

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The aim of this research is to investigate the role of organizational culture in enhancing job satisfaction among civil police officers in Palestine by providing suggestions and recommendations for improving wages and implementing effective leadership frameworks. The literature review aims to explore the significance of establishing an appropriate incentive and wage system that contributes to increased job satisfaction among Palestinian police officers. Additionally, it seeks to identify the suitable leadership framework that facilitates the achievement of this goal, along with an organizational culture that aligns with the objectives and influences employees' performance and service quality.

In this chapter, various essential terms related to job satisfaction, organizational culture, and leadership frameworks, along with the associated theories and the research's theoretical framework underpin the study's objectives.

The literature review in this study involved identifying relevant studies with similar variables to those used in the research. The identified studies were carefully evaluated for their quality, validity, and reliability. Gaps and limitations in the existing literature were acknowledged, and areas requiring further research were highlighted. The review served as a basis for shaping the research design, establishing a strong theoretical foundation, and justifying the research questions and hypotheses. Moreover, it positioned the current study within the broader body of knowledge, showcasing its contribution to the field's existing understanding.

2.2 Police Apparatus

It is an apparatus affiliated with the Ministry of the Interior, headed by the Director of Police, and under the supervision of the Minister of Interior. Its function is limited to defending the homeland, serving the people, protecting society, maintaining security and stability, preventing crime, and apprehending its perpetrators. The police apparatus includes several departments (public investigations, liaison, Judicial police, guards, central operations, crossings and borders, tourism and antiquities police, explosives engineering, traffic police, reform and rehabilitation centres, drug control, special police forces, family and child protection unit, security and information, Palestinian Police College (Odeh 2016).

2.3 Job Satisfaction

Job satisfaction is a complex concept influenced by a variety of factors including interpersonal support, inherent job characteristics, monetary compensation, professional growth opportunities, employment stability, and working conditions (Tarvid, 2016). The retention of employees is closely tied to job satisfaction, leading to increased productivity and reduced turnover rates within an organization (Kasemsap, 2017). Additionally, job satisfaction encompasses the positive sentiment or attitude that an employee holds toward their job, playing a crucial role in both employee retention and organizational success (George, 2018).

In addition, Supervisor behavior, with both positive and negative impacts, is a significant factor influencing the level of job satisfaction among the workforce, involving communication elements such as eye contact, facial expressions, and body language (Mahmood, 2018). job satisfaction significantly impacts organizational

commitment, with highly satisfied employees demonstrating increased commitment and going the extra mile, resulting in improved organizational effectiveness and efficiency (Thangaswamy & Thiyagaraj, 2017).

Furthermore, Job satisfaction is viewed as an expression of people's satisfaction with the job more than others, with satisfaction and dissatisfaction stemming from different variables: motivating factors and hygiene factors. Satisfaction is linked to job conditions such as working conditions, wages, security, quality of supervision, and relationships with others, rather than the job itself (Wulandari et al., 2021). Yousef (2017) considers job satisfaction a critical concern for maintaining a well-functioning and high-performing workforce, increasing employees' intention to continue working for the employer. Peng et al. (2016) add that job satisfaction reduces psychological fatigue and burnout, defining it as an individual's feelings about their job and its various components.

In summary, job satisfaction is the degree to which an individual's psychological and material needs are met through adequate pay and benefits from their organization, fostering feelings of respect and value, and forming strong connections with superiors and colleagues. High job satisfaction is associated with increased motivation, engagement, and productivity, leading to improved job performance, reduced turnover, and enhanced organizational commitment. Conversely, low job satisfaction can result in disengagement, decreased productivity, and a higher likelihood of employees seeking alternative job opportunities. Given these reasons, job satisfaction is crucial for employee well-being and organizational success, influenced by factors explained in theories like Herzberg's and Maslow's, and employers strive to create positive environments to retain talent and boost loyalty.

2.3.1 The Importance of Job Satisfaction

Job satisfaction holds significant importance in an organization, evident from various researchers' findings. Ali and Anwar (2021) emphasize that raising workers' satisfaction is crucial as it serves as a measure of individuals' effectiveness. High overall satisfaction leads to desirable outcomes comparable to those achieved when organizations increase wages or implement reward and incentive programs. Conversely, dissatisfaction contributes to absenteeism, work accidents, delays, turnover, and complaints about working conditions, potentially leading workers to form unions to defend their interests. Additionally, Toropova et al., (2021) highlight the importance of managers' satisfaction, as it influences decision-making effectiveness and goal achievement. On the other hand, Kocman & Weber (2018) found that high satisfaction ratings might result from a lack of control over vocational decisions. It is essential to ensure job satisfaction among police officers by identifying the elements that hinder their performance. This can be achieved by promoting an enabling environment that addresses wage and incentive concerns, and by creating leadership frameworks that raise levels of job satisfaction through the implementation of an appropriate organizational culture. Addressing the challenges of wages and incentives is extremely important, and has positive repercussions on security and societal stability.

2.3.2 Dimensions of Job Satisfaction

The current study highlighted the notion of job satisfaction and, in pinpointing wages and incentives as crucial factors influencing job satisfaction, it relied on Maslow's theory and Herzberg's two-factor theory. Amin (2021) highlighted physiological aspects, including wages, as one dimension of job satisfaction. The

second dimension encompasses "motivators," which are elements fostering job satisfaction and inspiring employees to perform well. These motivators encompass purposeful work, appreciation, responsibility, and opportunities for growth, achievement, and advancement (Alshmemri et al., 2017). Herzberg's 1968 theory emphasizes the importance of meeting self-needs and incentive requirements for the development of one's full potential (Azlisham et al., 2021; khairon et al., 2021). Fauziyana et al. (2021) state that Herzberg's theory identifies two key factors influencing job satisfaction: the recognition of incentives and the fulfillment of self-needs. Zaid et al. (2021) argued that Herzberg highlighted psychological elements like appreciation and salary, alongside incentive factors, as the foundational pillars of job satisfaction. According to Smith (1969), satisfaction with wages is a fundamental component of overall job satisfaction, as affirmed by (Judge et al., 2010).

In addition, Sulaiman et al. (2022), Malik et al. (2018), Prasetio et al. (2019), and Mondy & Martocchio (2016) have reached a consensus that job satisfaction may be divided into two main aspects: "incentive and wage." These studies emphasise the crucial impact of financial compensation on an individual's job happiness.

The connection between wages and job satisfaction is frequently explained through the concept of utility, an economic term denoting an item's perceived ability to fulfill an individual's needs or desires. This theory, elucidated as the theory of utility, posits that satisfaction is derived not only from wages but also from non-financial job aspects such as incentives (Stander et al., 2019). The assumption is that a higher wage allows individuals to allocate more resources to satisfy their needs, ultimately leading to heightened satisfaction (Silva, De Keulenaer, & Johnstone, 2012). Previous studies, such as those by Cheung & Lucas (2015), have established a correlation between wages, wage satisfaction, job satisfaction, and life satisfaction, emphasizing the significant role

of an individual's wages relative to others in contributing to job satisfaction. However, the impact of wages on job satisfaction may be contingent on contextual factors, as suggested by Carr & Mellizo (2013).

Designing an incentive program, including non-monetary incentives, is challenging for mutual benefit. Organizations need substantial investment in a comprehensive reward structure to retain valuable employee input. This study explores moral incentives' impact on job satisfaction, identifying factors like formal praise, recognition, and continuous feedback. The findings emphasize a strong positive correlation between non-financial incentives and job satisfaction, underscoring their role in enhancing overall organizational efficiency (Hamzah & Matkhairuddin, 2023). In practical terms, rewarding individuals for their actions is crucial for satisfying internal desires (Anwar & Surarchith, 2015). The results indicate that incentives significantly positively influence job satisfaction (Ali & Anwar, 2021). In addition, Bambarandage and Priyankara, (2018) showed that material incentives have a stronger relationship with job satisfaction than moral incentives, but both incentive variables have a significant impact on employees' job satisfaction.

Pay satisfaction is an essential aspect of job satisfaction as a whole. It relates to how individuals evaluate their remuneration in relation to their expectations and needs. Researchers utilise the equity model and the discrepancy model to examine how individuals perceive their pay, offering valuable insights into the fairness and congruence of remuneration with their contributions and expectations.

2.3.2.1 Incentives

The incentive system and job satisfaction are critical issues for every organization, necessitating the recruitment of competent and qualified human resources and efficient

organizations to attain organizational goals and elevate the company's status. Incentive systems are essential in formulating and implementing strategies and policies that aim to reward individuals fairly and consistently in line with the organization's values (Demir, 2020). Incentives significantly impact employee productivity, particularly when hiring skilled workers capable of efficiently achieving enterprise goals (Anwar & Shuker, 2015). Human resources are strategically crucial to an organization's success, as they contribute to achieving security objectives. Identifying factors that motivate employees and encouraging goal attainment have become top priorities for organizations (Edirisooriya, 2014).

Incentives can have counterproductive effects, leading to controversial employee behaviours, complaints about unfair wage distribution, overwork, and stress. However, some progress has been made in understanding how different incentives, such as performance pay and earnings-related wages, can positively impact employee well-being and satisfaction (Ogbonnaya, et al., 2017). Financial rewards, as identified by Linz and Semykina (2012), can also have counterproductive outcomes by increasing revenue risk, diminishing intrinsic motivation, and lowering employee morale. Mamdani and Minhaj's study (2016) found that low financial incentives can negatively affect employee loyalty to the organization. Anwar (2016) defines incentives as encompassing both material and moral ideals, serving as a focal point in modern organizations, including wages, prices, and rewards as tangible benefits. Incentives are extrinsic rewards, either monetary or non-monetary, designed to motivate specific behavioural actions. Empirical evidence suggests that monetary incentives possess the potential to crowd out individuals' intrinsic motivations (Chell et al., 2018).

