Organizational Justice and Psychological Wellbeing of Police Employees: A Relationship Study

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Abstract

The purpose of the study was to identify the effect of perceived organizational justice on psychological wellbeing (life satisfaction) of police employees. The sample comprised of 200 police employees including constables, sub-inspectors and circle officers. The participants were chosen as purposive convenient sampling. The results obtained from Pearson r and Stepwise Multiple Regression Analyses suggest that perceived organizational justice has positive relationship with psychological wellbeing, leading to life satisfaction. Additionally, stepwise regression analysis indicates that the components of organizational justice (distributive Justice, procedural Justice and interactional Justice) are the strong predictors of the components of psychological wellbeing (autonomy, environmental mastery, personal growth, positive relationships with others, purpose in life and self-accepted).The findings support the nascent view that work is central to an individual's life and perceived fairness in terms of distribution, procedure and interaction dramatically lead to employees' psychological wellbeing (life satisfaction) which elicits contentment, fulfilment and to make an employee more competent to face the existential challenges of life. The study provides valuable implications for the police practioners, researchers and management body to better understand the psychological needs of police employees where they can experience themselves to be fulfilling and develop as global citizens with true human potentials at work and non-work domains of life.

Keywords: *Life Satisfaction, Organizational Justice, Police Employees, Psychological Wellbeing.*

Introduction

In present scenario, issues of justice or fairness are key concern to virtually all employees at workplace. Perception of justice is particularly important for police employees because they are considered as the embodiment of safe humanity and maintain law and order in society. In fact, Police employees are the agents of justice and they extend this gesture only when they experience high level of psychological wellbeing at workplace which fosters police employees to be more competent to face the challenges of all spheres of life. In addition, we can say that police employees look more to the broader organizational environment and procedures which can provide avenues to grow professionally as well as experience psychological wellbeing, leading to life satisfaction.

Measuring psychological wellbeing of police employees is worth investigating, not only because understanding and leading the "optimal functioning" but also to foster the police employees' entire health and contentment, and they can experience fully functional person in personal and professional domains of life [1]. It is well known that police officers regularly encounter unpredictable and volatile situations such as investigating crime scenes, engaging in high-speed pursuits and mediating domestic disputes [2, 3]. These pessimistic work experiences lead to negative psychological consequences as stress, burnout, reduced occupational wellbeing [4] and increased psychological instability [5] in police employees. In fact, decreased communication, high disciplinary procedures and regimentation, pressure from organizational structure and climate [6, 7, 8] reduce psychological wellbeing and quality of life of police employees.

Wellbeing of police employees have been studied in terms of reduced stress, deviance, burnout [9, 10, 11, 12, 13, 14], depression and frustration [15, 16], suicidal ideation etc. [17, 18], but little are studied in the light of workplace variable as perceived organizational justice. However, currently, in organizational behavior, management practioners and researchers have focused on that how fairness practices (distribution, procedures and interaction) affect

employees' wellbeing. Study conducted by [19] investigated that experiencing injustice in distribution and procedures lead to low self-esteem, occupational stress, social dysfunction and depression [20] among the police officers. It has been examined that distributive and procedural injustice lead to employees' psychological distress (neuroticism, emotional exhaustion and depression)[21], negative emotions such as anger and aggression, and employees feel dissatisfied with work and non-work life [22]. In addition, discrimination during interaction (the social strata, race or sex), threatens an employee's self-concept which leads to poor mental health, lack of regard and low self-esteem among the employees. Similarly, the employees who perceived their organization as unfair, in terms of procedural and interactional justice, experienced low levels of wellbeing (emotional exhaustion and stress symptoms) [23]. Furthermore, a study revealed that perceived organizational justice enhances job satisfaction and employee wellbeing (reduced stress, exhaustion and workplace deviance) [24].

Overall, the literature suggests that practices of justice in terms of interaction, distribution and procedures within the organization lead to higher level of wellbeing of employees, and are vital to motivate to provide best customer service level. But, the police literature indicates that most of the justice-related researches involve fairness associated with recruitment and selection procedures [25, 26]. Relatively very few researches have been found in policing literature which focuses on the fairness associated with the day-to-day interactions between authority figures (constable, head constable, inspector and other personnel with significant people-management responsibilities), procedures of decision making and allocation of the resources in the police organization.

