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IMPACT OF ORGANIZATIONAL FAIRNESS ON ETHICAL
POLICING IN THE COMMUNITY

by

David P. Cepiel

Dissertation

Submitted to the Faculty of

Olivet Nazarene University

School of Graduate and Continuing Studies

in Partial Fulfillment of the Requirements for

the Degree of

Doctor of Education

in

Ethical Leadership

May 2021

SIGNATURE PAGE

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ACKNOWLEDGEMENTS

This project would not have been possible without the help and support of many people involved in my life. While I do not have enough space to acknowledge everyone, I would like to recognize a few people and groups of people who were instrumental during this remarkable and often difficult last three years. First, I would like to thank all members of the Cohort XX family for their continuous backing and encouragement during this program. Your commitment and true camaraderie during our on-campus time together and in our GroupMe chats provided everyone on our team with the will and ability to progress and succeed in our respective doctoral journeys. Second, my success in the Ed.D. hybrid program would not have been possible without the support and assistance of all its professors and support staff. Your dedication to our cohort and, more specifically, your professions will never be forgotten, as all of us learned a great deal from you. Third, I would never have been able to finish writing this manuscript without the help and encouragement of my dissertation advisor, Dr. David Van Heemst, also known as DVH, and my reader, Dr. Stephen Lowe, both of whom also gave me an occasional push toward excellence. Your patience, compassion, leadership, and attention to detail were much appreciated. Props to both of you. Last but foremost, I would like to recognize and acknowledge my wife, Teresa, for being there for me during this remarkable process. Thank you for being the first reader of all my enthralling papers. I hope you enjoyed reading them as much as I enjoyed writing them.

ABSTRACT

Since 2015, policing has suffered from negative publicity due to unfortunate and often deadly interactions between police officers and people of color. As a result of these sad events, various programs have been incorporated into many police departments to increase professionalism among officers. One such program focuses on increasing legitimacy by teaching procedural justice concepts to officers. This study examined the impacts of organizational fairness on officers from the perspective of procedural justice. Building on previous research, this study focused on the officers and sergeants employed in two small municipal police departments in the Midwestern United States. Ninety-eight participants from the two departments were recruited and surveyed to test this study's assumptions. The questionnaire was based on one used by Van Craen and Skogan in 2017. The survey examined participants' self-reported attitudes and beliefs about procedural justice and their perception of organizational fairness and treatment of citizens. A correlational analysis, multiple regression analysis, and factorial analysis of covariance were used to demonstrate and test the relationships between internal and external procedural justice and the variables associated with fairness in discipline, job assignment, and promotions. This study's findings suggest that officers who are treated fairly by their organizations have a higher tendency to treat citizens sensibly and judicially, $r(87) = .29, p = .005$. This study has various implications for policing organizations, and it offers an insight into organizational dynamics in small municipal police departments, which are often understudied.

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CHAPTER I

INTRODUCTION

Most citizens in the United States would agree that police officers must treat the public in a fair and consistent manner. However, during the early 2000s, several negative encounters between law enforcement and civilians in the United States underscored the need for a change in how these two groups interact. As a result of these incidents, the President's Task Force on 21st Century Policing was created in 2015 to resolve these problems (Weitzer, 2015). In May of 2015, the task force issued its final report and made several recommendations on how law enforcement agencies should engage citizens and what police departments must do to repair their relationships with the communities they serve ("The President's", 2015).

The task force's number one recommendation was for police departments to rehabilitate their legitimacy by building trust with the public (Murphy & Tyler, 2017). As a result, various training programs were introduced to police departments around the country to teach the concepts of procedural justice (Donner, Maskaly, Fridell, & Jennings, 2015). The concept of procedural justice guides police officers on how to interact with the public (Mazerolle, Bennett, Davis, Sargeant, & Manning, 2013). The main theory behind procedural justice suggests that when police officers engage citizens, they should be fair, open-minded, transparent, and impartial (Sargeant, Antrobus, & Platz, 2017). The theory assumes that this type of treatment may eventually lead to the

public's compliance with police officers, later translating into more functional interactions and experiences with police officers (Schafer, 2013).

The literature available on procedural justice suggests that these programs were mandated around the country, and they were reasonably well-received by police officers (Skogan, Van Craen, & Hennessy, 2015). Recent studies have shown that procedural justice plays a positive role “in shaping citizens’ perceptions of and reactions to the police” (Van Craen & Skogan, 2017, p. 4). Further, as these training programs concluded, a new body of literature began to emerge on the topic of procedural justice within police departments themselves (Van Craen, 2016b). Compared to studies on procedural justice as it relates to police officers and citizens, there is a relatively small number of studies exploring police officers’ perceptions of procedural justice within their organizations and how these practices affect their attitudes and behaviors toward the public. Recent studies have found that procedural justice within an organization has a positive correlation with job satisfaction, organizational commitment, organizational citizenship, and job performance (Rosenbaum & McCarty, 2016).

New research into this area of ethical policing has raised an interesting question: if procedural justice has played such a positive role in shaping citizens’ perceptions of and reactions to police, can internal procedural justice play an important role in shaping police officers’ perceptions of and reactions to the public (Van Craen, 2016b)?

Additional studies into the microcosm of ethical policing have shown police officers who are treated fairly by their organizations are more likely to engage in ethical practices and behaviors with the public (Trinkner, Tyler, & Goff, 2016). Wolfe, Rojek, Manjarrez, and Rojek (2018) noted that employees who are treated fairly by their organizations are more

likely to exhibit positive organizational citizenship behaviors, which can be defined as the actions and behaviors that are above and beyond the worker's normal job description and responsibilities. Positive organizational citizenship behaviors within a police department might translate into ethical policing practices and the ethical engagement of citizens.

The current study investigated the impact of organizational fairness on ethical policing practices in two communities. The study used a construct similar to Skogan's (2015); however, the current study's participants were drawn from two small municipal police departments located in the Midwestern region of the United States. Organizational fairness was interchangeably defined from the perspective of procedural justice and organizational justice. The study focused on police officers' perceptions of organizational fairness and how these perceptions influenced behaviors and interactions with the public. The study aimed to assess the key dimensions of both internal and external procedural justice, such as discipline, job assignments, and fairness in promotions, as well as voice, respect, neutrality, and accountability in officers' relationships to supervisors and the public. Additionally, the objective of the study was to present empirical evidence contrasting internal and external procedural justice as reported by police officers employed by the two departments examined. The study also sought to add another dimension to the growing body of literature on internal procedural justice within the law enforcement profession.

In this introductory chapter, the Statement of the Problem section overviews the problem being researched and addressed. The Background section gives context on organizational justice within law enforcement and presents a brief review of the primary

literature. The Research Questions section provides the questions that guided the current study. The Description of Terms section contains the unique terms used throughout the study. The Significance of the Study section explains the implications and benefits of the current study. Finally, the Process to Accomplish section provides a brief overview of the research procedures and methodology used in the current study; it is the final section of this chapter before the summary and introduction to Chapter II.

Statement of the Problem

Police officers who are treated unfairly by their departments exhibit frustration and anger toward their departments, which in turn might translate into unfair and unethical policing practices in communities (Van Craen, 2016b). Research into this problem has gained traction within the policing profession over the last decade in response to many episodes of police brutality (Reynolds & Hicks, 2015). This research focused on internal organizational justice from the perspective of internal procedural justice. Internal procedural justice is frequently divided into three different subcategories: distributive justice, interactional justice, and procedural justice (Myhill & Bradford, 2013). Carr and Maxwell (2018) suggested that when these three components of internal procedural justice are taken into consideration, they are beneficial in predicating employees' future behaviors and attitudes.

The current study also addressed the gap in the literature, as internal procedural justice and organizational fairness toward police officers has not been studied within small police departments (Reynolds & Helfers, 2019). This is problematic because the vast majority of police officers in the United States are employed by small police departments (Reaves, 2015). Police officers from small police departments might have

different perceptions of their organization and citizens, and they might interact with community members differently than police officers from larger policing agencies. The gap in the literature suggests that more studies are needed to clarify the effect police administrators have on their personnel. The purpose of the current study was to explore the relationship between the way police organizations treat their police officers (internal procedural justice) and the manner in which police officers treat and interact with the public (external procedural justice) in order to improve the interactions between police command staff, police officers, and the citizens they serve.

Background

General interest in organizational fairness within policing stems from a variety of sources. For years, a paramilitary approach to policing was preferred in the United States (Moule, Parry, Burruss, & Fox, 2019). However, over time, policing's top-down organizational structure became ineffective and was often challenged by younger employees (Gau & Gaines, 2012). Additionally, during the last decade, policing in America appeared to be in crisis due to several highly publicized fatal encounters between police and minorities (Nix, Campbell, Byers, & Alpert, 2017). This section contains a brief background on organizational fairness from a social-psychological perspective, describes why this concept is increasingly applied to law enforcement, and discusses how much research has been done in the context of policing. Further, this section provides a brief overview of several recent studies that suggest that organizational justice within policing organizations has a significant impact on police officers. In particular, this section provides an overview of studies examining the fair treatment of police officers and the use of procedural justice with citizens, perceptions of

organizational justice within a law enforcement agency, the impact of organizational fairness on police officers' performance, the effect of a punitive working environment within a police department, and relationships between internal procedural justice and various forms of officers' commitment to the organizations for which they work.

While there has been a dearth of research in the field of policing, scholars have done quite a few studies exploring organizational fairness and justice from a social–psychological perspective in the context of private enterprise (Reynolds & Helfers, 2018). Their findings offer insights relevant to the current study's research. The social–psychological perspective is based on social exchange theory by Thibaut and Kelley, which suggests that there is almost always some type of transactional exchange between two interacting parties (Thibaut & Kelley, 1959). This theory is thought to be “the most influential conceptual paradigm for understanding workplace behavior” (Cropanzano & Mitchell, 2005, p. 874). Social learning theory and strain theory are two other concepts that are cited within this context (Van Craen, 2016a). Social learning theory by Bandura states that most behaviors are learned from our models or other people (Bandura, 1978). Strain theory by Merton suggests that outside pressures placed on the individual generate negative emotions and frustrations within that person (Merton, 1938). Researchers have sought to establish a relationship between organizational fairness and employees' conduct toward their employers and customers (Cropanzano, Bowen, & Gilliland, 2007). Some of the research has shown that employees who are treated fairly are more committed to their organizations, have better relationships with their customers, are less likely to leave their jobs, and are more productive and satisfied (Ambrose, Schminke, & Mayer, 2013; Cropanzano et al., 2007; Ostroff, 1992; Simons & Roberson, 2003). The findings of these

studies suggest that organizations play a significant role in shaping employees' perceptions of their employers and the way they approach their jobs.

The impetus to better understand organizational fairness in policing was generated by several controversial encounters between law enforcement and the public in the United States over the last decade (Nix, Wolfe, & Campbell, 2018). The President's Task Force on 21st Century Policing was formed in the wake of several controversial policing incidents, including the 2009 arrest of Henry Louis Gates at Harvard University and the 2014 police-involved shooting and killing of the unarmed Michael Brown in Ferguson, Missouri ("The President's", 2015). A new philosophy on policing emerged from the findings of that initiative. This new approach called for a more democratic style of citizen engagement focusing on fair and respectful interactions with the public. However, the enactment of the reforms and recommendations of the President's Task Force has been dependent upon their acceptance by law enforcement. This can only be driven and achieved by the organizations and command staff that employ these officers. Thus, there is a significant need for research into organizational fairness and the treatment of employees within a police department (Reynolds & Hicks, 2015).

Surprisingly, there is only a small number of studies examining the impact of organizational fairness on police officers, and a very small number of these studies have been done in the last 10 years (Sun, Wu, Liu, & Van Craen, 2018). Most of them focused on police officers' attitudes and behaviors toward rules—adherence, officer conduct, and compliance with supervision (Bradford, Quinton, Myhill, & Porter, 2014; Haas, Van Craen, Skogan, & Fleitas, 2015; Tankebe, 2014; Tyler, Callahan, & Frost, 2007; Wolfe & Nix, 2016; Wolfe & Piqueero, 2011). In addition, an even smaller number of studies

investigated the impact of organizational justice on police officers' attitudes toward the public (Myhill & Bradford, 2013; Trinkner et al., 2016; Van Craen & Skogan, 2017).

While the amount of data on this subject within police organizations are limited, most of them imply that work culture and policing practices have a significant impact on police officers' attitudes and actions toward their organizations and the communities they serve.

Police officers who are treated fairly by their organizations will support and utilize procedural justice principles when interacting with the public. Wolfe et al., (2018) studied the connection between the fair treatment of law enforcement officers within a law enforcement agency and their willingness to use procedural justice practices. The researchers obtained their data from 868 federal agents in the El Paso Sector of the United States Border Patrol. The results showed that agents who perceived their supervisors as procedurally just were more satisfied with both their jobs and their organizations. Additionally, organizational justice in police organizations affected police officers' perceptions of their agency and helped mitigate the psychological stress generated by unfair practices.

Police officers that have a positive perception of their organizations are more committed (Rosenbaum & McCarty, 2016). Policing agencies with committed personnel are more likely to have employees that value both their work and the citizens for which they provide services. This can lead to more positive organizational citizenship behaviors and better citizen satisfaction with local police departments. Rosenbaum and McCarty investigated the relationship between organizational justice and police officers' job satisfaction, compliance with organizational rules, and commitment to their organizations. The authors presumed that organizational justice has the same effect on

police officers as police officers have on how the public perceives and responds to them. The researchers studied 15,236 sworn law enforcement officers from 88 different agencies throughout the United States. The study found that components of organizational justice, such as organization, supervision, leadership, and diversity, had a positive and statistically significant effect on officers' commitment to their organizations. The study also showed that organizational fairness can be a powerful driver in molding police officers' perceptions of their agencies' missions as well as the role officers should play in their communities.

On the other hand, police officers who are mistreated by their organization are more likely to mistreat citizens they encounter during their tours of duty.

Van Craen and Skogan (2017) investigated police officers' perceptions of internal procedural justice within their agencies. The researchers measured police officers' views on the four key pillars of internal and external procedural justice: neutrality, respect, voice, and accountability. The authors showed a positive correlation between internal and external procedural justice. Van Craen and Skogan suggested that there is "an empirical link between perception of fair supervision and support for procedural fairness in dealing with the public" (p. 12).

Trinkner et al., (2016) explored a comparable concept. They conducted a quantitative research study to investigate the benefits of procedural justice within a police department. The authors examined how a fair and just culture within a police agency affects the operations of the police department, officers' well-being, and officers' desire to build trust with the community. The researchers studied 786 police officers from a large urban department. The authors found that efficient and inclusive organizations

encourage a democratic and healthy style of policing. Procedurally just police departments improve workers' health and well-being, which later translates into better interactions between officers and communities. Also, these positive dynamics between police officers and their superiors within a police department might advance democratic policing practices with the public.

Building on the research, Carr and Maxwell (2018) investigated the relationship between police officers' perceptions of organizational justice and the effects of these practices on officers' trust in the communities they patrol. The researchers proposed two different hypotheses for their study: organizational justice affects officers' trust in the public, and organizational justice remains statistically related to officers' trust when competing explanations are controlled. The authors found a statistical correlation between organizational justice and officers' trust in the public. They also found that organizational justice significantly affects officers' commitment to their organizations. These findings demonstrate that organizational justice is a significant factor in understanding police officers' behaviors and attitudes toward the organizations they work for and the communities they serve.

The unjust and punitive treatment of police officers by their police departments leads to negative workplace behaviors and unproductive performance in the field. This treatment will eventually lead to negative police encounters with citizens. Reynolds, Fitzgerald, and Hicks (2018) identified disciplinary action, the administrative resolution of citizen complaints, altercations with supervisors, and blocked career aspirations as four different events and practices inside police departments that officers perceived as unfair. These practices by police administrators led to various forms of changed workplace

behaviors, such as production deviance and self-preservation. The authors determined that the unfair treatment of officers by their organizations may have unforeseen consequences on officers' behaviors and productivity as well as their perceptions of citizens and the communities they serve. During this study, approximately 90% (or 22) police officers reported changing their workplace behaviors in response to perceived injustices within their respective departments. The researchers also found that officers who believe their organizations' practices to be unfair, even if their perceptions are skewed or exaggerated, will act based on their own understandings of what they deem to be unfair.

Finally, Nix and Wolfe (2016) suggested that internal fairness within a law enforcement agency may have an impact on public safety by shaping employees into better police officers. The authors investigated police officers' understandings of organizational fairness in their agencies and their sensitivities to the Ferguson effect. The Ferguson effect is the idea that police officers are more closely scrutinized by the public after the shooting and killing of Brown in Ferguson. The study found that deputies who observed and experienced organizational justice within their agencies were less likely to be negatively affected by public scrutiny and their organizations might have had a positive effect on deputies' perceptions of and reactions to the public. Furthermore, the study also implied that internal fairness might have positive consequences for police agencies, employees working for these agencies, and the communities they serve.

In summary, the concept of organizational justice has been studied from several different dimensions. The need for further exploration of organizational justice within the law enforcement profession began after several negative and controversial encounters

between law enforcement and the public in the United States over the last decade. Based on a comprehensive review of the current literature, only a small number of studies have been completed within the context of policing. The literature available on organizational justice and fairness suggests a link between how organizations treat their employees and how employees treat their customers during day-to-day interactions. The current study sought to expand the understanding of this problem by examining perceptions of internal procedural justice within two small municipal police departments located in the Midwestern region of the United States. As police professionals are still trying to improve relationships with the public in response to the past decade's episodes of police brutality, misconduct, and shootings, the best approach to begin this process is through examination of internal practices within police organizations.