According to Al-Saka (2013), incentives come in various classifications and play a crucial role in motivating workers, increasing production efficiency, and enhancing job satisfaction and morale.

According to this research, incentives in the study refer to a combination of material and moral benefits offered by the Palestinian police to its employees. These incentives aim to increase job satisfaction, enhance performance, and fulfill the needs and aspirations of police officers.

Mamdani and Minhaj (2016) emphasize that material incentives can take various forms depending on the sector. Monetary incentives are particularly significant as they help meet essential needs, promote health, and serve as a strong motivator for improved performance and continued dedication to work. Material incentives also include cash or in-kind awards for excellence, early attendance, and adherence to work schedules, as well as discretionary or in-kind rewards granted to employees upon retirement. Additional material allowances, such as housing, transportation, and healthcare, may also be provided.

Moral incentives, as defined by Naroura and Guedda (2021), do not rely on monetary rewards but instead use moral means such as appreciation, respect, letters of thanks, praise, awards for excellence, honor boards, training courses, and exceptional promotions to motivate workers.

Al-Baida (2016) discusses two types of incentives: internal and external. Internal incentives are derived from the nature of the work itself and include factors like independence, utilizing skills, and performing significant tasks. These incentives have a strong impact on performance and job satisfaction. In contrast, external incentives provided by the organization, such as wages, financial rewards, promotions, appreciation, and praise, serve as external motivators for employees.

Youssef (2021) describes positive incentives as those that reward workers and fulfill their needs, motivating them to increase production and improve their quality through behaviours that align with these incentives. Naroura and Guedda (2021) further explain that positive incentives involve appreciating employees' efforts, involving them in management decisions, ensuring work stability, regulating work hours, and enhancing working conditions.

Negative incentives are methods used to influence individuals' behaviour by threatening to withhold certain privileges, such as salary deductions for irregular work hours or dismissal for not meeting specified performance levels (Naroura & Guedda, 2021).

Anwar and Shakurr (2015) highlight the significance of incentives in enhancing employee productivity, especially when hiring skilled workers capable of efficiently achieving organizational goals. Edirisooriya (2014) emphasizes that identifying factors that motivate employees and encouraging them to achieve goals is crucial for an organization to achieve its objectives.

At the individual level, financial incentives have been found to enhance employees' sense of efficiency and independence, leading to greater self-motivation and better work performance (Landry et al., 2017). At the organizational level, incentives drive improved production, innovation, loyalty, and a sense of belonging among workers (Qarqab & Khlasi, 2020)

Al-Baida (2016) identifies factors that influence the effectiveness of an incentive system, emphasizing the importance of direct recognition and appropriate sizing of incentives. Stability in granting incentives and avoiding favoritism is also crucial. As for the incentives system in the Palestinian police, it was referred to in the Palestinian Security Forces Service Law No. (8) for the year (2005) in Article (74). It states that

“the executive regulations of this law determine the incentives system for officers who provide services and an excellent job.”

The implementation guidelines of this law, which remain undeveloped and unapplied, delineate a reward system for non-commissioned officers and individuals delivering exemplary services, tasks, or research that enhances work methodologies and elevates performance levels or achieve outstanding work ratings. To date, no comprehensive study has evaluated the Palestinian police's situation, factoring in the criteria and principles for awarding these incentives. Based on his current study, the researcher posits that both tangible and intangible rewards hold significant value for the Palestinian police institution. Having passionate and driven personnel bestows the institution with a competitive edge, empowering it to materialize its intentions and reach its envisioned objectives.

2.3.2.2 Wages

Wages play a vital role as employee rewards and serve as a significant motivator. When a company has a well-managed wage system, it can lead to increased employee motivation, productivity, and satisfaction. However, if wages fall short of workers' expectations, they may desire higher salaries. Managers should take this into account as improving wages can effectively boost employee motivation and productivity (Sobaih & Hasanein, 2020).

In addition, Sabari and Chalabi (2019) emphasized that financial return is a crucial determinant in individuals' decisions to opt for public jobs. It significantly contributes to job satisfaction and fosters genuine interest in the job.

Moreover, Employee satisfaction is closely tied to wage fairness and can serve as a motivating factor, especially with salary increases, as highlighted by Andavar and Ali

(2020). Unequal pay for the same tasks can lead to frustration among workers. Vrontis et al. (2019) found a strong correlation between job satisfaction and wages, financial benefits, and fair promotion opportunities. Hence, managers, directors, and decision-makers can focus on enhancing job satisfaction to improve overall organizational performance. On the other hand, Choi et al. (2021) view wages as an element of external satisfaction received by individuals for completing required work, encompassing moral and material rewards, and promotion. According to Parker et al. (2016), wages are defined as a sum of money that covers not only the worker's basic needs but also those of their family beyond mere subsistence.

The researcher defines the wages procedurally as the remuneration that the police officer receives from the Palestinian Ministry of Finance, according to the services provided by this officer in exchange for his/her work in the Palestinian Police Institution.

Qarqab and Khiasi (2020) categorize wages into three groups. The first group includes cash wages, which are paid in money (daily or weekly), and wages in kind, provided as services or benefits like housing and medical treatment. The second group consists of the basic wage, determined by qualifications, experience, and job title, the total wage before deductions, and the net wage after all deductions like insurance and pensions. The third group comprises the nominal wage, which is the actual amount received for work, and the real wage, representing the purchasing power of the cash wage in meeting various needs.

Sabri and Chalabi (2019) emphasize the significance of wages in determining job satisfaction as they are vital for individuals' livelihood and overall well-being. At the societal level, wages play a pivotal role in promoting happiness, stability, and safety for individuals, and they contribute to increased production, purchasing power, market

recovery, and job opportunities, ultimately leading to societal progress and advancement. Mahmoudi and Hussein (2016) emphasized that wages play a crucial role in motivating workers and increasing their productivity. On the hand, Qarqab and Khiasi (2020) further highlighted that decreasing wages can result in severe negative social consequences, including bribery, embezzlement, and the misuse of positions for illegal activities.

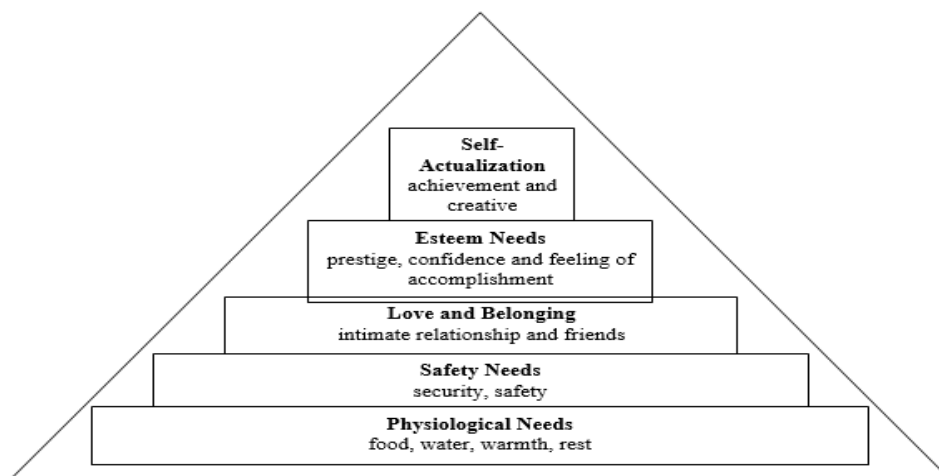
The determination of wages is influenced by several factors, including age, education, marital status, gender, and occupation (Xie, 2022). Higher education levels can lead to better networking and increased human capital, positively affecting wages (Barany, 2016). The gender pay gap is relatively small for young people but increases as men and women age (Polachek, 2019). Occupations also play a significant role in wage differences, with certain jobs earning less than others on average (Helland & Drange, 2017). Marital status can also affect wages, as individuals with family responsibilities may prioritize family time over work (Xie, 2022). Additionally, factors such as employee achievements, experience, level of effort, and the nature of work can impact wage levels (Qarqab & Khiasi, 2020).

Examining wages and incentives as the two dimensions of job satisfaction, underscore the need for a sophisticated system of tangible and intangible rewards. By leveraging administrative and fiscal strategies and liaising with the pertinent governmental departments, there's an opportunity to enhance and ensure sustained wages. Such measures would elevate job satisfaction levels among Palestinian police officers, consequently allowing the police organization to realize its objectives.

2.3.3 Theories of Job Satisfaction

Maslow's hierarchy of needs theory is a prominent framework that explores job satisfaction by addressing the individual's immediate needs to fulfill desires through financial capability and moral support via incentives. The theory categorizes needs into five levels, akin to rungs on a ladder. The fundamental needs start with physiological requirements like food, drink, and clothing, followed by safety needs for security and protection. The subsequent levels encompass social needs such as love, and esteem needs like self-respect, and the highest level represents self-actualization, which pertains to reaching one's potential and accomplishments (Mohd et al. 2019; Radwan & Zhu, 2017).

Amin (2021) explored Herzberg's dual-factor theory, which identifies two key dimensions for building job satisfaction. The first dimension focuses on physiological aspects such as salary or wages, job performance, working conditions, and self-development. The second dimension involves factors related to the interpersonal relationships among team members and their relationships with superiors.



Source: Radwan and Zhu (2017)

Figure 2.1: Maslow's Hierarchy of Needs

Table 2.1 also sheds light on the factors that motivate job satisfaction and the factors that undermine job satisfaction according to Herzberg's Hygiene and Motivator Factors theory.

