

Impact of Fear of Negative Evaluation and Perceived Organizational Justice on Organizational Citizenship Behaviour Among Police Personnel

Manjushree M.H¹, Hema Sree K.V²

¹Assistant professor, Department of Psychology, Sri Krishna Arts and Science college

²B. Sc Psychology, Sri Krishna Arts and Science college, Coimbatore

Abstract

Police personnel work in a highly structured organizational environment where fairness, evaluation, and interpersonal interactions play an important role in shaping their workplace behaviours. In police organizations, organizational justice has a significant positive effect on citizenship behaviour, indicating that fair treatment within the organization promotes respectful interaction, cooperation, and voluntary citizenship behaviours among police personnel (Abusamann et al., 2020). At the same time, fear of negative evaluation reflects individual's concern about being judged unfavourably by others, which may reduce their willingness to take initiative in the workplace. The present study examines the impact of perceived organizational justice and fear of negative evaluation on organizational citizenship behaviour among police personnel. Using a correlational research design, data were collected from police personnel (N = 100) through the Organizational Justice Scale (developed by Niehoff and Moorman, 1993), the Brief Fear of Negative Evaluation Scale (developed by Leary, 1983), and the Organizational Citizenship Behaviour Scale (adapted to the Indian context by Kumar and Shah, 2015). Pearson correlation and regression analyses were conducted to examine the relationship and impact of perceived organizational justice and fear of negative evaluation on organizational citizenship behaviour. Correlation analysis revealed that organizational justice has a significant positive relationship with organizational citizenship behaviour, while fear of negative evaluation is significantly and negatively related to OCB. A non-significant negative correlation was also observed between OJ and FNE. Multiple regression analysis further indicated that the overall model significantly predicts organizational citizenship behaviour. Among the predictors, perceived organizational justice emerged as the only significant independent factor impacting OCB. Fear of negative evaluation did not show a significant independent impact on OCB when organizational justice was considered simultaneously. The study highlights that when police personnel perceive fairness in their organization, they are more likely to engage in positive and voluntary behaviours that benefit the organization.

Keywords: Organizational justice, Fear of negative evaluation, Organizational Citizenship Behaviour, Police personnel

INTRODUCTION:

Police organizations function in highly structured and demanding environments where employee's behavior is influenced not only by formal rules and regulations but also by psychological and organizational factors. Along with carrying out their assigned duties, police personnel are often expected to go beyond their formal responsibilities and contribute positively to the organization. This type of behavior is known as organizational citizenship behavior (OCB), which includes voluntary actions such as helping colleagues, cooperating with team members, and taking initiative. Such behaviors are especially important in policing, where teamwork, public service, and the ability to perform effectively under pressure are important (Erlyanti et al., 2023; Aprilia et al., 2022). Previous research has shown that OCB significantly contributes to improved performance and helps organizations achieve their goals more effectively (Nurrohmat, 2022; Marcos et al., 2020). Moreover, when employees feel supported by their organization, they are more likely to develop a sense of belonging and willingly engage in these extra-role behaviors (Gunawan, 2025).

One of the key factors influencing employee behavior in any organization is perceived organizational justice. This concept refers to how fairly employees believe they are treated in terms of decision-making processes, distribution of rewards, and interpersonal interactions. In police organization, studies have consistently found that when officers perceive fairness in their organization, they tend to experience higher levels of job satisfaction, commitment, and engagement (Piotrowski et al., 2021; Sun et al., 2022). Fair treatment also encourages trust in leadership, ethical conduct, and adherence to professional standards (Wolfe et al., 2020; Fridell et al., 2021). Additionally, organizational justice plays an important role in reducing stress and burnout, which are common in high-pressure professions like police (May et al., 2020; Correia et al., 2023). Officers who perceive fairness are generally more motivated to contribute positively and engage in behaviors that benefit the organization. It has also been observed that fairness in decision-making and reward systems enhances both job satisfaction and performance (Sembiring et al., 2020).

Further research suggests that organizational justice strengthens employee's emotional attachment to the organization and promotes a sense of responsibility toward public service. Both distributive justice (fair outcomes) and procedural justice (fair processes) contribute to organizational commitment, although procedural justice often has a stronger impact on public service values (Jang et al., 2021). A fair organizational environment can also reduce the negative effects of occupational stress and discourage misconduct by encouraging ethical behavior (Lawson et al., 2022). On the other hand, when employees perceive injustice, they may develop dissatisfaction and intentions to leave the organization, making organizational justice an important factor in employee retention (Tyson et al., 2025).

