



The Impact of Digital Transformation on Police Performance: The Mediating Role of Organisational Culture in The State of Palestine

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ABSTRACT

This study investigates the influence of digital change on police performance, with a particular emphasis on organisational culture as a mediating factor that clarifies this relationship. The research problem stems from the scarcity of studies exploring this linkage within security work settings—especially in the Palestinian context—despite the vital role that technology plays in enhancing operational efficiency. The significance of this research lies in its contribution to closing a notable knowledge gap by offering empirical evidence on how organisational culture can amplify the benefits of digital transformation initiatives in improving institutional performance. Using a quantitative research design, data were collected via a structured questionnaire administered to employees in the police sector. The dataset was analysed using AMOS software to examine the hypothesised relationships among variables. Findings provided robust support for all four hypotheses, indicating that digital change exerts both direct and indirect positive effects on police performance, with organisational culture serving as a critical mediating mechanism. This study fills a gap in the literature by examining the impact of digital transformation on police performance in the Palestinian context, where such research remains limited. It develops a conceptual model that highlights the mediating role of organisational culture, offering a deeper understanding of how digital initiatives translate into institutional outcomes. The research also contributes methodologically by adapting measurement tools to assess digital readiness, culture, and performance within law enforcement. In practice, it provides policymakers and police leaders with evidence-based insights to design culture-sensitive digital strategies that enhance effectiveness and public service.

Keywords: Digital transformation, Police Performance, Organisational Culture, Palestine.

INTRODUCTION

Digital transformation (DT) refers to the integration of information and communication technologies (ICT) into organisational processes, which has become a strategic imperative across sectors. Bozkus (2023) argued that DT is a strategic requirement for enterprises in the modern era, fundamentally reshaping how organisations function. In policing, adopting technologies (e.g., digital evidence systems, analytics, and mobile apps) promises to improve efficiency and service quality. However, technology alone is not enough: decades of policing research stress that organisational culture (shared values, norms, and practices) strongly influences performance. For instance, building a positive organisational culture (OC) has been shown to foster committed, high-morale officers and yield “enhanced departmental performance” and better citizen satisfaction (Parent & Lovelace, 2018). These insights suggest that digital initiatives may only succeed if the police culture is supportive and adaptable (Bozkus, 2023).

While many law enforcement agencies around the world are moving steadily toward digital transformation, the Palestinian police continue to face notable challenges, such as limited digital infrastructure, a shortage of qualified personnel, and various cultural and organisational constraints (Abu Mansour, 2022). Despite growing interest in this field, much of the existing research remains focused on technical aspects, with little attention given to the role of organisational culture as a potential mediator (Sami & Chun, 2024). This gap highlights the need for a deeper understanding of how digital transformation and organisational culture together shape institutional performance in the security sector.

This study aims to provide a deeper understanding of how digital transformation and organisational culture influence the performance of police institutions. It begins by exploring the direct impact of digital transformation on police performance, focusing on improvements in efficiency, responsiveness, and the overall quality of services provided. The research then examines how digital transformation affects the internal organisational culture of police institutions, particularly in terms of adaptability and openness to technological change. In addition, the study investigates the role of organisational culture itself in shaping institutional performance, seeking to understand how internal values, norms, and practices contribute to or hinder effective outcomes. Finally, the research evaluates whether organisational culture acts as a mediating factor in the relationship between digital transformation and police performance, aiming to clarify whether the success of digital initiatives depends in part on

the organisation's cultural environment.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Digital Transformation and Police Performance

Research worldwide suggests that digital tools can enhance policing outcomes. For example, Ismail and Abdullahi (2023) emphasise that modern digital systems enhance law enforcement capabilities by enabling continuous surveillance, real-time intelligence gathering, community engagement through online briefings and trust-building initiatives, and proactive crime-disruption measures. Studies from developing countries corroborate this argument, such as the study conducted by Afzal and Panagiotopoulos (2024) that found that after introducing an electronic record-management system, Pakistani police officers reported improved efficiency and effectiveness in their work. Gundhus, Talberg, and Wathne (2022) Conducted an empirical study in Norway showing that digitalisation enhances organisational control, shifts work toward a more efficient model, and helps preserve traditional policing skills. Similarly, Hammad et al. (2025) found in their study in Pakistan that adopting digital systems encourages officers to use behavioural coping strategies to boost their performance. In UK Gritt, Forsgren, and Pandza (2024), Research demonstrated a positive effect of digital transformation on police officers' performance.

