ORGANIZATIONAL CULTURE AS A PREDICTOR OF EMPLOYEE ENGAGEMENT IN NATIONAL POLICE INSTITUTIONS

BUDAYA ORGANISASI SEBAGAI PREDIKTOR KETERLIBATAN KARYAWAN DI LEMBAGA KEPOLISIAN NASIONAL

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ABSTRACT

Organizational culture is a central determinant of employee attitudes and behaviours across public sector institutions, particularly in national police organizations where work demands, discretion, and public scrutiny are high. This literature-review study synthesizes empirical and conceptual work from the last ten years (2015–2025) to examine how dimensions of organizational culture predict employee engagement among police personnel. Using a purposive review of peer-reviewed studies, institutional reports, and applied research, the review identifies key cultural dimensions supportive leadership, ethical climate, learning orientation, bureaucratic versus developmental norms, and perceived procedural fairness that consistently relate to engagement outcomes such as vigor, dedication, and absorption. Mechanisms connecting culture to engagement include perceived organizational support, meaningfulness of work, role clarity, and supervisory feedback systems. Evidence indicates that police organizations with stronger developmental cultures and transparent ethical norms show higher employee engagement, greater organizational citizenship behaviour, and lower turnover intentions (Restya, 2024; Rismanto, 2025). Conversely, rigid bureaucratic cultures and perceived unfairness undermine engagement and may reduce discretionary cooperation with reform initiatives (Maphosa et al., 2021). The review highlights implementation contingencies: leadership commitment, resourcing for training, and alignment with career pathways strengthen culture engagement effects. Practical recommendations include diagnosing cultural dimensions with mixed instruments, promoting servant and transformational leadership practices, embedding learning systems, and strengthening procedural justice in decision-making. The paper closes with a prioritized research agenda calling for longitudinal and comparative mixed-methods studies linking cultural change to measurable engagement outcomes and service delivery indicators in policing contexts. Keywords: organizational culture, employee engagement, police institutions, procedural justice

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ABSTRAK

Budaya organisasi merupakan faktor penentu utama terhadap sikap dan perilaku karyawan di lembaga sektor publik, terutama di organisasi kepolisian nasional di mana tuntutan pekerjaan, kewenangan diskresioner, dan pengawasan publik sangat tinggi. Studi tinjauan literatur ini mensintesis karya empiris dan konseptual dari sepuluh tahun terakhir (2015–2025) untuk menganalisis bagaimana dimensi budaya organisasi memprediksi tingkat keterlibatan karyawan di kalangan personel kepolisian. Dengan menggunakan tinjauan selektif terhadap studi yang telah direview oleh rekan sejawat, laporan institusional, dan penelitian terapan, tinjauan ini mengidentifikasi dimensi budaya kunci yang mendukung kepemimpinan, iklim etika, orientasi pembelajaran, norma birokratis versus pengembangan, dan persepsi keadilan prosedural yang secara konsisten terkait dengan hasil keterlibatan seperti semangat, dedikasi, dan penyerapan. Mekanisme yang menghubungkan budaya dengan keterlibatan meliputi dukungan organisasi yang dirasakan, makna pekerjaan, kejelasan peran, dan sistem umpan balik supervisi. Bukti menunjukkan bahwa organisasi kepolisian dengan budaya pengembangan yang lebih kuat dan norma etika yang transparan menunjukkan keterlibatan karyawan yang lebih tinggi, perilaku kewarganegaraan organisasi yang lebih besar, dan niat turnover yang lebih rendah (Restya, 2024; Rismanto, 2025). Sebaliknya, budaya birokratis yang kaku dan ketidakadilan yang dirasakan merusak keterlibatan dan mungkin mengurangi Kerja sama diskresioner dengan inisiatif reformasi (Maphosa dkk., 2021). Tinjauan ini menyoroti faktor-faktor yang memengaruhi implementasi: komitmen kepemimpinan, alokasi sumber daya untuk pelatihan, dan keselarasan dengan jalur karier memperkuat efek keterlibatan budaya.

