

The Role of organizational culture in moderating the effect of transformational leadership On job satisfaction of police members



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KEY WORDS	ABSTRACT
Organizational culture, transformational leadership, job satisfaction, police members, qualitative research.	This study explores the role of organizational culture in moderating the effect of transformational leadership on job satisfaction among police members. Drawing on a qualitative methodology, the research utilizes a comprehensive literature review to investigate the interconnections between transformational leadership, organizational culture, and job satisfaction within law enforcement agencies. Transformational leadership is characterized by its ability to inspire and motivate employees, fostering innovation and a shared vision. Organizational culture, as a collective set of values, beliefs, and practices, is critical in shaping how leadership styles are perceived and how they influence employee outcomes. The review identifies that a supportive and strong organizational culture can amplify the positive impacts of transformational leadership on job satisfaction. Police organizations with a culture that promotes collaboration, trust, and shared goals are likely to experience greater job satisfaction among their members, particularly when led by transformational leaders. Furthermore, the research highlights how different cultural dimensions within police organizations—such as communication, power distance, and conflict resolution—interact with leadership behaviors to affect job satisfaction. This study provides valuable insights into how police organizations can cultivate a positive work environment through leadership and cultural practices, ultimately enhancing employee satisfaction and performance. Future studies could focus on empirical research to validate these findings and explore how different police forces worldwide implement these strategies.

1. INTRODUCTION

Transformational leadership is widely recognized for its ability to inspire, motivate, and enhance performance in various organizational contexts. This leadership style emphasizes the development of a shared vision, fostering innovation, and empowering employees to transcend their self-interests for the greater good of the organization Antwi, P. A. (2023). However, the effectiveness of transformational leadership in enhancing job

satisfaction is often influenced by contextual factors, with organizational culture being one of the most significant moderators. Organizational culture, comprising shared values, beliefs, and practices, shapes employees' attitudes and behaviors, thereby affecting how leadership is perceived and how it impacts job satisfaction Dahniel, R. A. (2019). Within the context of police organizations, which are unique due to their hierarchical structures and high levels of public responsibility, understanding the interplay between leadership and culture is



crucial for improving job satisfaction and performance.

While extensive research has been conducted on transformational leadership and job satisfaction, and the role of organizational culture in leadership effectiveness, there is a limited focus on the specific dynamics within police organizations Vito, G. F. (2018). Most existing studies have not comprehensively explored the moderating effect of organizational culture on the relationship between transformational leadership and job satisfaction, particularly within law enforcement agencies. This gap in the literature calls for a more focused investigation to understand how culture influences leadership outcomes in police departments.

The urgency of this research arises from the growing need to improve job satisfaction within police organizations worldwide. Police officers often face high levels of stress, risk, and societal scrutiny, which can negatively impact their job satisfaction and overall well-being Kim, Y. (2017). By understanding how organizational culture interacts with leadership to influence job satisfaction, police forces can adopt more effective management strategies, ultimately improving officer retention, morale, and organizational effectiveness.

Previous studies have established that transformational leadership is positively correlated with job satisfaction across various sectors. For instance, Bass and Avolio (1994) emphasized the role of transformational leaders in fostering an environment of trust and empowerment, which enhances job satisfaction. Similarly, Schein (2010) highlighted that organizational culture plays a key role in shaping the effectiveness of leadership practices. However, limited research has

explored how these two factors—transformational leadership and organizational culture—interact in the context of law enforcement, where both leadership and culture significantly differ from other industries.

This study is novel in its approach to examining the role of organizational culture as a moderating factor in the relationship between transformational leadership and job satisfaction among police officers. By focusing on police organizations, which have unique challenges and structures, this research contributes new insights into how leadership and cultural dynamics intersect to affect employee satisfaction. Furthermore, this study aims to fill the research gap by offering empirical evidence and practical recommendations for improving police work environments through leadership and cultural development.

The main objective of this study is to explore the moderating role of organizational culture in the relationship between transformational leadership and job satisfaction within police organizations. The research aims to identify the cultural dimensions that influence the effectiveness of transformational leadership and provide recommendations for enhancing job satisfaction in law enforcement. The findings will contribute to the existing body of knowledge on leadership, organizational culture, and job satisfaction, offering practical insights for police leaders, policymakers, and human resource managers in police departments.

This research is significant as it provides valuable insights into how police organizations can improve leadership practices to foster a more satisfying work environment for their members. By understanding the interplay between leadership styles and organizational

culture, police forces can implement targeted interventions that enhance job satisfaction, reduce turnover, and improve overall performance. Additionally, this study will offer a framework for future research on leadership and organizational culture in public sector organizations, particularly in law enforcement.