In short, DT, from automated reporting and analytics to cloud-based evidence platforms, tends to streamline processes, reduce delays, and increase the accuracy of police work. Based on this literature, this study hypothesises that:

H1. Digital transformation (DT) is positively correlated with police performance (PP) in Palestine.

Digital Transformation and Organisational Culture

In this regard, several empirical studies have indicated the relationship between digital change and organisational culture. The empirical study demonstrated that digital transformation shifts a company's organisational culture toward greater collectivism, femininity, tolerance, and a long-term orientation, while reducing power disparities and avoiding uncertainty. Similarly, Trushkina, Abazov, Rynkevych, and Bakhautdinova (2020) found in their study of the Ukrainian corporate sector that digital change improves

organisational culture through adaptability, consistency, and participation. Dash and Gatharia (2015) also presented a comprehensive study of the need to keep pace in the digital age, the requirements of the future workforce, and how to create a positive, inclusive environment for innovation and growth. He also explained how the organisational culture framework has changed in light of rapid digitisation.

Drawing from the reviewed studies, it is clear that digital transformation goes beyond technology, fostering a shift in organisational culture toward greater flexibility, collaboration, openness, and reduced hierarchical barriers. These findings support the hypothesis that digital transformation is positively associated with organisational culture within the Palestinian police force. Based on this literature, this study hypothesises that:

H2: Digital transformation (DT) is positively correlated with organisational culture (OC) in the Palestinian Police.

Organisational Culture and Police Performance

Organisational culture plays a critical role in shaping police performance across various contexts. Hicken (2024) demonstrated that a strong organisational culture enhances employee commitment and significantly improves operational effectiveness within police units. Similarly, Saebah and Merthayasa (2024) highlighted how organisational culture influences officers' decision-making processes and contributes to fostering public trust. Additionally, Darko, Bans-Akutey, Amoako, and Affum (2024) found a positive relationship between cultural elements such as communication and job support, and both job satisfaction and performance among police officers. Collectively, these studies underscore the essential influence of organisational culture in advancing police capabilities and overall institutional effectiveness.

A strong organisational culture helps improve police performance by boosting commitment, guiding better decision-making, building community trust, and raising job satisfaction. When communication and support within the organisation are positive, overall effectiveness tends to increase. This understanding forms the basis for the hypothesis that organisational culture is positively linked to police performance in Palestine. Based on this literature, this study hypothesises that:

H3: Organisational culture (OC) is positively correlated with police performance (PP) in Palestine.

Linking Digital Transformation and Police Performance through Organisational Culture

Recent studies have highlighted the important role organisational culture plays in linking digital transformation to improved police performance. Research conducted on the Indonesian National Police showed that digital leadership alone is not enough to enhance performance unless it is supported by a strong, adaptive organisational culture that embraces change and innovation (Cosa & Torelli, 2024). Similarly, findings from police departments in Pakistan demonstrated that officers' ability to adapt to digital tools—such as record management systems—was shaped by their internal sense of control and workplace culture, which ultimately influenced how they perceived their own performance (Hammad et al., 2025). Furthermore, studies on digitally modernised police services found that the success of these initiatives, in terms of public trust and user satisfaction, largely depended on organisational values such as transparency, responsiveness, and accessibility (Syahrani & Firnando, 2025). Together, these findings suggest that organisational culture serves as a critical bridge between technological change and measurable improvements in police effectiveness. Based on this literature, this study hypothesises that:

H4: Organisational culture (OC) mediates the relationship between digital transformation (DT) and police performance (PP).

The following figure illustrates the research model diagram:

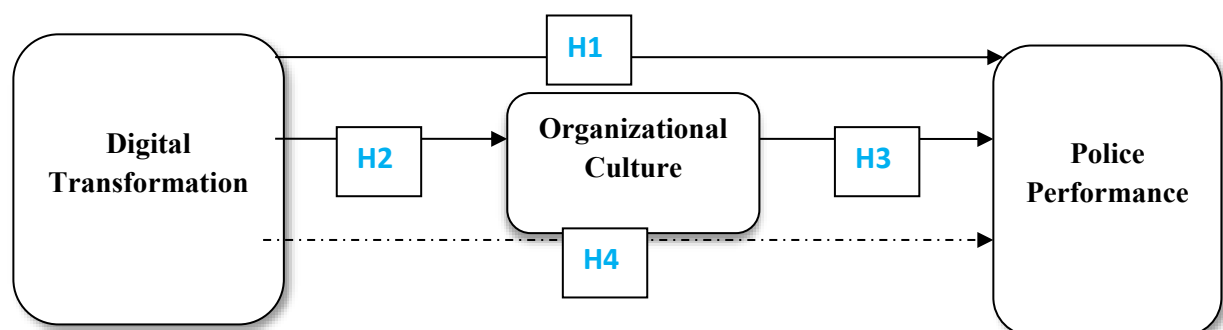


Figure 1: Conceptual framework

MATERIALS AND METHODS

This cross-sectional study was conducted from June to August 2025. The study setting involves all the Palestinian Police stations across the West Bank. The target population of the current study includes all police personnel currently working across all police stations in the West Bank. The minimum required sample size was determined using the Krejcie and Morgan (1970). Establishing a confidence level of 95%, a margin of error of 0.05, and a power of 80%, the minimum required sample size was 343. To better represent the study population, this study employs quota stratification by police rank, with the proportions for each rank determined from the latest Palestinian Police statistics available from their human resources department.

Instrument and Data Collection

To gather primary data for this study, a structured questionnaire was developed to assess three core constructs: digital transformation, organisational culture, and police performance. The instrument was divided into three distinct sections, with each section comprising eight items adapted from previously validated measurement scales to ensure both content validity and reliability (Joseph & Hair, 2014; Magno, Cassia, & Ringle, 2024).

The digital transformation section captured key dimensions, including technology adoption, integration of digital tools, and their perceived influence on operational efficiency. The organisational culture section assessed values related to internal communication, team collaboration, innovation, adaptive capacity, and leadership support, aligning with frameworks established in organisational behaviour literature (ALaraji & Abbas, 2025; Díaz-Arancibia et al., 2024; Mele, Capaldo, Secundo, & Corvello, 2024; Pettersson, Siljebo, Wolming, & Ferry, 2024; Zhong, Chen, Ye, & Zhang, 2025). The final section focused on police performance, measuring perceptions of effectiveness, responsiveness, service quality, and goal accomplishment, as commonly used in public sector performance evaluation (Chaeruddin, Syam, Akib, & Haris, 2024; Ongere & Muchemi, 2024; Setyadi, Rauf, ZA, & Adhimursadi, 2024).

All items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), allowing nuanced responses while maintaining analytical consistency (Yaska & Nuhu, 2024). The questionnaire was administered both in-person and online to accommodate the varying schedules and environments of police personnel. Prior to full deployment, a pilot

study was conducted with a small subsample to assess the clarity and appropriateness of the wording, resulting in minor adjustments to improve the overall coherence and readability of the instrument (Bujang, Omar, Foo, & Hon, 2024).

The questionnaire was carefully developed in accordance with established scientific standards to ensure accurate measurement of the targeted variables. As emphasized by Lamm, Lamm, and Edgar (2020) Involving expert reviewers is a crucial step in enhancing content validity; accordingly, eight specialists in the field thoroughly evaluated the items for clarity and relevance, leading to the refinement and finalisation of the instrument. Furthermore, Nawi, Tambi, Samat, and Mustapha (2020) Highlight the importance of assessing internal consistency reliability using *Cronbach's alpha* coefficient. To this end, a pilot test was conducted with a sample of 30 participants from the study population, yielding high *Cronbach's alpha* values, confirming the questionnaire's reliability and validity. Additionally, Wadood, Akbar, and Ullah (2021) Note that pilot testing enables researchers to verify the instrument's suitability before use in the main study, thereby strengthening the credibility and quality of the research findings.

To fully grasp the relationships among the primary variables in this research, it is essential to provide clear and precise definitions for each variable. Additionally, an explanation of the methods used to measure them is necessary to ensure clarity and consistency. The following table presents the operational definitions of the key concepts, paired with their specific indicators. These indicators serve to translate theoretical and abstract ideas into tangible and quantifiable elements, facilitating effective analysis and understanding within the study's framework.