This lack of detail provides important insights into how justice practices need to be managed in order to enhance psychological wellbeing of Indian police employees which lead to feeling of life satisfaction. To fill-up this gap, this study has been conducted with the viewpoint that perception of justice at workplace definitely leads to psychological wellbeing and experience of life satisfaction. Psychological wellbeing has always been researched from the perspective of general health at workplace. But, in the present study, this term has been researched from the perspective of life satisfaction whereby the police employees experience autonomy, environmental mastery, feel accepted, grow personally and maintain healthy and positive relationships

within the organization as well as in personal domains. The concepts of organizational justice and psychological wellbeing have been discussed as follows:

Organizational Justice (OJ)

Organizational justice has taken unfolded many forms and has been proliferated over the years. The concept of organizational justice has been cited under the theoretical underpinnings of Adams's Equity Theory [27] and has been elaborated the justice theories of Homans [28]. Adams proposed that individuals make cognitive evaluations of the difference between their contributions and the resultant outcomes. This study focused on three dimensions of organizational justice as:

Distributive Justice

Distributive Justice (DJ) which indicates the subjective evaluations of the employees to the extent to which outcomes such as pay, promotions, work roles, and workloads are distributed fairly to the employees [29]. Distributive justice focuses on the degree of perceived fairness in the distribution and allocation of outcomes within an organization based upon the inputs [30]. Researchers have found that fairness in the allocation of the benefits (e.g., leave, loan and pension plans) and punishment or rewards protect individuals' health and safety as well as increase their self-satisfaction and productivity. Perception that regards the fairness of distribution is a cognitive decision and may lead to positive emotional outcomes, and more is the perception of distributive injustice, the more likely an individual is to display negative emotional behavior as aggression and burnout in personal and professional life.

Procedural Justice (PJ)

Procedural Justice is concerned with the procedures used in the allocation of resources and emphasize on the importance of fairness of the methods or procedures used (decision criteria, control of the process) at workplace [31, 32, 33]. Procedural justice is characterized by the fairness of the processes that are used to determine what outcomes are used, how they are distributed, and to whom the outcomes are given. It is suggested that the contribution of procedural justice is positively associated with the cognitive, affective and behavioural reactions at work place, and enhance employees' psychological well-being which elicits feeling of life satisfaction of employees [19].

Interactional Justice (IJ)

Interactional Justice focuses on that how employees are treated during the decision making process [34, 35, 29]. Interactional justice refers to the quality of the interpersonal interaction between the employees and the employers in an organization. Greenberg proposed two aspects of interactional justice as: *interpersonal justice* which shows concern for employees regarding the distributive outcome they receive or treatment that an employee receives with dignity and respect, while *informational justice* is related to providing knowledge about procedures that demonstrate regard for employees' concerns [36]. Perceived interactional justice increases intrinsic motivation within employees which leads to confidence whereby an employee perceives growth, autonomy and motivates to establish healthy relationship in professional and personal life.

Psychological Wellbeing (PWB)

The term psychological wellbeing is multi-faceted, and is correlated to work performance and quality of work life [37]. In present scenario, the term psychological wellbeing has been defined from various perspectives, and the wellbeing of police employees must be considered in terms of 'happiness' (eudaimonia) which emphasizes on true happiness leading a virtuous life and realizing human potential is the ultimate human goal [38]. 'Eudaimonia' indicates the highest of all goods achievable by human actions and the feelings accompanying behavior in the direction of, and consistent with, one's true potentials. It also indicates whether and to what extant an individual is dealing with the existential challenges of life, focusing of self realization, and whether the person is fully functioning, leading to life satisfaction in all aspects of life [39].

According to [40] psychological well-being is a subjective experience and can be defined as a person's cognitive and affective evaluation of his or her life The term psychological wellbeing also refers to the people's evaluation of lives-including cognitive judgment such as life satisfaction, affective evaluation of moods, and positive and negative emotional feelings. It has also been defined as "an individual's feelings of being healthy, satisfied and even happy about his or her life" [41]. Furthermore, the Self Determination Theory (SDT) proposed by [42] with the idea that personal psychological well-being is a direct function of satisfaction of the basic psychological needs as (1) the need for competence, which concerns succeeding at optimally challenging tasks and being able to attain desired outcomes; (2) the need for autonomy, which concerns experiencing choice and feeling like the initiator of one's own actions; and (3) the need for relatedness, which concerns establishing a sense of mutual respect and reliance with others. These feeling of competence, autonomy and relatedness facilitate optimal functioning for growth and integration, as well as for constructive social development and personal well-being.