Table 2.1: Herzberg's Hygiene and Motivator Factors

Satisfiers (motivators)	Dissatisfiers (hygiene factors)
Achievement	Company policy
The job itself- interesting and fulfilling work	Supervision
Promotion	Level of Salary
Responsibility	Interpersonal relations
Recognition for good work (achievement)	Working condition
Opportunity to grow in knowledge and capability	

Source: Noor (2013)

Radwan and Zhu (2017) propose that Alderfer's theory combines Maslow's five categories of needs into three main categories: 'existence', 'relatedness', and 'growth'. Existence needs to encompass physiological necessities for survival, such as food and water. Relatedness needs to involve relationships with family, friends, and colleagues. Finally, growth needs to refer to individual and workplace productivity or creativity.

Figure 2.2 shows the three main categories of Alderfer's theory that emerged from Maslow's theory (Need Categories in ERG Theory).

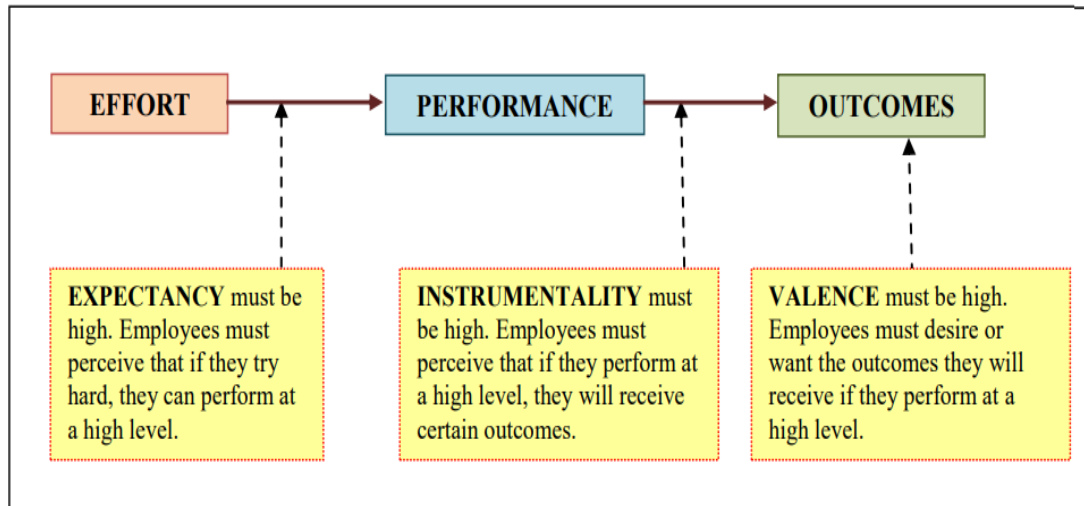


Source: Radwan Zhu (2017)

Figure 2.2: Three Categories of Alderfer's Theory

The researcher examines Vroom's theory of motivation based on the studies by Saif et al. (2012) and Bagga & Parijat (2014). Vroom's theory posits that employees are motivated when they have the expectation that their actions will yield desired outcomes.

For more clarification, Figure 2.3 indicates the conditions of Valence and satisfaction theory that led to improved performance.



Source: Noor (2013)

Figure 2.3: Valence and Satisfaction Theory

This study emphasizes Skinner's (1957) theory of motivation through reinforcement, which corresponds with other previously discussed theories, especially the expectation theory. Within the realm of incentive theories and job contentment, the reinforcement theory pinpoints behaviours or stimuli that bolster preferred actions, establishing a direct connection between rewards and those targeted actions (Al-Baida, 2016).

In addition, this study highlights the Subsistence Theory of David Ricardo as one of the significant wage theories related to job satisfaction. This theory proposes that wages should be set at a level sufficient to meet the basic needs of the worker and their family, such as food, drink, and clothing. If the wage exceeds the subsistence limit, it improves living conditions, while wages below the subsistence limit led to deteriorating living conditions. Additionally, the behavioural theory suggests that wages should fulfil various needs identified by Maslow, Herzberg, and others, including physiological needs, security, food, and shelter (Bendewald, 2008).

2.3.3.1 The Impact of Job Satisfaction Theories on the Theoretical Framework of the Study

Understanding the impact of job satisfaction theories on the theoretical framework of a study is pivotal for shaping the comprehension of employee well-being in an organizational context. The incorporation of job satisfaction theories, such as Herzberg's Two-Factor Theory or Maslo Theory, is foundational for examining and interpreting the factors that influence job satisfaction. These theories assist researchers in identifying intrinsic and extrinsic factors contributing to employees' contentment or dissatisfaction at work. By integrating these theories into the theoretical framework, researchers gain a structured perspective for analyzing the intricate dynamics of job satisfaction, and guiding the formulation of hypotheses and research questions (Shafagatova, 2023).

Numerous studies have explored the critical topic of job satisfaction, recognizing its paramount significance in institutional development and optimizing human resource performance. This specific study focuses on investigating job satisfaction among Palestinian police officers by exploring various theories related to job satisfaction, incentives, and wages. The researcher identifies key factors influencing job satisfaction, emphasizing the fulfillment of psychological and material needs through salaries and incentives.

Alderfer's theory, incorporating Maslow's needs into three categories—'existence,' 'connection,' and 'growth'—underscores the role of wages in fostering heightened satisfaction and improved performance (Alderfer, 1972). The expectation theory posits that employees are motivated when anticipating positive outcomes from their actions (Vroom, 1964). Reinforcement theory, aligned with the expectation theory, advocates for supporting desired behaviors through appropriate incentives to enhance

service quality (Skinner, 1953). The subsistence theory underscores the vital importance of wages in improving living conditions and meeting physiological needs, aligning with behavioral theory (Skinner, 1953).

In line with job satisfaction theories, the connection between job satisfaction and organizational culture is a widely researched topic, with various dimensions of organizational culture influencing job satisfaction. The adaptability within organizational culture emerges as a significant factor affecting job satisfaction, as indicated by studies such as Liu et al. (2019). The ability of individuals to adapt to their work environment, including considerations of wage adjustments during adaptation stages, has a notable impact on job satisfaction, as suggested by Diriwaechter and Shvartsman (2018).

Sabuhari et al. (2020) found that organizational culture adaptation is essential to mitigate the impact of HR flexibility on employee performance. Additionally, the alignment of an organization's mission with its culture plays a crucial role in influencing job satisfaction, as emphasized by Tsai (2011), Korner et al. (2015), and Dobrinić and Fabac (2021). When an organization's culture reflects its mission, employees are more likely to achieve their goals and experience job contentment.

The dimensions of organizational culture, particularly involvement and consistency, significantly impact job satisfaction. Individual involvement is highlighted by Belias and Koustelios (2014) as meeting psychological needs and contributing to positive organizational outcomes, while consistency, characterized by coordination and clear direction, has positive effects on employees, as suggested by Denison et al. (2014) and Sapta et al. (2021).

However, the impact of consistency culture may vary in different contexts, with Imran et al. (2021) pointing out potential limitations and negative associations in certain

cases. In summary, previous research consistently demonstrates the positive impact of organizational culture dimensions on job satisfaction. Understanding an organization's mission fosters confidence, adaptation, and involvement among employees, contributing to enhanced job satisfaction and overall performance improvement

Regarding leadership frameworks and their connection to Job Satisfaction Theories, the appropriate organizational structure is contingent on the surrounding context and considers the personal interests of employees, whether individual or collective. Recognizing and satisfying individual needs contributes to increased satisfaction and performance, while an improper structural framework can lead to dissatisfaction and decreased performance (AKOGLU et al., 2022).

On the social aspect, organizations aim to maintain positive social relations among employees and with the external environment. Effective leadership, characterized by a set of ideas, beliefs, and organizational culture, plays a crucial role in enhancing employee satisfaction (Bolman & Deal, 2017).

In understanding the political framework, the job satisfaction can be achieved through the leader's skills and attributes. A strong leader fosters portability for team members, meets their needs, establishes alliances, and ensures job security, contributing to the institution's competitiveness and innovation (Vuori, 2018).

Concerning the symbolic framework, studies emphasize the urgent need for a symbol based on its characteristics and experiences in instilling beliefs and ideas that form the institutional culture. Providing support and addressing employee needs within this framework leads to increased job satisfaction and improved performance (Bolman & Gallos, 2011).

Several studies have explored the relationship between organizational culture and leadership frameworks. For instance, 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) introduced distinct assumptions for each organizational approach, comprising the structural, human resources, political, and symbolic frameworks, emphasizing the importance of leaders adeptly utilizing multiple frames for effectiveness. Silver (2022) emphasized the need for intentional leadership development in nonprofit organizations to address diverse staff backgrounds and leadership experience levels. This requires embedding leadership development into the organizational culture through an improvement plan, utilizing various frameworks. Garcia et al. (2022) highlighted the role of symbolic leadership in shaping organizational culture and climate, employing myths, metaphors, stories, and rituals to inspire followers. 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. 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.

Finally, this study seeks to identify factors contributing to job satisfaction and happiness among Palestinian police officers, emphasizing the improvement of wages and the implementation of an effective incentive system. Additionally, it aims to examine the impact of leadership frameworks on job satisfaction and explore practical

programs to enhance financial conditions and employee motivation within the Palestinian police institution.

2.4 Leadership Frameworks

Leadership frameworks are crucial in steering organizational achievements and impacting employee outcomes. Successful leadership strategies act as roadmaps that direct decisions, strengthen team unity, and encourage innovation. Often, managers don't interpret situations correctly. This means leaders must adopt various perspectives to better understand their challenges and determine the appropriate leadership responses (Holmes & Scull, 2019).