Beyond its impact on individual attitudes, organizational justice also influences broader organizational outcomes such as culture, trust, and inclusion. When employees feel that procedures are fair and interactions are respectful, they are more likely to trust their organization and support changes or reforms (Aston et al., 2021). Fairness also creates a sense of psychological safety, allowing employees to feel valued and included in the workplace (Workman-Stark, 2021). However, some studies suggest that the impact of organizational justice may not always be direct and can vary depending on the context, sometimes influencing behavior indirectly (Lawshe et al., 2021).

Psychological aspects such as fear of negative evaluation (FNE) also play a significant role in shaping employee behavior. FNE refers to the concern or anxiety individuals feel about being judged unfavorably by others. In policing, where performance is closely monitored and accountability is high, this fear can strongly influence how officers behave at work. High levels of FNE may reduce confidence, increase

anxiety, and discourage individuals from engaging in extra-role behaviors like OCB. While a moderate level of concern about evaluation may encourage employees to follow rules and perform well, excessive fear can limit cooperation and initiative.

The relationship between organizational justice and organizational citizenship behavior has been widely supported in existing research. When employees perceive fairness, they are more likely to develop positive attitudes and reciprocate through helpful and cooperative behaviors (Nelson et al., 2022; Abusamaan et al., 2020). Supportive work environments and adequate job resources tend to enhance OCB, whereas high job demands and stress can reduce such behaviors (Marcos et al., 2020).

Although previous studies have examined organizational justice and OCB separately, there is limited research exploring how perceived organizational justice and fear of negative evaluation together influence on organizational citizenship behavior, particularly in police settings. This gap is important because police personnel often experience both fairness related concerns and pressure associated with evaluation simultaneously. Understanding how these factors interact can provide deeper insights into employee behavior in high stress environments. Therefore, the present study aims to examine the combined impact of perceived organizational justice and fear of negative evaluation on organizational citizenship behavior among police personnel.

AIM:

To examine the impact of perceived organizational justice and fear of negative evaluation on organizational citizenship behavior among police personnel.

OBJECTIVES:

- To examine the relationship between perceived organizational justice, fear of negative evaluation and organizational citizenship behavior among police personnel.
- To determine the impact of fear of negative evaluation and perceived organizational justice on organizational citizenship behavior among police personnel.

HYPOTHESES:

H₁₁: There will be a significant relationship between organizational justice and organizational citizenship behavior among police personnel

H₁₂: There will be a significant relationship between fear of negative evaluation and organizational citizenship behavior among police personnel

H₁₃: There will be a significant relationship between organizational justice and fear of negative evaluation among police personnel

H₁₄: There will be a significant impact of perceived organizational justice and fear of negative evaluation on organizational citizenship behavior among police personnel.

METHODOLOGY:

Sample and sampling technique:

The sample for the present study consists of N = 100 police personnel. The participants were selected using purposive sampling technique. Data were collected by visiting various police stations after obtaining prior permission from the Police Commissioner. The questionnaires were administered directly to the police personnel who consented to participate in the study.

Measurements:

The following instruments were used to collect data from the sample. Participants were asked to give responses on Organizational Justice Scale, Brief Fear of Negative Evaluation Scale (Brief FNE), Organizational Citizenship Behavior Scale. Participants were asked to give their responses to the statements.