A multi-dimensional model of psychological wellbeing proposed by [43] focuses on the realization of individual potential and establishes a perfect balance between personal and professional domains of life. Carol Ryff's psychological wellbeing model comprises six theoretical and operational dimensions of psychological wellbeing which are *Autonomy (AU)* - a sense of self determination and personal authority, *Environmental Mastery (EM)* - to shape one's environment so as to meet personal needs and desires, *Personal Growth (PG)* - sense of continued growth and development as a person, *Positive Relations with Others (PR)*- to develop and maintain warm and trusting interpersonal relationship), *Purpose in Life (PL)* - feeling that one's life is purposeful and *Self Acceptance (SA)* - attempt to feel good about oneself even while aware of one's own limitations which in combination with the six dimensions constitute the psychological wellbeing of an individual.

Hypotheses

H1. There is significant relationship between organizational justice and psychological wellbeing of police employees.

H1a. There is significant relationship between distributive justice and the dimensions of psychological wellbeing (autonomy, environmental mastery, personal growth, purpose in life, positive relationship with others and self-acceptance).

H1b. There is significant relationship between procedural justice and the dimensions of psychological wellbeing (autonomy, environmental mastery, personal growth, purpose in life, positive relationship with others and self-acceptance).

H1c. There is significant relationship between interactional justice and the dimensions of psychological wellbeing (autonomy, environmental mastery, personal growth, purpose in life, positive relationship with others, and self-acceptance).

H2. Organizational justice will significantly predict psychological wellbeing of police employees.

H2a. Distributive justice will significantly predict autonomy, environmental mastery, autonomy, personal growth, purpose in life, positive relations with others and self-acceptance.

H2b. Procedural justice will significantly predict autonomy, environmental mastery, autonomy, personal growth, purpose in life, positive relations with others and self-acceptance.

H2c. Interactional justice will significantly predict autonomy, environmental mastery, autonomy, personal growth, purpose in life, positive relations with others and self-acceptance.

Methodology

Sample

The study has been conducted on a sample of 200 police employees, including constables, sub-inspectors and circle officers appointed in different police stations of western Uttar Pradesh, India. The descriptive statistics of the demographic variables were on the basis of police employees' Rank, Tenure, Education, Age, Gender and Marital Status (Table 1).

Table 1: Frequency table for demographic variables of the study

Demographic variables	Frequency	Percentage
Types of rank		
Constable	120	60.0
Sub Inspector	54	27.0
Circle Officers	26	13.0
Total	200	100.0
Gender		
Male	140	70.0
Female	60	30.0
Total	200	100.0
Experience		
10-20 years	102	51.0
21-30 years	98	49.0
Total	200	100.0
Education		
Intermediate	55	27.0
Graduation	81	40.0
Above	64	32.0
Total	200	100.0
Age		
18-36 years	100	50.0
37-56 years	100	50.0
Total	200	100.0
Marital status		
Married	182	91.0
Unmarried	18	9.0
Total	200	100.0

Measures

Organizational Justice Scale (OJS)

Perception of justice has been measured by using three scales (A) Distributive Justice Index [30] which consists of 5-items. This is a 7-point scale and the scores on the scale ranges from 1=Strongly Disagree to 7= Strongly Agree. The reported reliability co-efficient of the scale has been found 0.90, (B) Procedural Justice Scale [44] which consists of 15-items. Each item has been scored on a 7-point scale ranging from 1=strongly disagree to 7=strongly agree. The reported reliability co-efficient of the scale has been found 0.90 and (C) Interactional Justice Scale [35] which consists of 9-items. This is a 7-point scale and the scores on the scale ranges from 1=Strongly Disagree to 7=Strongly Agree, with the reliability reported to be as 0.98.