Bolman and Deal emphasize the importance of frames in comprehending leadership, with four distinct leadership frames identified: structural, human resource, political, and symbolic. These frames significantly shape leaders' perspectives and behaviours (Vuori, 2018). The structural frame perceives organizations as hierarchical systems with established rules and processes, emphasizing efficiency, planning, and control to achieve organizational goals (Photonopoulos, 2021). In contrast, the human resource frame focuses on aligning human and organizational needs, encouraging staff participation, and fostering teamwork, symbolized by the metaphor of a family (Vuori, 2018). The political frame diverges, emphasizing power, competition, and organizational politics. Leaders in this frame form coalitions and engage in negotiation and influence (Fleming-May & Douglass, 2014). The symbolic frame views the organization as a cultural system with shared meanings, and leaders act as catalysts to sustain the culture through rituals and ceremonies, represented by the metaphor of a temple (Fruehauf et al., 2015).

The study highlights the adaptability of leadership frameworks to the work environment and employees' characteristics. Effective leaders inspire confidence and loyalty among employees. In addition, Applying the Bolman and Deal four-frame model can help decision-makers in the Palestinian Police enhance job satisfaction by addressing officers' needs and providing practical incentives.

The current study focuses on identifying four leadership frameworks and explores the role of organizational culture as a mediator between these factors and job satisfaction. Table 2.2 clarifies the differences between the four leadership frameworks and their application risks, based on Saeed et al.'s study (2014) of Bolman and Deal's theory.

Table 2.2: Bolman and Deal's Theory of Four Leadership Frameworks

Framework leadership	What does it mean?	Dangers
Structural framework	Referring to efficiency and effectiveness, structural leaders take appropriate decisions about their personal affairs and can pursue their ambitions and goals related to organizational goals through coordination and oversight. They can analyze issues and problems in a critical manner. They always resort to using the appropriate disciplines, and they divide the tasks that lead to raising and improving the level of performance and the division of labor to increase the levels of performance.	Stagnation and tyranny
The human resource framework	It focuses on the individual. Human resource 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. They recognize human needs and seek to create compatibility and conformity between the individual and the organization.	Lack of content or substance.
Political Framework	Emphasizes an 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 and create an atmosphere of competition for access to scarce resources, even if this leads to the creation of an atmosphere of conflict.	A power game for self-interest

The symbolic framework	It indicates meaning. 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. They recognize loneliness as a strong culture and message.	The "Christ" knot.
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Source: Saeed et al. (2014).

2.4.1 The Relationship between Leadership Framework and Job Satisfaction

Several investigations have explored into the relationship between leadership frameworks and job satisfaction, yielding valuable insights. Al-Omari et al. (2022) found a positive association between intrinsic and extrinsic job satisfaction and various leadership frames. Particularly noteworthy is the strong correlation observed between intrinsic job satisfaction and the Human leadership frame. Faculty members who predominantly adopt the symbolic frame tend to report higher levels of intrinsic and overall job satisfaction compared to their counterparts adhering to other frames. Regarding extrinsic job satisfaction, both the human resource and symbolic frames outperform the structural predominant frame. Furthermore, faculty members under department chairpersons employing multiple frames exhibit notably elevated levels of intrinsic, extrinsic, and overall job satisfaction. Chang (2005) also observed that leaders perceived to use of multiple frames of leadership provide more satisfactory leadership for faculty members. Additionally, Jimenez (2019) underscores the effectiveness of applying the human resources framework to enhance job satisfaction within the International Department, supported by empirical findings. Furthermore, Jimenez (2019) references Bolman and Deal (2003), highlighting the interdependence of job satisfaction, employee engagement, and team effectiveness on factors such as individual skills, attitudes, perceptions, needs, and relationships with leadership and colleagues—all of which are addressed by the human resources framework. Furthermore, the study

by Balyer and Özcan (2017) explores the impact of organizational climate, characterized by structural, human resource, political, and symbolic frames, on teachers' job satisfaction. Findings suggest that a positive organizational climate positively influences teachers' job satisfaction, particularly in terms of structural and human resource factors. This implies that when schools foster a positive atmosphere, teachers tend to experience higher 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.

Table 2.3 shows the extent of the relationship between the psychological, material, and social requirements and needs of the individual, which were addressed in the theories of job satisfaction and the human resources framework as one of the four main leadership frameworks that were addressed in the current study.

Table 2.3: Models of Motivation at Work

Author(s)	Needs/Motives at Work
Maslow (1943, 1954)	Hierarchy of needs (physiological, safety, love/belonging, esteem, self-actualization)
Herzberg, Mausner, and Snyderman (1959); Herzberg (1966)	Two-factor theory: Motivators/satisfiers: achievement, recognition, work itself, responsibility, advancement, pay, Hygiene factors/dissatisfiers: company policies, supervision, interpersonal relationship, working condition, pay
McClelland (1961)	Three needs: achievement, power, affiliation
Hackman and Oldham (1980)	Three critical psychological states: meaningfulness of work, responsibility for outcomes, knowledge of results
Lawrence and Nohria (2002)	Four drivers: D1 (acquire objects and experiences that improve our status relative to others); D2 (bond with others in mutually beneficial, long-term relationship); D3 (learn about and make sense of ourselves, our love ones, our beliefs, and our resources)

Pink (2009)

Three drives: autonomy (people want to have control over their work); mastery (people want to get better at what they do); purpose (people want to be part of something bigger than themselves)

Source: Bolman and Deal (2017)

Also, in their examination of the structural framework, Yilmaz et al. (2021) define it as encompassing organizational structures, committees, policies, and hierarchies. They emphasize the importance of aligning the structural framework with individual employee interests to positively influence job satisfaction and overall performance. Akoğlu et al. (2022) caution against adopting an inappropriate structural framework, as it can disrupt the work environment and lead to instability, resulting in decreased satisfaction and performance.

Bolman and Deal (2017) underscore the risks associated with restructuring, emphasizing the need for a new structure that aligns consistently with the institutional environment and objectives. Katsikea et al. (2011) discover the positive effects of formalization and centralization on job feedback and job satisfaction among export sales managers. Orgambidez and Borrego (2014) note strong connections between job satisfaction and structural empowerment, particularly when employees are empowered to creatively address job challenges. Griffin and Heinrich (2021) demonstrate the potential of regulatory frameworks and Theory of Change (ToC) tools in addressing challenges in the integration process, encompassing both structural and human resource aspects.

In their discussion of organizational frameworks, Yilmaz et al. (2021) examined the political and symbolic dimensions. They highlight the political framework's focus on influence and power dynamics, urging leaders, as emphasized by Bolman and Deal (2017), to exercise authority wisely to avoid hindering individual and organizational effectiveness. Leaders are encouraged to prioritize common interests, collaboration, and

inclusivity, positively impacting job satisfaction. The symbolic framework, according to Yilmaz et al. (2021), explores the motives and purpose of organizational members, relying on meanings and beliefs constructed from past experiences. Bolman and Deal (2017) note the importance of symbolic leaders in inspiring and motivating others, using symbols to create happiness and contentment within the organization.

The four frames identified by Bolman and Deal are the structural framework, human resource framework, political framework, and symbolic framework, which are described in detail in Table 2.4.

Table 2.4: Dimensions Organizational Culture Model

Frame	Metaphor	Central concept	Image of leadership	Leadership challenge
Structural	Machine	Efficiency	Social architecture	Attune structure to task, technology, and environment
Human resource	Family	Needs, skills, relationships	Empowerment	Align organization and human needs
Political	Jungle	Power, competition	Advocacy	Develop agenda and power base
Symbolic	Theatre	Culture, meaning	Inspiration	Create faith, beauty, meaning

Source: Yilmaz, et al. (2021)

Table 2.4:

2.5 Organizational Culture

2.5.1 The Concept of Organizational Culture

Organizational culture is a relatively recent topic in the administrative field, reflecting the ideas, knowledge, and values of a society. Various writers have provided different definitions of organizational culture. Belias et al. (2015) view it as a series of attitudes and behaviours adopted by employees in an organization, influencing its functioning. Piwowar-Sulej (2020) defines it as deep levels of shared values and beliefs among organization members. Knoll et al. (2021) describe it as a set of beliefs,

expectations, and values shared by members and carried through generations. Balaji et al. (2020) highlight it as a set of core values, guiding the organization's policies towards employees and tasks. Neelam et al. (2015) state that it includes rules and standards that govern employee behaviour. Each organization possesses its own culture, which can be positive if aligned with the organization's goals or negative if contradictory. Multiple sub-cultures may exist within a general culture, reflecting variations between different departments. Organizational culture is multidimensional, and multilevel, and incorporates various cognitive and symbolic layers (Belias et al., 2014).

According to these explanations, organizational culture comprises the core components of values, expectations, beliefs, and standards that have evolved and matured over time. Additionally, organization members actively engage in adopting and promoting behaviours that align with these cultural elements.

