Organisational and procedural Justice in policing: A user friendly guide

Dr Karl Roberts

Macquarie University

Karl.roberts@mq.edu.au

Dr Victoria Herrington

Australian Institute of Police Management

vherrington@aipm.gov.au

Plan

- What is Organisational Justice?
- What is Procedural Justice?
- What effect does organisational and procedural justice have *within* organisations?
- What effect does organisational and procedural justice have *between* organisations and stakeholders?
- What does organisational justice do to individuals?
- What are the implications for policing?

Justice research history

- Initial questions
    - Why do people obey authorities?
    - Why do people obey the law?
    - What is justice?
    - Are there different types of justice?
    - Do individuals have expectations for justice when interacting with authorities?

Justice research history

- Research developed into two broad areas (both of interest to policing)

  - Within organisations – *organisational justice research*
    - Concerned with fairness of procedures and treatment of staff within the organisation

  - Between organisations and stakeholders
    - Concerned with fairness of procedures and treatment of external stakeholders by organisations

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Types of justice?

- Four dimensions or types of justice
  - Distributive justice
  - Procedural justice
  - Interpersonal justice
  - Informational justice

Distributive Justice

- The extent to which outcomes are perceived of as fair.

  - Outcomes include

    - Within organisations
    - distribution of resources e.g. pay, promotion, status, loss/change of job

    - Between organisations and others (policing)
    - Arrest, warnings, custody

Procedural Justice

- Extent to which procedures are viewed as fair by the protagonists
- In order for a procedure to be viewed as fair it must:
  - Be applied consistently across people and time
  - Be free from bias
  - Ensure that accurate information is used in making a decision
  - Have a mechanism to correct flawed decisions
  - Conform to prevalent standards of ethics
  - Ensure that opinions of those affected have been considered

Interpersonal Justice

- The extent individuals are treated fairly by authorities involved in applying a procedure includes perceptions of:
  - Politeness
  - Dignity
  - Respect

  - Individuals like to have a VOICE in an interaction i.e. that they have been listened to

Informational Justice

- The adequacy of explanations given by authorities for decisions.

- Even if decisions are negative for individuals there may be high informational justice.

Terminology

- Terms can be confusing
- Use of organisational and procedural justice.

- *Organisational justice*
  - Occupational sciences
  - Concerned with levels of justice within an organisation
- How fair and reasonable are the processes, treatment and outcomes for staff within an organisation?
- Study of effects of all 4 justice dimensions

Terminology

- *Procedural justice*
- Exploring justice *between* organisations and their stakeholders
    - e.g. interactions between the police-public
- Researchers particularly interested in the fairness of procedures

- Broader conceptualization of procedural justice includes *informational, interactional and procedural justice*

Effects of justice

- Two areas
  - Justice within organisations
  - Justice effects on those outside organisations e.g. stakeholders

Within Organizations: Justice and Performance

- **High** organisational justice gives rise to greatest productivity and performance

- Each of the four factors affects various important employee outcomes

Within Organizations: Justice and Performance

- **Distributive justice**
  - *Positively* related to:
    - Outcome satisfaction
    - Commitment to organisation
    - Evaluation of authority
    - Trust of authority

  - *Negatively* related to:
    - Withdrawal – non-compliance

Within Organizations: Justice and Performance

- **Procedural justice**
  - *Positively* related to:
    - Job satisfaction
    - Commitment to organisation
    - Performance
    - Trust of authority
    - Extra role behaviour
    - Legitimacy of authority
  - *Negatively* related to:
    - Non-compliance
    - Counterproductive workplace behaviour e.g. corrupt practices, workplace theft

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Within Organizations: Justice and Performance

- **Informational and Interpersonal justice**
  - **Positively** related to:
    - Evaluation of authority

Justice effects on those outside organizations

- Focus upon procedural and distributive justice effects
  - e.g. police-public interactions

- high **procedural justice** associated with:
  - belief an organisation/authority is appropriate, proper and just *i.e. legitimate*
  - Greater cooperation with the authority

Justice effects on those outside organizations

- Distributive justice
  - Asymmetrical relationship between positive/negative outcomes and attitudes/beliefs about an authority
    - Negative outcomes perceived as unfair reduce perceptions of legitimacy and cooperation with authority
  - Positive outcomes tend to have a limited effect on these perceptions

What does justice 'do' to individuals?

- Multiple pathways, a few have been researched
- **Trust (e.g. Colquitt et al, 2012)**
  - High OJ/PJ enhances trust in an authority
  - Acts by *reducing uncertainty* and *increasing commitment* to the authority
- **Social identity (e.g. Tyler and Blader, 2002)**
  - Sense of self and self worth
  - High OJ increases likelihood individuals will identify with organisation
    - internalize aims/goals/standards of an organisation they are a member of
    - Group's well-being becomes central to their well-being

What does justice 'do' to individuals?

- Individual differences
  - Individuals differ in propensity to trust and identify with others
  - Justice, especially PJ, has greatest impact on individuals who have **lowest** trust propensity i.e. who are most suspicious
    - Implications for policing
      - interactions with the public especially those for whom trust for police is not easy
      - Interactions with 'cynical' police officers

What are the implications of justice research for policing?

- Multiple levels
  - Management and leadership
  - Training and staff development
  - Interaction with the public
  - Interaction with other criminal justice stakeholders

What are the implications for policing?

- Management and Leadership
  - What are the costs/benefits of OJ for policing?
  - How do we measure OJ in policing organisations?
  - Are the effects of OJ different at different levels in the org?
  - Is OJ appropriate in all circumstances?
  - How do we ensure staff recognise the OJ in an organisation?

What are the implications for policing?

- Training and staff development
  - Is it worthwhile/possible to 'train' OJ?
  - Who should be trained in this?

  - How do we account for individual differences?

What are the implications for policing?

- Interactions with the public
  - How do we ensure procedurally just interactions given the nature of some policing?
  - Can police use OJ operationally?
    - Interviewing suspect and witness
    - Management of informers
    - Intelligence assessment of organisations and groups
    - Other areas of policing

What are the implications for policing?

- Interactions with other stakeholders
  - What are the views of other stakeholders regarding how police interact with them?
    - i.e. others in the criminal justice system/NGOs/other statutory bodies
  - What are the views of police regarding the manner in which *they* are treated by the other stakeholders?
  - What are the implications?

Conclusions

- Number of potential benefits for policing of a consideration of justice research
  - Staff productivity
  - Relationships with stakeholders
  - Legitimacy of police
  - Cooperation with police

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