Research Questions

The following research questions guided the current study:

1. What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice?
2. Which perceived types of organizational fairness are connected to police officers' self-reported utilization of external procedural justice in their interactions with citizens?
3. What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice, and is that relationship dependent on an officer's employment in either Police Department Alpha or Police Department Beta?

Description of Terms

Democratic policing. Democratic policing is defined from the perspective of community-oriented policing. This type of policing allows for citizens' input, broad police functions, such as police officers talking to citizens at schools or community events, and personalized and community-oriented services. It is often characterized as "engaging in community partnerships to address local problems" (Wolfe & Nix, 2016, p. 3).

Distributive justice. Distributive justice refers "to the perceived fairness of an outcome and is derived from early equity theory research" (Reynolds & Helfers, 2018, p. 373).

Community policing. Community policing is often defined as a police department's "willingness to work in partnership with citizens" (Myhill & Bradford, 2013, p. 343).

CompStat. CompStat "is a goal-oriented, strategic-management process that uses information technology, operational strategy, and managerial accountability to guide police operations" (Walsh & Vito, 2004, p. 57).

Ethical policing. Ethical policing is defined from the perspective of a principle-based decision-making process in which "rule-based tactics, relies on a set of time-tested principles, such as honesty, respect, equality, fairness, and courage" (Fitch, 2008, p. 65).

External procedural justice. External procedural justice is defined as fair engagement and "fair policing" of the community by police officers (Van Craen, 2016b, p. 4).

Fairness in procedural justice. Fairness in procedural justice is the idea in which citizens expect to be treated with dignity and fairness and they “feel that procedures are fairer when they trust the motives of decision makers,” such as law enforcement officers (Tyler, 2004, p. 95).

Fairness heuristic theory. Fairness heuristic theory explains why organizational fairness is important and suggests that “perceived fairness from superiors becomes a heuristic that allows employees to decide whether the authority figure can be trusted not to exploit or exclude them from their relationship with the organization” (Wolfe et al., 2018, p. 21).

The Ferguson effect. The Ferguson effect “holds that in response to heightened scrutiny of the police following the fatal shooting of unarmed Michael Brown in Ferguson, Missouri in August 2014, officers are less motivated to aggressively perform their duties” (Nix & Wolfe, 2016, p. 12).

Informational justice. Informational justice is a process in which subjects are “adequately informed about why decisions, expectations, or processes were made” (Carr & Maxwell, 2018, p. 368).

Interactional justice. “Interactional justice is positioned as an extension of procedural justice focusing on the human side of organizational practices including informational and interpersonal elements” (Sargeant et al., 2017, p. 349).

Internal procedural justice. Internal procedural justice is defined as police officers’ perceptions of their organizational practices, as well as “fair, consistent, and impartial” leadership and engagement of personnel (Van Craen, 2016b, p. 4).

Impartiality in procedural justice. Impartiality in procedural justice is the idea that decisions made about citizens are based on the legal facts and circumstances of the situation. These decisions are made “without personal bias, preexisting preferences, or self-interest in the decision to be made” (Dai, Frank, & Sun, 2011, p. 160).

Legitimacy. Legitimacy is “a judgment concerning the appropriateness of the power and authority wielded by an organization or individual” (Trinkner, et al., 2016, p. 160).

Organizational citizenship behavior. Organizational citizenship behaviors are “those behaviors that often go beyond an employee’s job description and include acts like helping others, taking on additional responsibilities, putting in extra hours, defending the organization, and speaking out about important organizational issues” (Bolino, Klotz, Turnley & Harvey, 2013, p. 542).

Organizational justice. For the purpose of the current study, organizational justice is defined as “people’s perception of fairness in organizations along with their associated behavioral, cognitive, and emotional reactions” (Greenberg, 2011, p. 271).

Organizational justice in policing. Organizational justice in policing is “the perception held by officers that they are being treated fairly and respectfully by those in authority positions” (Rosenbaum & McCarty, 2016, p. 75).

Organizational fairness. For the purpose of the current study, the definition of organizational fairness is interchangeable with the definitions of organizational justice and procedural justice. This term refers to “how employees determine fair treatment within their organization and how their perceptions influence work-related variables,

such as task performed, organizational citizenship behaviors, and counterwork behavior” (Reynolds & Hicks, 2015, p. 471).

Police officer. A police officer is the most common employee in a police department, and this person is usually tasked with patrolling a specific sector of his or her department's jurisdiction. This individual often has the most contact with the public; however, most times, the initiatives of police departments “are adopted without their input” (Skogan, 2008, p. 27).

Procedural justice. Procedural justice is a process that refers to various procedures used to make fair and consistent decisions and “is a way for management to communicate to employees that they are an important and valued part of the organization” (Trinkner et al., 2016, p. 159).

Sergeant. A sergeant is an individual above the rank of a police officer, and he or she is responsible for the supervision and oversight of the police officers assigned to them. This individual often has “direct control over what street officers do on a day-to-day basis” (Skogan, 2008, p. 25).

Small police department. For the purpose of the current study, a small police department is defined as one having less than 200 police officers on its force. Classification of police department sizes vary in academic literature; however, in general, they can be divided into the following four categories: “1) smallest, ≤ 50 officers; 2) small, 51–200 officers; 3) medium, 201–500 officers; and 4) large, 501–6,500 officers” (Violanti, Mnatsakanova, Hartley, Andrew, & Burchfiel, 2012, p. 158).

Transparency in procedural justice. Transparency in procedural justice is a notion in which legal authorities must share and provide access to information they use to make

decisions about individuals or events during an inquiry. “This points to the value of transparency in police activities – that is, of making decisions in ways that make clear that the authorities are acting neutrally” (Tyler, 2003, p. 334).

Voice in procedural justice. Voice in procedural justice is a concept that provides the opportunity for citizens and police officers to share their perspectives about an issue. It allows citizens and police officers “to exert some degree of control over the decision-making process (Myhill & Bradford, 2013, p. 340).

Significance of the Study

Law enforcement agencies around the country are contending with negative publicity due to undesirable encounters with citizens. As these events continue to take place, there is growing pressure from various community leaders who demand that police executives devise groundbreaking methods to augment police–community relations and provide better treatment of citizens by police officers (Wolfe & Nix, 2016). The current study provides an additional perspective on this problem, and it provides police administrators with a clearer understanding of the dynamics within their organizations.

The current study is important for four reasons. First, “general satisfaction with the organization as a place to work permits a basic exploration of a trickle–down model of organizational justice” (Myhill & Bradford, 2013, p. 351). This concept applies to police organizations, as organizational dynamics from within command staff trickle down to police officers working on the street (Nix et al., 2017). These dynamics may eventually influence police officers’ behaviors in their encounters with citizens. The current study is significant because it explored the internal procedural justice dynamics within two small

municipal police departments to see if they affected the quality of police services provided to citizens in those communities.

Secondly, while there is a growing body of research on the benefits of procedural justice, some of it has been criticized by various scholars for its weakness in processes and the measurements of several key concepts of procedural justice (Harkin, 2015; Johnson, Maguire, & Kuhns, 2014). Some scholars have also questioned the external validity of the fundamental concepts of procedural justice theory, and they have raised doubt as to whether these concepts can be generalized in a variety of settings (Kochel, 2012; Pryce, Johnson, & Maguire, 2017). The current study was able to build upon existing research into this phenomenon within the police profession, and it adds to the body of literature by focusing on how police officers' perceptions of organizational fairness affected behaviors at two small municipal police departments.

Thirdly, most of the relevant research has focused on larger police, sheriff, and federal agencies, and several additional studies have been done outside the United States in countries such as Argentina, Taiwan, the United Kingdom, and Ghana (Bradford et al., 2014; Haas et al., 2015; Sun, Wu, Van Craen, & Hsu, 2018; Tankebe, 2014). These studies have mainly focused on national police forces, which often have different sets of organizational rules and dynamics than the municipal and self-governing police departments typically found in the United States (Reaves, 2015).

Finally, the goal of the current study was to offer new information and perspectives for two groups of people employed by every police department in the United States: supervisors and the police officers working under them. If these two groups of

people do not understand their impact on each other, the consequences for police organizations and the communities they serve might be catastrophic.

To summarize, the current study is important because it attempted to demonstrate internal procedural justice relationships within two small municipal police departments to improve relationships between police officers and citizens. The literature available on this topic is limited, and various scholars have criticized its conceptual weaknesses. The current study built on the existing research and added a new dimension of knowledge. Most of the studies on this topic were done within larger policing organizations, whereas the current study explored organizational fairness dynamics within smaller organizations. Finally, the goal of the current study was to provide new insight into internal procedural justice for employees of smaller police departments in the United States in order to improve public perception of these organizations.

Process to Accomplish

The purpose of the current study was to explore the relationship between the way police organizations treat their police officers (internal procedural justice) and the manner in which police officers treat and interact with the public (external procedural justice) in order to improve the interactions between police command staff, police officers, and the citizens they serve. The researcher sought to understand how these dynamics affect police officers' performance in the communities they serve. A better understanding of these organizational forces may increase overall internal and external satisfaction with policing services provided to the community. Accordingly, the current study used a quantitative methodology to understand the relationships between police officers and citizens. This section outlines the procedures used to accomplish the objectives of the current study.

This part also explains how participants were selected, what kind of measures were utilized for the survey instrument, and what procedures were used to estimate and validate the key dimensions.

Participants

The current study's participants were the police officers and sergeants of two small municipal police departments located in the Midwestern region of the United States. At the time of the study, municipal Police Department Alpha had 126 police officers and 20 sergeants on its force, and municipal Police Department Beta had 94 police officers and 14 sergeants on its force. All police officers and sergeants employed by both agencies were invited to participate in the current study; therefore, a total of 254 police officers and sergeants were invited. The researcher is currently employed at one of the police departments included in the current study, and this allowed for convenient access to potential participants. The researcher also had a personal interest in learning how the dynamics investigated in the current study impacted the researcher's police department. Thus, convenience sampling was deemed to be the most suitable method for the current study.

Measures

The survey instrument was adapted from a comparable study conducted by Skogan at the Chicago Police Department in 2012 and later published in 2015 (Skogan, 2015) (Appendix A). The original survey was comprised of 120 questions and focused on officers' views of several different dimensions of internal and external procedural justice, such as officers' and citizens' trust, voice, neutrality, and accountability. The survey also focused on Chicago police officers' satisfaction with their jobs, their support for strategic

directions and CompStat. See Appendix B for a complete list of the dimensions included in Skogan's study. It should be noted that not all dimensions/subscales from Skogan's study were utilized because some of them were specifically designed for the Chicago Police Department, such as the section on police officers support for CompStat, as this strategy is not often utilized in smaller police departments. This researcher reached out to Skogan in order to seek guidance on excluding some of the subscales and learned that eliminating non-pertinent subscales/dimensions would not affect the validity and effectiveness of the instrument.

For the purpose of the current study, internal procedural justice was measured based on the following subscales: fairness in discipline, fairness in job assignment, fairness in promotion, supervisor trust, supervisor voice, supervisor neutrality, and supervisor accountability. All subscales used a six-point Likert-type scale ranging from 1 to 6 (very fairly/strongly agree to very unfairly/strongly disagree). External procedural justice was measured based on the following subscales: citizen trust, citizen voice, citizen respect, citizen neutrality, and citizen accountability. All subscales used a six-point Likert-type scale ranging from 1 to 6 (strongly agree to strongly disagree).

Procedures

Permission to conduct the current study at Police Department Alpha and Police Department Beta was sought and obtained from the police chief of each department. The questionnaire was uploaded into an online survey tool called SurveyMonkey®.

Approximately two weeks before the data were collected, an e-mail about the upcoming survey was sent to the work addresses of all potential participants. In order to increase awareness, several fliers informing police officers about the research study were posted

around both departments (Appendix D). Participation was voluntary, and, in order to encourage engagement, an incentive was made available to those who completed the survey: the researcher offered an opportunity to win one of three \$50 gift cards to Starbucks.

Once data collection began, all participants were sent an invitation to their work e-mail addresses with a weblink to the questionnaire. Participants were provided with an electronic consent form that was visible at the beginning of the survey. By clicking the agree button at the bottom of the form, participants acknowledged their consent. The survey was open to participants for 30 consecutive days. Participants were reminded via e-mail about the study at 12 and 27 days into the data collection. On day 30, data collection ended, and the three incentive gift cards were randomly drawn and later distributed to the three winning participants. In order to protect their identities, participants were redirected to another website after completing the survey. This website was the one to collect their information for the gift card raffle.

Research Questions

Question 1 read as follows: What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice? Internal procedural justice, which was the predictor variable, was measured with five internal procedural justice subscales and a total of 20 questions. External procedural justice, which was the outcome variable, was measured with five external procedural justice subscales and a total of 20 questions. A correlational analysis was used to estimate and validate the key dimensions.

Question 2 read as follows: Which perceived organizational dynamics are connected to police officers' self-reported utilization of external procedural justice with citizens? Organizational dynamics, which was the predictor variable, was measured with three organizational dynamics subscales and a total of 10 questions items. Utilization and/or underutilization of external justice with citizens, which was the outcome variable, was measured with five external justice subscales and a total of 20 questions. A multiple regression analysis was used to estimate and validate the key dimensions.

Question 3 read as follows: What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice, and is that relationship dependent on an officer's employment in either Police Department Alpha or Police Department Beta? Internal procedural justice, which was the first predictor variable, was measured with five internal procedural justice subscales and a total of 20 questions. The second predictor variable was Police Department Alpha versus Police Department Beta. The third predictor variable was the statistical interaction between internal procedural justice and the respective police department. External procedural justice, which was the outcome variable, was measured with five external justice subscales and a total of 20 questions. The results from these two scales (internal versus external procedural justice) were measured by comparing data obtained from participants from both departments. A factorial ANCOVA analysis was used to estimate and validate the key dimensions.

To summarize, in order to accomplish the objectives of this research design, the survey instrument was adapted from a comparable study conducted by Skogan at the Chicago Police Department. The participants were police officers and sergeants

employed by two small municipal police departments located in the Midwestern region of the United States. A convenience sampling method was utilized as this technique was the most suitable procedure for the current study. Participants were informed of the current study via posted fliers and informational sessions administered during three different roll calls at the beginning of their tours of duty. The questionnaire was administered online, and the researcher raffled off three gift cards in order to encourage participation. A correlational analysis, multiple regression analysis, and factorial ANCOVA analysis were used to demonstrate relationships between the predictor and outcome variables and to estimate and validate the key dimensions in this research design.

Summary

The available but limited research into internal and external procedural justice within police organizations suggests that these organizations have a tremendous impact on police officers in several different ways. The literature available on this topic suggests that police officers who are treated fairly by their organizations are more committed to their organizations, less likely to engage in official misconduct, and are more likely to engage and work with the community, among many other behaviors, all of which translate into better community-oriented policing practices. However, there is a gap in the literature and research regarding such dynamics within small police departments. The objective of the current study was to fill that gap and provide an additional research perspective that may ultimately assist in refining the interactions between command staff, police officers, and the citizens they serve.

In Chapter II, a review of the fundamental literature on procedural justice as it relates to the current study is explored. In order to establish a clearer relationship between

the proposed concepts, Chapter II focuses on the historical context of internal and external procedural justice. It discusses three different dimensions of internal procedural justice: distributive justice, interactional justice, and procedural justice. Furthermore, it undertakes a review of relevant philosophies as they relate to organizational justice.

CHAPTER II

REVIEW OF THE LITERATURE

Introduction

The objective of Chapter I was to provide the current study's background and present a brief overview of the limited academic literature on this topic. Chapter II discusses the historical aspects of organizational justice principles and provides a brief overview of procedural justice theory, which has been shown to play a role in employee-related job outcomes within policing (Bradford et al., 2014; Haas et al., 2015). The current study was built on the theory's four pillars which were designed to inspire police officers to be fair in processes, be transparent in actions, provide the opportunity to have a voice during social exchanges, and be impartial in decision-making when working with citizens in the community (Donner & Olson, 2019). These mechanisms can be employed by managers working in policing organizations when they are interacting with their subordinates, or police officers, and this ultimately can lead to organizational development of positive ethical behaviors from the inside out at their police departments.

Additionally, this chapter concentrates on the three most frequently cited sociopsychological theories within an organizational context: social exchange theory (SET), social learning theory (SLT), and general strain theory (GST). SET is frequently used to provide and explain the framework for procedural justice concepts, and it is thought to be one of the most useful theories in describing workplace interactions

(Cropanzano & Mitchell, 2005). SLT helps to explain how individuals learn from each other within work settings; and it partially reveals how police organizational subculture operates and how police officers learn positive and negative behaviors from each other (Maskaly & Donner, 2015). GST helps illustrate how internal and external occupational strains may affect employees and how these organizational strains might have an impact on policing organizations (Shim, Hoover, & Jo, 2015). These three theories—as well as procedural justice theory—are relevant to this subject because they are commonly built upon and cited in the literature as influential to fair policing from the inside out and they can assist in explaining how organizational dynamics and employee behaviors might have an impact on police officers (Van Craen, 2016b).

The latter part of this chapter will explore three areas of research related to this subject: job satisfaction, trust within the organization, and some existing research that surveys the impacts organizations have on their personnel from a multidisciplinary academic context. The topic of employee job satisfaction is vital to the current study because research has shown that organizational microaggressions have a significant impact on employees (Murphy & Tyler, 2008). The matter of trust within the organization is discussed because it can clarify how employees' confidence may affect organizational goals and outcomes (Weibel et al., 2016). Lastly, the section discussing the impact of organizational fairness on personnel provides a brief overview of the underlying literature, which illustrates the positive and negative effects organizational justice has on employees, the organization, and their customers (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). The conclusion will review the presented themes, and the summary will briefly introduce the reader to the topics covered in Chapter III.