Organizational culture is crucial for an organization's success as it fosters a sense of belonging, loyalty, and identity among workers. It supports unity among employees and helps them adapt to the external environment (Salama, 2021). Today, organizational culture is considered a vital pillar of organizational success, and having a strong culture is not enough (Šandrak Nukić & Matotek, 2014). It plays an essential role in supporting organizational development processes (Al-Harazin, 2019), and is instrumental in dealing with constant changes and challenges in the organizational environment (Upadhya & Kumar, 2020). Kirin et al. (2020) referred to the importance of passing organizational culture to new members as a correct way of thinking about organizational problems. Organizational culture also fosters competition and differentiation among organizations, sustains the organization, and guides employees' attitudes and behaviour (Robbins & Judge, 2015). While organizational culture measures employees' perception

of the organization, job satisfaction assesses their feelings about the organization's expectations and rewards (Robbins & Judge, 2015)

Reidhead (2020) highlights that a supportive organizational culture significantly enhances employee satisfaction, providing a competitive advantage for the organization. Arifin (2015) underscores the importance of establishing an effective organizational culture to support human resource management and facilitate continuous improvement. The long-term growth and employee commitment of an institution depends on its culture, as it influences employee retention and performance. Sirrullah et al. (2020) conducted a study using Structural Equation Modeling and found that organizational culture positively impacts job satisfaction, which in turn positively influences employee performance. Organizational culture is seen as a set of value systems that can benefit an institution, helping employees understand the organization's core functions and fostering loyalty and job satisfaction. (Braithwaite et al., 2017; Belias et al., 2015).

Overall, the significance of organizational culture in managing human resources is evident, as it fosters loyalty, belonging, and job satisfaction, ensuring organizational stability, attracting skilled professionals, and maintaining the organization's identity in a supportive environment that encourages creative competition.

2.5.2 Elements of Organizational Culture

Researchers have faced challenges in defining the components and elements of organizational culture, due to their diverse backgrounds and the lack of consensus on the nature of the concept of organizational culture. The components of organizational culture can be identified as the following:

organizational values, which are shared agreements on what is desirable or important in the workplace, such as equality, time management, and respect for others (Göktürk et al., 2017).

Organizational beliefs: which encompass shared ideas about work and social life, including participation in decision-making and motivation toward achieving goals (Al-Aon & Al-Dulaimi, 2022).

Organizational norms: unwritten principles followed by employees for the benefit of the organization (Mahmoud, 2018).

Organizational expectations: representing the unwritten psychological contract between individuals and the organization, guiding mutual respect and support (Paais & Pattiruhu, 2020).

Organizational trends: which refer to stable positive or negative evaluations and emotional inclinations toward specific objects or situations (Al-Saati & Al-Khafaji, 2014).

The organizational culture within the Palestinian Police has a significant impact on the job satisfaction of police officers, influenced by three main aspects: ethical values, behavioural customs and traditions, and material satisfaction related to wages and incentives. The level of job satisfaction is closely linked to the officers' psychological and social well-being, directly impacting their performance and behaviour. Ultimately, a positive organizational culture fosters the achievement of the police institution's objectives.

2.5.3 Types of Organizational Culture

Organizational culture is multifaceted and varies based on factors such as the organization's values, goals, and the nature of its operations. Different organizations,

depending on their sectors, adopt distinct cultures. Bureaucratic cultures, characterized by their hierarchical order and clear chains of command, are prevalent in stable, profit-driven enterprises (Al-Muhailbi et al., 2014). In contrast, creative cultures, which foster ambition, risk-taking, and innovation, are commonly seen in technology firms and businesses operating in highly competitive landscapes (Al-Azzam, 2015). Reinforcement cultures cultivate a sense of camaraderie and family, emphasizing the value of their employees (Ahmed, 2009). Individualistic culture allows employees to collaboratively steer the organization's direction, eschewing rigid hierarchies and prioritizing the collective needs of its members (Abdul Latif & Judeh, 2010). Task-oriented cultures emphasize achieving objectives and optimizing resources to ensure cost-effectiveness (Ababneh & Hatamleh, 2013). On the other hand, a weak organizational culture, marked by a lack of trust and cohesiveness among its members, impedes robust decision-making (Mashariqa & Musleh, 2018). Numerous factors shape an organization's culture. These include its history, mirroring its evolution and leadership ethos; ownership structure, be it public or private, local or international; the size, influencing management and communication styles; and technological adoption, where advanced tech-driven entities prioritize technical proficiency in their cultural makeup (Atallah, 2018).

2.5.4 Measuring Organizational Culture

Researchers investigating the relationship between organizational culture and organizational variables employ two main methods of measurement. The first method is qualitative, involving an internal perspective where the researcher immerses themselves in the culture, observing and experiencing involvement to gain an in-depth understanding. This approach provides insights into the internal nature of the culture.

(Creswell & Creswell, 2017). The second method is quantitative, utilizing questionnaires to assess specific dimensions of organizational culture and examine its relationships with other organizational variables. The quantitative approach aims to identify the fundamental dimensions characterizing organizational culture. While it yields valuable results for studying specific aspects, it may lack the opportunity for in-depth understanding and development (Heale and Twycross, 2015).

There are numerous models which are used to measure organizational culture, including the Competing Values Framework (CVF) by Kim Cameron and Robert Quinn, the Denison Model, and Schein's multi-layered approach (Ilieş & Metz, 2017). In addition, Instruments like the Organizational Culture Inventory (OCI), Organizational Culture Assessment Instrument (OCAI), Culture Gap Survey (CGS), Organizational Beliefs Questionnaire (OBQ), Corporate Culture Survey (CCS), Denison's Organizational Culture Survey, and methodologies from the Great Place To Work Institute aim to delve into the shared beliefs and values of a collective but often don't consider how the culture correlates with other crucial organizational components (Nold, 2012).

This study utilized the Denison Organizational Culture framework. The questionnaire was the primary tool for gathering data, with the intention of assessing the facets of organizational culture as outlined in the Denison model and understanding their relationship with job satisfaction and leadership frameworks. The study opted for a quantitative methodology, considering it apt for meeting its goals. Table 2.5 showcases other pertinent quantitative research that has employed the same organizational culture dimensions consistent with this study.

Table 2.5: The Independent Variable with Its Dimensions with the Dependent Variable with Its Dimensions

Variable	Study	Criteria
The organizational culture	Abane et al., (2022)	1. Involvement. 2. Mission 3. Adaptation 4. Consistency
The Organizational Culture	Hosseini, S. A. (2014).	1. Involvement. 2. Mission 3. Adaptation 4. Consistency
The Organizational Culture	Kirin, S., Gavrić, G., & Kirin, S. (2019).	1. Mission 2. Adaptation 3. Consistency. 4. Involvement (high support and high mixing).
The Organizational Culture	Denison and Mishra (1995)	1. Organizational (authorization, team direction, and capacity development). 2. Adaptation (creative change, customer focus, and organizational learning). 3. Mission (vision, clear strategic direction and intent, goals, and objectives). 4. Consistency (values, agreement, harmony, and complementarity).
The Organizational Culture	Sadry, A. M., Zeerak, S., & Popalzai, W. Y. (2022)	1. Mission 2. Adaptation 3. Consistency. 4. Involvement

Source: Done by the researcher

2.5.5 Organizational Culture Theories

Organizational cultural theories encompass a range of frameworks and concepts that explore the role of culture within organizations. These theories emphasize how shared values, beliefs, norms, and practices influence employee behaviour, decision-making, and overall organizational performance. The study of organizational culture aims to understand how culture shapes an organization's identity, communication, and functioning, and its impact on employee satisfaction, engagement, and productivity. Researchers and scholars have developed various models and approaches to analyze and measure organizational culture, helping organizations identify strengths, address challenges, and foster a positive and cohesive work environment. Table 2.6 shows the most important theories of organizational culture.

Table 2.6: Organizational Culture Theories

No	The theory	Own studies	The core of the theory
1	Value theory	(Al-Saka, 2013)	<ol style="list-style-type: none"> Several values and trends dominate the culture. There is a set of forces that control the interaction of individuals. They are responsible for determining the patterns of culture
2	Culture Spirit Theory	(Al-Shalawi, 2001)	<ol style="list-style-type: none"> Organizational culture is characterized by controlling the personalities of leaders and workers in the organization. Organizational culture is a set of values that members of the organization consider their frame of reference.
3	Interact with life:	(Bahr & El-Ajeez, 2012)	<ol style="list-style-type: none"> Explains how the members of the organization deal with those around them. Explains the group's values, the degree of cohesion, and the way it deals with leaders or employees.
4	Behavioural theory	(Shah et al., 2021)	<ol style="list-style-type: none"> It studies human behaviour in organizations.

			2. It links the understanding of human behaviour to three factors: psychological, social, and cultural factors.
5	culture temperament theory	(Al-Shalawi, 2001).	<ol style="list-style-type: none"> 1. It expresses the experience gained, which consists of a set of feelings and emotions that affect the behaviour of the employees of the organization. 2. Experience develops through training and accumulation of skills. 3. Culture tends to be in harmony with individuals' general values and attitudes
6	Symbolic theory	(Daskalaki, 2016).	<ol style="list-style-type: none"> 1. It assumes that culture is a set of socially constructed facts. 2. All cultures - including corporate culture, are socially constructed frameworks. 3. It considers the ease with which individuals are involved in the institution's life.

2.5.6 Dimensions of Organizational Culture according to Denison and Mishra Model

There is a multiplicity and difference in views on the dimensions of culture. This difference may be due to time and place, or according to the nature of the society in question in which the study conducted.

Using the Denison and Mishra Theory helps clarify the key aspects of organizational culture to measure, serves as a useful framework to compare the similarities and differences between the firms, and facilitates integrating data from different sources and synthesizing the findings. Also, keeping this framework throughout the M&A process helps firms manage organizational culture beyond the due diligence stage. (Denison & Ko, 2016).

Denison and Mishra's organizational culture Theory identifies four primary dimensions: involvement, consistency, adaptability, and mission. While involvement and consistency are internal factors contributing to an effective organizational culture, adaptability, and mission are regarded as external factors (Akpa et al., 2021).

Involvement culture helps the top achieving companies develop their firms around team members, facilitate harmonized activities, and empower and involve their employees. Managers, executives, and employees are committed and feel a strong sense of ownership toward organizational values. This involvement trait forms a cluster that emphasizes the organization's ability to respond to organizational changes and flexibility in the business environment for future team direction (Wahyuningsih et al., 2019).

