

**BEYOND FAIRNESS: THE INFLUENCE OF INTERACTIONAL JUSTICE ON  
STAKEHOLDER GOVERNANCE**

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### **Introdução**

Our premises is that stakeholder theory is a theory that aims on promoting innovative ways to create value for stakeholders related to the organizations' operation. In this sense, we discuss the concepts of organizational justice, the underlying cobblestone to interpret the collaboration and interest of stakeholders in the organization (Phillips, 2003). We pay special attention to the interactional justice, a dimension in which negotiations, and collaboration agreements between the company and stakeholders. Additionallity, we align this discussion with the concept of stakeholder governance.

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

We aim to contribute to the stakeholder theory literature by shedding light on the discussion of in what ways elements of interactional justice can guide stakeholder governance, promoting the coordination of stakeholders' interests and a fairer distribution of value. Therefore, expanding the debate on interactional justice within stakeholder theory and provide a theoretical framework linking elements of interactional justice to stakeholder governance.

### **Fundamentação Teórica**

Our theoretical discussion it's around the concepts of interactional justice and stakeholder governance. Interactional justice evaluates how actors treat each other, including respect, courtesy, and dignity (Harrison et al., 2010). Governance regards the rules and mechanisms that permeate the interactions within organizational life. Stakeholder governance focuses on how firms can reconcile conflicts of economic and non-economic interests among firms and stakeholders to create and distribute value (Amis et al., 2020; Bridoux & Stoelhorst, 2022).

### **Discussão**

Our proposed theoretical model connects aspects related to informational justice (decision-making; rights and performance) and interpersonal justice (trust; leadership and legitimacy) as mechanisms that influence stakeholder governance. This relationship, in turn, results in better management of the appropriation of the value generated. The discussion of our theoretical model is permeated with propositions that indicate relationships between the aforementioned mechanisms and stakeholder governance, providing paths for future work.

### **Conclusão**

Our paper connects the debate on interactional justice to the concept of stakeholder governance, focusing on the firm's governing system that outlines rules, rights, and decision-making processes for stakeholders. Interactional justice, an essential component of organizational justice, is pivotal in stakeholder governance (Bridoux & Stoelhorst, 2022). We aim to contribute to stakeholder theory scholarship by examining how elements of interactional justice can guide stakeholder governance, facilitating the alignment of stakeholder interests and a fairer distribution of value.

### **Referências Bibliográficas**

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