Organizational Justice

The first subject presented in this literature review is the concept of organizational justice, which is pertinent because it is based on three key ideas that should be present in every civilized society, business environment, and public–service organization: fairness, equality, and justice (Donner et al., 2015). This section discusses some of the historical and fundamental principles surrounding the concept of justice; it also provides an overview of three separate dimensions of justice and the practical application of procedural justice theory. It concludes with a brief overview of the limited and available literature on the concept of internal procedural justice as it relates to the current study.

The concept of fairness in justice has its roots in 20th–Century political philosophy, specifically in the work of John Rawls, who was keenly interested in the concept of justice (Pogge & Pogge, 2007; Rawls, 1958). In 1958, he published one of his earlier works entitled *Justice as Fairness*, declaring therein that various scholars regularly confused the term *justice* with the term *fairness*. Rawls asserted that the best approach to understanding these terms is to view fairness as “the fundamental idea in the concept of justice” (p. 164). Since that time, justice and fairness have been heavily debated, and Rawls’s notion has been applied to many different circumstances and occupations.

More than 50 years later, academic and industrial practitioners frequently utilize the terms *fairness* and *organizational justice* interchangeably in their research (Reynolds & Helfers, 2019), and indeed, the terms are effectively synonymous. Organizational justice can be thought of as how employees perceive and react to the way their employer treats them in the workplace (Colquitt et al., 2013). Scholars have agreed that employees

who perceive their organization as fair are more likely to engage in more beneficial work-related behaviors (Colquitt et al., 2001).

The original concept of organizational justice is regularly divided into three different dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice refers to how resources available to employees might be distributed and allocated (Konovsky, 2000). The resources come with varying degrees of impact. For instance, resources with considerable impact are pay raises or promotions, whereas those with less impact are requested days off or positioning on a seniority list. Procedural justice focuses on the processes used to resolve a problem or arrive at a conclusion (Colquitt et al., 2001). Interactional justice addresses interactions between employees and employers, and it refers to the relations between individuals as well as whether employees are treated with politeness, respect, and dignity (Bies & Moag, 1986).

For the purpose of this research, organizational justice was defined from the perspective of procedural justice theory. Procedural justice theory proposes that police agencies can improve citizens' perceptions of their legitimacy and trustworthiness by engaging in behaviors that can be perceived as procedurally fair (Tyler, 2004). Van Craen (2016b) suggested that the same model can conceivably be applied to policing agencies from within to build trust and better relationships with citizens. Van Craen and Skogan (2017) also referred to this new form of organizational justice as "internal procedural justice."

Procedural justice theory encompasses four core elements: neutrality, voice, respect, and accountability (Tyler et al., 2007). The neutrality dimension focuses on the fair treatment of and decision-making regarding citizens. The voice dimension focuses

on the authority's ability to give people the opportunity to provide their account of events rather than police accepting one version of an incident. The respect dimension encourages individuals to treat everyone with dignity and courtesy. The accountability dimension requires that police provide a realistic explanation for decisions made by their respective police organizations. When these four components are combined and considered as one, they can help in forecasting many key organizational goals or outcomes (Colquitt et al., 2001; Tyler, 2003).

The same four concepts can be applied to internal organizational practices, and they can assist in a better organizational treatment of employees. Scholars have built their assumptions of internal procedural justice on the idea that fair and respectful treatment by police supervisors leads to more fair and respectful subordinates (Wu, Sun, Chang, & Hsu, 2017). As a result of this fundamental change from within, a more professional police force can emerge, one that is fairer and more respectful to citizens (Cohen–Charash & Spector, 2001; Van Craen, 2016b).

While procedural justice outside police departments is indispensable, there is a small but growing body of research suggesting that procedural justice within police departments is as imperative as the procedurally objective treatment of citizens in communities (Haas et al., 2015; Wolfe et al., 2018). However, this issue has generated limited interest and attention in policing organizations, and only a few studies are available exploring this concept in a policing context (Adebayo, 2005; Armeli, Eisenberger, Fasolo & Lynch, 1998; Currie & Dollery, 2006; Gillet, Haurt, Colomat, & Fouquereau, 2013; Hochwarter, Treadway, Witt, & Ferris, 2006; Parsons, Kautt, & Coupe, 2011; Tankebe, 2010).

Therefore, the objective of the current study was to expand the understanding of organizational dynamics within policing organizations and examine the effects of organizational justice on police officers and the citizens they serve, as organizational fairness is often considered the strongest predictor of employees' behaviors (Colquitt, 2008; Colquitt, Greenberg, Zapata-Phelan, 2005; Colquitt et al., 2013). The theoretical assumption of the current study was based on the work of Van Craen (2016a; 2016b) and his methodology and principles for achieving external procedural justice through fair policing from the inside out. Van Craen (2016a; 2016b) argued that policing organizations need to first focus on implementing principles of fairness within their organizations before they can expect police officers to practice them with citizens.

According to Van Craen (2016b), whether police officers treat citizens fairly depends on whether their supervisors internally apply the principles of neutrality, respect, voice, and accountability. Van Craen developed his theory by identifying *supervisor modeling* as a mechanism explaining interactional behaviors between supervisors, police officers, and citizens (Van Craen & Skogan, 2017). The concept of supervisor modeling is linked with SET, SLT, and GST, the three sociopsychological theories frequently cited by scholars investigating this topic (Ambrose et al., 2013; Konovsky & Pugh, 1994; Van Craen & Skogan, 2017; Wu et al., 2017). The subsequent sections briefly review these three theories.

Social Exchange Theory

Social Exchange Theory (SET) is often used to clarify how attitudes and interactions between different individuals influence the behaviors of employees and individuals (Emerson, 1976). To understand how SET fits into the current study, SET's

historical aspects are here examined, and an explanation is provided on how the theory applies to organizational culture within policing. The available and limited research on SET within the policing and procedural justice context is also reviewed.

During the 1950s, SET emerged as one of the most recognized means of explaining social interactions and obligations between two or more parties (Emerson, 1976). The theory proposes that social relationships between various individuals may take place in a variety of different settings, such as at home, work, or even on the street with a stranger. SET was further developed by later scholars, and the literature repeatedly references four in particular. Homans's (1958) SET design argued that social-exchange relationships are dependent on various resources and individuals' access to them, including money, services, or benefits. The links in this arrangement are dependent upon different parties exchanging these resources over time (Reader, Mearns, Lopes, & Kuha, 2017). Thibaut and Kelly's (1959) version of SET proposes that people must operate based on the assumption of reciprocity to sustain social relationships (Yang & Horak, 2019). Blau's (1964) SET model explored the justice-outcome interaction between employers and employees. This model sought to explain how organizational treatment might affect employees and their perception of the organization for which they work (Roch et al., 2019). Emerson's (1976) SET design proposes that reciprocity between parties is at the core of any relationship, and the relationship between two parties can only continue if there is a balance between them (Wang, Fang, & Fu, 2019).

The SET model can be applied to the organizational culture of policing. Superiors' organizational mistreatment of police officers or rank-and-file employees can be viewed as a form of unfair practice that results in a lack of support and understanding

in the organization. The abuse can eventually lead to police officers feeling neglected, ignored, and emotionally irritated. This type of treatment may subsequently lead to tense relationships within the policing organization, which can have an impact on the organization and work performance within it; later, this can result in negative interactions with the public.

While the model can indeed be applied to policing, research into that particular context is limited. The broader research suggests that neglecting employees at work may lead to negative behaviors and productivity within the organization (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Boateng, 2014). In fact, Colquitt et al., (2013) learned that the unjust treatment of employees by an organization eventually leads to unhealthy or weak internal relationships. This treatment is also linked to unethical work behaviors within the organization, which can be thought of as poor organizational citizenship behaviors (Konovsky & Pugh, 1994). These poor organizational citizenship behaviors can later be mimicked by police officers when interacting with citizens during their tours of duty. The aim of the current study was to assess how organizational treatment of police officers in terms of neutrality, voice, respect, and accountability might affect the officers' interactions with the citizens they serve in the context of SET's theoretical assumptions.

Social Learning Theory

Now that SET has been examined in the context of policing organizations, Social Learning Theory (SLT)'s principles can be similarly applied, as they explain how individuals learn various positive, negative, and sometimes immoral behaviors from one another. As with SET, the historical aspects of SLT are here explored, as are the four different forms of social-behavior learning among humans. The discussion includes the

available literature, which covers private–sector research on SLT and explains how the theory might be operationalized within policing organizations.

Bandura (1971) helped pioneer SLT, and other scholars later developed the concept, including Robert Akers, who was among the first to apply it to people's aggression and deviant behaviors. The theory provides insights into the concepts of attainment, preservation, and variation in criminal and abnormal acts (Akers & Jensen, 2006). This perspective includes social, nonsocial, and cultural influences that can be used to encourage or regulate numerous criminal and noncriminal actions. SLT suggests that individuals learn and imitate their behaviors from their family members, peers, coworkers, or direct supervisors, and these interactions might produce an inclination to engage in either compliant or deviant behaviors (Chappell & Piquero, 2004). The theory does not explain why individuals engage in various practices but instead suggests why individuals participate in different rituals that might be perceived as immoral or nonconforming (Akers, Greca, Cochran, & Sellers, 1989).

SLT encompasses four different aspects that explain various social behaviors among individuals working in occupational and nonoccupational settings: differential association, definitions, differential reinforcement, and imitation (Akers, 2017). Differential association refers to one's association with others and one's ability to learn behaviors from those with whom one interacts daily. The most popular and vital groups of people are close to the subject and include friends and family. The longer or more frequently one spends time with a group, the closer the relationship becomes, which has a weighty consequence on behavior (Moon, Hwang, & McCluskey, 2011). Definitions are referred to as one's justifications and excuses for engaging in unethical practices. These

could be obtained or learned by socialization in religious and political groups, in the work setting, or merely by adopting the general beliefs and option that support one's deviant behaviors (Carson, James, & O'Neal, 2019). Differential reinforcement refers to one's expectation of a reward or punishment if they engage in or refrain from participating in an activity. The better the prize or frequency of the opportunity, the more it is expected the person will engage in positive or deviant behavior (Clayman & Skinns, 2012). Finally, imitation covers one's engagement in actions that they have either directly or indirectly observed in others. The rank or status of the individual observed affects the likeliness that the behavior will be replicated or repeated by the observer (Bandura, 1971).

Academic research in private sector organizations has shown that the principles of SLT are relevant to understanding dynamics between supervisors and employees. Miao, Newman, Yu, and Xu (2013) used the principles of SLT to investigate relationships between ethical leadership and unethical, pro-organizational behaviors among 239 public service employees and their supervisors in China. The results of that study revealed a relationship between ethical leadership and unethical, pro-organizational behaviors. The authors concluded that employees who cultivate unethical behaviors "are dangerous because they may easily be overlooked by management and cause great harm to the organization's reputation and legal standing in the long-term (sic), especially if they involve bribery, lying to customers, and falsifying documents" (p. 650). In a similar study, Xu, Loi, and Ngo (2016) showed that ethical leadership behaviors foster workers' trust in the organization and their positive assessment of it. Further, Ruiz-Palomino and

Martinez–Cañas (2011) found that supervisors' behaviors affect employees' ethical intentions.

SLT can be operationalized in the context of police culture and misconduct in a variety of ways. Police officers work under constant pressure, and they often socialize with each other during and after work (Paoline & Gau, 2017). Conser (1980) determined that socialization among police officers leads to the creation of a police subculture. The subculture within a police department may eventually lead to the participation in and exhibition of behaviors that might be perceived as deviant or unethical (Lersch & Mieczkowski, 2005). Deviant behaviors within an organization might be justified and permitted because of shared subcultural values (Kappeler, Sluder, & Alpert, 1998). Subcultural and everyday interactions may also lead to peer pressure, which might create a work culture that permits or recognizes unethical behaviors as reasonable or appropriate (Kappeler, Sluder, & Alpert, 2005).

Building on this premise, Herbert (1998) concluded that police officers might engage in some unethical behaviors to achieve a particular position within their social system. Aultman (1976) suggested that police officers might learn unethical behaviors from their colleagues as they interact with them daily. The sense of belonging to the subculture can also lead to the reinforcement of immoral behaviors because being part of a group can create a strengthening factor (Conser, 1980). Conser further proposed that the learning process of unethical behaviors is strengthened by other officers because they all learn from each other. Alpert and Dunham (1997), for instance, noticed that police officers recognize receiving free meals, discounted services, or other free-of-charge benefits as the everyday perks of their occupation. Police officers felt that organizational

discipline for accepting these benefits was improbable, as these benefits were widely recognized and approved of by supervisors and other officers.

The goal of the current study was to examine if specific organizational dynamics might affect police officers' interactions with citizens based on some of SLT's theoretical assumptions. SLT literature from the policing perspective is limited; however, the available studies indicate that police culture might play a role in how police officers interact with each other and citizens during their daily tours of duty (Chappell & Piquero, 2004).

General Strain Theory

With SET and SLT applied to the context of policing, the discussion now pivots to GST, which is frequently used to explain why employees in continuous states of stress and pressure might develop unfavorable sentiments and transgressions aimed toward their organization, colleagues, and customers. GST is relevant because it might clarify how organizational indiscretions affect police officers in policing organizations. In addition to providing a basic overview of the theory and explaining the three different principles on which it is based, this section provides an overview of the literature on GST within a policing context, which is more comprehensive than that of SET and SLT.

Agnew's (1992) GST explains various types of nonconformist behaviors. When first introduced, the theory was used to investigate various populations and questionable activities in both occupational and nonoccupational settings (Agnew). Agnew's theory is frequently accepted because it acknowledges that individuals might suffer from several different sources of strain, and most strains are not necessarily associated with attaining value-driven satisfactions, such as money or success (Broidy & Agnew, 1997). Agnew

(1992) said his theory is based on three different principles. First, strain on an individual may be generated by the failure to achieve goals, such as a promotion or better job assignment within a police agency. Second, strain might also result from the elimination of positive incentives, such as a lack of lateral movement between different specialized units within the police agency. Finally, strain might occur if disadvantageous incentives are expected within a police agency, such as perceived discrimination or various forms of favoritism, cronyism, and nepotism.

GST's principles apply to various commercial and non-business organizational settings. Morris, Carriaga, Diamond, Piquero, and Piquero (2012), for instance, used GST to study the social interactions and strains placed on imprisoned individuals, and the researchers found that the stress and struggles associated with prison life are unquestionably linked to various penitentiary wrongdoings. GST can also be applied to various work-related dynamics, environments, and inner and outer groups of people, as well as to police officers who work in the same environment for numerous years or even decades.

The more comprehensive literature on GST within a policing context suggests that anger might play a significant role in the relationship between stress and deviance (Agnew, 2001; Griffin & Bernard, 2003; Mazerolle & Piquero, 1997). A handful of studies have shown that GST might help explain police officers' abuse of alcohol, their leaving an agency, and their organizational commitment (Moon & Jonson, 2012; Shim et al., 2015; Yun & Lee, 2015). GST plays an essential role in the connection between procedural justice and people's willingness to obey police officers (Barkworth & Murphy, 2015; Murphy, 2009; Murphy & Tyler, 2008). When these studies are

considered, one can conclude that GST might have an impact on police officers' occupational and operational behaviors both within organizational culture and outside with citizens.

Stress is present in all parts of life, including relationships and occupational settings (Aseltine et al., 2000). Nevertheless, policing organizations and their work environments are different because police officers must often operate within a paramilitaristic organizational structure (Biggs & Naimi, 2012). Koslicki (2017) defined a paramilitaristic organization as one that functions based on “a set of beliefs or ideologies that mirror that of the U.S. military—namely, a set of values that embraces aggression, the use of force to solve problems, and the glorification of paramilitary power and strategies” (p. 733). A paramilitaristic organizational structure forces police officers to function by their agency’s basic rules and general orders, and it also requires them to follow and enforce the federal, state, and local laws (Bayley & Shearing, 2001). When all these organizational requirements are considered, one can conclude that police officers often work in high–stress environments, which puts various constraints on their conduct both on and off duty (Hickman, Piquero, Lawton, & Greene, 2001).

Lieberman et al., (2002) found that the law enforcement occupation itself places a considerable amount of stress on police officers by exposing them to a variety of law enforcement and safety–related duties that include dealing and interacting with uncooperative suspects, being the first responder to traumatic or life–altering events, or having to experience a disturbing occurrence. In addition to job–related stressors, police officers are often faced with scrutiny from the public and the media (Alpert & Smith, 1994; Nix et al., 2018; Slate, Johnson, & Colbert, 2007). However, while research points

to various occupational stressors within the policing profession, some scholars have found that job-related stressors can be aggravated by organizational practices and procedures (Huddleston, Paton, & Stephens, 2006). Furthermore, various additional research into occupational stress has revealed that occupational factors might contribute to police officers' job-related stress significantly more than actual police-related daily duties (Gershon, Barocas, Canton, Li, & Vlahov, 2009; McCarty & Skogan, 2013; Shane, 2010). The goal of the current study was to investigate if organizational justice and the strains associated with it might have an impact on police officers and, later, citizens.

Job Satisfaction and Morale

Clearly, SET, SLT, and GST offer insights into why police officers learn behaviors from one another and how organizational strains affect their demeanor and interactions with the public. The concepts of job satisfaction and morale are also relevant to the organizational dynamics of policing organizations, as research has shown that employees' satisfaction frequently affects their morale regarding their organization and its purpose (Luchman & González-Morales, 2013). To explore this, an overview of the academic literature on job satisfaction and morale as it pertains to the private and public sectors is undertaken below, including a presentation of the various academic inquiries that GST built. This section concludes with a review of the research into police officers' job satisfaction and the effects it has on policing organizations and their staff.