Rekomendasi praktis meliputi diagnosis dimensi budaya menggunakan instrumen campuran, mempromosikan praktik kepemimpinan pelayan dan transformasional, mengintegrasikan sistem pembelajaran, dan memperkuat keadilan prosedural dalam pengambilan keputusan. Makalah ini ditutup dengan agenda penelitian prioritas yang menyerukan studi longitudinal dan komparatif dengan metode campuran yang menghubungkan perubahan budaya dengan hasil keterlibatan yang dapat diukur dan indikator penyampaian layanan dalam konteks kepolisian. Kata kunci: budaya organisasi, keterlibatan karyawan, institusi kepolisian, keadilan prosedural
Kata Kunci: Budaya Organisasi, Keterlibatan Karyawan, Kepolisian, Keadilan Prosedural.

INTRODUCTION

Employee engagement is recognized as a critical antecedent of organizational effectiveness, influencing discretionary effort, organizational citizenship behaviours, and retention (Mulyana, 2024; Rismanto, 2025). In national police institutions the stakes are especially high: engaged officers are more likely to exercise discretionary judgement consistent with professional norms, to adopt reforms, and to sustain community-oriented policing practices (Maphosa, Shumba, & Mutasa, 2021). Organizational culture defined as the shared values, assumptions, and practices that shape behaviour within organizations provides the social architecture through which engagement develops and is sustained (Yustini, 2023). Over the last decade there has been an accelerating body of evidence linking cultural features such as leadership style, ethical climate, learning orientation, and procedural fairness to police employees' levels of engagement (Restya, 2024; Rismanto, 2025).

Police work involves high levels of discretion, ambiguous goals, and exposure to emotionally demanding situations. These contextual characteristics amplify the importance of culture as a stabilizing influence that shapes how officers interpret their roles and whether they feel motivated and connected to organizational aims (Maphosa et al., 2021). For example, a culture that privileges career development, peer support, and learning reduces role ambiguity and fosters meaning in work; officers in such environments report greater vigor and dedication (Damayanti, 2025). Conversely, cultures dominated by rigid hierarchy, punitive control, and opaque promotion systems often erode intrinsic motivation and increase disengagement or cynical compliance (Karimullah, 2024).

The literature in the last ten years points to several cultural dimensions that most consistently predict engagement outcomes. First, leadership culture particularly transformational and servant leadership styles enhances perceived organizational support and fosters engagement by articulating purpose and modeling organizational values (Panuntun & Runturambi, 2025; Restya, 2024). Second, ethical climate and procedural justice how decisions are made and whether processes are perceived as fair shape trust in leadership and willingness to go above formal job descriptions (Helfers, 2020; UNODC, 2019). Third, a learning orientation that emphasizes training, feedback, and reflective practice supports continuous professional development and strengthens engagement because officers see concrete pathways for growth (Damayanti, 2025; Nababan, 2025). Fourth, structural facets of culture such as bureaucratic rigidity versus adaptive norms moderate how cultural signals translate to behaviour: high bureaucratic constraint often blunts the positive effects of leadership-driven initiatives (Sihombing et al., 2022).

Empirical studies from varied policing contexts show consistent associations between culture and engagement but also reveal important moderators. Several cross-sectional surveys and qualitative case studies from the last five years indicate that perceived organizational support and role clarity mediate the culture–engagement link (Mulyana, 2024; Earlyanti, 2023). Studies in Indonesian regional police settings find that organizational culture dimensions such as commitment to public service and supportive supervisory practices are associated with higher engagement and lower resistance to reforms (Rismanto, 2025; Restya, 2024). Research in other jurisdictions shows that when cultural diagnosis and interventions are tied to career pathways and performance management, the impact on engagement is stronger (Nababan, 2025; Maphosa et al., 2021).

Despite convergence on the importance of culture, methodological limitations temper causal claims. Many studies are cross-sectional and organization-specific, leaving open questions about directionality and generalizability. There is also uneven measurement: some studies rely on established engagement instruments while others use bespoke surveys or qualitative proxies (Yustini, 2023; Rismanto, 2025). Importantly, the practical literature stresses that cultural change in policing is slow and requires alignment across leadership, policies, and reward systems; attempts to change culture without attention to structural incentives often fail (Panuntun & Runturambi, 2025).

This literature-review article synthesizes research from 2015 to 2025 to clarify which aspects of organizational culture most reliably predict employee engagement in national police institutions, what mechanisms account for these effects, and which contextual factors enable or constrain impact. The study focuses on empirical and applied research, integrating quantitative findings and qualitative insights to offer practical recommendations for police leaders and a targeted agenda for future research.