Psychological Wellbeing Scale (PWBS)

Psychological wellbeing was measured by using Psychological Wellbeing Scale (PWBS) developed by [43]. The scale measures the degree of life satisfaction which an employee experiences on the basis of six dimensions that define psychological wellbeing. These dimensions are Autonomy (0.83), Environmental Mastery (0.86), Personal Growth (0.85), Positive relations with others (0.88), Purpose in Life (0.88), and Self-Acceptance (0.91). Each dimension is measured on the basis of 9-item scale and the score ranges from 1=Strongly Disagree to 6= Strongly Agree. The Cronbach Alpha reliability of each subscale has been reported within the parentheses.

Originally, the questionnaires used in the present study were in English language. We translated English-language items into Hindi language using a standard translation-back-translation procedure for the convenience of the sample (since they were administered on the sample of police employees holding different ranks as constables, sub-inspectors and circle officers) in India.

Administration and Scoring

The subjects were taken into confidence with the assurance given to them that the purpose of data collection is purely academic and carries no personal interest and was also assured that the responses would be kept confidential. The instructions and administration procedures were same for all the subjects. The scoring of organizational justice and psychological wellbeing was done according to the instructions given in the manuals.

Statistical Analysis and Factor Structure of the Measures

Pearson Product-Moment Correlation and Stepwise Multiple Regression Analysis were used for correlation and prediction of the study variables. In addition, to examine the factor structure of the measures taken up in the study was subjected to Principal Component Analysis (PCA) with Kaiser's Varimax Rotation (Rotatedcomponents matrix of OJ and PWB scale see table 2 and 3).

Table 2: Organizational justice scale rotated components matrix

Variables/Items	Components								
	1	2	3	4	5	6	7	8	h²
Distributive Justice 1					.56				.40
Distributive Justice 2					.78				.65
Distributive Justice 3					.50				.54
Distributive Justice 4							.45		.38
Distributive Justice 5							.52		.36
Procedural Justice 1				.35*					.41
Procedural Justice 2					.37*				.43
Procedural Justice 3						.56			.48
Procedural Justice 4						.63			.53
Procedural Justice 5							.40*		.41
Procedural Justice 6							.68		.62
Procedural Justice 7			.43*						.49
Procedural Justice 8			.80						.67
Procedural Justice 9			.63						.52
Procedural Justice 10	.45								.49
Procedural Justice 11	.50								.49
Procedural Justice 12	.71								.54
Procedural Justice 13	.70								.59
Procedural Justice 14	.48								.42
Procedural Justice 15	.40*								.47
Interactional Justice 1								.77	.64
Interactional Justice 2								.54	.40
Interactional Justice 3		.64							.59
Interactional Justice 4		.66							.51
Interactional Justice 5		.66							.49
Interactional Justice 6						.52			.50
Interactional Justice 7				.62					.49
Interactional Justice 8				.67					.48
Interactional Justice 9				.56					.63
Eigenvalues	2.40	1.90	1.83	1.77	1.76	1.76	1.69	1.59	14.69
Percentage of variance	8.28	6.56	6.39	6.10	6.07	6.05	5.81	5.47	51.66

Items marked with the symbol (*) have factor loadings less than 0.45 and have been excluded from further analyses.

Organizational justice scale was subjected to factor analysis and out of 29 items, 24 items were extracted. For distributive justice, total five items were selected having loading above .45. Furthermore, for procedural justice, 10 items were extracted and five items were excluded from the procedural justice scale with the factor loading was less than .45. And, for interactional justice, total nine items were analyzed and all the items were included in the study having loadings above .45. Therefore, total 24 items were included in the study to assess the perception of organizational justice of police employees. The scale accounted for 51.66 percent of variance and the communalities ranged from .36 to .67. The rotated factor solutions are presented in Table 2.

Similarly, for Psychological Wellbeing, Principal Component Analysis was worked out to exclude the items from the study which were having factor loadings less than .45. As aforementioned, the PWB scale is divided into six dimensions, each sub-scale comprises of nine items and on the basis of factor analysis 35 items were extracted for further analysis. The communalities ranged from .10 to .53 and contributed to 39.71 percent of total variance. The rotated factor solutions are reported in Table 3. Reliability of organizational justice scale (Distributive Justice Index, Procedural justice Scale and Interactional Justice Scale) and psychological wellbeing Scale (Autonomy, Environmental Mastery, personal Growth, positive relationship with others, purpose in life and self acceptance) have also been calculated after excluding the items having factor loading less than .45 (Table 4).

