

**THE MEDIATING ROLE OF ORGANIZATIONAL CULTURE
IN THE RELATIONSHIP BETWEEN LEADERSHIP
FRAMEWORKS AND JOB SATISFACTION AMONG
POLICE OFFICERS IN PALESTINE**

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UNIVERSITI SAINS ISLAM MALAYSIA

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THE RELATIONSHIP BETWEEN LEADERSHIP
FRAMEWORKS AND JOB SATISFACTION AMONG POLICE
OFFICERS IN PALESTINE**

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Thesis submitted in partial fulfilment for the degree of
DOCTOR OF PHILOSOPHY IN HUMAN RESOURCES MANAGEMENT

UNIVERSITI SAINS ISLAM MALAYSIA

February 2024

AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

Date: August 2023

Signature:



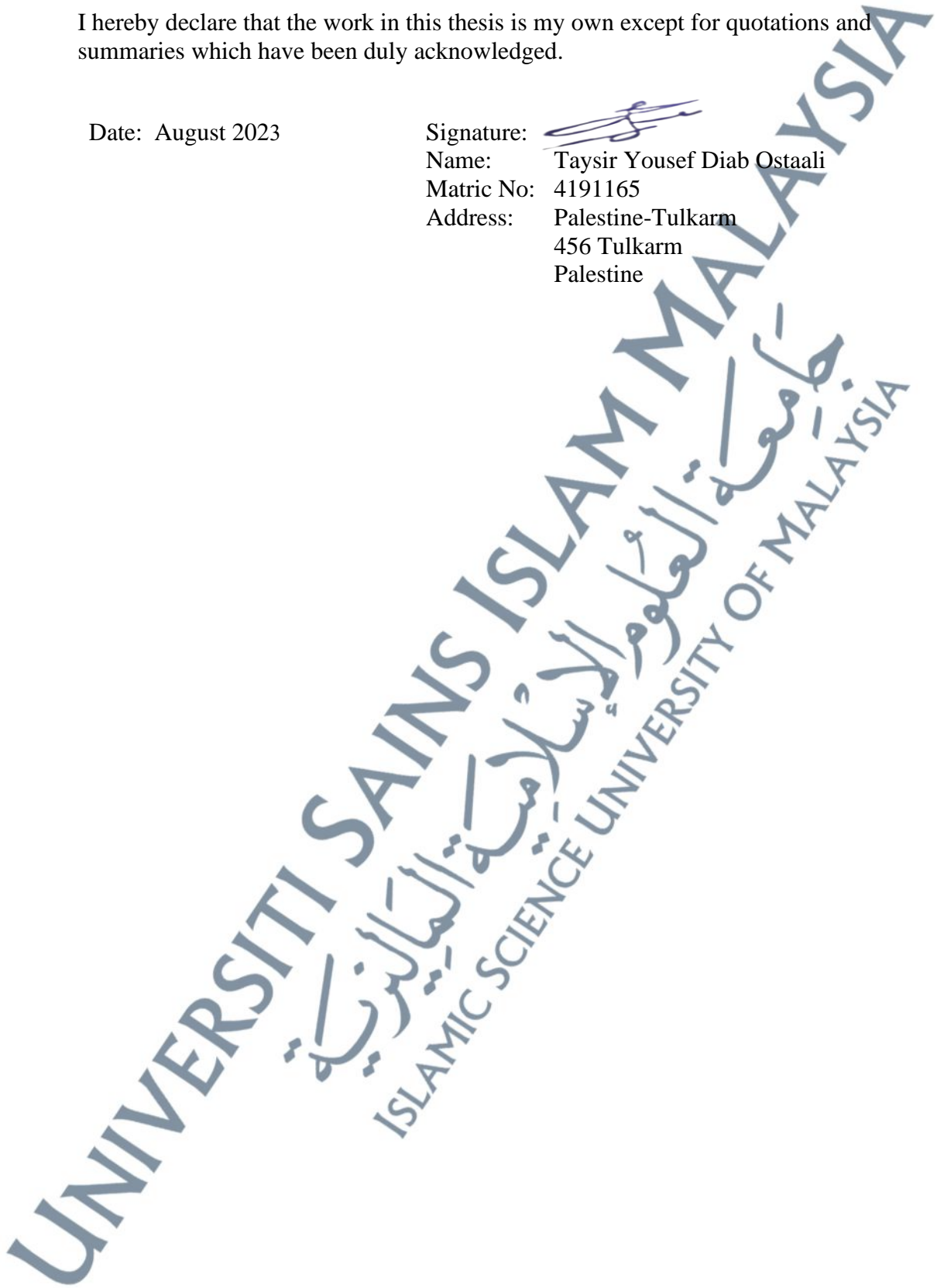
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ABSTRAK