LITERATURE REVIEW

The last decade's literature on organizational culture and employee engagement in policing clusters into four primary streams: conceptual frameworks linking culture to engagement; empirical surveys and quantitative studies examining associations; qualitative case studies of cultural reform in police agencies; and practitioner reports evaluating interventions. Synthesizing these streams highlights recurring cultural dimensions and mechanisms.

Conceptual foundations posit that engagement arises when employees experience meaningful work, supportive relationships, and opportunities for competence development (Kahn 1990 foundational and applied in later policing literature). Applied police studies operationalize these constructs through leadership climate, ethical norms, learning orientation, and structural practices. For instance, servant and transformational leadership are repeatedly highlighted as culture-shaping forces that increase perceived organizational support and psychological safety, which in turn foster engagement (Panuntun & Runturambi, 2025; Restya, 2024).

Quantitative evidence from regional and national samples indicates consistent positive correlations between supportive organizational culture and measures of work engagement. Mulyana (2024) and

Earlyanti (2023) found that perceived organizational support and supervisor support significantly predict engagement dimensions such as vigor and dedication. Rismanto (2025) in a 2025 study connecting quality-of-work-life interventions in police units reported increased engagement after improvements in managerial support and clearer career pathways. These studies underscore mediating mechanisms: role clarity, perceived fairness, and opportunities for development mediate the relationship between cultural inputs and engagement outcomes.

Qualitative case studies illuminate processual dynamics. Maphosa et al. (2021) document that in South African police contexts, cultural shifts towards service orientation only translated into durable engagement when accompanied by tangible changes in promotion and training systems. Similarly, Damayanti (2025) emphasizes supervisory capability as a gating factor: supervisors who model cultural expectations and deliver constructive feedback materially influence engagement trajectories. Overman (2025) highlights emotional dynamics: cultures perceived as punitive increase stress and withdrawal, reducing engagement even if formal policies emphasize professionalism.

Practitioner and policy reports corroborate academic findings while offering pragmatic insights. UNODC guidance and national police evaluations recommend mixed interventions—leadership development, procedural justice reforms, performance management aligned with developmental pathways—as necessary for culture-driven engagement improvements (UNODC, 2019; Nababan, 2025). Reports also flag measurement

challenges and the need for longitudinal monitoring to capture culture change.

Across studies, some consistent themes emerge. First, leadership matters: cultural signalling from the top, especially when embodied by credibility and consistent behaviour, is essential. Second, procedural fairness is a strong predictor of trust and discretionary effort. Third, learning orientation and career development sustain engagement by making work meaningful and offering competence pathways. Fourth, bureaucracy and politicization act as inhibitors when they create opaque decision processes. Finally, the literature identifies important gaps: scarcity of longitudinal causal studies, inconsistent measurement of engagement, and limited cross-national comparative work.

This review therefore organizes subsequent analysis around three questions: which cultural dimensions most reliably predict engagement; through which psychological and organizational mechanisms do these operate; and what contextual or implementation factors condition their effectiveness.

METHOD

This study used a purposive structured literature-review approach focused on empirical and applied work published between 2015 and 2025. The aim was not to produce a meta-analysis but to synthesize conceptual frameworks, empirical findings, and practitioner lessons about organizational culture as a predictor of employee engagement in national police institutions.

Search strategy and data sources. The review used keyword searches across academic databases (Scopus, Google Scholar), institutional repositories, specified journals in policing and public

administration, and practitioner reports (UNODC, national police evaluations). Search terms included combinations of: organizational culture, police, law enforcement, employee engagement, work engagement, procedural justice, leadership, and learning orientation. Searches targeted 2015–2025 publications and included both English and Indonesian language sources to reflect evidence from Indonesia and comparative contexts. Grey literature and evaluation reports were included to capture applied interventions.

Selection criteria. Inclusion criteria were: empirical or conceptual works explicitly addressing organizational culture and/or employee engagement within police or law enforcement contexts; publication date 2015–2025; studies reporting on mechanisms, measurement, or interventions relating culture to engagement. Exclusion criteria were: studies outside policing contexts without clear applicability; publications earlier than 2015 (except theoretical foundations); and pieces without substantive empirical or evaluative content.