Table 3: Psychological wellbeing scale rotated components matrix

Variables/Items	Components								
	1	2	3	4	5	6	7	8	h²
Autonomy 1						.56			.45
Autonomy 2						.35*			.30
Autonomy 3								.55	.46
Autonomy 4								.64	.46
Autonomy 5								.70	.51
Autonomy 6					.49				.35
Autonomy 7					.57				.43
Autonomy 8					.54				.32
Autonomy 9					.63				.50
Environmental Mastery 1		.53							.37
Environmental Mastery 2		.48							.40
Environmental Mastery 3							.52		.34
Environmental Mastery 4							.62		.44
Environmental Mastery 5							.54		.37
Environmental Mastery 6			.44						.34
Environmental Mastery 7			.68						.51
Environmental Mastery 8			.49						.30
Environmental Mastery 9	.32*								.33
Personal Growth 1					.50				.42
Personal Growth 2		.45							.49
Personal Growth 3		.51							.44
Personal Growth 4		.61							.52
Personal Growth 5		.35*							.39
Personal Growth 6		.47							.43
Personal Growth 7			.27*						.35
Personal Growth 8			.55						.50
Personal Growth 9			.44						.33
Positive Relationship with Others 1						.33*			.24
Positive Relationship with Others 2						.40*			.39
Positive Relationship with Others3				.30*					.30
Positive Relationship with Others4		.43*							.42
Positive Relationship with Others5				.56					.40
Positive Relationship with Others6				.65					.47
Positive Relationship with Others7				.71					.53
Positive Relationship with Others8				.46					.33
Positive Relationship with Others9		.25*							.24
Purpose in Life 1	.34*					.36*			.30
Purpose in Life2					.36*				.42
Purpose in Life3	.38*			.30*					.30
Purpose in Life4				.40*					.38
Purpose in Life5				.43*					.40
Purpose in Life6	.39*								.30
Purpose in Life7	.42*								.39
Purpose in Life8	.53								.41
Purpose in Life9	.31*								.25
Self Acceptance1						.47			.33
Self Acceptance2						.57			.45
Self Acceptance3						.35*			.36
Self Acceptance4			.44*						.28
Self Acceptance5			.24*						.10
Self Acceptance6	.58								.54
Self Acceptance7	.42*								.32
Self Acceptance8	.59								.42
Self Acceptance9	.51								.37
Eigenvalues	3.18	2.79	2.79	2.76	2.52	2.52	2.34	1.99	20.90
Percentage of Variance	5.89	5.17	5.16	5.12	4.67	4.66	4.34	3.69	39.71

Items marked with the symbol (*) have factor loadings less than 0.45 and have been excluded from further analyses.

Table 4: Reliability coefficient of organizational justice and psychological wellbeing scale

Variables	Reliability (α)
Organizational Justice Total	.76
Dimensions of Organizational justice	
1. Distributive justice	.83
2. Procedural Justice	.82
3. Interactional Justice	.72
Psychological Wellbeing Total	.70
Dimensions of Psychological Wellbeing	
1.Autonomy	.72
2.Environmental Mastery	.72
3.Personal Growth	.70
4.Positive Relationship with Others	.73
5.Purpose in Life	.74
6.Self -Acceptance	.72

Results and Discussion

Table 5 represents the mean, standard deviation and intercorrelation of the study variables. It can be observed that there is a significant relationship between organizational justice and psychological wellbeing (on an over-all basis) with the calculated r =0.40 (p<.01level), and can be stated that hypotheses H1 has been retained at .01 level.

Table 5 also reveals that distributive justice has significant correlation with autonomy, personal growth, environmental mastery, positive relationship with others and purpose in life with the calculated r-values as .14*, .17* (p<.05), .19**, .20** and .18** (p<.01level), respectively, while distributive justice has weak relationship with self-acceptance (r=.11).

