

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the statistical analysis techniques employed and provides an overview of the research population and its sample selection. It details the development of the analytical tool designed for data collection and elaborates on the scientific measures taken to validate and confirm the reliability of this tool, along with the appropriate statistical approaches for data interpretation. In this research, the emphasis was on the utilization of quantitative techniques to investigate the mediating role of organizational culture between leadership frameworks' implementation and job satisfaction among Palestinian police officers in the West Bank. The study underscored the significance of implementing a robust incentive system and proffering pragmatic strategies that pave the way for reasoned solutions, either to elevate wage levels or to ensure their consistent and uninterrupted disbursement to the Palestinian police officers.

3.2 Research Design

The current research falls under the category of quantitative studies, employing questionnaires as the primary data collection method. Its main objective is to conduct a statistical analysis of the collected data to produce findings that can be shared with the relevant community. The study population have been identified, and a suitable sample has been chosen to conduct statistical procedures aligned with the study's objectives.

The main purpose of this study is to determine the role of organizational culture in the relationship between the application of leadership frameworks and job satisfaction among the Palestinian police in the West Bank. The interactions and causal relationships between the leadership frameworks and the wages and incentives components are examined as dimensions of job satisfaction, as well as the organizational culture components for this purpose. The researcher used the descriptive-analytical method because it is considered appropriate for this type of human study. The descriptive-analytical approach, as stated in the study of Bashir (2017), is one of the methods of organized scientific analysis and interpretation to describe a particular phenomenon or problem and depict it quantitatively by collecting data about the phenomenon or problem, then classifying, analyzing and subjecting it to accurate studies. In obtaining information about the study, the researcher used books, references, periodicals, reports, the Internet, and scientific theses related to the subject of the study. This aspect allows the formation of the theoretical background for the study, and data. In collecting data, a questionnaire was directed to Palestinian police officers in the West Bank. After reviewing previous studies on organizational culture and leadership frameworks, as well as job satisfaction, the study variables and model were identified. The study model included dimensions representing organizational culture as a mediating variable, dimensions representing leadership frameworks as an independent variable, and dimensions representing job satisfaction as a dependent variable. The mediating variable (organizational culture) has been identified after reviewing relevant previous studies such as the study (Denison & Mishra, 1995). The dependent variable (job satisfaction), its elements were determined based on previous studies such as Warr and Inceoglu, (2018) and (Warr et al., 1979). As for the independent variable (leadership

frameworks), its component is determined based on previous studies such as the study of Fruehauf et al. (2015).

This study is based on the most important theories of job satisfaction related to the employee's ability to meet his psychological and material needs, such as Maslow's theory, Herzberg's second-factor theory, Alderfer ERG theory, and equity theory, the essence of which was constant. It intersects with the most important wage theories such as the behavioural theory and subsistence theory. On the other hand, the researcher notes that incentive theories depend entirely on the above-mentioned job satisfaction theories in addition to Skinner's reinforcement theory, which indicated that incentives are those that support desired behaviour and make rewards. The direct result of the desired behaviour, choosing the best method of reinforcement, not punishing the employee in front of his/her colleagues, or evaluating him/her in areas where he/she did not succeed. This theory has been modified to adapt it to the objectives and environment of the study. In this study, the researcher added four dimensions that represent organizational culture as a mediating variable based on the theory of organizational culture by Denison and Mishra (1995) to the dimensions or elements of job satisfaction (wages and incentives), which are (involvement, consistency, adaptation, and mission), and he also added four dimensions to leadership frameworks as an independent variable, which relied on the theory of Bolman and Dale (1991), which is (structural, human, political and symbolic).

3.3 Data Collection Method

To collect data for the study, the researcher used two sources: the primary sources and the secondary ones. The primary data was chiefly collected using a questionnaire as the central research instrument. It was specifically designed for this purpose and will be distributed to Palestinian police officers. The goal is to address the analytical aspects

of the research topic. Secondary sources: The researcher can discuss the theoretical and conceptual context of the analysis by relying on secondary data sources. It has been photographed in periodicals, magazines, books, Arab and international studies, papers, reports, analyses on the subject of study, and access to the Internet, in addition to the records of the Palestinian police.

3.3.1 Research Instrument

The questionnaire or the traditional and electronic form is considered one of the most important and powerful techniques that the researcher uses to collect the data and information necessary for the study. The success and stability of the questionnaire depending on the researchers' commitment to methodological standards in formulating questions as well as design standards (Khairy, 2020).