Table 1: Operationalisation of Research Variables

Variable	Definition	Indicators	References
Digital Transformation	It is the use of digital tools to enhance the efficiency of security work and develop police services.	<ol style="list-style-type: none"> 1. Police departments have integrated sophisticated digital technologies into their routine operations. 2. The overall workflow has become more streamlined as a result of digital transformation. 3. Digital solutions enable the generation of precise 	<p>(Lum, Koper, & Willis, 2017)</p> <p>(Yu & Carroll, 2022)</p> <p>(Rynek & Ellwart, 2022)</p>

Variable	Definition	Indicators	References
Police Performance	It is the extent of the efficiency and effectiveness of police officers in carrying out security tasks and providing services to citizens, including speed, accuracy, and quality of response.	<p>and timely reports.</p> <ol style="list-style-type: none"> 4. Personnel receive ongoing training to stay updated on the latest technological systems. 5. The use of digital platforms enhances communication and coordination among various police units. 6. The adoption of digital tools has led to noticeable improvements in the quality of daily performance. 7. Management consistently provides support to ensure the successful implementation of digital initiatives. 8. Advanced technologies play a key role in enabling faster and more informed decision-making. <ol style="list-style-type: none"> 1. The integration of technology has led to noticeable enhancements in employee performance. 2. Tasks are now executed more swiftly compared to traditional methods. 3. The overall quality of services delivered to the public has seen significant improvement. 4. The adoption of digital systems has contributed to a reduction in operational errors. 5. Response times to incidents and field assignments have become faster and more efficient. 6. Simplified procedures have positively impacted employee satisfaction 	<p>(Strom, 2017) (Hough, 2023) (Mayastinasari, 2023)</p>

Variable	Definition	Indicators	References
Organizational Culture	It is the value and behavioral framework that determines how police officers perform their work, and influences their acceptance of change and their interaction with technological developments.	<p>levels.</p> <ol style="list-style-type: none"> 7. Performance monitoring and employee follow-up processes have become more effective. 8. The public's trust in the police has grown, largely due to improved service delivery and operational efficiency. <p>.</p> <ol style="list-style-type: none"> 1. A spirit of collaboration and mutual trust characterizes interactions among colleagues. 2. Employees are actively encouraged to exchange knowledge and share their areas of expertise. 3. Leadership fosters a culture of innovation and supports the adoption of emerging technologies. 4. The work environment is open to change and adapts proactively to new developments. 5. The organization demonstrates flexibility in responding to technological advancements. 6. There is a strong emphasis on continuous professional growth as part of the organizational culture. 7. Workplace relationships are founded on mutual respect and professionalism. 8. Technology has become an integral element of the organization's identity and culture. 	<p>(Ekawarna, 2022) (Hartnell, Ou, & Kinicki, 2011) (Kulović, Husaković, & Husetovic, 2022)</p>

Source: Author's own, 2025

DATA ANALYSES

The data analysis begins with data screening to ensure that the dataset is suitable for testing the study's hypothesis. Data screening includes checking for missing values and assessing multivariate normality, among other steps. Instrument validity and reliability are also examined. Convergent validity is established using the average variance extracted (AVE), which should exceed 0.50. Discriminant validity is established using Fornell and Larcker (1981). In this criterion, discriminant validity is established when none of the correlation coefficients among latent constructs exceeds the square root of the AVE in the respective row and column. Furthermore, the reliability of the latent variables is also examined using composite reliability and Cronbach's alpha, whereby they exceed the cut-off point of 0.70 (Hair, Black, & Babin, 2010; Kline, 2023). The measurement model is also assessed using various fit indices, including the CMID/DF ratio, for which values below 5 or 3 indicate a good fit. Furthermore, the comparative fit index (CFI), goodness of fit (GOF), and normed fit index (NFI) where their values must exceed the minimum cutoff point of acceptable fit of 0.90. Root mean square residual (RMR) and root mean square error of approximation (RMSEA) were also used to assess the goodness-of-fit of the measurement model, with values below 0.080 considered acceptable.

Ethical Consideration

The study was conducted in accordance with the Declaration of Helsinki and was approved by the research ethics committees at Universiti Sains Islam Malaysia (USIM) and the Palestine Police. All participants provided informed consent to participate in the study and were informed about the research purpose, confidentiality, and anonymity of the data.