An organization with a mission culture has a robust sense of future directions with clear goals and vision. When the mission changes, different aspects of the OC also show transformations. The organization that scores high for a mission culture will handle its external business environment by achieving stability. (Denison et al., 2014).

Adaptability culture observed in an organization that creates change to analyze the company environment externally, focuses on customers, and pays attention to them. This trait forms a cluster with an involvement culture that focuses on flexibility and CM (Denison et al., 2014; Fey & Denison, 2003).

This consistency trait perceived in organizations with highly committed team members, a distinct practice of doing business, enhancing consistent behaviours with core values, and a clear code of conduct with solid roles and guidance. This trait acts as a powerful source of internal integration, and a high level of conformity to balance the stability of the workforce with transparent communication. (Bagga et al., 2023).

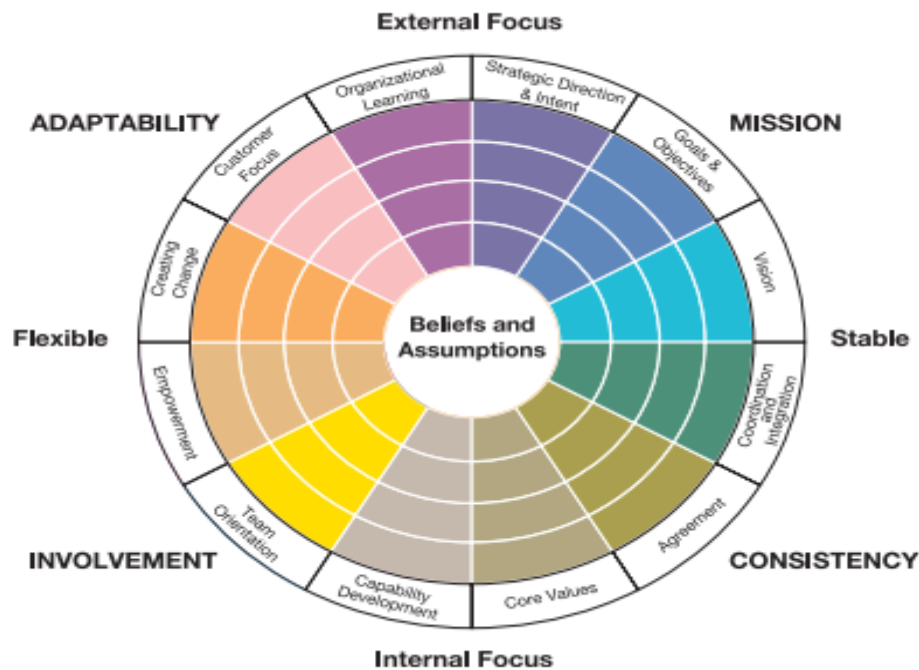
Mission refers to an organization's purpose and direction, and reflects a focus external to the organization and on stability. Consistency refers to shared values, and efficient systems and processes; it reflects an internal and stable focus.

Involvement concerns the personal engagement of individuals within the organization and reflects a focus on the internal dynamics of the organization and on

flexibility. Finally, adaptability refers to the ability to understand what the customer wants, to learn, and to change in response to demand; the focus of adaptability is external and flexible. (Tan, 2019).

involvement means participating in building the potential of workers in terms of responsibility. As for consistency, they explained that it depends on the strength and durability of the organization's internal culture in terms of concern for human values. The mission is also significant in the fact that progressive organizations have a clear sense of purpose that determines long-term trends. A desired organizational culture is stable and flexible in its vision, values, and mission but elastic in the structure and operations; it should focus on external adaptation and internal integration, adapting to the customer and market and satisfying employees simultaneously. (Mobley et al. 2005).

In this study, the four dimensions of organizational culture - involvement, consistency, adaptation, and mission - are considered fundamental structures. Denison's theory stands out from others by showcasing how organizational culture influences employee satisfaction and overall organizational performance through these dimensions. The diversity of theories on organizational culture is attributed to the efforts of researchers and writers analyzing the subject, the growing interest in its impact on organizations and employees, and the varying components and manifestations across different societies and organizations.



Source: Mobley et al. (2005).

Figure 2.4: Dimensions Organizational Culture Model

2.5.7 Relationship between Organizational Culture and Job Satisfaction

The importance of studying the relationship between job satisfaction and organizational culture is evident in various studies. Through a review of relevant research, it becomes apparent that adaptation, as one dimension of organizational culture, is related to job satisfaction. Liu et al. (2019) found a connection between personal competencies, social adaptation, and job adaptation in nursing education. Diriwaechter and Shvartsman (2018) discussed the effects of wage changes on job satisfaction and highlighted the potential for employers to align the timing of wage changes with the adaptation period. However, Sabuhari et al. (2020) discovered that organizational culture adaptation did not fully mediate the effect of HR flexibility on employee performance. Ternes et al. (2018) and Marques-Quinteiro et al. (2019) also emphasized the impact of the adaptation dimension on job satisfaction, pointing out that

organizations with strong adaptive cultures can effectively respond to customer and employee needs.

Another dimension of organizational culture, mission, also influences job satisfaction. Tsai (2011) indicated that leadership behaviour is often modified to accomplish the organization's mission, affecting employee job satisfaction. Korner et al. (2015) emphasized that mission, strategy, leadership, and human resource practices are vital determinants of organizational culture. Organizations with a strong culture that aligns with their mission can help employees achieve their goals and experience job satisfaction. Dobrinić and Fabac (2021) highlighted the positive impact of awareness of the organization's mission and vision on employee job satisfaction, indicating that a culture promoting positive values embedded in the mission can lead to higher satisfaction levels. Similarly, Belias and Koustelios (2014) noted that a mission culture, which prioritizes customer service, leads to increased job satisfaction through increased self-confidence and accountability for work performance.

Organizational culture's dimensions, particularly involvement, and consistency, play a crucial role in influencing job satisfaction. Belias and Koustelios (2014) emphasize the importance of individual involvement in satisfying psychological needs and achieving positive organizational outcomes, which are closely correlated with job satisfaction. Gopinath (2020) also found that job satisfaction arises from involvement and commitment, as individuals fulfill their needs, interests, and aspirations through their job.

Consistency, as a dimension of organizational culture, holds significance in its association with job satisfaction. Studies have consistently addressed this topic, indicating that consistency culture, characterized by coordination, character, and arrangement, benefits employees by providing clear direction and identifying

appropriate behaviour elements. Organizations with a consistent culture tend to exhibit high levels of internal promotion and job satisfaction (Denison et al., 2014). While Sapta et al. (2021) found a positive relationship between consistency culture and job satisfaction and motivation in rural banks, Imran et al. (2021) explained that consistency culture might have little influence and a negative association with hierarchical performance.

By considering previous studies on the relationship between organizational culture dimensions and job satisfaction, it becomes evident that these dimensions positively impact job satisfaction and performance improvement. Understanding the mission of the organization boosts self-confidence, enhances adaptation and involvement in organizational policies, leading to higher job satisfaction levels among employees. This awareness helps employees know where to seek support and contributes to consistent and effective performance in the work environment.

2.6 Hypotheses Development

This study comprises four fundamental hypotheses that outline the relationships among independent, dependent, and intermediary variables. The examination of relationships among independent, intermediary, and dependent variables is detailed through the following relationships:

1-Leadership Frameworks and Job Satisfaction

Zainudin et al. (2022) observed an increase in satisfaction among Malaysian polytechnic department heads through the implementation of human resource leadership, specifically addressing administrative issues. Similarly, Al-Omari et al. (2022) emphasized a strong connection between leadership frameworks and both internal and external job satisfaction, with a focus on intrinsic job satisfaction and

human leadership frameworks. Moreover, the behavior of supervisors, encompassing both positive and negative influences, significantly shapes the degree of job satisfaction within the workforce. This influence extends to communication aspects, including elements such as eye contact, facial expressions, and body language (Mahmood, 2018).

Contrarily, numerous studies have suggested a lack of relationship between leadership frameworks and job satisfaction, as evidenced by the works of AOĞLU et al. (2022), Bakotić and Bulog (2021), Al-Shanti (2017), Odeh (2016), Abu Sultan (2016), and Al-Malhi (2016). Hence, the hypothesis is formulated as follows:

Hypotheses 1 (H1): Leadership Frameworks has a significant effect on job satisfaction among Palestinian police officers.