Khairy (2020) defined a questionnaire as a set of questions and journals, the answers obtained from the sample selected by the scientific method from the study population, then processed by the computer. The answers contained in the questionnaire are basic normative answers that make it easy to collect, organize and identify data.

The researcher used the questionnaire as a main tool in the analysis to collect data related to the research topic. The researcher aims to study the views of the Palestinian police officers about the wages and incentives which lead to the rise of the level of job satisfaction among the Palestinian officers, also, about the leadership frameworks used, as well as the prevailing organizational culture. After reviewing the theoretical literature and previous studies related to the topic of study.

According to Khairy (2020), a questionnaire consists of three sections:

First section: the researcher seeks to distribute the questionnaire in the appropriate ways in which he can obtain the necessary data at the lowest possible cost and effort, as

the researcher wishes to obtain it from the study sample. In addition, there will be a paragraph advising respondents to fill out the questionnaire carefully.

Second section: Khairy (2020) explained that the questionnaire contains general information on employees (personal data) who have been entered as independent variables in the study, and these demographic variables are Gender, Years of experience, Education, Police rank, and Workplace.

Third section: the questionnaire consists of several items to be determined when constructing the questionnaire, divided into three axes, where the first axis talks about phrases and questions related to job satisfaction (wages and incentives). As for the second axis, it covers the organizational culture and questions related to the four dimensions of culture (involvement, adaptation, consistency, and mission). The third axis discusses the four leadership frameworks (structural, human, political, and symbolic).

Table (3.1) presents the count of study variables and the corresponding number of phrases associated with each variable.

Table 3.1: Study variables and the Number of phrases

No	Study variables	Number of phrases
1	Structural Framework	4
2	Human Framework	6
3	Political Framework	5
4	Symbolic Framework	4
	Leadership frameworks in all its dimensions	19
5	Involvement	4
6	Consistency	5
7	Adaptation	5
8	Mission	5
	Organizational culture in all its dimensions	19
9	Moral Incentives	9
10	Material Incentives	12
11	Wages	8

	Job Satisfaction in all its dimensions	29
Total		67

The Likert scale is one of the main measurement tools frequently used in educational and social science research. Frequently, the scale is subject to much debate and controversy regarding the analysis and inclusion of points in the scale. It is taken into account when constructing a Likert scale to be compatible with the objective of the research. Sometimes the research aims to understand the Involvements' opinions related to a latent variable. This variable is expressed by many of the items that 'appeared' in the questionnaire. These elements are constructed appropriately so that they address a specific dimension of the phenomenon and measure the entire phenomenon. In the analysis phase, the weights of all the questionnaire items are combined, and these weights are measured with the Likert scale (Joshi et al., 2015).

Li (2013) explained the Likert scale, initially introduced by Rensis Likert in 1932, is the most widely used psychological scale in survey research. Respondents are asked to indicate their levels of agreement with an introductory statement. For a 5-point Likert scale, for example, each scale point can be named according to its level of agreement: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neither agree nor disagree (NN), 4 = I agree (A), and 5 = Strongly agree (SA)

Accordingly, the researcher adopted the following estimate to separate the grades according to the following criterion (Li, 2013):

- (4.2 and above) is very large.
- (From 3.4 – 4.2) large.
- (Less than 3.4-2.6) Medium.
- (Less than 2.6 - 1.8) Low.

- (Less than 1.8) is very little.

Joshi et al. (2015) adds that the steps for constructing the questionnaire are as the following: 1- Determining the required set of data and information and the quantity and nature of the information I want to obtain according to the objectives of the study. 2 - Choosing the type of questionnaire and its questions so that the questions used are closed. An open question is asked for each of the fields and clarifies the importance and topic of the questionnaire and how it will be a means to achieve this Study problem-solving. 3- Writing the basic data for the subjects represented by demographic information such as gender and years of experience 4 - Starting writing the axes and dividing them into areas that cover all the study's objectives. Then the researcher begins writing the paragraphs of the questionnaire after reviewing and reviewing previous studies and some questionnaires of some specialists. 5- The researcher seeks to have the questionnaire arbitrated by a group of specialists in this field, and their number should not be less than (8). 6 - The researcher writes the questionnaire paragraphs in line with the study's objectives. To gain experience, the researcher resorts to referring to previous studies and the theoretical framework of the study, studying questionnaires for other studies reviewing some specialists, and modifying them according to the research.

