

Organizational justice and innovative behavior

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Organizational justice is relevant in organizations and has been the subject of extensive research since it explains organizational attitudes, behaviors and results. However, there are few studies that relate perceptions of justice to innovative behavior. We define as objective to understand the relations that are established between the perceptions of organizational justice and the innovative behavior of employees in organizations.

Janssen (2000) defines innovative behavior as the intentional creation, introduction and application of new ideas within the functions performed by the collaborator in order to benefit himself, the group or the organization.

Organizational justice is defined as justice in the workplace (Greenberg, 1990), and is characterized by being subjective (Rego, 2000). The perceptions of injustice lead to feelings of anger and resentment (Gago & Correia, 2010), and there is a strong relationship between this and psychic suffering (Sousa & Mendonça, 2009).

Organizational justice is a multidimensional construct. Thus, distributive justice manifests itself (Adams, 1965) by the perceived correctness of the results obtained. Rego and Melo (2013) report that in the face of an imbalance between results obtained and contributions, employees tend to restore equity (Cunha et al, 2014). We define:

H1: The perception of distributive justice has an impact on the innovative behavior of employees in organizations.

The procedural justice Thibault and Walker (1975), is the justice of the processes. Greenberg (1990) defines procedural justice as the perceived justice of policies and procedures for making decisions.

H2: The perception of procedural justice has an impact on the innovative behavior of employees in organizations.

Interaction justice (Bies & Moag, 1986) encompasses issues of dignity, respect, and concern for the individual. Within this dimension of justice we can distinguish between social sensitivity - interpersonal justice - and informational justification - informational justice (Greenberg, 1990). We define:

H3: The perception of interpersonal justice has an impact on the innovative behavior of employees in organizations.

H4: The perception of informational justice has an impact on the innovative behavior of employees in organizations.

Sotomayor (2006) states that the dimensions of justice may substitute in part for another dimension, noting that procedural justice is more influential in the reactions of individuals if the results are unfair.

H5: The perception of distributive, interpersonal and informational justice is mediated by procedural justice in its impact on the innovative behavior of employees in organizations.

We performed a quantitative, correlational and descriptive study on a sample of 174 subjects. We performed simple and multiple regression analyzes between the variables. The results suggest that dimensions of justice are antecedent variables of the innovative behavior. We test a mediational model where the results suggest that procedural justice is a mediating variable between distributive, interpersonal, and informational justice and innovative behavior.

We believe that we have contributed to clarify that higher levels of training allow us to extract better results from the organization. It is essential that they know what is expected of them, as well as that the quality of relations impacts on innovative behavior.

Keywords: Organizational Justice; Perceptions of justice; Dimensions of justice; Innovative Behavior.

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