Leadership Framework

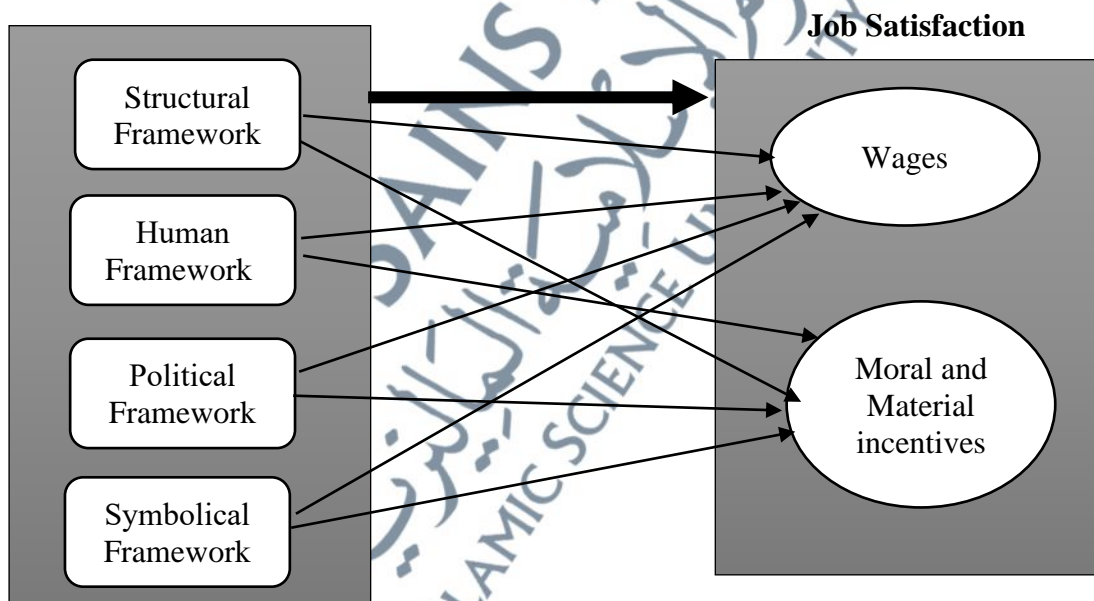


Figure 2.5: The Independent Variable with Its Dimensions with the Dependent Variable with Its Dimensions

2- Leadership Frameworks and 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) introduced distinct assumptions for each organizational approach, comprising the structural, human resources, political, and symbolic frameworks, emphasizing the importance of leaders adeptly utilizing multiple frames for effectiveness. Silver (2022) emphasized the need for intentional leadership development in nonprofit organizations to address diverse staff backgrounds and leadership experience levels. This requires embedding leadership development into the organizational culture through an improvement plan, utilizing various frameworks. Garcia et al. (2022) highlighted the role of symbolic leadership in shaping organizational culture and climate, employing myths, metaphors, stories, and rituals to inspire followers. 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 do not share the same values, hindering cohesion. Despite the potential of leaders to influence organizational culture, the difficulty of culture change remains a weakness. Hence, the hypothesis is formulated as follows:

Hypotheses 2 (H2): Leadership Frameworks have a significant effect on organizational culture among Palestinian police officers.

Leadership Framework

Organizational Culture

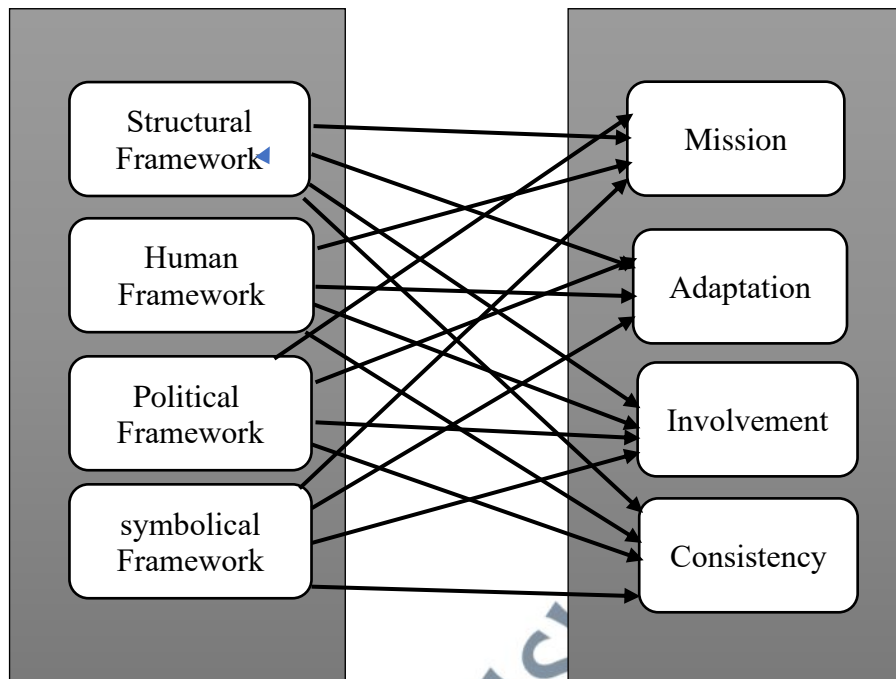


Figure 2.6: The Independent Variable, Its Dimensions, and the Dimensions of a Mediate Variable

3- Organizational Culture and Job Satisfaction

Numerous studies have explored the relationship between organizational culture and employee satisfaction, with Reidhead's (2020) research revealing a direct impact of organizational culture on job satisfaction, emphasizing the role of a supportive culture in enhancing employee contentment. Also, Various organizational cultures are linked to distinct levels of employee satisfaction, influenced by the specific values and norms they endorse (Janicijevic et al., 2018). The satisfaction of an employee in their job is closely connected to the organizational culture of the company. Isac (2021) underscores the importance of a strong organizational culture that unifies members, offers behavioral guidance, empowers individuals, and significantly contributes to the overall job satisfaction of employees. Similarly, Sirullah et al. (2020) found a positive and significant influence of organizational culture on job satisfaction, leading to improved

employee performance. Supporting these findings, studies by Ternes et al. (2018) and Marques-Quinteiro et al. (2019) highlighted the impact of adaptation as an organizational culture dimension on job satisfaction.

Denison et al. (2014) underscored the importance of organizational culture in responding to indicators from customers and competitors, fostering internal improvement, and addressing employees' needs. Korner et al. (2015) identified mission, strategy, structure, leadership, and human resource practices as vital determinants of organizational culture, promoting employee goal achievement and job satisfaction. Dobrinić and Fabac (2021) further emphasized the positive impact of employees' awareness of the organization's mission and vision on job satisfaction, reflecting the values embedded in the organizational vision.

However, Alvi et al. (2014) argued against the significant impact of organizational culture on employee job satisfaction, suggesting that highly satisfied employees might prioritize personal satisfaction over organizational loyalty. Salama (2022) stressed the need to establish a clear organizational culture aligned with the Palestinian Police Institution to foster motivation and attract talent. In contrast, Paais and Pattiruhu's (2020) study found no significant influence of work motivation and organizational culture on employee job satisfaction. Hence, the formulated hypothesis is as follows:

Hypotheses 3 (H3): Organizational culture has a significant effect on job satisfaction in organizations among Palestinian police officers.

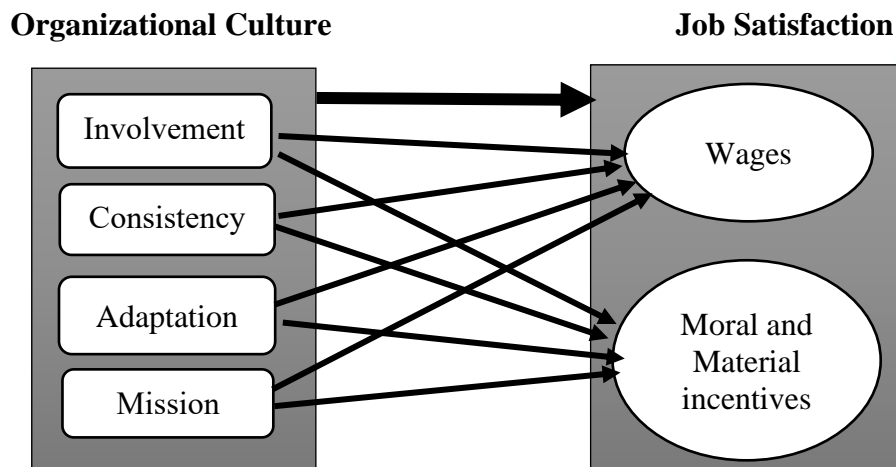


Figure 2.7: Organizational Culture and Job Satisfaction

4: Organizational Culture mediate the relationship between leadership frameworks and job satisfaction among Palestinian police officers.

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. Kongkaew & Nuangjamnong, (2023) contended that leadership significantly influences organizational culture, job satisfaction, and employee performance. Furthermore, studies by Nainggolan et al. (2023) and Dwesini (2019) highlight the mediating role of organizational culture, underscoring its impact on the connection between leadership and 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. In addition, Tsai (2011) and Subuhari et al. (2020) indicate

the mediating role of organizational culture in the connection between leadership frameworks and job satisfaction. Tsai's (2011) observations reveal that officials tend to adjust their leadership behavior to align with the organization's mission, a form of adaptation recognized as a dimension of organizational culture. This adaptation can influence employees' job satisfaction by shaping leadership behavior geared toward achieving the organization's mission, consequently elevating job satisfaction levels. Similarly, Subuhari et al. (2020) identified an indirect effect involving human resources flexibility and employee performance, with the enhancement of performance linked to a higher level of satisfaction. This link is mediated by adaptation, recognized as one of the dimensions of organizational culture. 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. Hence, the hypothesis is formulated as follows:

Hypotheses 4(H4): Organizational culture acts as a mediating variable between leadership frameworks and job satisfaction among Palestinian police officers, examining the dynamics among these factors.