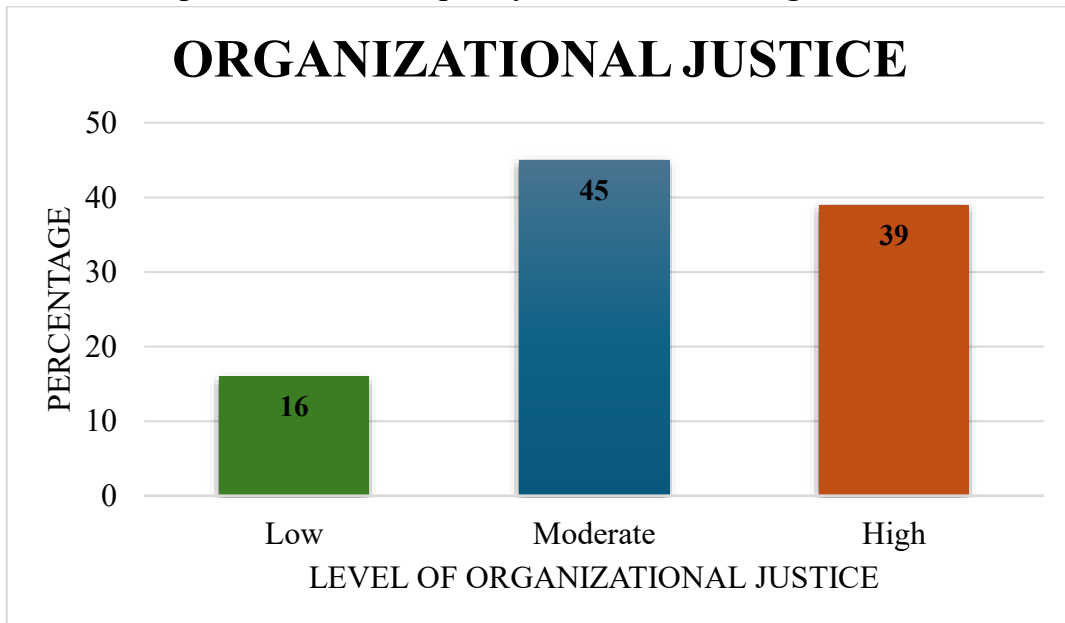
RESULTS:

**Table 1:
Frequency Distribution of Organizational Justice**

		Frequency	Percent
Valid	Low	16	16.0
	Moderate	45	45.0
	High	39	39.0
	Total	100	100.0

Table 1 presents the distribution of the sample based on levels of organizational justice. The results indicate that 16% of the respondents fall under low level, 45% belong to moderate level, and 39% are categorized under high level. This distribution suggests that the majority of the respondents experience a moderate level of organizational justice.

**Graph 1:
Pictorial representation of frequency Distribution of Organizational Justice**



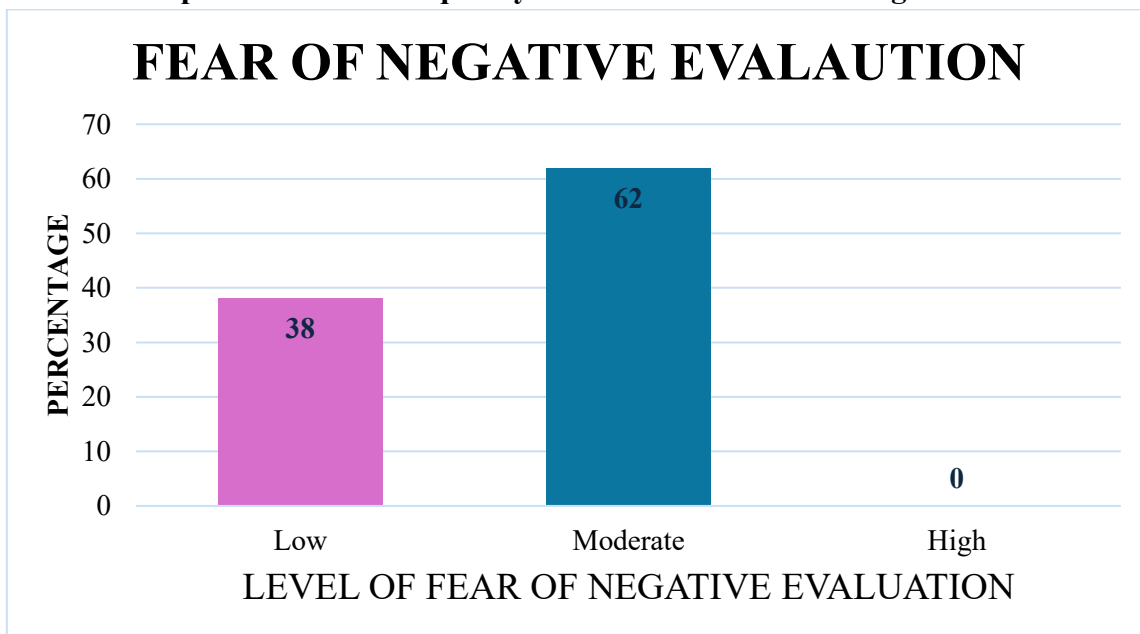
Graph 1 shows the pictorial representation of the frequency distribution of organizational justice levels among the respondents. The graph indicates that 45% of the participants perceive an average level of organizational justice, followed by 39% who report a high level, while 16% of the respondents fall under the low-level category. This graphical representation highlights that the majority of the respondents perceive organizational justice at an average to high level.