Screening and synthesis. The initial search yielded approximately 260 documents. Title and abstract screening narrowed these to 92 for full-text review. After full-text assessment for topical fit and methodological adequacy, 48 documents were retained for coding and synthesis. Data extraction captured: bibliographic details, jurisdiction, theoretical framing, cultural dimensions examined, engagement measures used, methods and sample sizes, main findings, and reported mechanisms or moderators.

Coding and analysis. The review employed thematic analysis in three stages. First, descriptive coding organized studies by methodology and jurisdiction.

Second, thematic coding identified cultural dimensions (leadership, ethical climate, learning orientation, bureaucracy), engagement outcomes (vigor, dedication, absorption, OCB), mediators (perceived organizational support, role clarity), and moderators (resource constraints, union agreements, political factors). Third, cross-case synthesis aggregated convergent findings and explored divergent results in light of contextual differences.

Quality appraisal and limitations. Studies were appraised pragmatically for clarity of research question, appropriateness of design, sample transparency, and defensibility of causal claims. Because many studies were cross-sectional and context-specific, strong causal inferences were avoided. The review prioritized evidence triangulated across methods and sources. Limitations of this methodology include potential publication and language bias, the purposive rather than exhaustive search strategy, and reliance on available data that in many cases is cross-sectional or descriptive. The review therefore emphasizes convergent patterns and implementation lessons rather than definitive causal claims.

Comparative table selection. For the results and discussion section a subset of ten salient empirical studies was selected for detailed tabular comparison based on recency, methodological clarity, and direct relevance to policing contexts. These ten studies are summarized in Table 1 and used as anchors for in-depth narrative synthesis.

RESULTS AND DISCUSSION

Below is a detailed synthesis of the literature outcomes, beginning with an expanded comparative table of ten recent

studies from 2015–2025, followed by integrative narrative interpretation, mechanisms, moderating conditions, policy implications, and directions for research. The narrative emphasizes mechanisms of influence and practical implications for national police institutions.

Table 1. Detailed comparison of ten empirical studies (2015–2025) on organizational culture and employee engagement in policing contexts. The table emphasizes jurisdiction, cultural dimensions studied, methods, key findings, similarities with the present review, and differences relative to the present review.

No	Citation (Author, Year)	Jurisdiction / Setting	Cultural dimensions examined	Method & sample	Key findings	Similarities with present study	Differences with present study
1	Maphosa, Shumba, & Mutasa (2021)	South Africa, multiple police units	Service orientation, leadership culture, training emphasis	Qualitative multiple-case study; interviews and document analysis	Cultural shifts toward service orientation improve motivation and engagement but require linked promotion/training reforms	Confirms leadership and development culture predict engagement	Focused on post-reform sites; less emphasis on standardized engagement measurement
2	Restya (2024)	Indonesia, regional police units	Supervisor support, procedural fairness, ethical climate	Cross-sectional survey of officers (n approx 200)	Supervisor support and perceived fairness strongly associated with vigor and dedication	Supports supervisory role and fairness mechanisms	Single-region study; limited longitudinal evidence
3	Rismanto (2025)	Indonesia, quality-of-work-life intervention in police units	Managerial support, career-path alignment, recognition culture	Program evaluation with pre-post measures (n ≈ 150)	Interventions increasing managerial support produced measurable rises in engagement scales	Evidence for intervention effects consistent with developmental culture thesis	Short-term follow up only; quasi-experimental design
4	Damayanti (2025)	Indonesia, police training institutions	Supervisory capability, feedback culture	Mixed methods (surveys and qualitative interviews)	Supervisory competence mediates culture–engagement relationship	Emphasizes supervisor training as enabling mechanism	Focus on training institutions, not frontline units
5	Earlyanti (2023)	Indonesia, police employees	Perceived organizational support, cultural climate	Cross-sectional survey (n ≈ 300)	Perceived organizational support predicts organizational citizenship behaviour and engagement	Mediating role of perceived support aligns with present review	Cross-sectional limitations on causality
6	Nababan (2025)	Indonesia, assessment centers and HR systems	Career management culture, transparency	Policy evaluation and case analysis	Where appraisal and career systems align with culture, engagement and retention improved	Reinforces linkage between organizational systems and cultural effects	More HR-systems focus than psychological engagement measures
7	Overman (2025)	United Kingdom, metropolitan police	Accountability culture, emotional safety	Qualitative study on emotional responses to accountability	Cultures of punitive accountability decreased engagement; supportive accountability increased engagement	Highlights emotional side-effects consistent with procedural justice emphasis	Context is UK; richer qualitative depth on emotions
8	Mulyana (2024)	Indonesia, multiple government units including police	Organizational commitment culture, LMX (leader–member exchange)	Cross-sectional SEM study (n ≈ 250)	LMX and commitment mediate culture–engagement link	Adds LMX mechanism similar to supervisory support story	Multi-sector rather than police-only sample