Emami and Safipour (2013) indicated that the researcher should focus on the experimental parameters when constructing the questionnaire. Moreover, the questionnaire is based on accuracy and objectivity that it considers the problems of expression, and it stays away from open questions during the construction of the questionnaire paragraphs. The researcher must maintain confidentiality and preserve the privacy of the population sample and provide directions to get correct and complete answers.

In determining the criteria that the researcher resorted to in defining and presenting the axes and areas contained in the questionnaire, the researcher relied on what was stated by Emami and Safipour (2013), where indicated that at the beginning, the objectives and questions of the study must be taken into consideration and that the questionnaire's axes revolve around the problem. In addition, he must consider the fields of study according to the variables. Finally, the fields of study must be consistent with the theories they were based on. Table 3.2 below shows the measurement instruments the researcher adopted in the study.

Table 3.2: The Elements on which the Research Measurement Tools Depended

Variable of current study	Instrument	Past studies adapted the instrument	Variables of Past studies	Scale Original alpha value
Dependent variable: Job (29 items)	The questionnaire was designed by Al-Baida, (2016).	Al-Baida, (2016).	Moral and Material Incentives.	$\alpha \leq 0.05$
	(PSQ) based on Heneman and Schwab's (1985) work	Luna-Arocas et al. (2020)	wages	$\alpha \leq 0.05$
Mediating variable: Organizational culture (19 items)	questionnaire based on Denison Model (1991)	Kirin et al. (2019).	Involvement, Mission, Adaptation, Consistency	$\alpha \leq 0.05$
Independent variable: Leadership frameworks (19 items)	Questionnaire based on The Leadership Orientation Questionnaire (LOQ)	Işık, (2021).	Structural FW Human Resources FW Political FW Symbolic FW	$\alpha \leq 0.05$

3.3.2 Instrument Validation

Heale and Twycross (2015) define validity as a scientific method that a researcher employs to determine the accuracy with which a concept is measured in a quantitative study. Three primary types of validity exist. The first is content validity, which assesses whether the tool encompasses the complete range associated with the variable or if it's tailored for scaling. The second type, constructive validity, has three kinds of evidence to confirm the research tool's constructive validity: homogeneity, convergence, and theoretical evidence. The last validity measure is criterion validity, which is determined in three ways: convergent, divergent, and predictive. The researcher presented the questionnaire to eight experienced arbitrators from universities and pertinent institutions. These experts provided feedback on the study tool's sections. They ensured that the questionnaire's content and topics aligned with the study's goals and variables. Heale and Twycross (2015) emphasize that feedback from the arbitrators is crucial. Their observations and feedback are then reviewed and matched with the study's areas. The researcher incorporated their feedback, refining the questionnaire and finalizing the research methodology.

Further, the researcher has translated the questionnaire by a specialized translation office for the purposes of scientific research from the English language into the Arabic language, which is considered the native language of the participants to comply with their language and culture in Arab countries. After that, the Arabic version was translated into the English language (which is the language of the current study). Two translators, who do not know each other, in order to avoid bias in an attempt to obtain accurate answers and information, translated the questionnaire. This is for more clear understanding by the participants without ambiguity or doubt in any of the questionnaire vocabularies. Also, the researcher has provided the translators with a number of some

widely acknowledged scientific terms in the administration field for more accuracy and objectivity and to achieve the objectives of the study. (Eremenco et al.,2005; Kuliš et al., 2017; Ozolins et al.,2020). (See. Appendix C).

3.3.3 Instrument Stability

To verify the stability of the study tool, the researcher will use Cronbach's alpha equation for the axes, where he will conduct an exploratory survey of several employees according to the study sample. Value of 0.60 and above is considered acceptable for measurement in judging the stability of the questionnaire items.

As for the data collected, Acharya et al. (2013) indicated that there are characteristics that must be available when collecting data while writing scientific research. It is the researcher's ability to reach accurate and reliable results that he resorts to using in scientific research. It should be noted that if the researcher uses a weak and inaccurate tool in collecting information, the study results will be inaccurate, which leads to wasting the efforts of the researcher and the failure of the research as well.

Heale and Twycross (2015) explained that what is meant by the accuracy of the scale in science is the researcher's ability to realize the degree to which the scale can achieve logical readings every time it is used, and the reliability of scientific research is calculated in several different ways, but the most common of these methods is the measurement of the coefficient of Alpha Cronbach.