Spector (1997) defined job satisfaction as the positive or negative feelings people have about their jobs and careers. The general hypothesis regarding job satisfaction is that employees who feel good about their vocation and their place of work will positively engage with their coworkers, supervisors, and customers (Fosam, Grimsley, & Wisher,

1998). On the other hand, employees who are dissatisfied with their position, workmates, or employer will take part in deviant behaviors and actions that might destabilize the organizational goals and objectives (Brief & Weiss, 2002). Rue and Byars (2003) contended that dissatisfied employees might be inclined to create various problems for their organization, and businesses with discontented personnel might experience higher turnover rates, tardiness, absenteeism, and even structural sabotage. Research within the private sector has shown that organizational wrongdoings have a bearing on employees' satisfaction with work and overall commitment to work and the employer (Brown, Treviño, & Harrison, 2005; Murphy & Tyler, 2008).

Seen through the prism of GST, one could argue that police officers whose organization and supervisors mistreat them and who must work under constant pressure can develop organizational citizenship behaviors that sooner or later affect their job satisfaction, morale, and even motivation (Mohajan & Datta, 2012). Numerous inquiries have been dedicated to the issue of job satisfaction within policing (Kuo, 2015). The most wide-ranging collection of research is focused on officers' gender, race, age, years of service, education, marital status, military service, years of experience, types of specialty assignments, and rank or status within the organization (Brady & King, 2018; Buzawa, 1984; Dantzer, 1994a, 1994b; Dantzer & Kubin, 1998; Forsyth & Copes, 1994; Greene, 1989; Johnson, 2012; Miller, Mire, & Kim, 2009; Paoline, Terrill, & Rossler, 2015; Rhodes, 2015; Zhao, Thurman, & He, 1999). Generally, this research has revealed very little statistical significance and very few common findings that could offer more clarity on this complicated subject within the law enforcement vocation. For instance, research on years of service and job satisfaction has shown minimal and sometimes

irrelevant relationships (Brunetto & Farr–Wharton, 2003; Hoath, Schneider, & Starr, 1998). Studies into officers' gender and job satisfaction have also delivered a wide range of contradictory conclusions, as several examinations pointed to no disparity in job satisfaction among male and female officers (Dantzker & Kubin, 1998; Zhao et al., 1999), whereas Aremu and Adeyoju (2003) found that female police officers are frequently more satisfied with their careers than their male counterparts.

Additional research into police officers' job satisfaction has centered around work–related attitudes (Van Craen & Skogan, 2017). Buzawa (1984), for instance, analyzed seven officer–satisfaction attitudes regarding adequacy of benefits, social value and prestige, quality of supervision, job stress, family relations, self–fulfillment, and satisfaction with advancement opportunities, and this analysis found an interdependence between self–fulfillment, advancement opportunities, and job satisfaction. Furthermore, Zhao et al., (1999) studied the impact of skills, task identity, and task significance on job satisfaction among police officers employed by the Spokane Police Department. The investigators determined that the “work environment is an essential feature of police officers' job satisfaction” (p. 167). In a more recent study, Johnson (2012) focused on the influence of job–related sentiments, such as job autonomy, job stress, employee role conflict, and cynicism, on police officers' job satisfaction. The results of the current study indicated that job satisfaction among police officers is positively related to their independence and peer solidarity.

Job satisfaction and morale are relevant because research suggests that internal and external work environments, similar to internal and external procedural justice practices, are more crucial than police officers' biographical characteristics. Studies

within policing have also shown that positive organizational dynamics have a parallel impact on officers' satisfaction with their career and employer (Myhill & Bradford, 2013). The goal of this current study was to advance the understanding of this problem and assess how organizational dynamics might affect police officers working for two small policing organizations.

Trust within the Organization

Like job satisfaction and morality surrounding the current study, trust within organizations is relevant because it might clarify how confidence affects the organization, its employees, and, ultimately, customers (Weibel et al., 2016). Van Craen and Skogan (2017) proposed that organizational trust may have an impact on internal and external procedural justice practices, as police officers who trust their supervisors might have more trust in their organization and, later, in the citizens they serve. Therefore, the discussion now turns to two forms of trust and explains why trust is essential to most relationships and civilized societies. Rothstein and Stolle's (2008) three mechanisms of trust in public and government institutions are examined below, as is their applicability to policing organizations. Finally, this section concludes with a review of studies on trust within organizations and their influence on employees.

Police officers' confidence in citizens is imperative because if the public cannot be trusted, then no one can be trusted (Clark, Davidson, Hanrahan, & Taylor, 2017). Van Craen (2016a and 2016b) proposed that unbiased organizational practices have an influence on police officers, which in turn enhances their trust in their organization and, later, the communities they serve. Academic literature often references two types of trust present within societal or organizational cultures: general trust and specific trust

(Glanville & Paxton, 2007). Stolle and Hooghe (2004) characterized general trust as a fundamental human instinct that encompasses connection, acceptance, and success. These characteristics are essential in democratic societies, work settings, organizations, and even within more substantial groups of people that interact and live with one another. For example, Jamal and Nooruddin (2010) noted that trust is important because it can “further contribute to citizens’ normative commitments to democratic values and their rejection of authoritarian appeals” (p. 45). On the other hand, specific trust covers smaller groups of individuals and is present in relationships among close friends or coworkers (Sztompka, 1999). The specific trust between smaller groups of people can be found among police officers working at police departments, as they must always trust and depend upon one another (Constable & Smith, 2015).

According to Freitag and Traunmüller (2009), when general and specific trusts are factored into personal relationships, research suggests that individuals who do not trust their immediate group of associates will have a difficult time trusting people outside that group as well. This concept applies to policing in the context of officers working within untrusted or unethical organizations. As research has shown, police officers who do not trust their immediate supervisors have a difficult time trusting citizens (Wolfe & Nix, 2017).

Using Van Craen’s (2016a) notion of trust in citizens as a foundation, the literature on trust repeatedly mentions Rothstein and Stolle’s (2008) argument on the significance of the public’s trust in state institutions. The two authors suggested three different mechanisms that might sway institutions, misrepresentations, and social capital with citizens:

First, various levels of institutional efficiency and fairness influence the individual agent's perception of his/her safety and security. The absence or presence of fear of others will obviously influence the belief that most other people ought or ought not to be trusted. Second, they determine the individual agent's inference from those who are given the responsibility of guarding the public interest to the rest of society. For example, if those in positions of responsibility cannot be trusted, then most other people can surely not be trusted. Third, they shape the observance of the behavior of fellow citizens, as institutional fairness sets the tone. The message of corrupt systems is, for example, that in order to get what one needs in life one must be engaged in various forms of corruption. Hence the individual agent will witness the use of corruption among fellow citizens and will feel obliged to engage in corrupt practices in order to get what he or she deems necessary in life. (p. 446)

Rothstein and Stolle's three mechanisms can be further applied to the law enforcement ecosystem, as police officers' perceptions of their internal procedural justice processes might impact their trust in their direct supervisors, which might later affect their trust in citizens (Haas et al., 2015). Conversely, supervisors who create a supportive environment and favorably treat police officers might increase their trust in the organization, which might ultimately affect officers' view of their direct superiors and the public itself (Nyhan, 2000; Wolfe & Nix, 2017).

Research on trust within organizations and among employees suggests that trust might affect employees' compliance within organizations as well as the organizational goals and objectives (AL–Abrrow, Shaker, & Harooni, 2013; Colquitt, 2001).

Braithwaite and Makkai (1994), for instance, demonstrated that agreement with organizational rules is more significant between employees who feel equally treated and are recognized as dependable than among those who feel they are perceived and treated as unworthy. Likewise, other studies have made similar findings. Kim and Mauborgne (1993) determined that trust, commitment, and satisfaction directly and indirectly influence compliance with rules and regulations. Moreover, Scholz and Lubell (1998) confirmed that increased trust in government entities and their employees has an apparent relationship with tax compliance. Furthermore, Yang (2005) found that “trust, unless otherwise proved, should become an ethical imperative for administrators and an institutional principle for system designers” (p. 282). These and additional studies have shown that trust plays a vital role within organizations and their rules and objectives (Tyler, 1998).

The academic research suggests that trust within the organization, among employees, and, subsequently, customers or citizens plays a vital part in forming and cultivating positive and prosperous businesses and formal or casual relationships. The goal of the current study was to shed light on how trust might influence some of the dynamics between police officers and supervisors as well as how those underlying forces influence police officers' performance and behaviors in the police department with administrators and in public with citizens.

Impact of Organizational Fairness on Personnel

This final section reviews and builds upon some of the research and themes explored and discussed up to this point. Multidisciplinary academic research into this subject matter is covered in general terms, and this inquiry's relationship to the current

study is clarified and assessed. The section also provides an examination of the literature pertaining to organizational fairness from an SET perspective. An overview of organizational citizenship behaviors theory and its relationship to the present argument is also presented. A review of studies based on the concepts of GST are then explored in order to offer some research that provides an alternative view on the impact of organizational injustices within the private sector.

Jobson and Schneck (1982) asserted that one of policing's organizational goals should be employing "civility in the process of police interaction with citizens" (p. 31). The impact of organizational justice on employees and their customers has been recognized in a variety of work settings, relationships, and professions (Colquitt et al., 2001). The academic literature suggests that organizational fairness might play a significant role in the relationships between employers and employees (Oren, Tziner, Nahshon, & Sharoni, 2013). Various studies on organizational fairness have shown that companies have an impact on employees' productivity, performance, occupational citizenship behaviors, commitment to organizational goals, retention rate, counterproductive work behaviors, and overall job satisfaction (Colquitt et al., 2001). This section reviews some but not all of the above-noted themes, and it focuses on organizational justice concepts related to police organizations.

Based on the principles of SET, which were reviewed earlier, some academic research has focused on the relationship between procedural fairness and work performance (Masterson, Lewis, Goldman, & Taylor, 2000). Work performance is commonly defined as employees' willingness and motivation to perform their duties. The study of performance at work goes back to the 1920s and is frequently connected to the

now-famous Hawthorn experiments (Stand, 2000). The first set of studies focused on the effects of lighting and productivity on employees in a factory setting, while the second set of experiments investigated the relationship between work breaks, work hours, and the overall productivity of workers (Chen, Weg, Hofmann, & Reisinger, 2015). Various researchers have argued and disputed the scientific methods, practicality, and results of the Hawthorn studies for several decades; nevertheless, most scholars agree that management's respect for and attention to their workers in these studies had a more significant impact on employees than the actual physical conditions they worked in (Jones, 1992).

An SET perspective on this issue is frequently used to demonstrate the relationships and transactions that take place between employees and the organization (Cropanzano & Prehar, 1999). Academic research on SET views performance as connected to the exchange taking place between the organization and the employee (Cropanzano & Mitchell, 2005). Orpen (1994), for example, investigated the relationship between perceived organizational support and employee performance among 120 employees at a South African financial firm. The researcher established that positive exchanges between employers and employees strengthen and affect their efforts and performance. Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) also found similar results in their study, which showed that perceived organizational support affected organizational commitment and job performance among employees at a sizeable mail-sorting facility.

Most work settings are like traditional bazaars because they are crowded with different individuals, entities, forces, or dynamics continuously striving to achieve goals

(Rusbult, Farrell, Rogers, & Mainous, 1988). Every organization wants to provide services to their customers, and individuals working for the organization want to have a safe and respectful place to work, benefit from advancement opportunities, and, ultimately, receive fair pay for their work (Low, Bordia, & Bordia, 2016). All involved parties must work in harmony and peace in order to achieve their goals. Randall, Cropanzano, Bormann, and Birjulin (1999) measured various transactions between the organization, supervisors, and employees. The results in the current study likewise indicate that positive interactions between all involved entities lead to various constructive work–related outcomes, such as better job performance and more constructive organizational citizenship behaviors.

Daniel Katz and Robert Kahn (1978) are credited with pioneering organizational citizenship behaviors theory during the early 20th Century. Organ (1988) later characterized organizational citizenship behaviors as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4). Organizational citizenship behaviors are often identified based on a large variety of different job–oriented outcomes. These include but are not limited to employees’ inclination to engage in activities that might or might not be related to their official job duties, taking care of or protecting the employers’ property, cooperating with coworkers, showing up on time or leaving work at the appropriate time, or helping others (Lin, Lyau, Tsai, Chen, & Chiu, 2010).

The available research on organizational citizenship behaviors is abundant, and it suggests that organizations that treat their employees equally experience healthier work

environments, more satisfied employees, and improved results with their customers and the communities they serve (Bergeron, Shipp, Rosen, & Furst–Holloway, 2013). Ertürk (2007) studied the relationship between organizational justice and employees' trust in their supervisors among Turkish academics. The researcher found that trust in management facilitates the relationship between organizational justice and organizational citizenship behaviors, and organizational justice “has a dominant effect on organizational citizenship behaviors both directed to the organization and directed to the individual in Turkey” (p. 266). Additionally, Asgari, Nojabaei, and Arjmand (2011) analyzed the effects and relationships between procedural justice and the organizational citizenship behaviors of employees at the Islamic Azad University. In their expanded four–component model of procedural justice, the investigators established that distributive, procedural, interactional, and informational justice have an impact on employees’ organizational citizenship behaviors. The researchers demonstrated that there “exists a significant relationship between procedural justice and informational justice with the organizational citizenship behavior” (p. 147). Oren et al., (2013) also explored organizational citizenship behaviors, organizational justice, and workplace motivation among 151 employees, establishing that employees who feel they are treated well by their organization are more likely to reciprocate organizational citizenship behaviors, which later adds to the overall growth of the organization.

Organizational commitment within the private sector has been studied for decades, and the primary focus of this research is to investigate how employers can engage their workers and motivate them to do their jobs (Dorgham, 2012). Organizational commitment is defined from several different perspectives and is often considered as

one's attitudes and orientation toward one's organization or employees' allocation of authority and loyalty to the company (Hosseini & Nia, 2015). Mowday, Porter, and Steers (1982) characterized organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (p. 27).

A significant amount of attention to organizational commitment has been given to the private sector, while there has been a dearth of research concerning organizational commitment within policing (Moon & Jonson, 2012). Organizational commitment for police agencies is important because police officers have a difficult job to perform; they are often faced with duties that most mainstream professionals do not encounter. Police officers are required to work irregular and long hours, and they engage and work with challenging subjects; sometimes, they have to make life-and-death decisions in a short amount of time (Anshel, 2000). Engagement in these duties may create a strain on police officers that might affect their organizational commitment. Thus, having a committed workforce is paramount for all police organizations (Beck & Wilson, 1997).

Moon and Jonson (2012) used the fundamental GST ideas reviewed earlier to explore organizational commitment among police officers working in stressful environments. The researchers found that police officers exposed to various occupational strains are less committed to their agency than those who work for more supportive organizational environments. The researchers concluded that it is in the best interest of police administrators to have a supportive and positive work environment in order to compensate for these adverse outcomes. Additional but also limited research on organizational commitment among police officers has shown that a lack of commitment among employees within policing agencies has an impact on cynicism, turnover

intention, stress, and alienation, and it even creates an increased inclination to make unethical decisions (Haarr, 2005; Hunt & McCadden, 1985; James & Hendry, 1991; Koslowsky, 1991; Martelli, Waters, & Lartelli, 1989; Niederhoffer, 1967).

Police officers who feel they are treated well by their organization are less cynical and more committed to their organization's goals and objective (Johnson, 2012). This hypothesis was tested and corroborated by two recent studies. In the first, Bradford and Quinton (2014) examined the English constabulary, finding that officers' confidence in their police organization is correlated with their support for democratic policing practices. Likewise, Bradford et al., (2014) established that effective organizational justice practices have a positive impact on police officers' willingness to take on new roles, their views of the communities they serve, and their compliance with organizational rules. The findings in these two unique studies are significant because they imply that positive internal organizational practices lead to a more professional and organized workforce (Stanko, Jackson, Bradford, & Hohl, 2012).

Conversely, research on organizational injustice within the private sector has shown that perceived organizational biases might lead to a variety of negative interpersonal and organizational deviances, such as withholding information, stealing, disobedience, physical violence, and verbal abuse (Berry, Ones, & Sackett, 2007). There is an abundance of research demonstrating that employees who feel they are mistreated by their organization will engage in disruptive and sometimes harmful behaviors, which eventually have an adverse impact on the organization and its employees (Holtz & Harold, 2013). O'Leary-Kelly, Griffin, and Glew (1996) based their research on the SLT principles discussed earlier, and their research established that organizational culture

contributes to organizationally motivated aggressions and violence. Furthermore, Mayer, Kuenzi, Greenbaum, Bardes, and Salvador (2009) examined the trickle-down effect between top management, supervisors, and occupational citizenship behaviors among 904 employees and 195 managers at numerous departments within a company. Their research was able to demonstrate that ethical leadership trickles down from one level of the organization to the next.

The organizational justice paradigm and the three reviewed sociopsychological theories have advanced the understanding of employee behaviors and attitudes in various organizational settings. The available academic research demonstrates that organizational fairness has a wide range of effects on employees. The objective of this research was to expand on this subject matter and demonstrate how procedural justice elements and dynamics within a small police agency affect the agency, its police officers, and the public they serve. The fair treatment of employees within the police organization might ultimately affect the organizational practices within the agency and later in the community through fair, respectful, and professional engagement with the public.

Conclusion

The above literature review identified several vital themes relevant to the current study. The concept of organizational fairness was explored, as its origins provide a theoretical background for procedural justice theory. Procedural justice theory was discussed, as the current study is based on it and the concept of organizational fairness was defined from this point of view. The review also revealed that a significant quantity of research into organizational justice has shown that employees who are treated fairly by their organizations have the predisposition to engage in positive work-related behaviors

that ultimately benefit the organization, personnel, and citizens (Colquitt et al., 2001).