Table 2:
Frequency Distribution of Fear of Negative Evaluation

		Frequency	Percent
Valid	Low	38	38.0
	Moderate	62	62.0
	High	0	0
	Total	100	100.0

Table 2 presents the frequency and percentage distribution of fear of negative evaluation among the respondents. The results indicate that 38% of the respondents fall under the low level of fear of negative evaluation, while 62% belong to the moderate level. None of the respondents were categorized under the high level of fear of negative evaluation. This distribution suggests that the majority of the respondents experience a moderate level of fear of negative evaluation.

Graph 2:
Pictorial representation of frequency Distribution of Fear of Negative Evaluation



Graph 2 depicts the pictorial representation of the frequency distribution of fear of negative evaluation. The graph shows that a larger proportion of respondents (62%) fall under the moderate level of fear of negative evaluation, followed by 38% who report a low level. No respondents were found to have a high level of fear of negative evaluation, indicating an overall moderate presence of fear of negative evaluation among the participants.

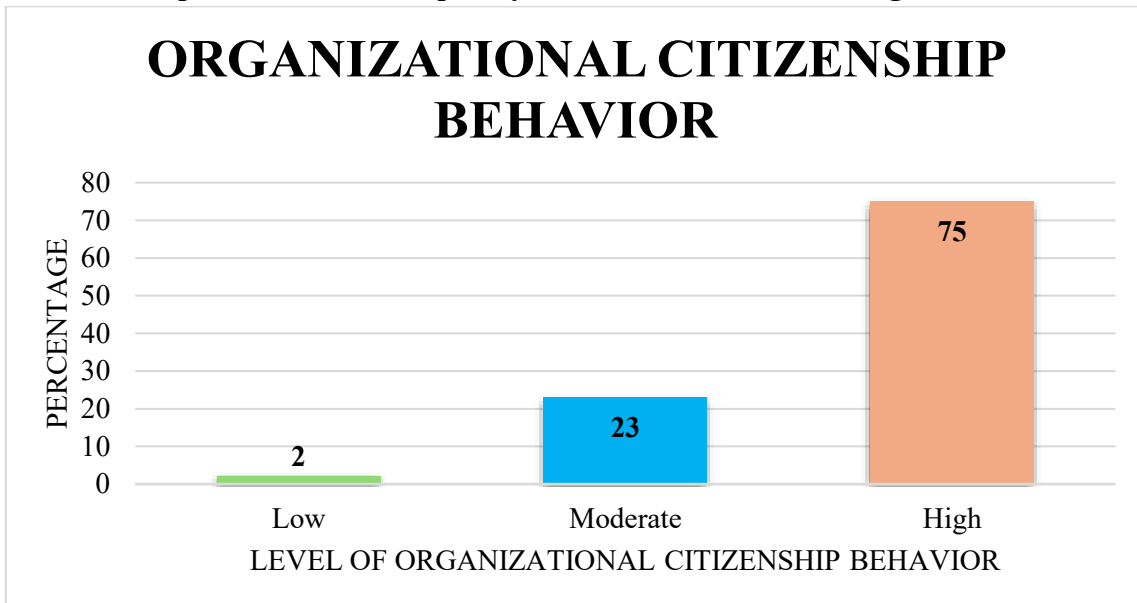
Table 3:
Frequency Distribution of Organizational Citizenship Behavior

		Frequency	Percent
Valid	Low	2	2.0
	Moderate	23	23.0
	High	75	75.0

Total	100	100.0
-------	-----	-------

Table 3 presents the frequency and percentage distribution of organizational citizenship behaviour among the respondents. The results reveal that 2% of the respondents fall under the low level of organizational citizenship behaviour, 23% belong to the moderate level, and a majority of 75% are categorized under the high level. The cumulative percentage indicates that most respondents demonstrate a high level of organizational citizenship behaviour.