RESULTS

Respondent Profile

Of the 370 questionnaires distributed, 357 were returned, yielding a 96.5% response rate. Table 2 presents the respondents' profiles, summarising the distribution of the study sample by demographic and professional characteristics. The distribution of the study sample by gender indicates that most respondents are males ($n = 313$, 87.7%) while females constitute 12.3% ($n = 44$). The distribution of the study sample by educational qualification shows that about 45.7% of all participants had completed either a bachelor's degree ($n = 123$, 34.5%) or postgraduate education ($n = 40$, 11.2%), highlighting that the Palestinian Police aligns with modern police forces that require tertiary education for certain ranks or units. Approximately

36.2% had completed secondary education, while 18.2% had completed lower secondary education. As for experience, approximately one-third of the respondents had 11 to 15 years of work in the police, while 26.9% (n = 96), 26.3% (n = 94), and 14.6% (n = 52) had worked 5 to 110 years, more than 15 years, and less than 5 years, respectively. The distribution of the study sample by police rank highlights that lieutenants (n = 87, 24.3%) and first lieutenants (n = 70, 19.6%) are among the most represented ranks, followed by captains (n = 65, 18.2%) and majors (n = 56, 15.7%). Meanwhile, 12.9% of the study participants were senior police officials, including lieutenant colonels (n = 46, 12.9%), colonels (n = 22, 6.2%), brigadiers (n = 9, 2.5%), and major generals (n = 2, 0.6%), representing a smaller proportion of the sample.

Table 2: *Respondents' profile*

Characteristic	Category	N	%
Gender	Male	313	87.7
	Female	44	12.3
Educational Qualification	Lower secondary	65	18.2
	Secondary	129	36.2
	University degree	123	34.5
	Postgraduate	40	11.2
Experience	Less than 5 years	52	14.6
	5 - 10 years	96	26.9
	11 - 15 years	115	32.2
	More than 15 years	94	26.3
Police Rank	Major General	2	0.6
	Brigadier	9	2.5
	Colonel	22	6.2
	Lieutenant Colonel	46	12.9
	Major	56	15.7
	Captain	65	18.2
	First lieutenant	70	19.6
	Lieutenant	87	24.3

Results of Validity and Reliability Analyses

The results of the convergent validity and reliability are presented in Table 3. The results reveal that convergent validity has been established for all latent constructs, supported by AVE values exceeding the minimum threshold value of 0.50. The values of CR and Cronbach's alpha are greater than the cutoff point of 0.70, demonstrating that instrument reliability has been established (Hair et al., 2010; Kline, 2023). Furthermore, the results

presented in Table 4 indicate that discriminant validity has been established, as none of the correlation coefficients exceeds the square root of the AVE (Fornell & Larcker, 1981).

Table 3: Results of validity and reliability

Construct	Indicators	Factor loading			AVE	CR	Cronbach's Alpha
		Value	95% C.I	p-value			
Digital Transformation(DT)	DT1	0.831	[0.792, 0.866]	0.000	0.652	0.937	0.937
	DT2	0.755	[0.700, 0.803]	0.000			
	DT3	0.883	[0.851, 0.910]	0.000			
	DT4	0.786	[0.738, 0.828]	0.000			
	DT5	0.769	[0.718, 0.813]	0.000			
	DT6	0.873	[0.840, 0.902]	0.000			
	DT7	0.771	[0.717, 0.814]	0.000			
	DT8	0.779	[0.730, 0.821]	0.000			
Organizational Structure (OC)	OC1	0.739	[0.682, 0.788]	0.000	0.630	0.931	0.930
	OC2	0.848	[0.803, 0.883]	0.001			
	OC3	0.871	[0.838, 0.899]	0.000			
	OC4	0.854	[0.819, 0.883]	0.001			
	OC5	0.883	[0.852, 0.908]	0.001			
	OC6	0.736	[0.683, 0.785]	0.000			
	OC7	0.725	[0.666, 0.774]	0.001			
	OC8	0.666	[0.598, 0.727]	0.000			
Police Performance (PP)	PP1	0.783	[0.734, 0.824]	0.001	0.717	0.953	0.952
	PP2	0.867	[0.834, 0.894]	0.000			
	PP3	0.924	[0.905, 0.940]	0.001			
	PP4	0.919	[0.897, 0.935]	0.001			
	PP5	0.832	[0.795, 0.865]	0.000			