Given the significant importance of the reliability coefficient for the study tool, Cronbach's alpha equation is applied to each study section and subsequently to the total section, which encompasses a set of fields.

3.3.4 Study Procedure

Initially, the study sought to uncover the role of the organizational culture variable as a mediating factor in the relationship between leadership frameworks, wages, and incentives, which represent the measure and degree of job satisfaction among Palestinian police employees in the West Bank. The study is carried out on the employees of the Palestinian Police.

According to Rowley (2014), there are practical steps to prepare the research tool for use in its final form according to the data of the study population. At the outset, the study population must be linked to the Palestinian Police, 8621, and as the second step, the study sample, consisting of 400 male and female officers from different ranks, departments, and governorates, is determined. Also, the approval of the official authorities must be obtained. Then the researcher distributes the questionnaire to the study sample. After that, the researcher retrieves the questionnaires answered. They are reviewed, encoded, and statistically processed by the Statistical Group for Social Sciences (SPSS) program to decode the answers of the sample members. The researcher will follow these steps by extracting and evaluating the evidence and then discussing and comparing it with previous research that overlaps with the current study with some common matters and coming up with important results to make the necessary recommendations.

The questionnaires collected from the sample members are reviewed, encoded, and statistically processed using the Statistical Group for Social Sciences (SPSS) program to decode the answers. The researcher then proceeds to extract and evaluate the evidence, comparing it with relevant prior research to draw important conclusions and provide necessary recommendations (Wally & Fatoum, 2018).

Wally and Fatoum (2018) suggested prominent statistical programs for data analysis, involving calculations of quantities, ratios, numerical means, standard deviations, and the number of questionnaire items at the initial stage. Additionally, Cronbach's alpha test will be utilized to assess the internal consistency and reliability of the research tool. Furthermore, kurtosis and skewness tests will examine the normal distribution of the data, while exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) will establish the formative validity of the study tool.

The measurement structure is established through confirmatory factor analysis (CFA) in SEM. CFA allows researchers to specify the relationships between the latent variables and their observed indicators. The strength of these relationships is represented by factor loadings. Factor loadings indicate how well each observed indicator measures the corresponding latent variable. High factor loadings indicate that the observed indicator is a good representation of the underlying construct. (Kline, 2023; Marsh et al., 2020).

To evaluate the study models, the data will be analyzed using the structural model equation (SME) through the AMOS statistical program. AMOS is preferred for this research due to its capability in handling both latent and observable variables, allowing comprehensive analysis by establishing connections among all variables, highlighting their interrelatedness and overall impact (Hair, Ringle & Sarstedt, 2011; Hair, Ringle & Sarstedt, 2013). Moreover, AMOS can simultaneously measure independent, dependent, and mediator variables, facilitating the identification of causal relationships, which is crucial for this study examining the expected causal relationships between organizational culture, leadership frameworks, and job satisfaction. It is important to note that AMOS and PLS-SEM are distinct approaches to structural equation modeling, with each method having its strengths and suitable applications. AMOS is based on

covariance-based SEM (CB-SEM), while PLS-SEM relies on partial least squares regression. The choice between the two methods should align with the specific research context and goals.

The measurement structure of this study comprises two primary elements:

Latent Variables (Structures) are job satisfaction, organizational culture, and leadership frameworks—variables that are not directly observable but represent fundamental concepts or constructs crucial to the study. They are estimated using their observed indicators.

Observed Indicators are the measured variables utilized to represent the underlying constructs. Each observed indicator is linked to the corresponding latent variable. For instance, job satisfaction was measured using twenty-nine phrases, leadership style with nineteen phrases, and organizational culture with nineteen phrases

The appropriate criterion was relied upon to judge the relationship between appropriate leadership frameworks and raising the level of job satisfaction among police officers and the role of organizational culture in this relationship through the range and length equation, as $\text{range} = \text{the highest value on the scale (5)} - \text{the lowest value on the scale (1)} = 4$. $\text{Item length} = \text{Range (4)} / \text{Number of classes (5)} = 0.8$. Thus, (0.8) is added to the lowest value of the five-point scale, and we continue to add the same percentage to the category until we reach the fifth category, which expresses strong agreement.

In summary, constructing a measure in the context of AMOS refers to the underlying variables that are the essential variables for the current study, and AMOS allows researchers to evaluate the relationships between these latent constructs and their observed indicators using confirmation factor analysis and various fit indicators. This process helps validate the measurement model and evaluate the measurement accuracy of the underlying constructs in a research study.