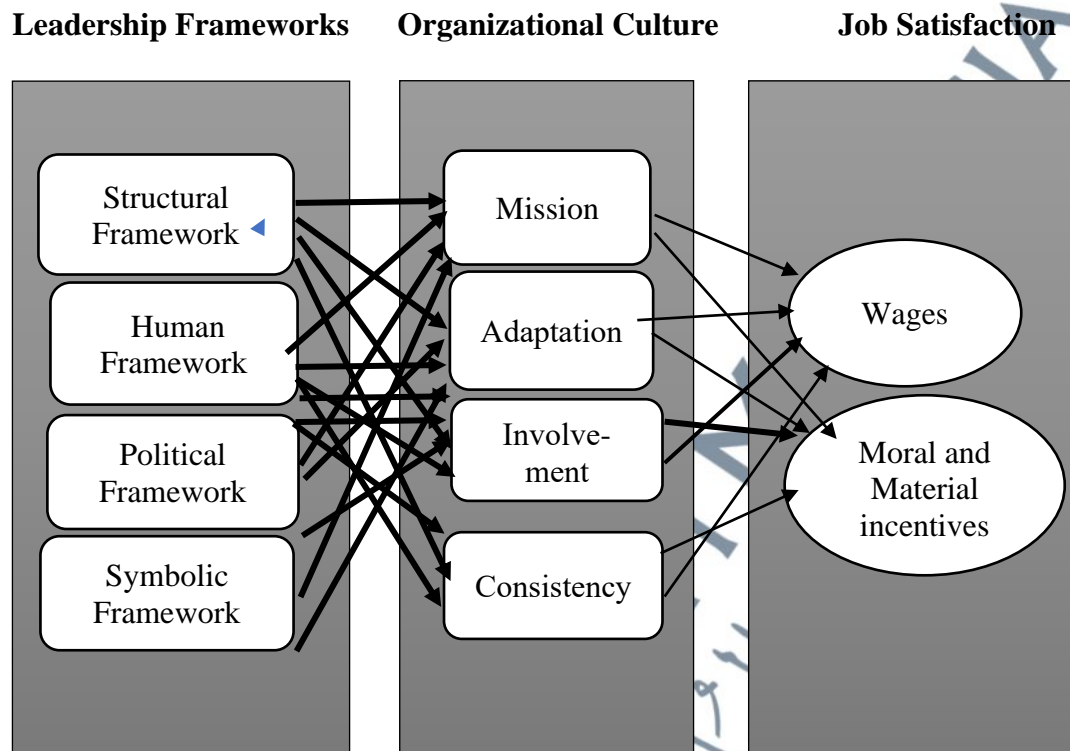


Figure 2.8: The Role of Organizational Culture as a Mediating Variable in the Relationship between Leadership Frameworks and Job Satisfaction.

2.7 Underpinning Theories

This study aims to establish the theoretical foundation for the study by exploring job satisfaction theories and their connection to organizational culture and leadership frameworks. Maslow's hierarchy of needs (1943, 1954) is examined, which classifies individual needs into physiological, safety, love/belonging, respect, and self-actualization. Herzberg (1971) focuses on factors like motivation, achievement, recognition, responsibility, progress, and salary in relation to job satisfaction and dissatisfaction. The equity theory by Adams emphasizes the relationship between achievements and inputs in evaluating incentives and benefits. Victor Vroom's expectation theory of motivation highlights the role of employee expectations in achieving desired results and goals.

Following the identification of crucial factors impacting job satisfaction from these theories, the study explores four elements of organizational culture (as the mediating variable) and their role in mediating job satisfaction and leadership frameworks among Palestinian police officers. according to the theory of organizational culture by Mishra and Denis (1995), The organizational culture dimensions, namely involvement, consistency, adaptation, and mission, underscore the importance of employee engagement, responsibility, belonging, and loyalty. These dimensions also address the coherence and relationships among employees and their alignment with the organization's goals through strategic plans and the effective implementation of those plans by skilled and capable employees.

Through the study of the four leadership frameworks (structural, human, political, and symbolic) according to Bolman and Dale (2017), it becomes evident that job satisfaction is closely related to these leadership frameworks through the organization's culture. The humanistic framework shows a clear connection to job satisfaction, while the relationships between the other three frameworks and job satisfaction through organizational culture are less apparent.

In the structural framework, employee satisfaction is influenced by the consideration of their personal interests when designing the organization's structure, which is influenced by the organizational culture.

In the human framework, leaders focus on meeting the physical and psychological needs of employees, ensuring decent wages, establishing incentive systems, and fostering positive social relationships within the organization to enhance job satisfaction.

The political framework takes into account the prevailing organizational culture when making decisions, providing a stable work environment that supports employee

satisfaction. The strength of managers, their ability to protect the organization, and the ability to compete and forge appropriate alliances, provide a stable working environment for employees (Bolman & Deal 2017). Maintaining the work environment is a source for the worker to obtain his/her salary and thus his/her ability to meet his material and social needs, which leads to raising his level of satisfaction.

The symbolic framework revolves around the motives and sense of purpose of the organization's members, with leaders promoting a vision that aligns with the organization's unique capabilities and mission. This fosters support and elevates job satisfaction for employees. Yilmaz et al. (2021)

Overall, the study emphasizes the importance of organizational culture in mediating the relationship between leadership frameworks and job satisfaction, with the humanistic framework showing the most significant influence on job satisfaction.

In the end, the researcher sees through this analysis that the structural framework helps shed light on the current structure of the Palestinian Police Institution. While the human resources framework is applied to enhance the positive outcomes of police involvement and retention, and raise their level of job satisfaction by providing the capabilities that make them able to satisfy their physical and physiological desires. In contrast, the political and symbolic frameworks are seen as enhancing the internal and external relations of the Palestinian police institution to create an organizational culture that achieves the goals of the organization.

2.8 The Conceptual Framework of the Study

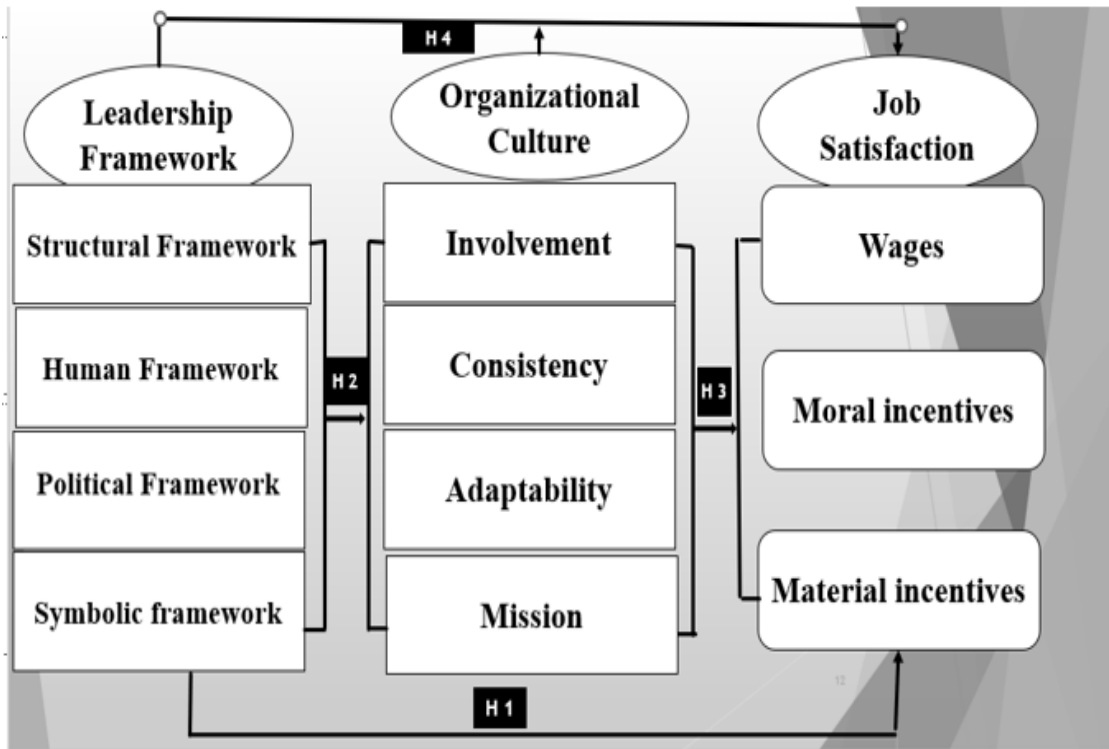


Figure 2.9: Conceptual Framework of the Study

The study's main goal is to explore the relationships between leadership frameworks, job satisfaction, and organizational culture among Palestinian police officers. It aims to understand how these variables impact each other, especially considering concerns about low wages and ineffective incentives in the police institution. By analyzing these variables, the study will propose recommendations to enhance job satisfaction, including the adoption of suitable organizational culture that supports effective leadership frameworks. The research employs four main hypotheses, they are:

H1: The study examines the relationship between leadership frameworks and Palestinian police officers' job satisfaction, focusing on specific leadership dimensions and their relation to wages and incentives.

H2: The study examines the connection between distinct leadership dimensions and

organizational culture facets among Palestinian police.

H3: The study examines the relationship between organizational culture and job satisfaction among Palestinian officers.

H4: Organizational culture acts as a mediating variable between leadership frameworks and job satisfaction among Palestinian police officers, examining the dynamics among these factors.

Ultimately, the study seeks to provide valuable insights into job satisfaction, leadership frameworks, and organizational culture within the Palestinian police force. However, if the results are counterproductive, it is possible to make the necessary modifications to the study model and to conduct more tests to achieve the goals that the study sought to achieve by diagnosing the study problem and answering the relevant questions.

2.9 Chapter Summary

The second chapter of the study provides a theoretical context, focusing on the concept of job satisfaction, organizational culture, leadership frameworks, and the Palestinian civil police. The literature review covers topics such as wages, incentives, dimensions of leadership frameworks (structural, human, political, and symbolic), and dimensions of organizational culture (involvement, adaptation, consistency, and mission). Previous research on the relationship between leadership frameworks, job satisfaction, and organizational culture is analyzed in terms of context, methodology, sample, tools, and results, highlighting the significance of these factors from an Islamic perspective.

The theoretical framework is established based on the foundational theories relevant to the study, exploring their concepts and relationships with the research topic.

The chapter also presents the proposed scheme for developing the theoretical framework. The next chapter delves into the research methodology employed in the study.