Pekerja melihat kepuasan kerja yang rendah sebagai salah satu fenomena negatif yang dialami oleh kebanyakan organisasi dan institusi kerajaan dan bukan kerajaan, termasuk institusi polis. Sehubungan itu, kajian ini bertujuan mendedahkan peranan budaya organisasi dalam hubungan antara penerapan pengantara rangka kerja kepimpinan dan kepuasan kerja dalam kalangan pegawai polis Palestin di Tebing Barat Palestin. Untuk mencapai objektif kajian, Pendekatan deskriptif analitik telah digunakan dalam kajian ini untuk memastikan penerokaan data yang menyeluruh, mendedahkan corak dan trend, menguji hipotesis, dan memperoleh kesimpulan yang sah dengan aplikasi praktikal. Komuniti kajian termasuk semua pegawai polis Palestin di Tebing Barat, dan 400 soal selidik telah diedarkan. Daripada jumlah ini, 356 soal selidik yang sah digunakan untuk analisis, menghasilkan kadar tindak balas 89%. Untuk mencapai objektif kajian dan menganalisis hipotesisnya, kajian ini menggunakan soal selidik yang terdiri daripada 67 frasa yang diedarkan pada empat paksi, serta lima ungkapan yang mengukur pembolehubah demografi. Model persamaan struktur AMOS dan perisian SPSS telah digunakan. Model teori kajian ini adalah berdasarkan teori budaya organisasi oleh Denison dan Mishra (1995), teori Bolman dan Deal (1991), dan seterusnya, kajian ini menunjukkan teori kepuasan kerja yang menonjol, seperti teori Maslow, teori Alderfer, teori dwi-faktor Herzberg. Penemuan daripada analisis laluan persamaan pemodelan struktur mendedahkan hubungan positif antara rangka kerja kepimpinan dan kepuasan kerja, budaya organisasi dan kepuasan kerja, dan rangka kerja kepimpinan dan budaya organisasi. Selain itu, kajian itu menekankan kesan tidak langsung yang signifikan daripada rangka kerja kepimpinan terhadap kepuasan kerja melalui budaya organisasi dalam kalangan pegawai polis di Tebing Barat. Berdasarkan keputusan ini, beberapa cadangan telah dicadangkan. Pertama, terdapat keperluan untuk menumpukan pada peningkatan gaji dan memastikan konsistensi mereka, mempertimbangkan untuk menghubungkannya dengan kadar kos sara hidup. Kedua, melaksanakan sistem insentif material dan moral yang berkesan untuk pegawai polis Palestin adalah penting. Selain itu, menyokong Kementerian Dalam Negeri dan kepimpinan polis dalam mengguna pakai dan melaksanakan undang-undang yang meningkatkan tahap kepuasan di kalangan pegawai polis akan menyumbang kepada peningkatan prestasi keseluruhan mereka.

ABSTRACT

Employees see low job satisfaction as one of the negative phenomena that most governmental and non-governmental organizations and institutions, including the police institution, suffer from. In this regard, the study aimed to reveal the role of organizational culture in the relationship between the application of leadership frameworks and job satisfaction among Palestinian police officers in the West Bank of Palestine. To achieve the study's objectives, The analytical descriptive approach was employed in this study to ensure a thorough and comprehensive exploration of the data, reveal patterns and trends, test hypotheses, and derive valid conclusions with practical applications. The study community included all Palestinian police officers in the West Bank, and 400 questionnaires were distributed. Out of these, 356 valid questionnaires were used for analysis, resulting in an 89% response rate. To achieve the study's objectives and analyse its hypotheses, this study used a questionnaire consisting of 67 items distributed on four sections, as well as five expressions that measure demographic variables. AMOS structural equation models and SPSS software were used. The theoretical model of this study is based on organizational culture theory by Denison and Mishra (1995), Bolman and Deal's (1991) theory, and furthermore, this study indicated the prominent job satisfaction theories, such as Maslow theory, and the Alderfer theory. Additionally, Herzberg's dual-factor theory. The findings from the structural modelling equation path analysis revealed positive relationships between leadership frameworks and job satisfaction, organizational culture and job satisfaction, and leadership frameworks and organizational culture. Moreover, the study highlighted a significant indirect effect of leadership frameworks on job satisfaction through organizational culture among police officers in the West Bank. Based on these results, several recommendations were proposed. Firstly, there is a need to focus on improving wages and ensuring their consistency, considering linking them to the cost-of-living rates. Secondly, implementing an effective system of material and moral incentives for Palestinian police officers is essential. Additionally, supporting the Ministry of Interior and police leadership in adopting and implementing laws that increase the level of satisfaction among police officers would contribute to improving their overall performance.