3.4 Study Population and Sample

3.4.1 Study Population

Study population is the sum of individuals or institutions that the researcher seeks to generalize the results related to the studied problem. Also, It is the community from which the researcher extracted his/her research sample or a group of vocabulary that shares the specific characteristics identified by the researcher (Bashir, 2017; Wally, and Fatoum, 2018). As for the community from the researcher's point of view, it is a material group, and for economic and practical reasons, the researcher cannot study the entire study community but rather replaces it with the study of a selected sample in a scientific way.

In the case of this study, it focuses on Palestine, a region in the Middle East with a contested political status and complex history. Palestine is bordered by Lebanon to the north, Khaleikh Aqaba to the south, Jordan to the east, the Mediterranean Sea to the west, and Egypt to the southwest. However, it's important to note that Palestine is still under Israeli occupation, and the Israeli-Palestinian conflict remains a defining aspect of the region, drawing international attention and diplomatic efforts.

Due to the practical and economic constraints of studying the entire population, the researcher chose to work with a selected sample in a scientific manner. The study primarily targets the West Bank, while excluding the Gaza Strip due to the prevailing political division and difficulties in data gathering. The study focuses on the Palestinian Police (PP) as its field of study, given its significant role and services to the community, and the researcher's extensive knowledge of the institution from his 25 years of service.

The study aims to raise job satisfaction among Palestinian police officers by improving wages, implementing an advanced system of incentives, and identifying an appropriate leadership framework and organizational culture to enhance administrative staff performance. These improvements are expected to yield positive results, improving the efficiency and satisfaction of the Palestinian police, ultimately leading to better security and social services for citizens and increased public satisfaction.

The study population consists of all Palestinian police personnel in the West Bank's twelve governorates, totalling 8621 officers, according to police records from the Human Resources Department.

Table 3.3: Population arranged according to Governorate

Governorate	Number
Sulfeet	239
Tubas	260
Quds	263
Qalqilya	336
Jericho	374
Tulkarm	467
Bethlehem	529
Jenin	706
Ramallah and Al-Bireh	812
Nablus	814
Hebron	886
Northern provinces	2937
Total	8621

Source: Human Resources Department of the Palestinian Police (2021)

The following table shows the number of Police ranks in the Palestinian Police:

Table 3.4: Distribution of Police officers according to Police Rank

Police rank	Number
1 Major General	1
2 Brigadier	29
3 Colonel	296
4 Lieutenant Colonel	457
5 Major	768
6 Captain	857

7	First Lieutenant	1223
8	Second Lieutenant	1287
9	First Assistant	849
10	Second Assistant	975
11	First Sergeant	471
12	Sergeant	252
13	Corporal	270
14	Conscript	886
Total		8621

Source: Human Resources Department of the Palestinian Police (2021)

Police ranks are divided into two classes, which are as follows:

- The officer class / includes the Police ranks from lieutenant to Major general.
- The class of individuals / includes the Police ranks from policeman to first assistant (Law of Service in the Palestinian Security Forces No. (8) Of 2005).
- The number of the class of individuals is 3703, and the number of the class of officers is 4,918.

Table 3.5: The Number of Officers and Years of Experience

Years of experience category	Number
0-5	1593
6-10	754
11-15	1169
16-20	1563
21-25	2647
26-30	858
31-35	26
36-40	6
41-45	5
Total	8621

Source: Human Resources Department of the Palestinian Police (2021)

It can be noted from the table that 2647 have worked for the Palestinian Police. They have had 21-25- the year of experience. those whose experience is over 40 years are 5 officers only. Whereas, the experience of 1595 officers do not exceed five years. These data show that the level of experience and professionalism among Palestinian police is high.

Table 3.6: The Number of Years of Experience according to Police Rank

Police rank	41-45	36-40	31-35	26-30	21-25	16-20	11-15	6-10	0-5
Major General	1								
Brigadier	4	3	4	9	7	1		1	
Colonel		1	8	61	226				
Lieutenant Colonel		1	5	79	296	76			
Major			2	156	302	289	17		
Captain				255	306	130	139	25	1
First Lieutenant		1		236	545	82	117	236	5
Second Lieutenant				31	559	278	61	135	220
First Assistant				22	291	451	58	24	3
Second Assistant				5	102	238	468	76	84
First Sergeant					5	10	284	132	40
Sergeant					1	5	20	96	126
Corporal							5	28	235
Conscript						1		1	879
Total	5	6	26	858	2647	1563	1169	754	1593

Source: Human Resources Department of the Palestinian Police (2021)

According to the data in the table, it can be concluded that there is a direct relationship between Police rank, years of work, and experience. The more the years of experience are, the higher the Police rank, and this indicates that the system and promotions for the Palestinian Police are linked to the number of years of work.