Table 5: Descriptive statistics and Pearson's correlation between organizational justice and psychological wellbeing of police employees on overall basis

Variables	1	2	3	4	5	6	7	8	9	10	11	Mean	SD
1. OJT	-											43.44	8.91
2. PWBT	.40**	-										71.32	12.54
3. DJ	.86**	.28**	-									8.31	2.21
4. PJ	.75**	.50**	.36**	-								16.72	3.71
5. IJ	.93**	.24**	.90**	.47**	-							18.41	4.54
6. AU	.32**	.61**	.14*	.37**	.20**	-						15.29	3.61
7. EM	.21**	.64**	.19**	.19**	.17**	.23**	-					15.25	3.64
8. PG	.25**	.74**	.17*	.31**	.15*	.35**	.44**	-				13.04	3.85
9. PRO	.24**	.60**	.20**	.27**	.15**	.19**	.21**	.34**	-			9.2	2.96
10. PL	.24**	.51**	.18**	.25**	.17**	.19**	.22**	.16*	.33**	-		5.63	2.03
11. SA	.27**	.67**	.11	.49**	.09	.27**	.23**	.36**	.32**	.37**	-	12.83	3.48

*Note- ** Correlation is significant at the 0.01 level; * Correlation is significant at the 0.05 level. OJT- Organizational Justice Total; PWBT-Psychological Wellbeing Total; DJ-Distributive Justice; PJ-Procedural Justice; IJ- Interactional justice; AU-Autonomy; EM-Environmental Mastery; PG-Personal Growth; PRO-Positive Relations with Others; PIL-Purpose in Life; SA-Self-Acceptance.*

Similarly, procedural justice has also been found significantly correlated with autonomy, environmental mastery, personal growth, positive relations with others, purpose in life and self-acceptance with the calculated r-values as .37**, .19**, .31**, .27**, .25**, and .49** (p<.01), respectively. Lastly, interactional justice has also significant correlation with autonomy,

environmental mastery, personal growth, positive relations with others and purpose in life with the calculated r-values as .20** (p<.01), .17*, .15*, .15* and 17* (p<.05), respectively, while interactional justice has weak correlation with self acceptance (.09).

Table 6 indicates that autonomy has been predicted by distributive justice with the calculated R as .23 (F=11.74**, p<.01, Beta= .23, R^2 = .06), procedural justice with the calculated R as .39 (F=17.51**, p<.01, Beta= .08, R^2=.15) and interactional justice with the calculated R as .42 (F=13.29**, p<.01, Beta= .40), and the three dimensions jointly explained 18% of variance in the prediction of autonomy. As a whole, distributive justice has been found as the strongest predictor of autonomy with the calculated beta value as .49. Further, environmental mastery has been predicted by distributive justice with the calculated R as .19 (F=7.04*, p<.05, Beta=.19) and accounted for 3% variance in the prediction of environmental mastery. And, no prediction has been made by procedural justice and interactional justice.

Personal growth has been predicted by distributive justice with the calculated R as .17(F=6.03*, p<.05, Beta= .17, R^2= .03), procedural justice with the calculated R as .31(F=10.71**, p<.01, Beta= .28, R^2= .09) and interactional justice with the calculated R as .34 (F=8.58*, p<.05, Beta=.34), and the three dimensions jointly predicted 12% of variance in the prediction of personal growth. As a whole, distributive justice has been found to be the strongest predictor of personal growth with the calculated beta value as .36.

Similarly, distributive justice predicted positive relationship with others with the calculated R as .20 (F=8.46*, p<.05, Beta= .20, R^2 = .04), procedural justice with calculated R as .29 (F=9.21**, p<.01, Beta= .23, R^2 = .08) and interactional justice with calculated R as .34 (F=8.31*, p<.05, Beta= .42), and the three dimension jointly explained 12% of variance in the prediction of positive relationships with others. On the basis of the table we can say that distributive justice has been found as the strongest predictor of positive relationship with others with the calculated beta value as .48.

Purpose in life has been predicted by distributive justice with the calculated R as .18, (F=6.49*, p<.05, Beta= .18) and accounted for 3% variance in the prediction of purpose in life. Procedural justice along with distributive justice has been predicted purpose in life with the calculated R as .27, (F=7.61*, p<.05, Beta=.21) and jointly accounted for 7% variance in the prediction of purpose in life. Procedural justice has been found the strongest predictor of purpose in life with the calculated beta value as .21. Finally, self-acceptance has been predicted by procedural

justice with the calculated R as .48, (F=60.97**, p<.01, Beta= .48, R^2= .23) and interactional justice along with procedural justice predicted self-acceptance with the calculated R as .51(F=34.98**, p<.01, Beta=.18) and jointly accounted for 26% variance in the prediction of self acceptance. Procedural justice has been found the strongest predictor of self-acceptance with the calculated beta value as .57. Hence, we can say that all the dimensions of organizational justice (Distributive justice, Procedural justice and Interactional justice) have been proved to be the significant predictors of psychological wellbeing of police employees.