Graph 3:
Pictorial representation of frequency Distribution of Fear of Negative Evaluation



Graph 3 depicts the pictorial representation of the frequency distribution of organizational citizenship behaviour. The graph shows that the majority of the respondents (75%) exhibit a high level of organizational citizenship behaviour, followed by 23% who report an average level, while only 2% fall under the low-level category. This graphical representation highlights a strong presence of organizational citizenship behaviour among the respondents.

Table 4:
Correlation among Organizational Justice, Fear of Negative Evaluation, and Organizational Citizenship Behaviour

		Organizational Justice	Fear of Negative Evaluation	Organizational Citizenship Behavior
Organizational Justice	Pearson Correlation	1	-.177	.361
	Sig. (2-tailed)		.078	.000
	N	100	100	100
Fear of Negative Evaluation	Pearson Correlation	-.177	1	-.223
	Sig. (2-tailed)	.078		.025

	N	100	100	100
Organizational Citizenship Behavior	Pearson Correlation	.361	-.223	1
	Sig. (2-tailed)	.000	.025	
	N	100	100	100

Correlation is significant at the 0.01 level (2-tailed).

Table 4 presents the Pearson correlation among Organizational Justice, Fear of Negative Evaluation, and Organizational Citizenship Behaviour (N = 100). Organizational Justice is positively related to Organizational Citizenship Behaviour ($r = .361, p < .01$). Organizational Justice has a negative but non-significant relationship with Fear of Negative Evaluation ($r = -.177, p = .078$). Fear of Negative Evaluation is negatively related to Organizational Citizenship Behaviour ($r = -.223, p < .05$). Therefore, organizational justice increases organizational citizenship behaviour, while fear of negative evaluation reduces it.

Table 5:
Regression among Organizational Justice, Fear of Negative Evaluation, and Organizational Citizenship Behaviour

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396 ^a	.157	.139	12.746

a. Predictors: (Constant), Fear of Negative Evaluation, Organizational Justice

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2932.380	2	1466.190	9.024	.000 ^b
	Residual	15759.730	97	162.471		
	Total	18692.110	99			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Fear of Negative Evaluation, Organizational Justice

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	83.085	11.454		7.254	.000
	Organizational Justice	.181	.052	.332	3.508	.001
	Fear of Negative Evaluation	-.549	.316	-.165	-1.739	.085

The model summary shows a moderate relationship between perceived organizational justice, fear of negative evaluation, and organizational citizenship behaviour ($R = .396$), with the predictors explaining 15.7% of the variance in OCB ($R^2 = .157$; Adjusted $R^2 = .139$). The ANOVA results indicate that the regression model is statistically significant ($F = 9.024$, $p < .001$). The coefficients show that organizational justice has a positive and significant effect on OCB ($B = .181$, $\beta = .332$, $p = .001$). Fear of negative evaluation has a negative but non-significant effect ($B = -.549$, $\beta = -.165$, $p = .085$). Overall, organizational justice is the significant predictor of OCB.

DISCUSSION

The present study examined the impact of positive organizational justice on fear of negative evaluation and organizational citizenship behavior among police personnel. The findings are based on responses obtained from 100 police personnel. Studies conducted among police personnel have also shown that perceptions of fairness within the organization significantly contribute to positive work attitudes and behavioral outcomes. Given the demanding and hierarchical nature of police organizations, the results offer meaningful insights into how fairness perceptions influence psychological and behavioral outcomes. These findings contribute to a better understanding of organizational dynamics within police organization. The descriptive findings of the present study indicate that police personnel generally perceive their organization as fair and just. The frequency distribution showed that 16% of the respondents reported low levels of organizational justice, 45% reported moderate levels, and 39% reported high levels. These findings suggest that the majority of the participants experience organizational justice at an average to high level. Such perceptions are particularly important in a structured and authority driven work setting, as they contribute to trust and a sense of being valued. Although a smaller proportion reported low levels of organizational justice, the overall findings support a favorable perception of fairness.