It is important to shed light on the issue of gender in the structure of the Palestinian Police, especially since there are many police duties closely related to the females, and there are some sections, departments, and tasks dependent on the female component. Table 3.6 shows the distribution of Palestinian police officers by gender.

Table 3.7: Distribution of Force according to Gender

	Male	Female
1	1	-
2	29	-
3	290	6
4	439	18
5	740	28
6	818	39
7	1160	63
8	1175	112
9	817	32
10	931	44
11	443	28
12	227	25
13	241	29

14	828	58
Total	8139	482

Source: Human Resources Department of the Palestinian Police (2021)

It is noted from the data in Table 3.6 that the percentage of females versus males is very small in terms of numbers, as the percentage of women is only 6.4%. This percentage indicates that the demand for women's work in the police force is very low.

To focus more on the gender component in the Palestinian Police, the researcher, based on the information obtained from the Human Resources Department, shed light on the Police rank according to gender. Table 3.7 shows the distribution of rank based on gender.

Table 3.8: Distribution of Force according to Police Rank and Gender

	Police rank	Male	Female
1	Major General	1	-
2	Brigadier	29	-
3	Colonel	290	6
4	Lieutenant Colonel	439	18
5	Major	740	28
6	Captain	818	39
7	First Lieutenant	1160	63
8	Second Lieutenant	1175	112
9	First Assistant	817	32
10	Second Assistant	931	44
11	First Sergeant	443	28
12	Sergeant	22	25
13	Corporal	241	29
14	Conscript	828	58
	Total	8139	482

Source: Human Resources Department of the Palestinian Police (2021)

Looking at the table above it is evident that the difference is clear and large in the distribution of Police ranks between officers of the two categories for females and males.

3.4.2 Study Sample

Wally and Fatoum (2018) explained that the sample of the study covers individuals of the society that the researcher wishes to study, as the stage of selecting the study sample is considered one of the most difficult and most important stages of scientific research through which data on the phenomenon under study can be obtained. Chuan and Benellican (2006) indicated that in most situations, researchers do not have access to an entire statistical population of interest partly because it is too expensive and time-consuming to cover a large population or due to the difficulty to get cooperation from the entire population to participate in the study. As a result, researchers normally resort to making important decisions about a population based on a representative sample. Hence, estimating an appropriate sampling size is a very important aspect of a research design to allow the researcher to make inferences from the sample statistics to the statistical population.

Based on this, the researcher believes that the research sample is part of the study population that is selected systematically or generalized to the rest of the population, and the sampling method is an effective way to save cost, and time, as the researcher will be able to access the results relatively quickly. This helps the researcher to reach accurate results when the characteristics of the majority of the study population are similar.

Consequently, the researcher first selects the exploratory sample, which is commonly employed by researchers in diverse studies. Upon identifying the issue, it becomes easier for the researcher to delve deeper into it. With a comprehensive understanding of the problem, he can then develop all its facets using the gathered data.

The exploratory sample is a starting point for all researchers and scholars, and it is the beginning to start the field analysis, based on which the researcher is based and is

an incentive to move forward in his research. (In this study, the researcher chose 40 employees from the study group to conduct a test on them and check the validity and reliability of the questionnaire as a basic research tool. This table shows the division of the exploratory sample size into sections.

'Table 3.9: Exploratory Sample Size

No.	Governorate	The number	Exploratory sample size
1	Sulfeet	239	$239/8621*40 = 1$
2	Tubas	260	$260/8621*40 = 1$
3	Jerusalem	263	$263/8621*40 = 1$
4	Qalqilya	336	$336/8621*40 = 1$
5	Jericho	374	$374/8621*40 = 1$
6	Tulkarm	467	$467/8621*40 = 2$
7	Bethlehem	529	$529/8621*40 = 2$
8	Jenin	706	$706/8621*40 = 3$
9	Ramallah and Al-Bireh	812	$812/8621*40 = 4$
10	Nablus	814	$814/8621*40 = 4$
11	Hebron	886	$886/8621*40 = 6$
12	Northern provinces	2937	$2937/8621*40 = 14$
	Total	8621	40

The study employed probability sampling techniques, specifically simple and stratified random sampling methods. In stratified random sampling, the researchers divided the population of Palestinian police officers in the West Bank, consisting of twelve governorates, into distinct groups or strata based on certain characteristics of interest. Random samples were then selected from each stratum in proportion to its size, as suggested by Bolfarine & Bussab (2005) and Scheaffer et al. (2006).

