Organizational justice and innovative behavior at workplace: A comprehensive review

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Abstract In highly competitive modern businesses, the development and sustainability of organizations depend heavily on innovation and skilled talented human resources. Justice in an organization enhances innovative behavior and the integration of these two components leads to continuous development. This review aims to investigate the development, relationship, and gaps of organizational justice and innovative behavior literature. The review was conducted through metadata analysis, bibliometric analysis, and content analysis for existing literature by adopting Scopus and Web of Science databases. VOSviewer and Wordstat software were used to review prior works from 2010 to August 2023. Metadata analysis indicated that research on organizational justice and innovative behavior is increasingly gaining interest among researchers. The top authors, countries, and research areas in organizational justice and innovative behavior have been identified. The results of the review also emphasized the integrative relationship between organizational justice and innovative behavior in the enhancement of employee engagement and productivity of organizations. The main contribution of the review indicated the limited research on the relationship between organizational justice and innovative behavior. The interaction of and integration of innovation as a viable factor and justice of human resources in organizations need more investigation and clarification by scholars in the future.

Keywords: innovative work behavior, organization justice, VOSviewer, Wordstat

1. Introduction

In today’s tumultuous business environment, innovation is gaining more attention from all areas because of its ability to create a competitive advantage (Smith, 2018). According to Amabile and Pratt (2016), many organizations place a high premium on encouraging employees to engage in innovative behavior (IB) because this behavior directly affects the organization’s capacity for innovation. This innovation occurs in an organization when ideas are developed and implemented on a team or individual basis. According to Janssen (2000), IB is “the intentional creation, introduction, and application of new ideas within a work role, group, or organization, to promote role performance, the group, or the organization”. According to Singh and Sarkar (2019), there is a universal consensus regarding the critical role that IB plays in an organization’s sustainable development.

Organizations are carefully considering the reasons for IB since it has become a crucial component for institutions to have a competitive advantage (Mansoor et al., 2021). Moreover, according to Pashkina and Plakhotnik (2018), OJ signals the favorable perception that staff members have of the fairness of the organization’s various procedures and policies. According to Akram et al. (2016), organizational justice (OJ) is a critical component of the elements that influence IB. Organizational justice is most likely a motivator of IB because of its significant effect on employee behaviors and attitudes, especially those related to discretion (Akram et al., 2016; Chen, 2018; Ismail et al., 2020). Kaya and Secim (2018) stated that OJ is a crucial aspect that boosts employees’ extrinsic behaviors and intrinsic motivation. According to Xinyin and Xin (2006), the justice perceptions of employees are a major component that pushes individuals to perform or refrain from performing specific activities. Cropanzano et al. (2007) also noted that employees’ views of justice influence their appraisals of treatment and outcomes that they expect to obtain in the future.

Raykov (2014) stated that IBs are essential to an organization’s ability to compete and survive in the global marketplace. It is anticipated that OJ, if it exists, may become a component of this motivational process that influences innovative work behavior (Pieterse et al., 2010). This is because employee IB at work is a personally driven motivational behavior (Shih & Susanto 2011). One may contend that OJ has a significant role in motivating staff members to engage in a given action (Kerwin et al., 2015). When workers believe that their employer is not treating them fairly, their conscious commitment to the company is severely impacted, and their productivity and good work attitude tend to decrease (Silva & Caetano 2014).
Social exchange theory (SET) is the prevalent theory pertaining to the interaction between OJ and IB. It posits that the cultivation of positive relationships among supervisors, employees, and managers inside the organization leads to the creation of a mutually advantageous work environment that benefits all parties involved (Pan et al., 2022). According to SET, the standard of reciprocity is established by the caliber of the transaction that occurs between the employee and the organization. This theory highlights people’s innate propensity to return favors to those who help them. This establishes a voluntary duty, which motivates people to give others something of greater value. Perceived fairness matters to workers because it meets their psychological requirements for self-worth, a sense of community, and purposeful life, according to Cropanzano et al. (2001). Employees are obligated to give back to the business through work-related results since fairness satisfies their psychological demands (Agarwal, 2014). If workers believe that they are receiving unjust treatment from the company, they are less inclined to engage in extrarole behavior (Rai & Agarwal 2020). According to Bani-Melhem et al. (2018), employees are inspired to act creatively at work through internal justice.