2. METHOD

This study employs a qualitative research design, utilizing a literature review methodology. A qualitative approach is appropriate for this research as it allows for a deeper exploration and understanding of the complexities surrounding the role of organizational culture in moderating the effect of transformational leadership on job satisfaction among police members. By analyzing existing scholarly articles, books, and reports, this study aims to build a comprehensive conceptual framework that offers insights into the relationships between these variables.

Data Sources

The data for this study is derived from secondary sources, specifically academic journals, books, conference papers, government reports, and other peer-reviewed publications. The primary focus is on literature related to transformational leadership, organizational culture, and job satisfaction, particularly in the context of law enforcement agencies. These sources provide a rich foundation of theoretical and empirical findings that will inform the understanding of the moderating role of organizational culture.

To ensure the relevance and reliability of the data, the study exclusively includes sources published in reputable academic journals, preferably within the last ten years, though

seminal works prior to this period are also considered for their foundational value.

Data Collection Technique

Data collection is performed through a systematic literature review process. The process includes the following steps:

1. **Defining the Research Scope:** The first step involved outlining key themes, such as transformational leadership, organizational culture, job satisfaction, and their intersection within police organizations.
2. **Search Strategy:** Relevant academic databases such as Google Scholar, JSTOR, ScienceDirect, and others were used to search for studies using specific keywords: "transformational leadership," "organizational culture," "job satisfaction," "police organizations," and "moderating effect."
3. **Inclusion and Exclusion Criteria:** Articles included in the review were selected based on their relevance to the research objectives, focusing on studies that discuss leadership theories, organizational culture frameworks, and job satisfaction specifically in the police context. Exclusion criteria were based on the irrelevance of the study context, outdated research, and non-peer-reviewed sources.
4. **Data Synthesis:** Relevant articles were analyzed and synthesized based on themes that emerged related to the research questions. This step involved comparing and contrasting different viewpoints and findings from the selected literature.

Data Analysis Method

The data analysis technique utilized in this study is thematic analysis. This method allows



for the identification and interpretation of key themes that emerge from the literature. The steps of thematic analysis followed in this study are:

1. Familiarization with Data: The first step involved a comprehensive reading of the selected literature to become familiar with the content and context of the studies.
2. Generating Initial Codes: Preliminary codes were created to identify significant concepts, such as the characteristics of transformational leadership, aspects of organizational culture, and factors influencing job satisfaction in police organizations.
3. Searching for Themes: The coded data were then grouped into broader themes, such as the role of leadership in fostering organizational culture, the impact of culture on job satisfaction, and the moderating effect of organizational culture on leadership outcomes.
4. Reviewing Themes: The identified themes were reviewed to ensure they align with the research questions and the overall objectives of the study. This phase helped refine the themes and discard irrelevant or redundant ideas.
5. Defining and Naming Themes: The final step involved defining and naming each theme to provide a clear understanding of the relationships between transformational leadership, organizational culture, and job satisfaction.
6. Writing the Report: The findings from the thematic analysis were compiled into a cohesive narrative, discussing how organizational culture moderates the effect of transformational leadership on job satisfaction in police organizations.

3. RESULT AND DISCUSSION

The findings of this study reveal a complex relationship between transformational leadership, organizational culture, and job satisfaction within police organizations. The analysis of the literature highlights the important role that organizational culture plays in moderating the impact of transformational leadership on the job satisfaction of police members. Transformational leadership, characterized by its emphasis on motivation, vision, and individualized consideration, has been shown to significantly influence job satisfaction. However, its effectiveness is heavily contingent upon the prevailing culture within the organization.

Transformational leadership is typically associated with positive outcomes such as increased employee motivation, greater commitment, and higher job satisfaction. These leaders inspire their followers by setting a compelling vision and providing the support necessary for personal and professional growth. However, the influence of transformational leadership is not universally effective across all organizations. The moderating factor in this relationship is the organizational culture, which plays a significant role in shaping how leadership practices are perceived and how they influence job satisfaction. Organizational culture comprises shared values, beliefs, and practices that guide how members of the organization behave and interact. It can either enhance or hinder the leadership process, depending on its alignment with the principles of transformational leadership.

