How Would Organizational Justice Shape Police Officer’s Attitudes in The Workplace?  
A Systematic Review

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INTRODUCTION
Organizational justice theory noted by Greenberg (1987) has indicated that an employee’s perception of justice would affect their behavior in the workplace. The current study aims to further explore what organizational justice would impact law enforcements’ performance within police organizations worldwide through a systematic review on peer-reviewed articles. The result indicates that distributive justice and procedural justice play a positive role in shaping law enforcement officers’ attitudes toward job satisfaction and serving public. In terms of better police performance, policy makers should put emphasis on police legitimacy improvement by promoting organizational justice and recalibrating communication channels between officers and supervisors.

FINDINGS
- Distributive justice (e.g. promotions, performance evaluations) has positive effect on job satisfaction, affective commitment, and perceptions of fairness within the organization.
- Procedural justice including supervisor fairness and trust within the organization has positive impact on job satisfaction.
- Disciplinary actions and supervisor altercations negatively affect an officer’s perception of organizational fairness.
- Procedural justice has a significant impact on trust in the public and job satisfaction.
- Officers who support Traditional Policing Culture (TPC) are less supportive of procedural justice.
- Officers who perceived internal fairness in general are more likely to endorse external procedural justice, and are less likely to have departmental charges filed against them.
- Officers who identify strongly with their organization have a less positive attitude towards serving the public.
- Both American studies and non-American studies show that organizational justice has an impact on job satisfaction and trust in the public in law enforcement.

RESEARCH QUESTIONS
- Do officer’s perceptions of distributive justice affect their attitudes toward job satisfaction and/or serving the public?
- Do officer’s perceptions of procedural justice affect their attitudes toward job satisfaction and/or serving the public?

METHODS
The current study utilized a systematic review strategy to examine peer-reviewed articles published between 2001-2018. Keywords such as organizational justice, procedural justice, distributive justice, interactional justice, officer perception, and job satisfaction were used to screen potential articles that may eligibly answer research questions. After conducting careful selection process, the final 20 articles were selected and further being evaluated by two researchers to increase inter-rater reliability. A total of 11,441 respondents were compiled from the final pool and included both the western and non-western officers states.

DISCUSSION
Despite the current study has limited scope on understanding the relationship between organizational justice and police performance, this study still revealed important findings associated with policy implication in law enforcement. Particularly having a supportive and fair environment that values officer’s performance will have considerable positive impact on officer’s behavior in the workplace.

Promoting organizational-justice-oriented environment through the efforts of internal policies improvement and active police-supervisor interaction will affect officer’s morale, commitment and satisfaction, in turn, impact trust of the public in everyday policing.

However, if the organization is perceived as unjust, or there is poor quality of upward and downward communication, the current study revealed that officer misconduct may occur within the organization or in public. On the other hand, the public’s perceptions of police performance may be changed accordingly with positive image of organizational justice. This could also enhance police legitimacy in the community, in turn, lower citizen complaints, altercations, and conflicts.

Contrary to conventional thinking, demographics had a very little impact in the current study. Future study should further explore this issue. However, it has been noted, tenure might affect officer’s behavior if those officers who were in the “hitting the streets” phase of their career. More research should be conducted about how years of experience and self-assessment at different time point of career might also affect their perceptions of distributive and procedural justice differently in the workplace.