| 9 | Sihombing et al. (2022) | Indonesia, police units | Bureaucratic culture vs adaptive culture | Survey and organizational metrics | Bureaucratic rigidity predicts lower engagement; adaptive culture predicts higher engagement | Confirms negative role of rigidity and positive role of adaptability | Focused on structural culture typology |
| 10 | Jaafar & Kamri (2025) systematic review | International policing studies | Organizational culture and diversity effects on performance and engagement | Systematic review of studies 2020–2025 | Cultural inclusivity and learning orientation associated with better engagement and performance indicators | Provides cross-national corroboration for many mechanisms | Review timeframe shorter and focused on diversity axis as well |

The ten studies summarized above, together with the wider literature retained in this review, yield a coherent and practically relevant picture: organizational culture is a robust predictor of employee engagement in police organizations, operating through several psychological and structural mechanisms and conditioned by implementation context.

Core cultural predictors. Across studies, several cultural elements recur as primary predictors of engagement:

1. Supportive leadership and leader–member relationships. Studies by Restya (2024), Mulyana (2024), and Damayanti (2025) show that supervisors and senior leaders who provide support, recognition, and clear communication substantially raise engagement indicators. Leader–member exchange quality functions as a proximal predictor, mediating culture effects (Mulyana, 2024). Leadership matters not only as rhetoric but as enacted behaviours: when leaders consistently model organizational values and provide developmental interactions, engagement rises.

2. Procedural justice and ethical climate. Perceptions of fairness in decision-making, transparent disciplinary processes, and an ethical climate reduce cynicism and increase trust. Helfers (2020) and Overman (2025) emphasize that procedural fairness functions both as a direct predictor of engagement and as a deterrent to disengagement from emotionally burdensome accountability regimes.

3. Learning orientation and development culture. A cultural emphasis on training, reflective practice, and career development links directly to engagement because it increases competence, role clarity, and meaningfulness. Rismanto (2025) and Nababan (2025) document that when appraisal and career systems align with a learning culture, officers report higher dedication and lower turnover intention.

4. Structural flexibility versus bureaucratic rigidity. Sihombing et al. (2022) and Maphosa et al. (2021) show that organizations with adaptive norms (encouraging initiative, decentralized problem solving) facilitate engagement more than rigid bureaucratic cultures where strict hierarchical control stifles discretionary effort.

5. Mechanisms connecting culture to engagement. The literature converges on several mediating processes.

6. Perceived organizational support. When culture signals that the organization values, supports, and cares for its members, employees reciprocate through increased engagement. Multiple quantitative studies show perceived organizational

support mediates cultural effects (Earlyanti, 2023; Mulyana, 2024).

7. Meaningfulness and role clarity. Cultural messages that clarify mission and role expectations increase work meaningfulness and reduce role conflict, leading to higher engagement (Maphosa et al., 2021).

8. Opportunities for competence development. Learning orientation and access to development opportunities increase officers' sense of professional growth, thereby driving engagement (Damayanti, 2025).

9. Emotional safety and psychological well-being. Overman (2025) highlights emotional safety as a critical mediator: cultures fostering psychological safety enable engagement, whereas punitive accountability cultures trigger withdrawal and emotional exhaustion, reducing engagement.

10. Moderators and contextual contingencies. Evidence suggests that culture–engagement relationships are moderated by several contextual factors.

11. Leadership consistency and credibility. Where leadership messages are inconsistent with policies or promotion practices, positive cultural signals lose credibility and do not translate into sustained engagement (Panuntun & Runturambi, 2025).

12. Resource and training constraints. Even a positive culture will fail to generate engagement if the organization lacks resources to deliver promised development or to staff units adequately (Nababan, 2025).

13. Political interference and union dynamics. In contexts with strong political oversight or adversarial labor relations, cultural initiatives may be undermined or perceived as cosmetic, limiting their effect on engagement (Karimullah, 2024).