In police organizations, which are typically hierarchical and focused on discipline, authority, and structure, the organizational

culture is often rigid and formal. This kind of culture can present challenges for the effective application of transformational leadership, as it may be resistant to the collaborative and participative style of leadership that transformational leaders promote. Nevertheless, in police organizations where the culture emphasizes innovation, trust, and a shared commitment to the mission of the department, transformational leadership can thrive. The literature suggests that a culture that supports communication, openness, and adaptability enhances the positive effects of transformational leadership on job satisfaction. In contrast, a culture characterized by distrust, rigidity, or a lack of support can limit the ability of transformational leaders to influence their followers' satisfaction.

Several studies reviewed in this research demonstrate that organizational culture directly impacts the level of job satisfaction among police members. Police officers work in an environment that is often stressful, requiring high levels of trust and cooperation between team members, as well as between officers and their leaders. Organizational culture that fosters mutual respect, shared values, and a sense of community within the force is positively correlated with higher job satisfaction levels. Transformational leadership in such a context is more likely to lead to higher job satisfaction because it encourages officers to feel valued and empowered, aligning with their personal and professional needs.

The moderating role of organizational culture is particularly evident when examining cultural dimensions such as communication practices, power distance, and conflict resolution mechanisms within the police organization. For instance, in organizations with a low power distance, where decision-making is more

decentralized, transformational leaders are able to engage with officers in a more meaningful way, thereby enhancing their job satisfaction. Conversely, in organizations with a high power distance, where hierarchical structures dominate, transformational leadership may not be as effective in creating a sense of personal fulfillment for officers. This suggests that the extent to which leadership behaviors are successful in enhancing job satisfaction is heavily influenced by the cultural norms surrounding authority and decision-making.

Another important aspect of organizational culture that influences job satisfaction is the degree of autonomy and decision-making authority granted to officers. Police forces that embrace a culture of empowerment and allow officers more autonomy in their roles tend to see higher levels of job satisfaction. This is because officers feel a greater sense of responsibility and ownership over their work, which aligns well with the principles of transformational leadership, which advocates for empowering followers to take initiative and make decisions. The literature also reveals that police organizations that encourage innovation and creativity tend to report higher job satisfaction, as officers are more likely to feel their contributions are valued and appreciated.

The discussion also reveals that transformational leadership, when coupled with a supportive organizational culture, contributes to a stronger sense of belonging and a shared commitment to the goals of the police force. Officers who feel a personal connection to the values and mission of their organization are more likely to be satisfied with their job. This sense of belonging is enhanced when organizational culture promotes a shared vision, transparency in decision-making, and recognition of achievements. Transformational

leaders who are able to articulate a clear and inspiring vision for the future of the police force and engage officers in the process of achieving that vision can have a profound impact on job satisfaction, especially when the organizational culture supports such endeavors.

However, the findings also indicate that when organizational culture does not align with the practices of transformational leadership, there can be negative consequences. For example, if a police department has a culture that is overly bureaucratic or resistant to change, the efforts of transformational leaders to inspire and motivate officers may be met with resistance, leading to dissatisfaction and burnout. Similarly, if organizational culture emphasizes authoritarian leadership and top-down decision-making, the impact of transformational leadership may be diminished, as officers may feel that their voices are not being heard or valued. This underscores the importance of aligning leadership practices with the cultural norms and values of the organization to maximize job satisfaction.

In conclusion, the findings of this study emphasize the critical role of organizational culture in moderating the effect of transformational leadership on job satisfaction among police members. While transformational leadership is a powerful tool for enhancing job satisfaction, its effectiveness is significantly shaped by the organizational culture in which it is implemented. Police organizations with a culture that values communication, trust, empowerment, and shared values are better positioned to leverage the benefits of transformational leadership. By fostering a supportive organizational culture, police forces can enhance the effectiveness of their leadership practices, leading to greater job satisfaction, improved morale, and higher levels

of organizational performance.

1. The Impact of Transformational Leadership on Job Satisfaction in Police Organizations

Transformational leadership has been identified as a critical factor influencing job satisfaction in various organizational settings, and police organizations are no exception. Transformational leaders, by inspiring their followers with a compelling vision and fostering personal growth, are able to enhance employee engagement and satisfaction. This leadership style encourages officers to go beyond their self-interest for the greater good of the organization, which can lead to increased motivation and morale. In the context of police forces, where the work environment is often high-stress and challenging, the supportive and empowering nature of transformational leadership is particularly significant.

