

## **JUSTICE IN STAKEHOLDER THEORY: THE CASE OF JUSTA TRAMA**

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#### **Introdução**

The topic of justice has been the focus of many studies, in a wide variety of subjects in the management field. Following this trend, stakeholder management sees the perception of justice as an essential component of its models and a requirement for effective implementation of managerial activity (Freeman, 1984). Furthermore, the ideal of justice is presented as a component of Goal 16 of the Sustainable Development Goals devised by the United Nations. However, the notion of what is considered fair, from the stakeholders' point of view, is not clear (Bridoux & Stoelhorst, 2016).

#### **Problema de Pesquisa e Objetivo**

Every stakeholders want to be treated ethically and fairly (Harrison et al., 2010). Managers should pay special attention to the stakeholders' perception of justice, as this observation can be decisive for the stakeholder to decide to cooperate or punish the company. Thus, the theoretical and practical investigation of the vision of justice in the organizational context becomes necessary. The present study aims to analyze the influence of justice in the organizational processes of a network of solidarity economy cooperatives, Justa Trama.

#### **Fundamentação Teórica**

In stakeholder theory, the business is a set of value-creating relationships among the stakeholders that make up the market. The vision of fair treatment in stakeholder management allows the organization to value fairness, impartiality, and morality among all stakeholders (Bridoux & Stoelhorst, 2014). They must perceive that their needs are being met and that everyone is being treated fairly and with respect (Harrison et al., 2010). In stakeholder theory, justice is discussed in its dimensions of distributive, procedural, and interactional justice (Bosse et al, 2009).

#### **Metodologia**

The present research has a qualitative and exploratory nature (Collins & Hussey, 2005). It followed the orientation of an instrumental case study (Stake, 2000), having as unit of analysis the justice relations identified in the organization studied. The case selected for the study is the Cooperativa Central Justa Trama. The qualitative data generated by the interviews and the documents were reduced and segmented into metacategories for analytical treatment, inspired by the textual analysis proposed by Flores (1994).

#### **Análise dos Resultados**

Among the relationships observed in the chain, the following stand out: the way information is disseminated (interactional justice); how decisions are made through the annual assembly and the way the cooperatives participate (procedural justice); how the results are shared among the cooperatives (distributive justice) - although in this aspect feelings of injustice were identified; how the environment is considered in an agroecological production (environmental justice); and how the whole process generates quality of life for the families involved (social justice).

#### **Conclusão**

The present study aimed to analyze the influence of justice in the organizational processes of a network of solidarity economy cooperatives. The case covered in this study was Justa Trama, a network of cooperatives that generates a productive chain of agro-ecological cotton production for making products. The organizational model based on fair trade and solidarity, and the various actions and processes based on the principles of justice show that the organization is a concrete example when it comes to the vision of fair treatment of multiple stakeholders.

#### **Referências Bibliográficas**

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