PP6	0.836	[0.799, 0.867]	0.001
PP7	0.786	[0.739, 0.827]	0.000
PP8	0.813	[0.771, 0.849]	0.000

Source: Authors' construction

Table 4: Assessment of discriminant validity using Fornell-Larcker criteria

Constructs	DT	OC	PP
DT	0.807		
OC	0.535	0.794	
PP	0.576	0.693	0.847

Source: Authors' construction

Figure 2 also indicates that the measurement model performs well, with all fit indices meeting the criteria for good model fit. Accordingly, the value CMIN/DF = 1.183 is less than 3, confirming the model's goodness of fit. The values of CFI, GFI, and NFI are 0.994, 0.937, and 0.960, respectively, all of which exceed the cutoff of 0.90 and confirm good model fit. Finally, the values of RMR and RMSEA are 0.057 and 0.023, respectively, which fall within the acceptable values of good model fit (Kline, 2023).

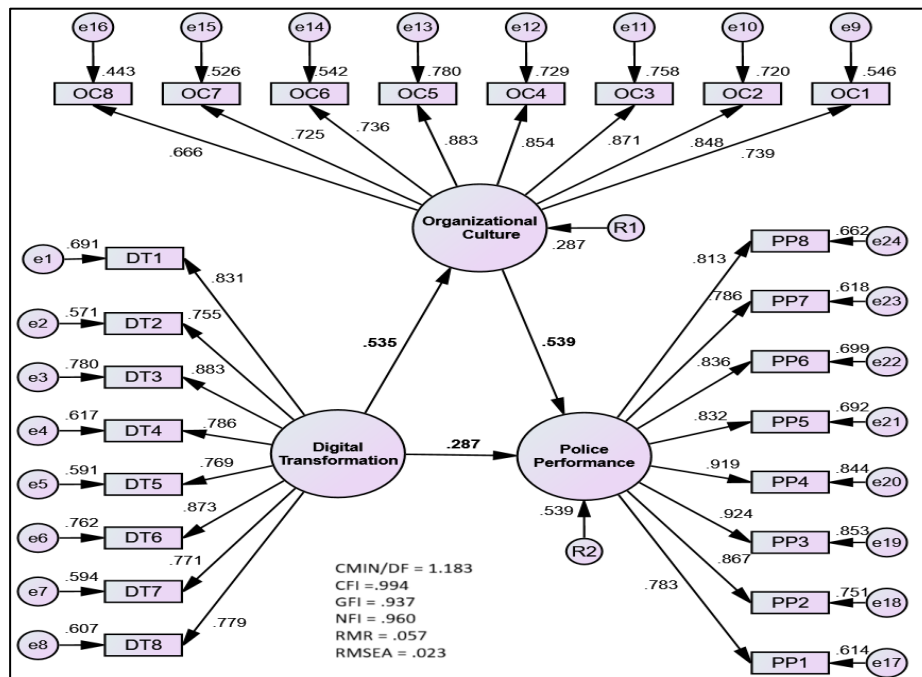


Figure 2: Results of the structural model

Descriptive Statistics

Once we established reliability and validity of the latent construct, it is important to provide a summary of the descriptive statistics for the main latent constructs investigated in the current study are presented in Table 5. The overall scores of each latent variable is computed by performing regression imputation. Participants reported higher perceptions of OC, with a mean of 3.63 (SD = 1.03), while they reported moderate perceptions of DT (mean = 3.10, SD = 0.65) and PP (mean = 3.42, SD = 1.06). Furthermore, the values of skewness and kurtosis fall within the acceptable thresholds for normal distribution, whereby kurtosis values between - 7 and +7, as well as skewness values between - 2 and +2, are considered within the reference ranges for normality in SEM (Kline, 2023; West, 2012). Therefore, it can be inferred that all study variables follow a normal distribution, justifying the use of parametric CFA and SEM.

Table 5: Summary statistics of the study variables

Variable	Mean	SD	Min	Max	Skewness	Kurtosis
DT	3.10	0.65	1	5	- 0.068	- 1.199
OC	3.63	1.03	1	5	0.002	- 1.159
PP	3.42	1.06	1	5	- 0.013	- 1.215

SD: Standard Deviation.