OJ is an essential aspect of any workplace, and injustice can have severe implications for employee motivation and innovation. When employees perceive a lack of fairness or equity in how their organization operates, they become less likely to engage in IB that could improve the company (Shih & Susanto 2011). These challenges in OJ can stem from biased decision-making, the unequal treatment of employees, or a lack of transparency in communication. To foster a culture of innovation, organizations must prioritize ensuring that all employees feel valued and treated fairly (Kerwin et al., 2015). This may involve re-evaluating policies and procedures to ensure that they are equitable, implementing more transparent communication channels, and providing opportunities for employee input in decision-making processes. Addressing these gaps will not only lead to a more motivated workforce but also foster a culture of innovation where new ideas can be freely shared and explored; it will also establish a culture of fairness, openness, and open communication; engage in creative behaviors, including implementing fair and inclusive decision-making processes; offer equitable opportunities for incentives and recognition; foster polite and helpful relationships; and develop trust and commitment.

However, numerous studies have highlighted the importance of OJ and how it influences IB (Akram et al., 2020; Dundar & Tabancali 2012; Silva & Caetano 2014). Nevertheless, research on comprehensive reviews in this specific context is scarce, so this study focuses on highlighting prior works on OJ and IB and determining the theoretical gaps related to these two important elements for organizations. Based on this literature, the main contributions of this research include the following: addressing the theoretical gaps related to OJ and IB in the literature by adopting metadata analysis, emphasizing the recent developments in research related to OJ and IB in organizations by adopting bibliometric analysis, summarizing the results of prior works related to the relationship between OJ and IB, understanding the correlation between and impact of OJ and IB on each other, identifying the future directions of research on OJ and IB in organizations and providing recommendations for further investigations.

2. Theoretical background

2.1. Organizational Justice

Organizational justice holds significant importance in the workplace due to its impact on various aspects of organizational functioning (Cropanzano et al., 2007). OJ has received increasing attention in the field of organizational behavior, and researchers have validated its importance in the literature (Spell & Arnold 2007). OJ is a concept that relates to the perceived fairness of procedures, interactions, and outcomes within an organization (Greenberg, 1990). OJ is defined as employees’ perceptions of fairness within an organization (Greenberg, 1987). Nazir et al. (2019) described OJ as the fair treatment of employees by the firm by establishing social and economic exchange relations in the work environment. OJ refers to the perception of fairness and equity within the workplace, including a central concern in human resources management, as it directly affects employee motivation, job satisfaction, and organizational commitment (Colquitt et al., 2001).

The three-dimensional model of OJ has been extensively investigated, and it encompasses distributive, procedural, and interactional justice (Mohammad et al., 2016; Moro et al., 2017). The literature also includes the four-dimensional model of Janssen (2000) and Singh and Sarkar (2019), which divides interactional justice into interpersonal and informational justice (Greenberg, 1990; Moro et al., 2017). Distributive justice relates to the outcome that employees receive from their work, such as through pay and promotions (Nave et al., 2018). Procedural justice focuses on whether employees believe that the procedures for making decisions by management are fair (Blader & Tyler 2003). Interactional justice concerns how respectfully and considerately employees are treated by others in the workplace (Song et al., 2023). Informational justice refers to the extent to which employees are informed about the rationale behind managerial decisions, policies, and procedures that affect their work and work environment (Ye. P et al., 2023). Organizations that prioritize OJ promote a positive working environment where employees feel valued and supported (Yorulmaz & Karabacak 2021). Therefore, implementing policies that foster fairness and transparency inevitably increases productivity while reducing turnover rates in organizations. Additionally, spatial and temporal justice are identified in a five-dimensional model by Akram et al. (2020) as new dimensions that enhance the previous three-dimensional model.
Researchers have examined the many forms of justice as well as how justice is seen generally inside an organization (Aydan & Tamer 2022). Numerous scholars argue against concentrating on certain forms of justice and instead advocate evaluating the state of justice as a whole (Tran & Choi 2019). According to some academics, clearer and better knowledge of justice inside an organization can be gained from the general view of justice (Alonso et al., 2015; Young, 2012). This is because workers typically have similar experiences with injustice and are unlikely to be concerned with the many forms of justice (Qin & Zhang 2022).