الملخص

يرى الموظفون أن انخفاض الرضا الوظيفي هو إحدى الظواهر السلبية التي تعاني منها معظم المنظمات والمؤسسات الحكومية وغير الحكومية، بما في ذلك المؤسسة الشرطية. وفي هذا الصدد، هدفت الدراسة إلى الكشف عن دور الثقافة التنظيمية في العلاقة بين تطبيق الأطر القيادية والرضا الوظيفي لدى ضباط الشرطة الفلسطينية في الضفة الغربية. لتحقيق أهداف الدراسة، تم استخدام المنهج الوصفي التحليلي في هذه الدراسة لضمان الاستكشاف الشامل والشامل للبيانات، وكشف الأنماط والاتجاهات، واختبار الفرضيات، واستخلاص النتائج الصحيحة مع التطبيقات العملية. شمل مجتمع الدراسة جميع ضباط الشرطة الفلسطينية في الضفة الغربية، وتم توزيع 400 استبانة. من بين هؤلاء، تم استخدام 356 استبياناً صالحاً للتحليل، مما أدى إلى معدل استجابة 89٪. لتحقيق أهداف الدراسة وتحليل فرضياتها، استخدمت هذه الدراسة استبانة مكونة من 67 جملة موزعة على أربعة محاور، بالإضافة إلى خمس تعبيرات تقيس المتغيرات الديموغرافية. تم استخدام نماذج المعادلات الهيكلية AMOS وبرامج SPSS. يعتمد النموذج النظري لهذه الدراسة على نظرية الثقافة التنظيمية من قبل دينيسون وميشرا (1995)، ونظرية بولمان ودليل (1991)، وعلاوة على ذلك، أشارت هذه الدراسة إلى نظريات الرضا الوظيفي البارزة، مثل نظرية ماسلو، ونظرية ألدرفير. بالإضافة إلى ذلك، نظرية العامل المزدوج لهيرزبرج. كشفت نتائج تحليل مسار معادلة النمذجة الهيكلية عن علاقات إيجابية بين أطر القيادة والرضا الوظيفي والثقافة التنظيمية والرضا الوظيفي وأطر القيادة والثقافة التنظيمية. علاوة على ذلك، سلطت الدراسة الضوء على الأثر غير المباشر لأطر القيادة على الرضا الوظيفي من خلال الثقافة التنظيمية لدى ضباط الشرطة في الضفة الغربية. بناءً على هذه النتائج، تم اقتراح العديد من التوصيات. أولاً، هناك حاجة إلى التركيز على تحسين الأجور وضمان اتساقها مع مراعاة ربطها بمعدلات غلاء المعيشة. ثانياً، من الضروري تطبيق نظام فعال من الحوافز المادية والمعنوية لضباط الشرطة الفلسطينية. بالإضافة إلى ذلك، فإن دعم وزارة الداخلية وقيادة الشرطة في اعتماد وتنفيذ القوانين التي تزيد من مستوى الرضا بين ضباط الشرطة من شأنه أن يساهم في تحسين أدائهم بشكل عام.

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LIST OF ABBREVIATIONS

AMOS	Analysis of a Moment Structure
AVE	Average Variance Extracted
CA	Cronbach's Alpha
CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
KMO	Kaiser-Meyer-Olkin Test
RMSEA	Root Mean Square Error of Approximation
GFI	Goodness of Fit Index
CFI	Comparative Fit Index
TLI	Tucker Lewis index
NFI	Normed fit index
CR	Composite Reliability
Df	Degree of Freedom
SE	Standard Errors
BCI	Bootstrapping Confidence Intervals
n	Sample Size
χ^2	Chi-square
N	Population size.
P	Population proportion .50 in the table.
ME	Desired Margin of Error (expressed as a proportion).
PP	Palestinian Police
HRM	Human Resource Management
JS	Job Satisfaction
LF	Leadership Frameworks
OC	Organizational Culture
SF	Structural Framework
HF	Human Framework
PF	Political Framework
SMF	Symbolic Framework
IC	Involvement as a dimension of OC
CC	Consistency as a dimension of OC
AC	Adaptation as a dimension of OC
MC	Mission as a dimension of OC
MRJ	Moral incentives as a dimension of JS
MTJ	Material incentives as a dimension of JS
WJ	Wages as a dimension of JS
SD	Standard Deviation
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor
SD	Strongly Disagree
D	Disagree
NN	Neither agree nor disagree
A	Agree
SA	Strongly Agree