Source: Authors' construction

Hypotheses Testing

Table 6 displays the results of SEM, which reports the standardised regression weights and their respective bootstrap standard errors (S.E.), 95% bias-corrected bootstrap confidence intervals (C.I.), and p-values. The results of this study reveal that DT has a significant positive impact on PP at 1% level of significance (\hat{b} = 0.287, 95% C.I.: [0.192, 0.380], p-value = 0.000). An increase in DT by one standard deviation increases PP by 0.287 standard deviations. This finding provides substantial evidence to support the first hypothesis (**H1**) of this study.

The analysis also yields a statistically significant direct effect of DT on OC (\hat{b} = 0.535, 95% C.I.: [0.450, 0.612], p-value = 0.000). That is, OC increases by 0.542 standard deviations when DT increases by 1 standard deviation. Therefore, this result strongly corroborates the second hypothesis (**H2**). The estimated standardised regression weight of OC on PP is also

statistically significant with a positive sign ($\hat{b}= 0.539$, 95% C.I.: [0.450, 0.621], p-value = 0.000). A one standard deviation increase in OC is associated with a 0.539 standard deviation increase in PP. Hence, this finding strongly supports the third hypothesis (**H3**) of this study.

The results of the mediation analysis are presented in Table 5. They reveal that the indirect effect of DT on PP through OC is highly significant and positive ($\hat{b}= 0.288$, 95% C.I.: [0.230, 0.357], p-value = 0.000). This result suggests that a one-standard-deviation increase in DT is associated with an indirect increase in PP of 0.288 standard deviations, via OC. This effect is in addition to the significant direct influence of DT on PP. Therefore, the current study demonstrates partial mediation, as both the direct and indirect effects are statistically significant. Hence, this study provides substantial evidence in support of the fourth hypothesis (H4).

Table 6: Results of direct effects analysis

IV	DV	\hat{b}	S.E.	95% C.I.	p-value	Result
<i>Direct effects</i>						
DT →	PP	0.287	0.048	[0.192, 0.380]	0.000	H1 supported
DT →	OC	0.535	0.042	[0.450, 0.612]	0.000	H2 supported
OC →	PP	0.539	0.044	[0.450, 0.621]	0.000	H3 supported
<i>Indirect effects</i>						
DT → OC →	PP	0.288	0.032	[0.230, 0.357]	0.000	H4 supported

Source: Authors' construction

DISCUSSION OF FINDINGS

The findings of this study provide strong support for all four hypotheses, confirming the significant role of digital transformation in enhancing police performance, both directly and indirectly through organisational culture. The results of H1 indicate that digital transformation has a positive and significant direct effect on police performance. This finding is consistent with previous research, such as that of Gritt, Forsgren, and Pandza (2024), who found that digital transformation enhances police performance in the UK. Similarly, Afzal and Panagiotopoulos (2024) reported that the introduction of an electronic record management system in Pakistan improved efficiency and effectiveness among police officers. These findings suggest that digital tools—such as automated reporting, real-time data analytics, and digital evidence platforms—can streamline police operations, reduce delays, and increase the accuracy of police work, thereby improving overall performance.

The results of H2 indicate that digital transformation has a positive and significant effect on organisational culture. This finding aligns with previous research, such as that of Trushkina et al. (2020), who found that digital transformation improves organisational culture by enhancing adaptability, consistency, and participation. Similarly, Pfaff et al. (2023) demonstrated that digital transformation shifts organisational culture toward greater collectivism, femininity, tolerance, and long-term orientation, while reducing power disparities and uncertainty avoidance. These findings suggest that digital transformation not only introduces new technologies but also fosters a cultural shift toward greater flexibility, collaboration, and openness within police organisations.

The results of H3 indicate that organisational culture has a positive and significant effect on police performance. This finding is consistent with previous research, such as that of Hicken (2024), who found that a strong organisational culture enhances employee commitment and improves operational effectiveness within police units. Similarly, Saebah and Merthayasa (2024) highlighted how organisational culture influences officers' decision-making processes and fosters public trust. These findings suggest that a positive organisational culture—characterised by strong communication, support, and shared values—can boost commitment, guide better decision-making, build community trust, and raise job satisfaction, thereby improving overall police performance.

Finally, the results of H4 indicate that organisational culture mediates the relationship between digital transformation and police performance. This finding is consistent with previous research, such as that of Cosa and Torelli (2024), who found that digital leadership alone is not enough to enhance performance unless it is supported by a strong, adaptive organisational culture. Similarly, Hammad et al. (2025) demonstrated that officers' ability to adapt to digital tools was shaped by their internal sense of control and workplace culture, which ultimately influenced how they perceived their own performance. These findings suggest that organisational culture serves as a critical mechanism through which digital transformation initiatives can achieve their full potential in improving police performance.