14. Measurement and methodological observations. The body of empirical work is heavily cross-sectional and often organization-specific. Engagement measures vary across studies, complicating synthesis. However, triangulating across surveys, program evaluations, and qualitative studies reveals consistent directional effects and plausible mechanisms even when causal certainty is limited.

15. Practical implications for national police institutions. The evidence supports a multi-pronged approach for police leaders aiming to strengthen engagement via cultural change.

16. Prioritize leadership development. Invest in leader training that emphasizes servant and transformational practices, coaching, and consistent enactment of values. Leadership credibility is a critical lever.

17. Embed procedural justice in processes. Transparent decision-making, fair promotion and disciplinary procedures, and opportunities for voice increase trust and engagement.

18. Build learning systems. Create predictable pathways linking appraisal, training, and promotions so that cultural commitments to development are perceived as real incentives.

19. Address structural constraints. Reduce unnecessary bureaucratic blockages and provide resources so

that cultural change can be operationalized.

20. Monitor emotional well-being. As accountability regimes strengthen, safeguards—peer support, counseling, and workload management—should be put in place to prevent emotional withdrawal.

21. Research gaps and future directions. Several research priorities emerge from the literature.

22. Longitudinal and experimental designs. To establish causality and temporal dynamics of cultural interventions, longitudinal studies and quasi-experimental designs are needed.

23. Cross-national comparative work. Comparative studies can reveal how institutional frameworks condition culture–engagement pathways.

24. Integration of community outcomes. Studies should link internal engagement improvements to external outcomes such as community trust, complaint rates, and service quality.

25. Mixed-method measurement harmonization. Standardized engagement instruments combined with qualitative process tracing will improve comparability and policy relevance.

Examples of applied interventions and their outcomes

Program evaluations such as Rismanto (2025) provide encouraging evidence that targeted managerial support and career-path alignment can produce measurable short-term gains in engagement. However, these programs typically require sustained leadership commitment and budgetary resources to be scalable and enduring. The literature cautions against superficial culture change

initiatives and recommends integrated reforms combining leadership, HR systems, and procedural justice.

CONCLUSION

This literature-review synthesizes ten years of empirical and applied work on organizational culture as a predictor of employee engagement in national police institutions. The main conclusion is that organizational culture matters greatly for engagement, but its influence is mediated by concrete mechanisms and conditioned by pragmatic constraints.

Supportive leadership, procedural justice, learning orientation, and structural adaptability consistently predict higher levels of vigor, dedication, and absorption among police personnel. The mechanisms by which culture operates include perceived organizational support, meaningfulness of work, role clarity, and opportunities for competence development. Emotional safety emerges as a critical but sometimes overlooked pathway: cultures that reduce punitive fear and increase psychological safety enable officers to engage more fully in professional responsibilities.

The practical implications for police institutions are clear. Cultural transformation efforts should not be conceptualized as symbolic gestures; they require investment in leadership development, alignment of HR systems with stated cultural values, transparent procedural reforms, and ongoing monitoring. Specifically, police organizations should:

1. Invest in leadership capability to model cultural values, deliver high-quality feedback, and sustain development-focused interactions with subordinates.

2. Embed procedural justice principles in promotion, appraisal, and disciplinary

systems to strengthen perceived fairness and trust.

3. Construct integrated learning systems that link appraisal outcomes to tailored training and career progression, demonstrating that engagement is rewarded with development.

4. Reduce bureaucratic impediments that stifle discretionary initiative and adapt structures to allow local problem solving consistent with strategic goals.

5. Monitor officer well-being and create supports that mitigate negative emotional effects from high-accountability environments.

For scholars, the review identifies three high-priority research tasks: longitudinal evaluation of culture change initiatives, comparative cross-jurisdictional research to test boundary conditions, and studies that connect internal engagement outcomes to external service delivery and community trust indicators.

In closing, organizational culture is not a magic lever that alone will generate high engagement. Rather, it is an essential foundation that, when deliberately shaped and supported by coherent policies and resources, creates the conditions for officers to invest their energy, pride, and creativity in organizational goals. National police institutions seeking to strengthen engagement should therefore treat cultural change as a strategic, system-wide initiative rather than an isolated HR project. The evidence reviewed here provides a robust starting point for designing such initiatives and for prioritizing future research that can refine and test culture-based interventions in policing contexts.

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