The researcher determined the sample size for the study using a simple random sampling method. To calculate the required sample size, the researcher used the formula developed by Krejcie and Morgan in 1970, which takes into account the desired margin of error ($\pm 5\%$) for a given population. The study population was found to be 8621, falling within the range of 7500 to 10000 for a 95% confidence level. Initially, a sample

of 370 officers was selected. However, to improve the precision of the findings and account for potential exclusions due to lack of interest, the researchers decided to increase the sample size to 400 officers of various ranks. The random sampling of the study population was carried out using the Krejcie and Morgan equation (3.1).

$$n = \frac{X^2 * N * P * (1 - P)}{(ME^2 * (N - 1)) + (X^2 * P * (1 - P))}$$

(0.1)

n = sample size

x^2 = Chi – square for the specific confident level at 1 degree of freedom

N = Population size.

P = Population proportion .50 in the table.

ME = desired Margin of Error (expressed as a proportion).

After obtaining a sample size of 400 officers, representing both sexes, the researcher determined the number of officers in each governorate of the West Bank.

This process led to the creation of a stratified random sample by dividing the population into distinct groups, or strata, and then selecting a random sample from each stratum.

The study's population sample was stratified into (k) groups, and the stratified random sample of size (n) was formed by combining simple random samples from each stratum, with each stratum having a size of (nk). (Bolfarine & Bussab, 2005).

The overall sample size (n) was obtained by summing up the sample sizes from each stratum, following the equation specified as (3.2)

$$n = n_1 + n_2 + \dots + n_k = \sum_{i=1}^k n_k$$

(3.2)

Where:

n = approximate total sample size;

n_k = approximate sample size in each stratum.

If the study population within each stratum (Governorate) is given by N_k , then the population size (N) is given by the sum of the size from each stratum, which can be determined using equation (3.3):

$$(3.3) \quad N = N_1 + N_2 + \dots + N_k = \sum_{i=1}^K N_k$$

The sample fractions (w_k) representing the elements within each stratum are determined using the equation (3.4):

$$(3.4) \quad w_k = \frac{n_k}{n}$$

Where:

n = approximate sample size.

n_k = approximate sample size in each stratum.

w_k = sample fractions of the elements.

Therefore, the sample size (n_k) in each stratum is calculated using equation (3.5):

$$(3.5) \quad n_k = w_k \times n,$$

For $k = 1, 2, K$.

Where:

n = approximate sample size.

n_k = approximate sample size in each stratum.

w_k = sample fractions of the elements.

The researcher sees that it is advisable to opt for stratified random sampling because this technique involves dividing the population into distinct groups or strata

and then selecting random samples from each stratum. (Silva, 2001; Bolfarine & Bussab, 2005; Scheaffer et al., 2006).

In conclusion, the main rationales for choosing stratified random sampling over a simple random sample are to improve accuracy and representation while minimizing costs. Furthermore, this approach enables the estimation of population parameters within specific population subgroups or strata (Espinosa et al., 2012).

Table 3.10: Distribution of the Study Sample

No.	Governorate	Number	Sample Size	Percentage
1	Sulfeet	239	12	3%
2	Tubas	260	13	3.25%
3	Jerusalem	263	13	3.25%
4	Qalqilya	336	16	4%
5	Jericho	374	18	4.5%
6	Tulkarm	467	21	5.25%
7	Bethlehem	529	24	6%
8	Jenin	706	32	8%
9	Ramallah and Al-Bireh	812	37	9.25%
10	Nablus	814	37	9.25%
11	Hebron	886	41	10.25%
12	Northern provinces	2937	136	34%
	Total	8621	400	100%

3.5 A Pilot Study

The researcher conducted a pilot study on a sample of (40) Palestinian police officers, to ensure that the sample members understand the questions of the questionnaire before adopting it permanently. In addition, to ascertain the validity of the tool, the researcher calculated the validity and reliability of the pilot study sample whose size is (40) employees of Palestinian police officers using the Statistical Package for Social Sciences (SPSS) (26th Version).