The results related to fear of negative evaluation revealed that 38% of the respondents reported low levels, 62% reported moderate levels, and none (0%) reported high levels of fear of negative evaluation. This distribution clearly indicates that the majority of police personnel experience either low or moderate evaluative fear, with no respondents falling under the high category. The absence of high fear levels suggests that police personnel are generally able to perform their duties without excessive concern about criticism or negative judgment from others. This may reflect professional confidence developed through training and experience, along with a relatively supportive organizational environment. The limited presence of high fear of negative evaluation indicates psychological comfort in evaluative situations.

The analysis of organizational citizenship behavior revealed that a majority of the respondents demonstrated high levels of citizenship behavior. The frequency distribution showed that 2% of the respondents fall under the low level, 23% belong to the moderate level, and a majority of 75% are categorized under the high level of organizational citizenship behaviour. This indicates a strong willingness among police personnel to engage in voluntary actions that support colleagues and enhance organizational functioning beyond formal role expectations. High levels of organizational citizenship behavior may be associated with a sense of responsibility, commitment, and positive organizational experiences. Previous research consistently shows that employees who perceive supportive and fair organizational environments are more likely to demonstrate helping behaviors, cooperation, and initiative in the workplace (Podsakoff, Whiting, Podsakoff, & Blume, 2009). These findings suggest that when personnel feel fairly treated, they are more likely to contribute positively to the organization.

The correlation analysis revealed meaningful relationships among organizational justice, fear of negative evaluation, and organizational citizenship behavior, highlighting the interconnected nature of these organizational and psychological variables. Organizational justice was found to have a significant positive relationship with organizational citizenship behavior ($r = .361, p < .01$), indicating that police personnel who perceived higher levels of fairness were more likely to engage in voluntary and supportive behaviors beyond their formal job roles. This finding suggests that fair treatment within the organization encourages cooperation, helping behavior, and a sense of responsibility among personnel. Previous research in policing contexts also supports the positive relationship between organizational justice and organizational citizenship behavior. Studies conducted among police personnel have shown that fair treatment, transparent procedures, and respectful interactions significantly encourage voluntary and cooperative behaviors beyond formal job roles (Abusamaan et al., 2020; Vuren et al., 2016). Therefore, Hypothesis 1, which states that there will be a significant relationship between organizational justice and organizational citizenship behavior, is accepted.

Fear of negative evaluation demonstrated a significant negative relationship with organizational citizenship behavior ($r = -.223, p < .05$). This finding indicates that police personnel who experienced higher fear of being negatively evaluated were less likely to engage in discretionary, prosocial organizational behaviors. From a practical perspective, this suggests that evaluative anxiety may inhibit individuals from taking initiative or voluntarily contributing beyond assigned duties. Previous research suggests that psychological and social pressures within police organizations can influence discretionary behaviors among officers. When police personnel experience higher levels of stress or concern about evaluation and criticism, they may become less likely to engage in voluntary organizational behaviors that go beyond their assigned duties (Lambert et al., 2019; Saeidi et al., 2016). Therefore, Hypothesis 2, which states that there will be a significant relationship between fear of negative evaluation and organizational citizenship behavior, is accepted.

Organizational justice also showed a negative relationship with fear of negative evaluation ($r = -.177$); however, this relationship was not statistically significant ($p > .05$). Although not significant, the negative direction suggests that higher perceptions of fairness may be associated with lower evaluative anxiety among police personnel. This trend indicates that fair organizational practices may help reduce concerns about criticism and judgment, even if the relationship was not strong enough to reach statistical significance in the present sample. The results indicated that there was no significant relationship between organizational justice and fear of negative evaluation. Therefore, Hypothesis 3, which states there will be a significant relationship between organizational justice and fear of negative evaluation is rejected and the null hypothesis is accepted. The correlation findings indicate that organizational justice plays a positive role in enhancing organizational citizenship behavior, while fear of negative evaluation acts as a limiting factor for such behaviors.

A multiple regression analysis was carried out to examine the impact of Organizational Justice (OJ) and Fear of Negative Evaluation (FNE) on Organizational Citizenship Behavior (OCB). The model summary indicates that the predictors together showed a moderate positive relationship with organizational citizenship behavior ($R = .396$). The R^2 value of .157 suggests that 15.7% of the variance in OCB is explained by organizational justice and fear of negative evaluation. After adjusting for sample size and number of predictors, the adjusted R^2 was .139, indicating that the model retains reasonable explanatory power.