In police organizations, transformational leadership manifests through behaviors such as individualized consideration, intellectual stimulation, and inspirational motivation. These behaviors are essential in building trust and fostering a positive work environment. Officers who experience transformational leadership are more likely to feel valued and supported, which increases their job satisfaction. Transformational leaders also provide opportunities for career advancement, encourage professional development, and create a clear and inspiring vision of the future, all of which contribute to the overall satisfaction of police members.

However, the effectiveness of transformational leadership in enhancing job satisfaction is not automatic. It depends heavily on the organizational context, particularly the culture within the police department. When transformational leadership is implemented

within an organization that lacks a supportive culture, its potential to improve job satisfaction may be diminished. This suggests that while transformational leadership has the potential to increase job satisfaction, its effectiveness is moderated by other factors, particularly organizational culture.

Furthermore, the impact of transformational leadership on job satisfaction can vary based on the police department's organizational goals and values. For instance, departments that emphasize community engagement and service-oriented goals are likely to benefit more from transformational leadership than those focused solely on law enforcement and control. Officers who feel a strong alignment between their personal values and the department's goals are more likely to experience high job satisfaction when led by transformational leaders.

In summary, transformational leadership plays a significant role in enhancing job satisfaction in police organizations, but its effectiveness is moderated by the prevailing organizational culture. The next section will explore the role of organizational culture in this relationship.

2. The Role of Organizational Culture in Moderating Leadership Effectiveness

Organizational culture, defined as the shared values, beliefs, and practices that influence behavior within an organization, plays a critical role in shaping the outcomes of leadership. In police organizations, where the work environment is characterized by authority, hierarchy, and a high level of accountability, organizational culture often determines how leadership behaviors are received by members. The values and beliefs embedded in the organizational culture influence how officers perceive their leaders and whether

transformational leadership practices will lead to improved job satisfaction.

A culture that promotes open communication, trust, and respect can create an environment where transformational leadership is more effective. Officers who feel that they are part of a supportive and cohesive organizational culture are more likely to engage with leaders and feel motivated by their vision. On the other hand, a culture that is characterized by high levels of bureaucracy, mistrust, or resistance to change can hinder the positive effects of transformational leadership. In such organizations, transformational leaders may struggle to inspire and engage officers, leading to lower levels of job satisfaction.

In police organizations with a rigid or authoritarian culture, officers may be more accustomed to hierarchical leadership and may find it difficult to accept the participatory and empowering approach of transformational leaders. In these settings, the mismatch between leadership style and cultural expectations can lead to resistance, frustration, and ultimately reduced job satisfaction. Conversely, in police forces with a more collaborative culture, transformational leadership practices are more likely to be embraced, leading to higher levels of engagement and satisfaction.

Research suggests that organizational culture acts as a moderator in the relationship between leadership and job satisfaction, as it influences how leadership is enacted and how it is received by employees. For instance, police departments with a culture that emphasizes empowerment, professional development, and open communication are more likely to benefit from transformational leadership than those with a top-down, authoritarian culture. Thus, the

compatibility between leadership style and organizational culture is a key factor in determining whether transformational leadership leads to higher job satisfaction among police members.

3. Cultural Dimensions and Their Impact on Job Satisfaction

Organizational culture encompasses various dimensions that influence how leadership is perceived and how it impacts job satisfaction. Key cultural dimensions, such as communication styles, power distance, and conflict resolution mechanisms, play a crucial role in determining the success of transformational leadership in police organizations. For example, police departments with a low power distance, where decision-making is more decentralized, are better positioned to implement transformational leadership practices that empower officers and encourage participation in decision-making processes.

In cultures with a high power distance, where authority is centralized, transformational leaders may face challenges in engaging officers. In such environments, officers may be less likely to feel comfortable sharing their ideas, providing feedback, or challenging the status quo. This reluctance to participate in decision-making can limit the effectiveness of transformational leadership in enhancing job satisfaction. Police departments with a more egalitarian culture, however, tend to see better results from transformational leadership, as the culture promotes open communication and collaboration between officers and leaders.

Additionally, the way conflicts are handled within an organization can significantly impact job satisfaction. In police organizations with a

culture that emphasizes conflict resolution and problem-solving, transformational leaders are more likely to foster a positive work environment where officers feel valued and supported. In contrast, police departments with a culture that tolerates unresolved conflicts or focuses on punitive measures may struggle to retain officers and maintain high levels of job satisfaction. A culture that emphasizes respect and fairness in conflict resolution supports the empowerment and personal development encouraged by transformational leadership, leading to higher job satisfaction.