On the basis of hypothesis H1, it can be observed that there is significant and positive relationship between organizational justice and psychological wellbeing of police employees. On overall basis, it can be suggested that perception of justice at workplace plays a significant role in determining the police officers' autonomy, self-acceptance, environmental mastery and helps to develop healthy relationships with others with the feeling of growth and making life more meaningful which in combination constitutes the psychological wellbeing (life satisfaction) of police employees. As earlier hypothesized, that there is significant relationship between organizational justice and psychological wellbeing, our *hypothesis1* has been retained and it supports that perception of justice at workplace leads to psychological wellbeing of police employees, and when spilled over at the personal domains of life, it satisfies the psychological needs which lead to psychological contract and motivation for being more decisive at personal front with optimal human functioning.

Findings also suggest that organizational justice significantly predict psychological wellbeing, of police employees. To perform a more stringent examination of *hypothesis 2,* stepwise multiple regression analysis was performed to predict the dimensions of psychological wellbeing on the basis of organizational justice dimensions. Table 6 reveals that autonomy (AU) has been predicted by distributive justice with the joint effect of procedural justice and interactional justice. The findings suggest that perception of justice at workplace leads to intrinsic motivation and increases locus of control [45] which helps to enhance sense of self-determination and personal authority within a police employee. In addition, it can be stated that perceived fairness elicits the freedom for the right decision-making on the one hand and encourages workplace learning, job satisfaction [46] and information flow on the other

Table 6: Stepwise multiple regression analysis representing the prediction of psychological wellbeing as dependent variable and organizational justice as independent variable.

Variables	R	R²	SEmean	F-value	df	Beta
DV. Psychological Wellbeing Total IV. Organizational Justice Total	.40	.16	11.63	37.22**	1, 198	.39
D.V. Autonomy						
Distributive Justice	.23	.06	3.51	11.74**	1, 198	.23
Distributive Justice, Procedural Justice	.39	.15	3.34	17.51**	1, 197	.19, .08
Distributive Justice, Procedural Justice, Interactional Justice	.42	.18	3.30	13.29**	1, 196	.49, .39, .40
D.V. Environmental Mastery						
Distributive Justice	.19	.03	3.59	7.04*	1, 198	.19
DV. Personal Growth						
Distributive Justice	.17	.03	3.08	6.03*	1, 198	.17
Distributive Justice, Procedural Justice	.31	.09	3.06	10.71**	1, 197	.07, .28
Distributive Justice, Procedural Justice, Interactional Justice	.34	.12	3.65	8.58*	1, 196	.36, .34, .34
DV. Positive Relationships with others						
Distributive Justice	.20	.04	2.91	8.46*	1, 198	.20
Distributive Justice, Procedural Justice	.29	.08	2.85	9.21**	1, 197	.12, .23
Distributive Justice, Procedural Justice, Interactional Justice	.34	.12	2.81	8.31*	1, 196	.48, .29, .42
DV. Purpose in Life						
Distributive Justice	.18	.03	2.01	6.49*	1, 198	.18
Distributive Justice, Procedural Justice	.27	.07	1.97	7.61*	1, 197	.10, .21
DV. Self Acceptance						
Procedural Justice	.48	.23	3.05	60.61**	1, 198	.48
Procedural Justice, Interactional Justice	.51	.26	3.00	34.98**	1, 197	.57, .18

*Note- ** Significant at .01 level*

hand. In fact, greater autonomy on job enhances the acquisition and utilization of knowledge and increase participation which promote cognitive growth and enhance knowledge transfer among employees. This experience, when carried to personal domains, fosters sharing of thoughts, positive feelings and ideas which generate positive emotions as self-respect, pride and contentment in one's life, and elicits a feeling of life satisfaction [47, 48].