The ANOVA results reveal that the overall regression model was statistically significant, $F(2, 97) = 9.024$, $p < .001$. This confirms that organizational justice and fear of negative evaluation, taken together, significantly predict organizational citizenship behavior.

Organizational justice emerged as a significant positive predictor of organizational citizenship behavior ($\beta = .332$, $t = 3.508$, $p = .001$). This indicates that higher perceptions of organizational justice are associated with higher levels of citizenship behavior among employees. This finding supports the idea that when employees perceive fairness in procedures, outcomes, and interactions, they are more likely to engage in voluntary and extra-role behaviors that benefit the organization. Previous research has highlighted that organizational justice plays an important role in shaping employees' work-related outcomes such as engagement, commitment, and extra-role behaviors (Greenberg, 1990; Organ, 1988). Studies conducted among police personnel have also shown that perceptions of fairness within the organization significantly contribute to positive work attitudes and behavioral outcomes

Fear of negative evaluation showed a negative but non-significant relationship with organizational citizenship behavior ($\beta = -.165$, $t = -1.739$, $p = .085$). Although the direction of the relationship suggests that higher fear of negative evaluation may reduce citizenship behavior, the effect was not statistically significant in the present study. This implies that fear of negative evaluation alone may not be a strong predictor of organizational citizenship behavior when organizational justice is simultaneously considered. Overall, the findings indicate that organizational justice plays a more influential role in predicting organizational citizenship behavior than fear of negative evaluation. Previous studies have similarly demonstrated that organizational justice acts as a key predictor of positive organizational outcomes, including citizenship behavior, work engagement, and employee commitment (Greenberg, 1990; Rahman & Karim, 2022).

Based on the regression results, Hypothesis 4, which stated that organizational justice and fear of negative evaluation would have an impact on organizational citizenship behavior, is partially supported. Organizational justice significantly predicted organizational citizenship behavior, whereas fear of negative evaluation did not show a significant independent impact.

CONCLUSION

- Correlation analysis revealed that organizational justice has a positive relationship with organizational citizenship behavior, while fear of negative evaluation has a negative relationship with organizational citizenship behavior among police personnel.
- Regression analysis showed that organizational justice significantly predicts organizational citizenship behavior, whereas fear of negative evaluation does not have a significant independent impact when both variables are considered together.

LIMITATIONS

- The sample size of the study was relatively small ($N = 100$), which may limit the generalizability of the findings to the wider police population.
- Data were collected only from police personnel in Coimbatore, which restricts the applicability of the results to other regions with different organizational and cultural contexts.
- The study relied on self-report measures, which may be influenced by social desirability bias, especially given the hierarchical and disciplined nature of police organizations.

- The use of purposive sampling may have limited the representativeness of the sample, as participants were selected based on specific criteria rather than random sampling.

FUTURE IMPLICATIONS OF THE STUDY

- The findings highlight the need for police organizations to strengthen fair and transparent organizational practices in order to promote organizational citizenship behavior among personnel.
- Training programs for supervisors and administrators can emphasize fair decision-making and respectful interpersonal treatment to enhance perceptions of organizational justice.
- Future research can extend the present study by using larger and more geographically diverse samples to improve the generalizability of the findings.
- Longitudinal and intervention-based studies may be conducted to examine causal relationships and the effectiveness of justice-based organizational interventions over time.
- Future studies may include additional organizational and psychological variables, such as leadership style, job stress, and organizational support, to gain deeper insights into factors influencing organizational citizenship behavior.