Most of the research surrounding this concept has been dedicated to the private sector and has been predominantly based on three sociopsychological theories: SET, SLT, and GST (Donner et al., 2015). These three theories were examined in this literature review to aid in understanding how employees learn from each other and how organizational strains impact their personnel.

The available research on procedural justice theory suggests that it offers numerous benefits to police officers and citizens, and some of these benefits include improved police legitimacy, better trust with citizens, and citizen compliance with police during citizen encounters (Jackson, Bradford, Hough, Myhill, Quinton, & Tyler, 2012; Sunshine & Tyler, 2003; Tyler, 2003). Only a small number of studies have been conducted on internal procedural justice in the last few years, and these have shown that procedural justice within a police department has a significant effect on police officers' job satisfaction, job retention, organizational commitment, compliance with organizational rules, and misconduct (Haas et al., 2015; Nix & Wolfe, 2016; Tankebe, 2010; Wolfe & Nix, 2016; Wolfe & Piquero, 2011). Nevertheless, there appears to be a substantial gap in the literature with reference to the relationship between procedural justice within a police department and the procedural justice officers provide to their communities (Donner et al., 2015; Tankebe, 2014; Van Craen & Skogan, 2017).

The goal of the current research was to add to the current body of literature on this topic by exploring internal procedural justice dynamics within two small but similar municipal police departments located in the United States, building upon existing research to add to its validity and offer new information for administrators and police

officers employed by most police departments in the United States. The primary purpose of this research was to emphasize the importance of organizational justice within small police agencies and the role organizational justice plays in influencing police officers' conduct within their department and in their interactions with citizens in the community (Myhill & Bradford, 2013; Tankebe, 2014; Wolfe & Piquero, 2011).

Summary

Based on the reviewed literature, the importance of organizational fairness within the private sector and policing organizations appears to be monumental. Everyone wants to be treated fairly, and this notion applies to members of an organization as well as its clients. Fair treatment of employees has been shown to foster a wide range of benefits to both the organization and the employees. In the policing context, the treatment of citizens—in other words, customers of the police—is even more critical due to a considerable number of adverse police and citizen encounters during the last few years in the United States. Nevertheless, the limited amount of research on organizational fairness within the policing sphere suggests that there is a necessity to explore this topic further, which is the fundamental goal of the current study.

In Chapter III, a review of the methodology used for the current study will be presented. Above all, the next section will focus on research design, participants, data collection, analytical methods, and study limitations. Chapter III will culminate with a summary of the presented topics, and it will introduce the last chapter of the current study.

CHAPTER III

METHODOLOGY

Introduction

In the previous chapter, the researcher reviewed the literature on procedural justice and the impacts organizations have on their employees. Chapter III presents and reviews the current study's research methodology and covers five topics relevant to its research model. The Research Design section provides an overview of methods and procedures. The Participants section describes the physical makeup of participants. The Data Collection section outlines the procedures and methods used to collect data. The Analytical Methods section explains the statistical techniques and procedures used to process those data. The Limitations section lists several constraints. Finally, the last section summarizes the topics discussed and introduces the themes covered in the next and final chapter.

The current study was guided by the research questions below.

1. What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice?
2. Which perceived types of organizational fairness are connected to police officers' self-reported utilization of external procedural justice in their interactions with citizens?

3. What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice, and is that relationship dependent on an officer's employment in either Police Department Alpha or Police Department Beta?

Research Design

This section provides a basic overview of the current study's theoretical framework. The main objective of the current study was to assess whether internal organizational dynamics in smaller policing organizations have an impact on the attitudes and practices police officers utilize in the community. The study was designed to offer insights into internal procedural justice dynamics to police administrators tasked with managing and leading smaller policing organizations. Research Question 1 sought to assess relationships between internal and external procedural justice dynamics among police officers. Research Question 2 sought to identify specific organizational dynamics that might have an impact on external procedural justice practices. Research Question 3 sought to assess whether there were differences in procedural justice dynamics between the two policing agencies the current study surveyed. The survey used for the current study was derived from previous research, and the procedures employed during the current study were designed to be of minimal risk to the participants (Van Craen & Skogan, 2017).

The researcher used a quasi-experimental and quantitative research design to answer the three proposed research questions. This methodology was chosen to aid the analysis of all variables and to establish if a relationship exists between the predictor variable, which was internal procedural justice, and the outcome variable, which was

external procedural justice (Donner et al., 2015; Donner & Olson, 2019; Van Craen & Skogan, 2017; Wu, Sun, Van Craen, & Liu, 2017). This method is frequently used and validated by a variety of researchers examining this topic (Sun, Wu, Van Craen et al., 2018; Van Craen, 2016a, 2016b; Van Craen & Skogan, 2017; Wu et al., 2017).

Furthermore, quantitative research is regularly used to answer relational questions and to provide “explanations and predictions that will generate to other persons and places. The intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory” (Williams, 2007, p. 66). Likewise, Leedy, Ormrod, and Johnson (2019) postulated that quantitative research is appropriate for analysis, investigation, and the validation of general theories.

The literature on this topic is limited; as of 2019, only seven studies had been completed around the world (Donner & Olson, 2019). Most of these studies focused on large or national police forces. For example, Van Craen and Skogan (2017) focused on procedural justice and policing within a large police department; Wu et al., (2017) studied the effects of procedural justice on Taiwanese police officers; Jonathan–Zamir and Harpaz (2018) assessed procedural justice policing within the Israeli National Police; and, most recently, Donner and Olson tested similar assumptions at a smaller police department in the Midwestern United States. In order to build on that work, the current study’s research design focused on two smaller police departments, as there appears to be a substantial gap in the literature on smaller municipal police departments and their internal and external procedural justice dynamics, especially in the United States.

The survey was designed with numerous aspects in mind. The predictor variable in the current study was internal procedural justice. This variable was operationalized

using five distinct internal procedural justice subscales, and the survey asked participants to rate their internal procedural justice experiences on a six-item Likert-type scale. The participants were asked to rate their perceptions of and experiences with their superiors' trust, voice, respect, neutrality, and accountability, as well as their perception of fairness in discipline, job assignments, and promotions. The outcome variable was external procedural justice. This variable was operationalized using five distinct external procedural justice subscales, and the survey asked participants to rate their perceptions of and experiences with external procedural justice on a six-item Likert-type scale. The current study's survey questions were used because they were theoretically similar to those of previous research; they also integrated the four fundamental pillars of procedural justice research, which are trust, voice, respect, and neutrality (Donner & Olson, 2019; Jonathan-Zamir & Harpaz, 2018; Van Craen & Skogan, 2017). Both internal and external subscales were combined into one score to measure both internal and external procedural justice. The two scores were then used to compare and measure correlations between the two variables, and the scores were used to compare results between the current study's two participating police departments.

The research's theoretical assumption was that procedurally just organizations that focus on the fair treatment of their employees cultivate a workforce that is more procedurally just toward both their organization and its customers (Cohen-Charash & Spector, 2001). In particular, the researcher theorized that police officers who perceive that they are treated fairly and properly by their police department (internal procedural justice) practice fair and appropriate treatment of citizens (external procedural justice). In his research, Van Craen (2016a, 2016b) proposed that police officers who have a deep

trust and respect for their organization will develop similar emotions and opinions about the public they serve. Trust and respect for the organization might be a result of its treatment of employees with respect to discipline, job assignments, and promotions as well as the fundamental procedural justice concepts of trust, voice, respect, and neutrality. In Van Craen's (2016a) notion of supervisor modeling, he contended that police supervisors are the moral compasses of their subordinates and guide them toward proper and positive thinking about the society in which they must operate. Thus, administrators who do not treat their police officers in an honest manner instill negative sentiments. As a result, police officers will believe that citizens do not respect the law or police officers and are therefore unworthy of dignity and respect.

While rooted in the above assumption, the current study's research questions were also inspired by previous studies exploring this topic. The researcher identified two smaller police departments, and an extant survey was adapted to query internal and external procedural justice dynamics between police officers and the communities they serve. The data were obtained via an online survey, and the results were analyzed to determine if internal procedural justice dynamics in smaller police departments impact external procedural justice practices in communities. This researcher presumed that police officers with a higher perception of better treatment through the usage of internal procedural justice are more likely to practice and utilize external procedural justice when interacting with the public. Differences between the two departments were then examined.

Participants

This section describes the number of study participants, their individual characteristics, and their group characteristics. Participants were police officers and sergeants employed by two municipal police departments in the Midwestern United States. In order to protect the identities of both departments and their officers, the former were identified as Police Department Alpha and Police Department Beta.

In August 2019, Police Department Alpha employed 126 officers and 20 sergeants, and Police Department Beta employed 94 officers and 14 sergeants. All partakers were invited to participate on a voluntary basis. One department was selected because the researcher worked for it, and the other was selected because the researcher knew individuals who worked for it. The sampling method was therefore one of convenience.

In total, 254 individuals were encouraged to participate, and the researcher collected 128 responses from both agencies. Out of those respondents, one declined to provide written consent to participate, and another did not respond to the researcher's request for written consent. Accordingly, these two individuals were excluded from the study. The researcher obtained 66 fully completed and 14 unfinished surveys from Police Department Alpha and 33 fully completed and 13 unfinished surveys from Police Department Beta. Because the incomplete surveys were missing a large amount of data, 27 of them were excluded. As a result, the current study's total sample size was $n = 99$, and there was an overall response rate of 39% from both police departments (45% or 66 responses from Police Department Alpha and 30% or 33 responses from Police Department Beta).

The sample consisted of 75 (75.8%) men and 23 (23.2%) women; one respondent did not identify their gender. The sample was comprised of 66 (66.6%) White people, 17 (17.2%) Black, 8 (8.1%) Hispanic, and 8 (8.1%) other. Ages ranged from 21 to 55 years, and 81 (81.8%) of participants were 31–40. Participants had worked in law enforcement for as little as a year and as long as 26 years or more, and 62 (62.7%) said they had between 11 and 20 years of experience. A plurality—48 (48.5%)—were police officers assigned to patrol duties, while 28 (28.3%) were detectives assigned to specialty units and 23 (23%) were sergeants. Most participants—60 (60.6%)—reported having a bachelor’s degree, 19 (19.2%) reported a master’s, and 4 (4%) reported a professional degree. For more detailed demographic information on the current study’s participants. Please see Table E1 in Appendix E.

Data Collection

This section discusses data collection procedures and methods of survey administration. The survey was obtained and adapted from procedural justice research (Van Craen & Skogan, 2017). While only seven studies of this type had been conducted as of 2019, all the current study’s scales and subscales were validated in similar academic studies. In summer 2018, the researcher met and spoke with Skogan and later obtained permission to adapt the survey.

In fall 2018, the researcher reached out to the chiefs of the two participating police departments and met with them to discuss the possibility of conducting this research in their departments. Both were familiar with the researcher. Additionally, about two years earlier, the researcher collaborated with colleagues to design and administer procedural justice training at one of the participating departments. Both chiefs ultimately

granted the researcher permission to conduct the current study. It should be noted that while the researcher used a convenience sampling method, the departments were also selected because they were similar in size, location, and internal and community demographics.

The researcher designed an informational flier apprising potential participants of the upcoming survey in their respective departments (Appendix D). In mid-July 2019, the researcher emailed all participants using their professional addresses and informed them of the forthcoming study at their respective departments. Approximately two weeks later, informational fliers were posted around both departments in order to inform and encourage officers to participate. The researcher also spoke in person, via email, and via telephone with numerous officers at both agencies to encourage them to participate. In order to further encourage engagement, an incentive was offered to those who completed the survey; specifically, the researcher raffled off three \$50 gift cards to Starbucks®.

The survey consisted of 62 items. All subscales used a six-point Likert-type scale ranging from 1 to 6 (very fairly/strongly agree to very unfairly/strongly disagree). Question 1 asked participants to consent to participate by clicking the agree button at the bottom of the form. Question 2 asked them to identify their police department. Questions 3–6 asked about their procedural justice training experience. Questions 7–16 asked about their department's organizational dynamics in relation to fairness in discipline, job assignments, and promotions. Questions 17–36 asked about their knowledge of organizational procedural justice concepts, such as supervisors' trust, voice, respect, neutrality, and accountability. Questions 37–56 asked about their perception of procedural justice engagement in their communities, focusing on elements such as

citizens' trust, voice, respect, neutrality, and accountability. Lastly, questions 57–62 asked about their demographic profile, including rank, gender, age, race, length of employment within law enforcement, and level of education.

The current study's survey was selected for a variety of reasons. Primarily, the researcher sought to examine organizational fairness in policing from the perspective of procedural justice, and all the survey's items, or questions, originated from one of the first studies on procedural justice in policing. This survey has since been adapted and validated in virtually all other cited studies of this type (Ivković, Peacock, R, & Mraović, 2019; Skogan, Van Craen, & Hennessy, 2015; Sun, Liu, Wu, & Van Craen, 2020). Likewise, the survey itself addressed and incorporated all the components of procedural justice, which encompass dimensions of trust, voice, respect, neutrality, and accountability. As stated earlier in this manuscript, these components are frequently referred to as the four pillars of procedural justice, and they refer to an organization's fairness in its processes, transparency in its actions, impartiality in its decision-making, and willingness to provide the opportunity to be heard. The researcher was interested in the assessment of these dimensions because "procedural justice research has shown that people care not just about maximizing their outcomes, or even about the distributive justice of their outcomes, but also care, independently, about the fairness of the process by which those outcomes were obtained" (Hollander–Blumoff & Tyler, 2008, p. 477). Lastly, the study sought to assess connections between internal and external procedural justice dynamics from an empirical perspective to add to the limited but growing body of literature on this subject and to enhance the validity of the existing survey, as there is still skepticism and criticism regarding whether procedural justice can be studied, explored,

and measured in a policing agency (Donner et al., 2015; Gau, 2011; Harkin, 2015; Johnson, Maguire, & Kuhns, 2014; Jonathan–Zamir et al., 2015; Kochel, 2012; Pryce et al., 2017).

The predictor variable was internal procedural justice, and it was measured with 20 different questions using a six–item Likert–type scale. The range of possible scores for internal procedural justice was 1 to 6, with a lower score indicating a higher perception of internal procedural justice and a higher score indicating a lower perception of internal procedural justice. The outcome variable was external procedural justice, and it was measured with 20 different questions using a six–item Likert–type scale. The range of possible scores for external procedural justice was 1 to 6, with a lower score indicating a higher perception or utilization of external procedural justice and a higher score indicating a lower perception or utilization of external procedural justice. The three organizational dynamics (fairness in discipline, job assignments, and promotions) were measured with 10 different questions using a six–item Likert–type scale. The range of possible scores for organizational dynamics was 1 to 6, with a lower score indicating a higher perception of fairness regarding the three organizational dynamics and a higher score indicating a lower perception of fairness regarding the three organizational dynamics. All of the current study’s internal and external procedural justice questions were theoretically analogous to items used in earlier studies (Donner & Olson, 2019; Jonathan–Zamir & Harpaz, 2018; Van Craen & Skogan, 2017).

The questionnaire was designed and uploaded to an online survey tool called SurveyMonkey®. On the morning of August 2, 2019, the 254 participants from both departments were emailed a link to the study, which was located on SurveyMonkey’s®

website. Participants were reminded via email about the survey 12 and 27 days into the data collection. In order to protect participants' identities, they were directed to another website after completing the survey. This website was used to collect their information for the gift card raffle. On day 30, data collection ended, and the three gift cards were randomly drawn and later distributed. It should be noted that according to SurveyMonkey's® statistical analysis of the obtained data, participants took an average of 11 minutes to complete the survey.

Analytical Methods

This section explains the methods and procedures used in analyzing the data. Once data collection on SurveyMonkey® ended, the researcher exported the data into a Microsoft Excel spreadsheet, and the file was later uploaded to the Statistical Package for the Social Sciences (SPSS) software platform to aid in the analysis and answering of the current study's three research questions.

For Research Question 1, internal procedural justice was the predictor variable, and the researcher combined five internal procedural justice subscales that consisted of a total of 20 items in order to calculate the mean and standard deviation scores for the variable. External procedural justice was the outcome variable, and the researcher combined five external procedural justice subscales that consisted of a total of 20 questions in order to calculate the mean and standard deviation score for the variable. The researcher then ran Pearson's correlation coefficient (r) in order to determine the linear relationships between both variables. The researcher used a Pearson's correlation coefficient (r) statistical process to answer this research question, as this procedure is "the

most widely used statistic for determining correlation” between variables (Leedy, Ormrod, & Johnson, 2019, p. 324).

For Research Question 2, organizational dynamics were the predictor variables, and the researcher combined scores from three organizational dynamics subscales that consisted of a total of 10 items in order to calculate three separate means for the different variables. As with first research question, external procedural justice, which was the outcome variable, was measured with five external procedural justice subscales, and a total of 20 questions were combined to calculate the mean for the variable. The researcher then ran a multiple regression analysis to determine if there were significant associations between the three organizational dynamics and police officers’ self-reported utilization of external procedural justice. The researcher employed a multiple regression analysis to answer this research question, as this statistical procedure is commonly used to answer research questions with numerous “independent variables to predict the dependent variable” (Holcomb & Cox, 2018, p. 112).