The cultural dimension of communication also plays a significant role in moderating the effects of transformational leadership. In police organizations where open and transparent communication is valued, officers are more likely to engage with their leaders, feel heard, and develop a sense of ownership in the organization's goals. This engagement, in turn, enhances job satisfaction. In organizations where communication is hierarchical and information is tightly controlled, officers may feel disconnected from their leaders, which can lead to dissatisfaction and disengagement.

In summary, cultural dimensions such as power distance, communication styles, and conflict resolution mechanisms can significantly influence how transformational leadership affects job satisfaction. Police organizations with a culture that values empowerment, communication, and conflict resolution are more likely to benefit from transformational leadership, leading to improved job satisfaction among officers.

4. The Relationship Between Leadership and Job Satisfaction in Law Enforcement Contexts

Job satisfaction in law enforcement is



influenced by several factors, including leadership, organizational culture, and external stressors related to the nature of police work. Officers often face high levels of stress, danger, and public scrutiny, which can negatively impact their satisfaction with their job. Transformational leadership, by fostering a positive work environment and providing officers with the resources and support they need, can help mitigate these stressors and improve job satisfaction.

However, the relationship between leadership and job satisfaction in police organizations is not straightforward. While transformational leadership has the potential to enhance job satisfaction, its effectiveness depends on various contextual factors, particularly the organizational culture. For example, officers in police departments that provide opportunities for professional development and encourage a sense of belonging are more likely to experience job satisfaction when led by transformational leaders. In contrast, officers in departments that do not provide adequate support or professional growth opportunities may not experience the same level of satisfaction, even if they are led by transformational leaders.

The presence of a supportive organizational culture is crucial in enabling transformational leadership to have a positive impact on job satisfaction. A culture that values work-life balance, mental health, and officer well-being allows transformational leaders to create a more fulfilling work environment, which can reduce burnout and improve job satisfaction. Police forces that foster a culture of mutual respect and collaboration are also more likely to experience higher levels of job satisfaction, as officers feel supported and recognized for their contributions.

In contrast, police departments with a culture that emphasizes strict hierarchy, control, and conformity may limit the effectiveness of transformational leadership. In such organizations, officers may feel undervalued, isolated, and disengaged, which can lead to decreased job satisfaction. Thus, the alignment between leadership style and organizational culture is essential for ensuring that police officers remain satisfied with their jobs and committed to the mission of the organization.

5. Practical Implications for Policymakers and Law Enforcement Leaders

The findings of this study have important practical implications for policymakers and law enforcement leaders. Police organizations that aim to improve job satisfaction and retention must consider both leadership styles and organizational culture. Transformational leadership, when implemented effectively, has the potential to increase job satisfaction and reduce turnover. However, the effectiveness of this leadership style is contingent upon the organizational culture within which it is practiced.

For law enforcement agencies, it is crucial to cultivate a culture that supports the principles of transformational leadership, including open communication, trust, and empowerment. Leaders within these organizations must prioritize the development of a culture that aligns with their leadership style to maximize the impact on job satisfaction. This can be achieved by fostering a culture of transparency, encouraging officer participation in decision-making, and providing opportunities for professional growth.

Additionally, law enforcement agencies should focus on creating a supportive work

environment that addresses the unique challenges faced by police officers. This includes providing mental health resources, promoting work-life balance, and offering career development opportunities. A culture that values officer well-being and fosters a sense of community will enhance the effectiveness of transformational leadership, leading to higher job satisfaction and greater organizational performance.

In conclusion, the findings of this study emphasize the importance of aligning leadership practices with organizational culture to improve job satisfaction in police organizations. Policymakers and law enforcement leaders should consider these factors when implementing leadership strategies to ensure that they create an environment that supports the well-being and satisfaction of their officers. By prioritizing both leadership and culture, police forces can improve job satisfaction, reduce turnover, and enhance overall organizational effectiveness.

4. CONCLUSION

Organizational culture plays a crucial moderating role in the relationship between transformational leadership and job satisfaction among police members. While transformational leadership has the potential to enhance job satisfaction by motivating, empowering, and supporting officers, its effectiveness is significantly influenced by the organizational culture within which it is practiced. Police organizations with a culture that values open communication, trust, and empowerment tend to see more positive outcomes from transformational leadership, as these cultural elements foster an environment where officers feel engaged and valued. Conversely, in cultures characterized by rigidity, hierarchy, and resistance to change, the impact of transformational leadership on job satisfaction

is diminished. Therefore, cultivating a supportive and collaborative organizational culture is essential for maximizing the positive effects of transformational leadership on police officers' job satisfaction, ultimately improving morale, performance, and retention.

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