Furthermore, environmental mastery (EM) has been predicted by distributive justice and it can be expected that environmental mastery initiates police employee's actions, self-rule in personal life decisions and motivates to take just and fair decisions. In fact, experiencing environmental mastery exerts great influence at work [49] and enables a police employee to perceive himself or herself to be competent enough to face the entire challenges of life. Consequently, individual achieves the highest possessions in personal affairs such as relationships with friends and family, enhance social interaction and more participation in social issues.

Perception of justice also leads to personal growth (PG) and suggests that maintained fairness at workplace enhances a sense of personal enhancement and growth at workplace which motivates police employees to meet the criteria of high self-esteem, truth, creativity and reduced

anger and insecurity [50]. Experiencing personal growth generates discrete emotions (happiness, pride and resentment), and when it is carried to the personal life, an individual performs as a fully-functional person in family, engages effectively in different roles and activities in life. In addition, sense of personal growth can make expert an individual and enables him or her to face relegation and disgrace at personal level, and fill-up with the expectations at work and non-work domains to accomplish the highest achievement and satisfaction in life.

Moreover, experiencing justice facilitates to develop positive relations with others (PR) and determine that perception of equality in allocation and opportunities, satisfaction with the policies and procedures and interaction promote to make bonds of interpersonal trust and cordial relationships with the colleagues and higher authorities. Perception of justice at workplace fabricates the affective bonds among the police employees and leads to positive feelings as: catharsis of emotions and group pride, and is also associated with quality social relationships between the employee and the employer, followed

with the liberty to voice into decision-making processes. In fact, when this extends to the personal domains motivate to establish harmonious relationships with the friends,

neighbours and in family while providing them with feeling of security, trust, warmth and care, and elicit personal happiness, satisfaction and fulfilment in life.

One of the most interesting finding of the study is that police employees who perceive justice within organization experience purpose in life (PL). The finding suggests that fairness is essential for the fulfilment of the cognitive needs (thinking, growth and decision-making). Maintaining fairness at workplace leads to life more directional with a sense that what is right and what is wrong in one's life and renders purposeful lifestyle, embedded with moral and ethical values. It can be stated that clarity of decision-making policies and appropriate information processes make life more purposive, motivated and meaningful for police employees. The findings suggest that perception of fairness in terms of procedures, treatment, reward and social support lead to the emotional and instrumental appraisal and motivate to live life with fairness and happiness, and the police employees are more likely to enhance and experience psychological wellbeing in terms of life satisfaction.

Perceived justice also leads to self-acceptance (SA) which motivates police officers to adopt favourable attitude towards work and decision-making procedures within organization. Fairness perception in terms of procedural justice reduces role stress and role ambiguity, and leads to the positive personal-level evaluation at workplace [51]. Feeling of self-acceptance generates a sense of being worth and valued asset of the organization and when carried to the personal domains facilitates life with pride, significance and bring contentment which enhances satisfaction towards life while transforming life more enjoyable and prosperous in different domains (marriage, social and relationships).

In the end, discussing in the light of the findings, it can stated that positive experiences with perception of justice not only influence the workplace behavior of the police employees, but also spill over at the personal life (family, marriage, friendship, other relationships and society). It can be suggested that when positive experiences of workplace spilled over at the other aspects of life, lead to the transitional state of mind of an employee, and an individual can accomplish something to become productive, positive in life and being competent enough to face the challenges at work and non-work domains of life. Therefore, positive experiences at workplace lead to inner strength to grow personally, move forward with positive thinking and hope for life with an essence of life satisfaction.

Hence, we can say that perceived fairness works as a social support system within the organization which helps to develop vigorous and cognitively satisfied police employees who deals positively with day-to-day challenges and, generate a particular thought-action repertoire that expends activity, occupational wellbeing and psychological wellbeing, leading to life satisfaction.

Conclusion and Implication of Study

In closing, this study illustrates that work is the most pervasive aspect of one's life, where an employee expect more than money. This study call attention for justice practices in the police organizations where the policy makers, human resource management practitioners must consider fairness in distribution, procedures and communication method. Implementation of justice practices can be considered as cognitive nutriment for fostering psychological wellbeing, core feeling of eudaimonia, better occupational health and help to develop social and psychological capital of police employees. This study emphasizes that justice must be aligned with professional sprite to establish equilibrium in every sphere of life which consequently grow a set of meta-values for enhancing their sense of self-determination, mastery, belongingness, purpose and optimal human functioning.

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