.731
Adaptations	↔ Mission	.733
Structural_Framework	↔ Human_Framework	.804

Model Fit Summary

Table A.19: CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	181	3155.964	1415	.000	2.230
Saturated model	1596	.000	0		
Independence model	56	16982.413	1540	.000	11.028

Table A.20: RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.056	.915	.895	.698
Saturated model	.000	1.000		
Independence model	.369	.126	.094	.121

Table A.21: Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.924	.908	.925	.923	.934
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Table A.22: RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.059	.056	.062	.000
Independence model	.168	.166	.170	.000