For Research Question 3, internal procedural justice, which was the first predictor variable, was measured with five internal procedural justice subscales and a total of 20 items. These subscales were then combined into one score. The second predictor variable was Police Department Alpha versus Police Department Beta. The scores obtained from each department were compared for statistical significance. The third predictor variable was the statistical interaction between internal procedural justice and the respective police department. The researcher first conducted an ANOVA analysis to compare the total scores for both internal and external procedural justice to each department’s score. The researcher then performed a Pearson’s (r) correlation analysis to determine if any

relationship exists between scores for internal versus external procedural justice and participants' respective police department. The researcher then performed an additional multiple regression analysis to examine the differences in organizational dynamics between the two police departments. The researcher employed an ANOVA analysis to answer this research question, as this statistical procedure is commonly used to determine differences between the means of two groups, and this analysis is a more reliable form of a *t*-test (Holcomb & Cox, 2018). The researcher similarly employed a Pearson's (*r*) correlation coefficient statistical process and a multiple regression analysis, as these techniques were used to analyze similar conditions present in research questions 1 and 2.

Limitations

This section lists some of the current study's limitations. Conducting any type of research on law enforcement poses various challenges and obstacles. In the United States, the policing industry's organizational culture makes studying police officers problematic and the officers themselves difficult to access. Thus, various issues led to several limitations.

First, the two samples were reached using a convenience method. This was done for several reasons. For example, identifying and obtaining permission from administrators to conduct a similar study within smaller policing agencies is difficult if not impossible. Therefore, the researcher decided not to identify the participating agencies by name to ensure the two chiefs and all participating officers felt comfortable participating.

Second, while one of the main objectives of the current study was to examine the dynamics and relationships within smaller police departments, the sample size posed

another obstacle. The response rate was 45% for Police Department Alpha and 30% for Police Department Beta, and cumulatively it was 39%. Generally speaking, studying smaller departments grants a researcher access to smaller samples, and if the response rate is relatively low, the researcher is met with an even smaller sample. In the case of the current study, the researcher obtained only 33 fully completed surveys from Police Department Beta.

Third, all data obtained in the current study were self-reported (i.e., police officers described their own experiences of internal and external procedural justice concepts and practices). This means that police officers reported on their own perceptions of their police department and their treatment of citizens. As a result, the researcher could not validate the responses.

Fourth, procedural justice research is relatively new to policing. As noted in Chapter 1, some scholars are skeptical that procedural justice actually exists or can be taught and utilized by police officers and the public. The dynamics within police departments are often complicated. The same problem applies to dynamics between police officers and citizens, as both groups have varying perceptions of each other.

Fifth, the timing of the current study was problematic. In particular, the researcher informed potential participants about the upcoming research approximately one month before it began. The original start date had to be delayed due to a memorial service for a police officer who passed away from a terminal illness. Understandably, the colleagues of the deceased were grieving, and voluntary participation in the current study was not their primary concern.

Sixth, the survey was administered online, and participants were encouraged to complete it at their convenience. Thus, one can assume that participants took the survey on their personal smartphones or departmental mobile data terminals in their police vehicles. Due to this, there is a possibility that some participants did not finish their surveys because they either had to respond to a call or unexpectedly end their lunch break. Consequently, 27 (10%) of the total sample had to be excluded from the collected data because the corresponding surveys were incomplete.

Finally, the data were collected only once. Thus, the researcher cannot verify the validity of the findings nor draw or presume any causal relationships between the predictor, outcome, or organizational dynamics variables. This is essential, as the current study used self-reported data, and participants' perceptions of their respective organizations might dramatically change over time or throughout their career, as many police officers stay with their agencies for over 20 years.

Summary

This chapter described the methodology used to achieve the current study's outcomes. The Research Design section provided the theoretical framework. The Participants' section described the sample. The Data Collection and Analytical Methods sections outlined the steps taken to obtain the data and the type of statistical procedures used to analyze them. Finally, the Limitations section outlined some of the shortcomings of the research design. The next and final chapter will cover the findings, conclusion, and the researcher's recommendations.

CHAPTER IV

FINDINGS AND CONCLUSIONS

Introduction

The art of policing is difficult, as it requires police officers to balance numerous activities, including the enforcement of laws, education, peacekeeping, problem solving, and detaining or arresting individuals who are often noncompliant (Donner & Olson, 2019). Most of these encounters are usually conducted appropriately by hardworking men and women wearing police uniforms. Yet, when something goes wrong during a service call, the entire law enforcement profession suffers from the actions of a few misguided individuals.

As noted in Chapter I, the current study began with the assumption that law enforcement officers around the country are struggling with negative publicity due to undesirable encounters with citizens. Police executives, legislators, and community leaders have agreed that policing practices in the United States need to change. One aspect of transformation to law enforcement practices can and should encompass teaching and practicing procedural justice concepts in community-oriented policing and innovative approaches to police culture (Weitzer, 2015). The idea of procedural justice is relatively new in policing. Nevertheless, this innovative approach has been shown to play a positive role “in shaping citizens’ perception of and reactions to the police” (Van Craen & Skogan, 2017, p. 4). The limited but expanding academic literature on procedural

justice within policing has shown that police organizations have a tremendous impact on police officers and that internal organizational dynamics effect on how police officers treat and engage the public (Myhill & Bradford, 2013; Van Craen & Skogan, 2017). However, there is much more that needs to be done in policing, and one aspect that should be pursued is the practice of procedural justice in policing agencies.

Chapter II delineated the academic background of the current study and illustrated that the current study was built on the notions of both organizational fairness and procedural justice, as these models are interchangeably used by various researchers (Colquitt et al., 2013; Donner et al., 2015; Helfers & Reynolds, 2019). The literature review revealed that employees who are treated fairly by their organizations are predisposed to engage in positive work–related behaviors that ultimately benefit the organization, its personnel, and the public (Colquitt et al., 2001). The findings associated with this literature are frequently built on three sociopsychological theories: social exchange theory (SET), social learning theory (SLT), and general strain theory (GST). SET explains how attitudes and interactions between different individuals influence the behaviors of employees and individuals (Emerson, 1976). SLT explains how individuals learn positive and negative behaviors from one another (Bandura, 1963). GST describes how negative pressures and sentiments in an organization can affect employees’ attitudes toward their organization, their colleagues, and customers (Agnew, 1992). Building on these concepts, the research on procedural justice has shown that procedurally just organizations have a positive impact on police officers and citizens. Some of these benefits include improved police legitimacy, increased trust from citizens, and citizen

compliance with police during encounters (Jackson et al., 2012; Sunshine & Tyler, 2003; Tyler, 2003).

Chapter III explained the current study's theoretical framework. The research design was primarily focused on assessing whether internal organizational dynamics in a smaller police department have an impact on the attitudes and practices police officers utilize in the community. In order to achieve the current study's outcome, a quasi-experimental and quantitative research design was used to answer three research questions. This methodology was chosen because it was the most frequently used and validated research technique used in examining this topic in the limited but recent number of similar studies (Sun, Wu, Van Craen et al., 2018; Van Craen, 2016a, 2016b; Van Craen & Skogan, 2017). The subjects of the current study were police officers employed by two small municipal police departments located in the Midwestern region of the United States. The proposed theoretical assumption was that procedurally just organizations that focus on the fair treatment of their employees cultivate a workforce that is more procedurally just toward their organization and its customers (Cohen-Charash & Spector, 2001).

This final chapter concentrates on the current study's findings, conclusions, implications, and recommendations. The Findings section discusses the three research questions and includes an explanation of the methods and findings associated with each one. The Conclusions section presents assumptions based on the findings. Finally, the Implications and Recommendations section offers some of the researcher's recommendations and policy suggestions. This section also examines some of the current study's limitations and how they could be overcome in future research.

The current study was guided by the research questions below.

1. What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice?
2. Which perceived types of organizational fairness are connected to police officers' self-reported utilization of external procedural justice in their interactions with citizens?
3. What is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice, and is that relationship dependent on an officer's employment in either Police Department Alpha or Police Department Beta?

Findings

This section focuses on the findings associated with the three research questions. The section is divided into parts that each deal with a specific research question. Each paragraph restates a research question and provides a description of the statistical methods used to answer it. The findings are then reported as *p* value correlations, and they are supplemented with additional diagrams to provide a more comprehensive interpretation of the data. Each paragraph addressing a research question concludes with an analysis of the associated findings.

Research Question 1 was as follows: what is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice? To answer this question, the researcher conducted a Pearson's (*r*) correlation analysis to compare the total score obtained from participants' answers to questions about internal procedural justice with the total score obtained from

their answers to questions about external procedural justice. Figure 1 is a scatter plot illustrating the correlation between internal and external procedural justice as reported by participants. Figure 2 depicts a comparison of scores on internal and external procedural justice in Police Department Alpha and Police Department Beta. The analysis revealed that there was a statistically significant relationship between participants' reported perception of internal procedural justice and their reported utilization of external procedural justice, $r(87) = .29, p = .005$. As a result, it appears that police officers who reported a reasonable perception of internal procedural justice in their department were more likely to practice external procedural justice.

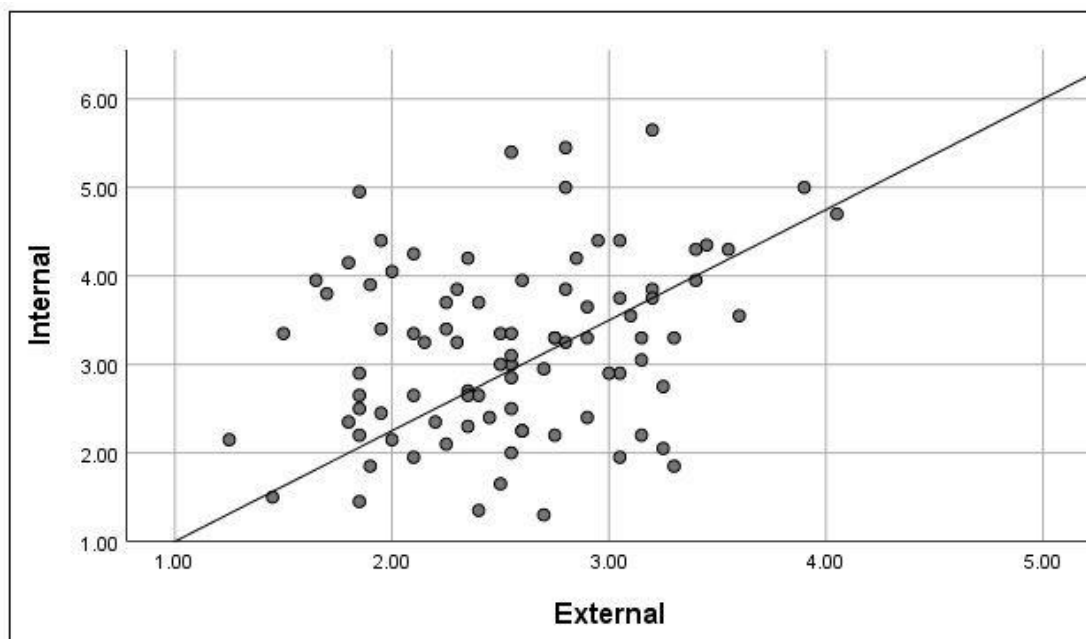


Figure 1. Distribution of scores and correlation between internal and external procedural justice as reported by participants.

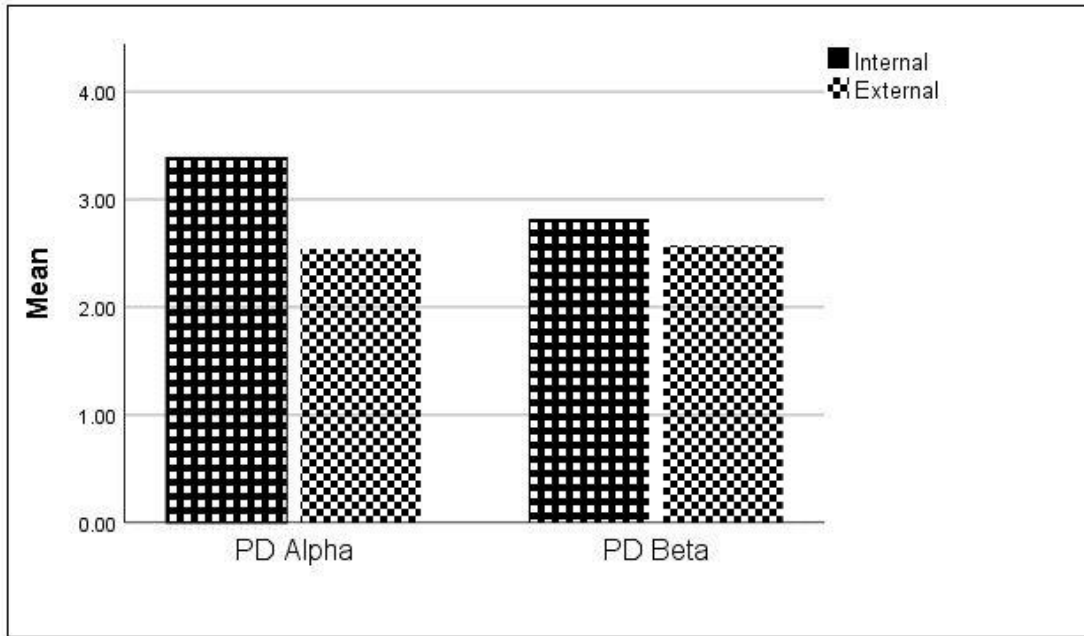


Figure 2. Average internal and external procedural Justice scores by police department.

Research Question 2 was as follows: which perceived organizational dynamics are connected to police officers' self-reported utilization of external procedural justice with citizens? To answer this question, the researcher performed a multiple regression analysis comparing scores obtained from answers to questions about three organizational dynamics to the total score obtained from answers to questions about external procedural justice. Figure 3 reports the average scores of answers to questions about fairness in discipline, job assignment, and promotions, and it compares them to the departments' practices of external procedural justice. Figure 4 reports the average scores of answers to questions about fairness in discipline, job assignment, and promotions, and it compares them to the departments' practices of internal procedural justice. The analysis revealed no statistically significant association between perceived organizational dynamics and police officers' self-reported utilization of external procedural justice with citizens, $F(3, 88) = .75, p = .524$. Neither fairness in discipline, $B = .04, p = .156$, fairness in job assignments,

$B = .01, p = .159$, nor fairness in promotions, $B = .04, p = .183$, were associated with police officers' self-reported utilization of external procedural justice.

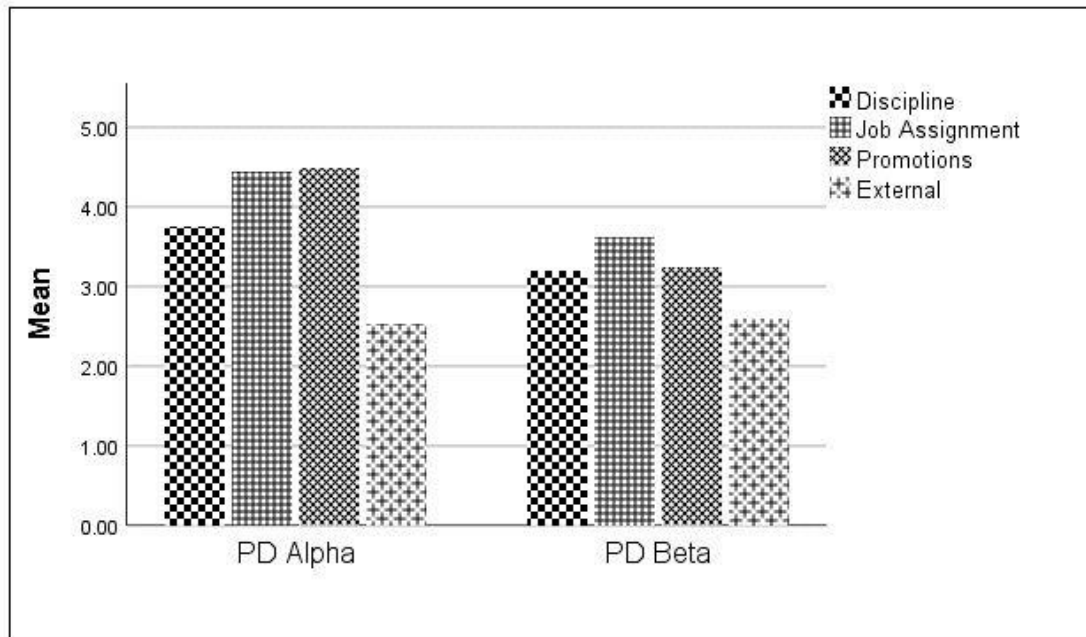


Figure 3. Average scores of answers to questions about discipline, job assignment, and promotions compared to departments' practices of external procedural justice.

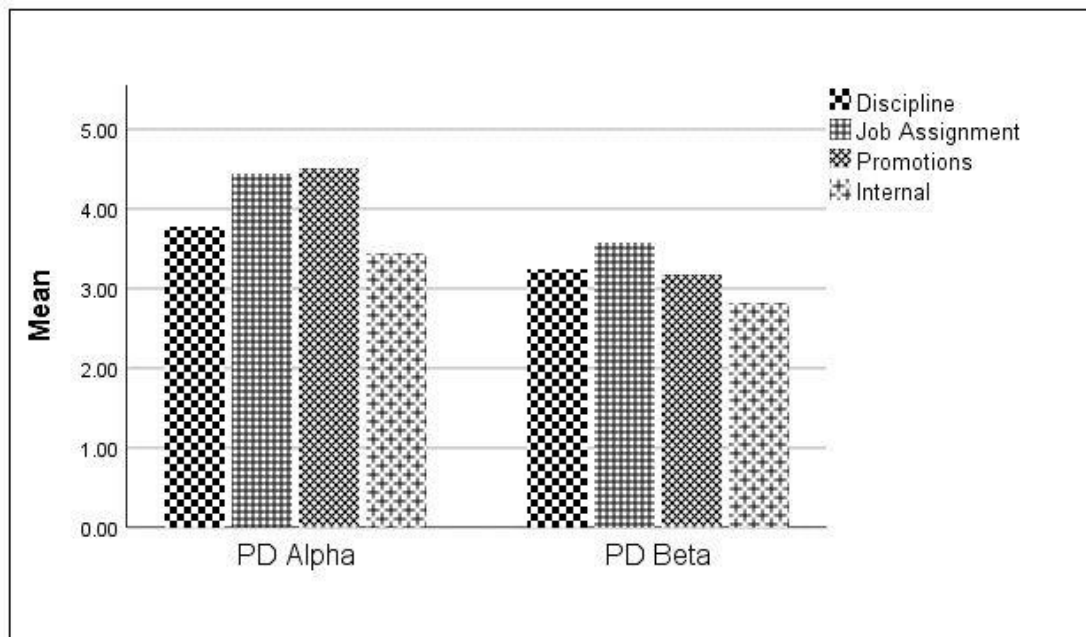


Figure 4. Average scores of answers to questions on three organizational dynamics to departments' practices of internal procedural justice.