The researcher presented the questionnaire to a group of arbitrators with experience and knowledge in universities and related institutions. The researcher then made the appropriate adjustments to verify the validity of the questionnaire that was reached.

3.5.1 Scale Stability

The stability of the scale means that the scale does not contradict itself, meaning that the scale gives the same results if it is re-applied to the same sample (Faraj and Khalil, 2014).

Reliability was calculated for each scale separately by the Alpha Cronbach method, with the alpha coefficient ranging from zero to one. The result of the stability of the leadership frameworks scale showed that the questionnaire was characterized by good internal consistency, as the alpha coefficient for each dimension of the leadership frameworks ranged between (0.776 - 0.914).

Table 3.11: Stability Coefficients for the Leadership Frameworks Scale

Dimensions	Number of items	Cronbach's alpha coefficient
Structural Framework	4	.914
Human Framework	6	.868
Political Framework	5	.853
Symbolic Framework	4	.776
Leadership frameworks in all its dimensions	19	.947

It is clear from Table 3.11 that the values of the stability coefficients are considered high, which indicates the possibility of stability of the results that can be obtained through the study tool when applied.

The stability of the organizational culture scale was also calculated by Cronbach Alpha method, and the result showed that the questionnaire was characterized by good

internal consistency, as the alpha coefficient ranged between (0.691 – 0.899). for each dimension of organizational culture as shown in Table 3.12 which confirms the stability of the scale.

Table 3.12: Stability Coefficients for Organizational Culture Scale

Dimensions	Number of phrases	Cronbach's alpha coefficient
Involvement	4	.691
Consistency	5	.895
Adaptation	5	.899
Mission	5	.730
Organizational culture in all its dimensions	19	.926

It is clear from Table 3.12 that the values of stability coefficients are considered high, which indicates the possibility of stability of the results that can be obtained through the study tool when applied.

In addition, the reliability of the job satisfaction measure was calculated using the Cronbach Alpha method, and the result also showed that the questionnaire was characterized by good internal consistency, as the alpha coefficient ranged between (0.822 – 0.888) for each of the dimensions of job satisfaction as shown in Table 3.13 which confirms the stability of the scale.

Table 3.13: Stability Coefficients for Job Satisfaction Scale

Dimensions	Number of phrases	Cronbach's alpha coefficient
Moral Incentives	9	.888
Material Incentives	12	.872
Wages	8	.822
Job Satisfaction in all its dimensions	29	.822

It is clear from Table 3.13 that the values of stability coefficients are considered acceptable, which indicates the possibility of stability of the results that can be obtained through the study tool when applied.

3.5.2 Scale Validity

After making sure that the questionnaire's questions are free of linguistic errors, and the extent of its phrases being clear to the participants, as well as making sure of the apparent sincerity of the questionnaire, and that it measures what it was designed to measure. The researcher submitted the questionnaire in its initial form to a number of professors of the Faculty of Administration and Social Sciences who specialize in this field at An-Najah National University in Nablus, as well as Al-Quds Open University and Khadoori University in Tulkarm, and the Arab American University in Jenin (See Appendix B), to give their feedback on the questionnaire questions in terms of their clarity and relevance. To measure the expressions of the variables of the current study, some of the paragraphs recommended by the arbitrators were modified.

3.6 Chapter Summary

The researcher outlined the study's methodology using an analytical descriptive approach. He defined the study's population, established hypotheses, and detailed the relationships among variables. Furthermore, he elucidated the structure for examining the interplay between variables, encompassing demographic factors.

In collecting data, the researcher relied on two sources: the main sources, where he collected the necessary data through the questionnaire as the main tool for research.

The secondary research sources are based on periodicals, magazines, books, and studies.

Statements and reports from the Palestinian Police played a pivotal role as a primary

data source for the research. The study employed a questionnaire tailored to scientific standards, utilizing the five-dimensional Likert scale to ensure precision, validity, and reliability. Furthermore, the research meticulously documented each phase of its progression, grounded in established scientific principles and informed by prior work in this domain.

The researcher got acquainted with his study community of Palestinian police officers and their numbers and classification according to place, place of work, education, Police rank, gender, and years of experience. In addition, the researcher used scientific methods to select the sample based on the characteristics and advantages of the study population, the mechanism that will be used to conduct the exploratory sampling process consisting of 40 officers, and the actual sample of 400, which is explained based on the Krejcie and Morgan equation, where the mathematical to identify samples by geographical location is explained.