REFERENCES:

1. Abusamaan, M. N., Al Shobaki, M. J., El Talla, S. A., & Abu-Naser, S. S. (2021). The Relationship of Organizational Justice to Civility Behavior as One of the Dimensions of Organizational Citizenship Behavior in the Palestinian Police. *International Journal of Academic Management Science Research (IJAMSR)*, 3(4).
2. Aprillia, A. A., Setyabudi, C. M., & Nita, S. (2022). Organizational citizenship behavior (OCB) in achieving police organization goals. *Konfrontasi: Jurnal Kultural, Ekonomi Dan Perubahan Sosial*, 9(1), 131-139.
3. Aston, E., Murray, K., & O'neill, M. (2021). Achieving cultural change through organizational justice: The case of stop and search in Scotland. *Criminology & criminal justice*, 21(1), 40-56.
4. Cachon-Alonso, L., & Elovainio, M. (2022). Organizational justice and health: reviewing two decades of studies. *Journal of theoretical social psychology*, 2022(1), 3218883.
5. Colquitt, J. A., Hill, E. T., & De Cremer, D. (2023). Forever focused on fairness: 75 years of organizational justice in Personnel Psychology. *Personnel Psychology*, 76(2), 413-435.
6. Correia, I., Romão, Â., Almeida, A. E., & Ramos, S. (2023). Protecting police officers against burnout: Overcoming a fragmented research field. *Journal of Police and Criminal Psychology*, 38(3), 622-638.
7. Erlyanti, N., & Hamid, S. (2023). The influence of organizational support, personality and professionalism on organizational citizenship behaviour (OCB) and police performance. *Journal of Industrial Engineering & Management Research*, 4(1), 1-16.
8. Fein, E. C., & McKenna, B. (2024). Depleted dedication, lowered organisation citizenship behaviours, and illegitimate tasks in police officers. *Journal of Management & Organization*, 30(5), 1264-1286.
9. Fridell, L. A., Maskaly, J., & Donner, C. M. (2021). The relationship between organisational justice and police officer attitudes toward misconduct. *Policing and society*, 31(9), 1081-1099.
10. Jang, J., Lee, D. W., & Kwon, G. (2021). An analysis of the influence of organizational justice on organizational commitment. *International Journal of Public Administration*, 44(2), 146-154.

11. Lawshe, N. L., Burruss, G. W., Giblin, M. J., & Schafer, J. A. (2021). Behind the lens: Police attitudes toward body-worn cameras and organizational justice. In *Contemporary Issues in American Policing* (pp. 78-97). Routledge.
12. Lawson, S. G., Wolfe, S. E., Rojek, J., & Alpert, G. P. (2022). Occupational stress and attitudes toward misconduct in law enforcement: The moderating role of organizational justice. *Police practice and research*, 23(1), 95-110.
13. Marcos, A., García-Ael, C., & Topa, G. (2020). The influence of work resources, demands, and organizational culture on job satisfaction, organizational commitment, and citizenship behaviors of Spanish police officers. *International Journal of Environmental Research and Public Health*, 17(20), 7607.
14. May, D. C., Lambert, E. G., Leone, M. C., Keena, L. D., & Haynes, S. H. (2020). Stress among correctional officers: An organizational justice approach. *American Journal of Criminal Justice*, 45(3), 454-473.
15. Nelson, N., & Appel, O. (2022). Perceived procedural justice enhances correctional officers' organizational citizenship behavior: correlational and causal evidence from Israel. *Criminal Justice and Behavior*, 49(2), 164-180.
16. Nurrohmat, N. (2022). The effects of professionalism and behavior by organizational citizenship (OCB) as mediating variables on the effect of personality on performance (a study on Makassar Police). *International Journal of Quality & Reliability Management*, 39(4), 1040-1058.
17. Piotrowski, A., Rawat, S., & Boe, O. (2021). Effects of organizational support and organizational justice on police officers' work engagement. *Frontiers in psychology*, 12, 642155.
18. Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*, 28(5), 1113-1130.
19. Sun, I. Y., Wu, Y., Otu, S. E., Aro, G. C., Akor, I. C., & Nnam, M. U. (2022). Linking organizational justice to organizational commitment among Nigerian police officers. *Criminal justice and behavior*, 49(2), 220-238
20. Tyson, J., & Charman, S. (2025). Leaving the table: Organisational (in) justice and the relationship with police officer retention. *Criminology & Criminal Justice*, 25(4), 1016-1032.
21. Wolfe, S. E., McLean, K., Rojek, J., Alpert, G. P., & Smith, M. R. (2022). Advancing a theory of police officer training motivation and receptivity. *Justice Quarterly*, 39(1), 201-223.
22. Workman-Stark, A. L. (2021). Fair treatment for all: testing the predictors of workplace inclusion in a Canadian police organization. *Management and Labour Studies*, 46(1), 94-110