Research Question 3 was as follows: what is the relationship between police officers' perceptions of internal procedural justice and their reported utilization of external procedural justice, and is that relationship dependent on their employment in either Police Department Alpha or Police Department Beta? To answer this question, the researcher first conducted an ANOVA analysis to compare the total scores for both internal and external procedural justice across each department's score. Figure 4 shows a comparison of fairness in discipline, job assignment, promotions, and the departments' practices of internal procedural justice. The analysis revealed that there was a statistically significant difference in perceptions of internal procedural justice between Police Department Alpha and Police Department Beta, $F(88) = 7.43, p = .008$. The researcher then performed a Pearson's correlation analysis to determine whether any relationship exists between internal and external procedural justice scores and the department at which participants were stationed. The analysis revealed a statistically significant relationship between perceived internal procedural justice and perceived external procedural justice in Police Department Alpha, $r(58) = .37, p = .004$. The analysis also revealed no significant relationship between perceived internal procedural justice and perceived external procedural justice in Police Department Beta, $r(27) = .19, p = .323$. The researcher then performed an additional multiple regression analysis to examine the differences in organizational dynamics between the two police departments. This was achieved by comparing the three organizational dynamics scores to each department's total score for external procedural justice. The results of this analysis revealed no statistically significant association between reported fairness in discipline and reported utilization of external procedural justice in Police Department Alpha, $B = -.55, p = .585$.

Additionally, there was no statistically significant association between reported fairness in job assignments, $B = .24$, $p = .811$, reported fairness in promotions, $B = 1.15$, $p = .255$, and reported utilization of external procedural justice in this department. Furthermore, the analysis also revealed no statistically significant association between reported fairness in discipline and reported utilization of external procedural justice for Police Department Beta, $B = 1.81$, $p = .081$. Once again, there was no significant association between reported fairness in job assignments, $B = -.05$, $p = .957$, reported fairness in promotions, $B = -.12$, $p = .908$, and reported utilization of external procedural justice for this department.

In summary, the purpose of this section was to illustrate the process and findings associated with each research question. Based on the obtained and presented data, it would appear that police officers who reported a reasonable perception of internal procedural justice in their department were more likely to practice fair external procedural justice. There were no statistically significant associations between perceived organizational dynamics and police officers' self-reported utilization of external procedural justice with citizens. Neither fairness in discipline, fairness in job assignments, nor fairness in promotions were associated with police officers' self-reported utilization of external procedural justice. Finally, the analysis revealed a statistically significant relationship between perceived internal procedural justice and perceived external procedural justice in Police Department Alpha but no statistically significant relationship between perceived internal procedural justice and perceived external procedural justice in Police Department Beta. The analysis also revealed no statistically significant associations between reported fairness in discipline, fairness in job

assignment, and fairness in promotions and reported utilization of external procedural justice in either Police Department Alpha or Police Department Beta.

Conclusions

This research examined whether internal procedural justice influences external procedural justice in smaller police departments, as most similar research has concentrated on larger police departments in the United States or national police forces in other countries (Ivković et al., 2019; Jonathan–Zamir & Harpaz, 2018; Van Craen & Skogan, 2017). The current study primarily sought to examine if internal procedural justice dynamics have an impact on police officers and if those dynamics affect how police officers treat and interact with the public (external procedural justice). It also sought to identify internal dynamics (fairness in discipline, job assignment, and promotions) and determine whether they influence police officers' utilization of external procedural justice with citizens. The current section further encapsulates the findings of the current study, and it provides five different conclusions based on the three proposed research questions and the data obtained.

First, the organizational treatment of police officers influences how they treat citizens in the community (Bradford & Quinton, 2014; Colquitt et al., 2013; Donner et al., 2015; Murphy & Tyler, 2008). In the data attained for Research Question 1, the current study's participants reported having a moderately fair perception of internal procedural justice ($M = 3.21$, $SD = .99$), and this was the basis for their reporting that they practiced a higher degree of external procedural justice with citizens ($M = 2.55$, $SD = .56$), and a positive relationship and impact was found between these two variables, $r(87) = .29$, $p = .005$. These results are statistically significant, as they suggest that

organizational justice is an important component in understanding that how police departments treat their officers might affect how those officers treat the public (Carr & Maxwell, 2018). These conclusions are consistent with prior research that examined similar dynamics in larger organizations. For instance, Van Craen and Skogan (2017) found that internal procedural justice correlates positively and statistically significantly with external procedural justice when the authors examined the same dynamics in the Chicago Police Department, and Sun, Wu, Liu et al., (2018) “found that fair supervisory treatment is directly linked to officers’ self-reported willingness to engage in procedurally fair practices toward the public” (p. 16) when they examined internal and external procedural justice dynamics among Chinese police officers working for a municipal police college.

Second, fairness in discipline, job assignment, and promotions do not have an impact on police officers’ utilization of external procedural justice. The researcher examined these dynamics because no prior research on procedural justice concentrated on them at the same time. Also, prior research that examined comparable dynamics has revealed very little statistical significance between similar dynamics (Dantzker & Kubin, 1998; Johnson, 2012). In the current study, participants reported slightly unfair organizational dynamics, but the researcher did not find these data had a significant association with their self-reported use of external procedural justice with citizens, $F(3, 88) = .75, p = .524$. More specifically, participants reported fairness in discipline ($M = 3.53, SD = 1.19$), fairness in job assignment ($M = 4.13, SD = 1.20$), and fairness in promotions ($M = 4.07, SD = 1.23$) as factors in their practice of external procedural justice with citizens ($M = 2.55, SD = .56$). These findings are noteworthy because, to

some extent, they weaken the conclusion associated with Research Question 1. In particular, participants reported moderately fair internal procedural justice in their organizations; however, they also indicated that some organizational dynamics were not always fairly distributed in their respective organizations. Nevertheless, the study also found that these negative dynamics had no impact on how participants reported treating the public in their utilization of external procedural justice ($M = 2.55$, $SD = .56$).

Third, while organizational treatment of police officers has an influence on how police officers treat citizens, the dynamic varies from department to department, as organizational justice is perceived differently by police officers employed in similar departments (Colquitt et al., 2001; Miao et al., 2013; Paoline & Gau, 2017; Xu et al., 2016). In the data attained for Research Question 3, there were differences among participants who worked in Police Department Alpha and those who worked in Police Department Beta. Interestingly, the researcher found a relationship between internal and external procedural justice in Police Department Alpha, $r(58) = .37$, $p = .004$; however, that relationship was not found in Police Department Beta, $r(27) = .19$, $p = .323$. The current study has not looked more deeply into these differences, and it is not known why they exist.

Fourth, none of the three organizational dynamics have an impact on police officers employed by two similar police agencies. This conclusion is consistent with the prior research which examined comparable dynamics (Brady & King, 2018; Buzawa, 1984; Paoline et al., 2014). After analyzing the data attained for Research Question 3, the researcher did not find a statistically significant association between organizational dynamics and participants' reported utilization of external procedural

justice in either police department. This indicates that organizational dynamics had no effect on how participants reported treating the public in their use of external procedural justice, which is an encouraging and positive finding because it suggests that police officers are not influenced by negative internal organizational dynamics such as promotions, job assignments, or discipline.

Fifth, comparable policing agencies appear to treat their police officers differently (Wolfe et al., 2018). After analyzing the data attained for Research Question 3, the researcher did not find any correlation between internal and external procedural justice at Police Department Beta but did find that the department had a slightly higher perception of internal procedural justice ($M = 2.81$, $SD = .84$) than Police Department Alpha ($M = 3.40$, $SD = 1.01$). These findings are surprising because prior research found that a relationship exists between both variables in almost all studied police departments. Nevertheless, and in contrary to previous research, Ivković et al., (2019) examined internal and external procedural justice among Croatian police officers and found that “internal procedural justice is not directly related to external procedural justice” (p. 12).

In summary, this section presented five conclusions drawn from the data obtained during the current study. The five conclusions were as follows: 1. organizational treatment has an impact on how police officers treat citizens; 2. specific organizational dynamics do not impact external procedural justice; 3. though organizational fairness impacts external procedural justice, the degree of impact depends on police officers’ place of employment; 4. specific organizational dynamics do not impact police officers based on their place of employment; 5. similar police agencies appear to treat their police officers differently, and this might have an impact on external procedural justice. The

first conclusion in the current study was consistent with the literature, while the last four provided new information on procedural justice, as these variables have not been individually examined by the earlier studies.

Implications and Recommendations

The current study began with an assertion that most citizens in the United States would like to be treated in a fair and consistent manner by all police officers. Since at least 2010, there have been growing tensions between police officers and the public regarding how they should treat and interact with one another. More recently, the relationship between these two groups disintegrated because of numerous controversial and often deadly encounters between police officers and people of color. On average, each year since 2015, police have fatally shot approximately 1,000 people in the United States (Sullivan, Weber, Tate, & Jenkins, 2019). While some of these incidents of deadly force might have been justified, the public perceived various encounters as unreasonable and unjust. These incidents include the 2015 shooting and killing of Walter Scott in North Charleston, South Carolina, and the most recent 2020 incident involving four police officers in the death of George Floyd in Minneapolis, Minnesota. As a result of these incidents, many police departments have been struggling to build and sustain trust and legitimacy in the communities they serve.

The purpose of this last section is twofold. The first part focuses on the policy implications associated with the current study, and it discusses two theoretical and two practical implications. The latter part presents eight recommendations for future research into procedural justice, as the application of this philosophy appears to be innovative,

needed, and a useful tool for future generations of police officers. The section ends with a reflective conclusion.

First, organizational justice matters, and it should be taken into consideration, utilized, and practiced by police leaders. Research on procedural justice and organizational fairness have shown that organizations that treat their employees fairly have a better chance of improving their legitimacy in the eyes of the people they serve (Bradford & Quinton, 2014; Mazerolle et al., 2013). The same line of thinking can and should be applied to police departments as they try to enhance their legitimacy in the communities they serve. The objective of the current study was to examine these dynamics as perceived by police officers employed by small police departments. The researcher was able to demonstrate that internal procedural justice has a positive effect and is related to police officers practicing external procedural justice in communities.

Second, police organizations should begin incorporating and practicing procedural justice to better their relationships with the communities they serve. Improved community relations should begin in the organization, starting with its upper administration and descending to rank-and-file police officers. All stakeholders involved in police agencies should engage in practicing the four basic principles of procedural justice, which are trust, voice, respect, and neutrality. Doing so accords with Van Craen's (2016b) notion of "fair policing from the inside out" (p. 3) and the three sociopsychological theories discussed in Chapter II, which were SET, SLT, and GST (Agnew, 1992; Bandura, 1963; Emerson, 1976). Building on these ideas, police organizations should recognize what kind of interactions take place in their agencies and

how these interactions affect how officers treat the people they encounter during their regular tours of duty.

Third, police departments can and should be able to achieve a more procedurally just police force through engaging and investing in their employees by conducting and providing more training on procedural justice. This was one of the recommendations of the President's Task Force on 21st Century Policing, and such training has been conducted around the country at many police departments (Skogan et al., 2015), including the researcher's own police department. Skogan et al., found that such training is beneficial to police departments and that it was capable of "moving the needle among officers" (p. 333) who participated in the training and later used their new skills with citizens on the street. However, procedural justice training needs to be practiced internally on a regular basis, and it should be incorporated into police officers' yearly continuing education curriculum, as skills related to trust, voice, respect, and neutrality will eventually fade if they are not practiced, reinforced, and recognized by all members of police agencies. Furthermore, police administrators should realize that such training must equally incorporate supervisors and administrators, as they are significant in creating procedurally just environments in their agencies. If these critical participants are not incorporated into training or do not practice the four pillars of procedural justice in their agencies, such training may eventually become obsolete, and it will not be endorsed in practice by future generations of law enforcement professionals.

Fourth, police departments should invest in and explore programs that may lead to better practices associated with organizational dynamics related to discipline, job assignments, and promotions. In the current study, most participants expressed negative

attitudes about those dynamics in their agencies. While the researcher did not look deeper into the reasons behind these opinions, police agencies should reevaluate their internal practices in relation to these dynamics and look for solutions that could fairly address and resolve internal challenges. To improve organizational discipline practices, police departments should give their officers more input into disciplinary processes, which would involve giving accused officers more transparency, voice, and input into those processes. To improve job assignment practices, police agencies should review their related procedures and reevaluate how those assignments are given to officers who compete for them. Finally, to improve internal promotional practices, administrators should evaluate their internal promotions procedures, and they should look for programs and solutions that might create a sense of fairness and growth among police officers who want to advance in their careers. The promotions process should not be based on a simple written test, and it should incorporate various elements that give administrators and the community a better understanding of the applicant and their individual skill set. For instance, administrators could assess future supervisors based on their time on the job, community and organizational involvement, continuing education, outside interests, and time spent on different shifts or in specialty units. This promotional aspect of internal dynamics is vital because numerous police officers stay with their agencies for most of their careers, and they generally like to advance or at least be given new opportunities in their departments.

These four implications provide theoretical and practical guidelines that law enforcement executives can refer to when addressing issues with credibility and

legitimacy in their agencies and improving their organizations and the public's perception of police officers.

While the current study offered new insights into the undercurrents of procedural justice in such departments, it also had several limitations, which are inherent to this type of research. The remainder of this section lists eight recommendations for future research on procedural justice, and it provides directions on how to overcome the limitations of the current study.

First, the two samples were reached using a convenience sampling method. As noted in Chapter III, this was done to overcome various difficulties related to studying this topic in smaller police agencies, including problems with obtaining permission from police chiefs to study officers in their agencies. Future researchers should explore the possibility of reaching out to a greater number of smaller policing agencies via organizations such as the National Association of Chiefs of Police, the FBI National Academy, the National Association of Police Organizations, or the Fraternal Order of Police to recruit a larger pool of agencies that might be interested in this type of research.

Second, the size of the sample was relatively small. While the overall response rate of both departments was relatively significant at 39% or 99 participants (254 individuals were invited to participate), the researcher obtained only 33 fully completed surveys from Police Department Beta. In order to increase the response rate for further research, future researchers should consider increasing incentives they offer to participants, and they should dedicate more time to meeting with potential participants in order to explain the purpose of their research and make them feel more informed and comfortable about the goals of the study.

Third, the current study was based on police officers' own perceptions and experiences with internal and external procedural justice. Due to this, the researcher was unable to validate their responses or assess their personnel records. Future researchers should investigate the possibility of incorporating personnel records into their work to evaluate whether procedural justice training has an impact on the rate of complaints against police officers who take part in this type of training. Further, accessing and assessing personnel records could help assess whether police officers are sincere in their responses.

Fourth, the research on procedural justice principles in policing agencies is relatively novel, especially in smaller police departments. As noted in Chapter I, research on procedural justice in smaller police departments is virtually nonexistent. Additionally, several scholars have criticized the fundamental concepts of procedural justice theory, and they have even raised doubt about whether these concepts can be generalized in a variety of settings (Kochel, 2012; Pryce et al., 2017). The current research provided new and additional information on this topic in a novel organizational environment. Future researchers should continue exploring these dynamics with similar populations and organizations to either validate or disprove the basic concepts of the theory.

Fifth, the timing of events in the police departments and the amount of time the researcher had to collect data were limiting. As noted in Chapter III, the researcher encountered some delays in starting the data collection, and the timing of the study was problematic due to a memorial service for a police officer who passed away around the time the research was set to begin. Future researchers should prepare for such hurdles, and they should be flexible with the timetable of their research. Due to time constraints,

deadlines, and coordination of data collection between two separate police departments, the researcher could not afford to postpone the process.

Sixth, the survey was administered online. While an online survey might be a quick and convenient form of data collection in the 21st century, this option may have influenced the number of incomplete surveys. In fact, the researcher had to exclude 27 (10%) of the total sample due to various problems with incomplete surveys. The researcher presumed that most of the participants would take their survey in their squad vehicles using their mobile data terminals or smartphones. This offered flexibility and efficiency, but nevertheless, 27 individuals did not finish their surveys. Future researchers should talk to police administrators at their study locations to try to obtain dedicated time for participants to take the survey. One option would be to give participants time to complete the survey after their rollcall and before they are deployed into the field. However, this option might not be suitable to smaller police departments, as it could reduce the level of anonymity among participants and affect the operations of the organization.

Seventh, the data were collected only once. The researcher could not verify the validity of the findings nor draw or presume any causal relationships among the predictor, outcome, and organizational dynamics variables. Future researchers should explore the possibility of studying this topic during a longitudinal study, as this approach would provide additional data on potential relationships over time and would take into consideration the attitudes and values of police officers as they progress in their careers.