PRACTICAL IMPLICATIONS

In light of the empirical findings, this study emphasises the importance of advancing digital transformation within the Palestinian Police Force as a strategic priority for improving institutional effectiveness. This requires sustained investment in secure digital infrastructure

and interoperable systems, alongside the development of digital competencies through continuous training tailored to emerging security challenges. Expanding the integration of digital tools across operational, administrative, and community service domains is essential to ensure comprehensive modernisation, while operationalising digital forensics and artificial intelligence can significantly enhance investigative capacity and predictive policing. Moreover, fostering citizen engagement through mobile applications and e-platforms is key to strengthening transparency and public trust. To ensure consistency and sustainability, a dedicated digital transformation unit should be established to coordinate, evaluate, and strategically align initiatives with institutional goals.

Equally important is recognising organisational culture as a critical mediator of the success of digital transformation efforts. Strengthening institutional values through capacity-building programs can reinforce loyalty, ethics, and collaboration, while transformational leadership is vital to inspire innovation and encourage participation. Aligning cultural and digital strategies ensures that technological advancements are fully embedded within the organisational fabric, supported by regular cultural audits to identify enablers and barriers. Participatory governance, where officers at all levels contribute to the design and implementation of digital initiatives, further enhances ownership and commitment. Finally, reforming incentive structures to reward behaviours that foster innovation, collaboration, and adaptability is essential to sustaining a culture that supports both digital transformation and improved police performance.

THEORETICAL IMPLICATIONS

The findings of this study contribute to theory by extending the literature on digital transformation in public sector organisations, particularly within law enforcement. While most existing research has examined digital initiatives in business or general administrative contexts, this study situates the discussion in the unique environment of policing, thereby broadening the theoretical scope of digital transformation. By incorporating organisational culture as a mediating variable, the research advances a more nuanced understanding of how technological adoption interacts with cultural dynamics to shape police performance. This highlights the need for theoretical models that move beyond linear cause-and-effect assumptions and instead account for the complex interplay between structural, technological, and cultural dimensions.

Furthermore, the study provides a foundation for integrating perspectives from digital transformation literature with theories of organisational behaviour and public management. Positioning organisational culture as a mediator underscores its theoretical significance in explaining why digital technologies do not automatically yield performance improvements but depend on the cultural environment in which they are embedded. This integration deepens existing frameworks by acknowledging culture not as a background condition, but as an active mechanism that channels and conditions the impact of digital initiatives. In doing so, the study enriches theoretical debates on digital governance and organisational change, offering a conceptual basis for future research in similar socio-political and institutional contexts.

CONCLUSION

This study set out to investigate the influence of digital transformation on police performance, with a particular emphasis on the mediating role of organisational culture in the State of Palestine. The findings provide robust support for all four hypotheses, indicating that digital transformation exerts both direct and indirect positive effects on police performance, with organisational culture serving as a critical mediating mechanism. These results highlight the importance of cultivating a flexible, innovation-oriented organisational culture to ensure the successful implementation of digital transformation efforts and promote sustainable development within security institutions.

The study's main limitation is its cross-sectional design, which precludes definitive causal inferences. Future research should adopt longitudinal or experimental designs to establish causality and explore the long-term effects of digital transformation on police performance and organisational culture. Additionally, the study focused solely on the West Bank; future studies could include the Gaza Strip to provide a more comprehensive understanding of the Palestinian context. Finally, future research could explore the role of other potential mediators or moderators, such as leadership styles, employee motivation, or external environmental factors, in shaping the relationship between digital transformation and police performance.

Despite these limitations, the study offers valuable practical implications for police leaders and policymakers. First, it underscores the need for strategic investment in digital infrastructure and tools to enhance police performance. Second, it highlights the importance

of fostering a supportive organisational culture that embraces change, encourages innovation, and promotes collaboration. Finally, it suggests that training programmes should focus not only on technical skills but also on cultural change, ensuring that officers are equipped to adapt to new technologies and work effectively in a digitalised environment. By addressing these areas, police institutions in Palestine and similar contexts can harness the full potential of digital transformation to improve performance and achieve sustainable development.

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