Eighth, the researcher grouped all police officers and sergeants together to assess internal versus external procedural justice dynamics in both departments. This was done

to increase the overall sample of the population and because separating both groups in smaller policing agencies would create a relatively small ratio of sergeants to police officers. Future researchers should explore the possibility of separating both groups and exploring how these dynamics work in smaller agencies. This could be achieved by recruiting a larger number of smaller agencies and combining police officers and sergeants from several small agencies into two separate groups.

Although the goals of the current study were accomplished, there is much more work and research that needs to be done in the law enforcement profession to improve relations between police officers and citizens. Policing procedures and functions are under scrutiny in the United States, and transformations to law enforcement methods and culture are essential and long overdue. As civil unrest in numerous American cities in 2020 has shown, law enforcement and police departments have a long way to go before communities' trust can be restored and policing's legitimacy repaired and accepted by the public.

Changes in policing must encompass a variety of elements related to how law enforcement should be conducted in numerous multicultural communities around the country. No one approach or solution will fix the many problems in the American policing system, and procedural justice should not be treated as a holy grail that can resolve them. However, as Donner and Olson (2019) recognized, "the police have a unique role in society" (p. 12), and the responsibilities placed on men and women in this profession are enormous and continually changing and challenging.

Thus, change in policing must be incremental but also radical, and it should embrace and drive exploration and investment in organizational culture and procedural

justice, as the current study identified and acknowledged the need and importance of procedural justice concepts both inside and outside police departments. The current study has offered a small glimpse into the phenomenon of procedural justice in smaller police departments with the hope of making a noteworthy impact and contribution to the lives of police officers, department administrators, and, most importantly, the public.

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Appendix A

Permission to Use Instrument

2/26/2019

Mail - dpcepiel@olivet.edu

RE: Permission to Use Instrument

Wesley G Skogan <skogan@northwestern.edu>

Sun 2/17/2019 9:56 PM

To: David Cepiel <dpcepiel@olivet.edu>;

You certainly could take a pass on those individual items.
Good luck on your project! Be sure to send me a copy of whatever you write about it.

From: David Cepiel <dpcepiel@olivet.edu>
Sent: Sunday, February 17, 2019 8:23 PM
To: Wesley G Skogan <skogan@northwestern.edu>
Subject: Permission to Use Instrument

Dr. Skogan,

This is Dave Cepiel, and we met in your office at Northwestern University back in September 2018. During our meeting, we discussed the article you co-authored with Dr. Van Craen entitled "Achieving Fairness in Policing: The Link Between Internal and External Procedural Justice".

After the meeting, you shared the questionnaire you used for your study at the Chicago Police Department with me. I am intending on using your survey tool for my study which will focus on my police department, as well as I am intending on collecting additional data from another police department for comparison. I would like to officially ask you for permission to use your instrument for my study.

I want to mention that I do not plan to use three scales/dimensions (support for CompStat, union representation, and beat assignment) from your tool. I would like to ask your opinion on whether you think not using these three scales/dimensions will affect the validity of your instrument in any way.

Thank you for your time and assistance.

Sincerely,

Dave Cepiel
Ed.D. Candidate
Olivet Nazarene University
Bourbonnais, Illinois 60914


<https://outlook.office.com/owa/?realm=olivet.edu&path=/mail/archive>

1/1

RE: Permission to Include Instrument in Appendix

Wesley G Skogan <skogan@northwestern.edu>

Thu 9/10/2020 4:27 PM

To: David Cepiel <dpcepiel@olivet.edu>

NO problem! Congrats for moving this project along.

From: David Cepiel <dpcepiel@olivet.edu>

Sent: Thursday, September 10, 2020 4:18 PM

To: Wesley G Skogan <skogan@northwestern.edu>

Subject: Permission to Include Instrument in Appendix

Dr. Skogan,

I hope this email finds you well. I am reaching out to you regarding my dissertation on Procedural Justice. As I am in the process of completing my final chapter, I am writing to ask you for permission to include your questionnaire/survey in my dissertation appendix. If you have any questions about my project, please let me know. Once again, thank you for your help.

Dave Cepiel
Ed.D. Candidate
Olivet Nazarene University
Bourbonnais, Illinois 60914
[REDACTED]

Appendix B

Impact of Organizational Fairness on
Ethical Policing in the Community Survey

Impact of Organizational Fairness on Ethical Policing in the Community.

Informed Consent Document

You are being asked to participate in a research project conducted through Olivet Nazarene University. The University requires that you give your signed agreement to participate in this project. By clicking "agree" button located at the bottom of this page, you indicate that you consent to participate in this study.

The form will explain to you in details the purpose of the project, the procedures to be used, and the potential benefits and possible risks of participation. If needed, you may ask the principal investigator any questions you have to help you understand the project. A basic explanation of the project is written below. Please read this explanation and discuss with the researcher any questions you may have.

1. Nature and Purpose of the Project:

The purpose of the impact of organizational fairness on ethical policing in the community study is to explore the relationships and dynamics between internal and external procedural justice practices within and outside of your police department. The objective of the study is to provide participants a chance to voice their opinion about various topics and issues faced by police officers in their organization and in the community they serve.

2. Explanation of Procedures:

You will be presented with 62 questions which will focus on topics such as internal and external procedural justice, promotions, discipline, departmental supervisors, and citizens you face and deal with in the community. All questions will have a similar structure, and you will be asked to provide the answer to each question on a rating scale such as strongly agree, somewhat agree, slightly agree, slightly disagree, somewhat disagree, and strongly disagree. It should not take you more than 10 minutes to complete the questionnaire.

3. Discomfort and Risks:

You should expect to experience minimal risk and/or discomfort while taking the questionnaire.

4. Benefits:

You will not directly benefit from partaking in this study. Participants might eventually benefit from the research findings of this study as they will be provided to your police department. The knowledge gained from this study will help the researcher understand what kind of impact police organizations have on their personnel and how these practices affect police officers' interaction with the citizens in the community they serve. The data provided by the participants might, at some point, help in improving participants' working conditions at their police departments. The knowledge gained from this study might also enhance the relationship between the police officers, police management, and the community they serve. Furthermore, at the end of the survey, you will be provided with a weblink which will redirect you to another website. This website will provide you with information on how to partake in a raffle to win one of three \$50 gift cards which will be randomly selected from all participants taking part in this survey.

5. Confidentiality:

Your information and data provided for this study will be held in the strictest confidence. The researcher will not be collecting any personal data on the participants, and all data generated from this study will be collected and stored on an encrypted and password protected website. In addition, the obtained data will be kept on a password protected USB memory flash drive locked in a file cabinet in the personal possession of the researcher.

6. Refusal/Withdrawal:

Refusal to participate in this study will have no effect on any future services you may be entitled to from the University. Anyone who agrees to participate in this study is free to withdraw from the study at any time with no penalty. Your participation in this study is voluntary. You are not required to answer all and every question in this survey.

7. Principal Researcher Contact Information:

If you need any additional information about this project, please contact the principal researcher via email at dpcepiel@olivet.edu

8. Additional Disclaimers:

You understand also that it is not possible to identify all potential risks in an experimental procedure, and you believe that reasonable safeguards have been taken to minimize both the known and potential but unknown risks.

The dated approval on this consent form indicates that this project has been reviewed and approved by the Olivet Nazarene University Institutional Review Board.

1. Please indicate if you agree or disagree with the terms and conditions specified in the above form?

- ☐ Agree
☐ Disagree

Impact of Organizational Fairness on Ethical Policing in the Community.

Participant Police Department Affiliation

* 2. Which police department do you work for?

- ☐ [REDACTED]
☐ [REDACTED]

Impact of Organizational Fairness on Ethical Policing in the Community.

Procedural Justice Training

3. Have you attended the all-day training workshop on "procedural justice and legitimacy" at the Academy or other location, or have you not attended it?

- ☐ Attended
☐ Not Attended

4. Overall, the workshop was ...

Excellent	Very good	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. How practical was the training for working police officers?

Very practical	Somewhat practical	Slightly practical	Slightly impractical	Somewhat impractical	Very impractical
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How realistic was the training in reflecting the realities of life on the street?

Very realistic	Somewhat realistic	Slightly realistic	Slightly unrealistic	Somewhat unrealistic	Very unrealistic
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Fairness in Discipline

7. How fairly or unfairly are regulations defining officer misconduct applied?

Very fairly	Somewhat fairly	Slightly fairly	Slightly unfairly	Somewhat unfairly	Very unfairly
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How concerned are you that you will be punished for making an honest mistake?

Extremely concerned	Very concerned	Slightly concerned	Slightly unconcerned	Somewhat unconcerned	Not at all concerned
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. In this department, the discipline process is fundamentally unfair.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. How fairly are officers treated during a formal disciplinary investigation?

Very fairly	Somewhat fairly	Slightly fairly	Slightly unfairly	Somewhat unfairly	Very unfairly
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Fairness in Job Assignment

11. How likely is it that officers who consistently do a good job will be rewarded with a better assignment?

Very likely	Somewhat likely	Slightly likely	Slightly unlikely	Somewhat unlikely	Very unlikely
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Getting special assignment depends on who you know, not on merit.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. I feel that landing a good assignment is based on merit.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Fairness in Promotions

14. In this department, how likely is it that officers who consistently do a good job will be promoted based on performance?

Very likely	Somewhat likely	Slightly likely	Slightly unlikely	Somewhat unlikely	Very unlikely
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. In this department, officers are promoted because they have connections.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. How fairly are the procedures for officer promotion applied?

Very fairly	Somewhat fairly	Slightly fairly	Slightly unfairly	Somewhat unfairly	Very unfairly
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Supervision Trust

17. I have confidence in the good intentions of my supervisors.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. My supervisors can be trusted to make the right decisions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. I have reasons to be distrustful of my supervisors.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. It is naive to trust the goodwill of supervisors.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Supervision Voice

21. My supervisors do not take time to listen when I express my views.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. There is not a lot of open dialogue with my supervisors.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. My supervisors show an interest in what their people have to say.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. My supervisors regularly ask my opinion before making decisions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Supervision Respect

25. My supervisors respect me as a person.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. My supervisors treat me with dignity and respect.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. My supervisors are disrespectful toward their officers.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. My supervisors can be rough with officers when trying to get them to do what they want.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Supervision Neutrality

29. My supervisors are influenced by prejudices.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. My supervisors' decisions are based on facts, not personal biases.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. My supervisors are impartial when making decisions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. My supervisors treat everyone the same when making decisions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Supervision Accountability

33. My supervisors give explanation for decisions they make that affect me.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. My supervisors tell me the reasons for their personnel decisions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. My supervisors do not tell officers the reasons for their decisions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. My supervisors do not take time to explain when they making decisions directed at me.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Citizen Trust

37. Citizens mostly can be trusted to do the right thing.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. Most citizens have good intentions.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. It is naive to trust citizens.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. Officers have reasons to be distrustful of citizens.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Citizen Voice

41. Officers should not take time to listen to citizens complain about their problems.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Letting people argue back only encourages them to get angrier.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. Officers need to show an interest in what people have to say, even if it not going to change anything.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Listening and talking to people is a good way to take charge of situations.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Citizen Respect

45. In certain areas of the city, it is more useful for an officer to be aggressive than to be courteous.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

46. People who break the law do not deserve to be treated with respect.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

47. People should be treated with respect regardless of their respect for the police.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. Officers should treat everyone with respect regardless of how they act.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Citizen Neutrality

49. In this job making judgements based on appearance is inevitable.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

50. There is little sense in officers trying to be impartial because that is impossible in this job.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

51. When you look at someone on the street you can usually tell from who they are and how they are acting whether they are up to no good.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Somewhat disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52. Everyone should be treated in the same manner, even if they are very different kinds of people.

Strongly agree	Somewhat agree	Slightly agree	Slightly disagree	Slightly disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Impact of Organizational Fairness on Ethical Policing in the Community.

Citizen Accountability

53. It is necessary to give everyone a good reason why they are being stopped, even if it is not required.

Strongly agree Somewhat agree Slightly agree Slightly disagree Somewhat disagree Strongly disagree

☐☐☐☐☐☐

54. If people ask why they are being treated like they are, it is necessary to stop and explain.

Strongly agree Somewhat agree Slightly agree Slightly disagree Somewhat disagree Strongly disagree

☐☐☐☐☐☐

55. Explaining your decisions to the public is a waste of time.

Strongly agree Somewhat agree Slightly agree Slightly disagree Somewhat disagree Strongly disagree

☐☐☐☐☐☐

56. Explaining decisions to people just make officers look weak.

Strongly agree Somewhat agree Slightly agree Slightly disagree Somewhat disagree Strongly disagree

☐☐☐☐☐☐

Impact of Organizational Fairness on Ethical Policing in the Community.

Participant Demographic Profile

57. What is your rank?

☐

Police Officer

☐

Detective

☐

Sergeant

☐

Commander or higher (please do not complete this questionnaire)

58. What is your gender?

☐

Female

☐

Male

59. What is your age group?

- | | |
|---------------------------------------|---|
| <input type="radio"/> 21-25 years old | <input type="radio"/> 41-45 years old |
| <input type="radio"/> 26-30 years old | <input type="radio"/> 46-50 years old |
| <input type="radio"/> 31-35 years old | <input type="radio"/> 51-55 years old |
| <input type="radio"/> 36-40 years old | <input type="radio"/> 55 years old or older |

60. What is your race?

- | | |
|---|---|
| <input type="radio"/> White or Caucasian | <input type="radio"/> American Indian or Alaska Native |
| <input type="radio"/> Black or African American | <input type="radio"/> Native Hawaiian or other Pacific Islander |
| <input type="radio"/> Hispanic or Latino | <input type="radio"/> Another race |
| <input type="radio"/> Asian or Asian American | |

61. How long have you been employed as a law enforcement officer?

- | | |
|-----------------------------------|---|
| <input type="radio"/> 1-5 years | <input type="radio"/> 16-20 years |
| <input type="radio"/> 6-10 years | <input type="radio"/> 21-25 years |
| <input type="radio"/> 11-15 years | <input type="radio"/> 26- years or more |

62. What is your highest level of education you have completed?

- | | |
|--|--|
| <input type="radio"/> High School Diploma or GED | <input type="radio"/> Master's Degree |
| <input type="radio"/> Associate's Degree | <input type="radio"/> Professional degree such as Ed.D./J.D./Ph.D. |
| <input type="radio"/> Bachelor's Degree | |

Appendix C

Complete List of Dimensions

from the Skogan Study

The survey also focused on Chicago police officers’:

- Satisfaction with their jobs
- Support for strategic directions
- CompStat
- Compliance with the organization and obedience to supervisors
- Citizen responsiveness to police
- Police and citizen moral alignment
- Policy–community relations
- Views on the Chicago Alternative Policing Strategy program
- Union representation
- Workload pressures
- Beat assignments
- Risks of the job
- Tolerance for the use of force
- Culture
 - Outgroup
 - Solidarity
 - Cynicism
 - Crime fighting
 - Isolation from community

Appendix D

Informational Flier for Participants

WANTED



Police Officers and Sergeants



FOR:

A research study will be taking place at your police department.

ABOUT:

The study will ask your opinion and input on topics such as promotions, assignments, discipline, and both internal and external procedural justice.

WHEN:

The study will take place in the summer of 2019, and you will be e-mailed a link to the survey. The questionnaire will take approximately 10 minutes to complete.

WHO:

All police officers and sergeants can participate in this study.

CAN YOU BE IDENTIFIED?

NO – Your answers will be kept completely anonymous and confidential.

WHY SHOULD YOU PARTICIPATE?

This is your opportunity to speak up and be heard!!!

**IF YOU HAVE ANY OTHER QUESTIONS, PLEASE E-MAIL
DAVE CEPIEL AT: DPCEPIEL@OLIVET.EDU**

REWARD

All participants will have the opportunity to enter into a raffle for a chance to win one of three \$50.00 gift cards to Starbucks Coffee shop.

Appendix E

Police Department Demographics

Table E1

Police Department Demographics

	Both Departments (N = 99)		Department A (n=66)		Department B (n=33)	
	n	%	n	%	n	%
Gender						
Female	23	23.2	16	24.2	7	21.2
Male	75	75.8	50	75.8	25	75.8
Rank						
Police officer	48	48.5	28	42.4	20	60.6
Detective	28	28.3	23	34.8	5	15.2
Sergeant	23	23.2	15	22.7	8	24.2
Age						
21–25	3	3.1	1	1.5	2	6.1
26–30	22	22.4	15	22.7	7	21.2
31–35	28	28.6	20	30.3	8	24.2
36–40	28	28.6	20	30.3	8	24.2
41–45	9	9.2	6	9.1	3	9.1
46–50	7	7.1	3	4.5	4	12.1
51–55	1	1.9	1	1.5		
Race						
White or Caucasian	66	66.7	44	66.7	22	66.7
Black or African	17	17.2	15	22.7	2	6.1
American Hispanic or Latino	8	8.1	2	3	6	18.2
Asian or Asian American	2	2	1	1.5	1	3
American Indian or Alaskan Native	1	1	1	1.5		
Other	5	5.1	3	4.5	2	6.1
Years in service						
1–5	9	9.1	5	7.6	4	12.1
6–10	12	12.1	7	10.6	5	15.2
11–15	35	35.4	28	42.4	7	21.2
16–20	27	27.3	18	27.3	9	27.3
21–25	12	12.1	6	9.1	6	18.2
26 >	4	4	2	3	2	6.1
Highest educational level						
High school/GED	1	1	1	1.5		
Associate degree	15	15.2	7	10.6	8	24.2
Bachelor's degree	60	60.6	40	60.6	20	60.6
Master's degree	19	19.2	14	21.2	5	15.2
Ed.D./J.D./Ph.D	4	4	4	6.1		