In general, the significance of OJ is its ability to foster a healthy work environment and improve employee well-being, contentment, trust, dedication, and engagement. It also helps the organization’s reputation, productivity, and performance. Companies can foster a culture that promotes the prosperity and well-being of their staff members as well as the organization as a whole by prioritizing justice (Ahmad et al., 2022; Khan et al., 2024).

2.2. Innovative Behavior

Innovative behavior has received widespread recognition in the literature and is seen as a vital asset in modern business situations. For instance, innovative conduct helps companies achieve competitive advantages that support their long-term survival (Akram et al., 2020). Organizations frequently have to rely on the unique qualities of individual employees to promote IBs (Ahmad et al., 2023). Positive deviant behaviors, which allow people to challenge the status quo and depart from established norms, are also classified as IBs exhibited by employees (Ahmad et al., 2023). IB at all levels is necessary for businesses functioning in a highly competitive business environment to exceed customer expectations and gain a competitive advantage (Chegini et al., 2019). The creation and application of original ideas by workers to enhance task, group, and company performance is considered creative behavior, according to West and Farr (Magnavita et al., 2022). Employees who engage in nonroutine behavior such as this give up on conventional wisdom, question the current quo, and develop new concepts for the institution’s further advancement (Huang et al., 2023). Employee adoption, application, or utilization of creative concepts and solutions to address work-related issues is referred to as IB, a well-defined and intricate notion. The act of creating, advocating for, and putting these concepts or solutions into action is composed of individual actions and intents (Jha et al., 2023).

Employee creativity is directly impacted by employee IB, which also plays a role in an organization’s ability to survive and grow in the business sector (Khasawneh et al., 2023). Organizations have many obstacles that make their existence and continuation challenging (Haldorai et al., 2023). According to Nembhard and Edmondson (2006), fostering innovation is essential for an organization to achieve prosperity. The innovation process occurs when individuals in a company promote or adopt new ideas, products, or thoughts that are fundamental parts of people’s IB (Zhang et al., 2011). According to Anderson et al. (2014), innovation is the process and result of creating and implementing new and improved working methods, whereas Gumusluoglu and Ilsev (2009) defined innovation as behavior that produces concepts that are beneficial for organizational development. Innovation can occur at the individual, group, or organizational levels or at more than one of these levels together (Almansour & Minai 2012). The culture of IB depends on many factors, such as management practices, personality traits, and structural characteristics (Ee et al., 2007).

On the other hand, IB is a key driver of success in any industry, as it allows individuals and organizations to continually adapt and improve in the face of changing circumstances (Kaya & Secim 2018; Xinyan & Xin, Z 2006; Kwon & Kim 2020). Professionals who exhibit IB are often willing to take risks and think outside the box, exploring new ideas and strategies that can help them achieve their goals more efficiently or effectively (Nazir et al., 2019). These leaders seek diverse perspectives or experiments with new technologies, constantly seeking ways to stay ahead of the curve. However, successful innovation requires not only creativity but also strategic thinking and disciplined execution (Pieterse et al., 2010). Organization leaders should be able to identify which ideas are worth pursuing, assess potential obstacles or risks, and implement solutions in a timely manner. By fostering a culture of innovation within their organizations, leaders can help cultivate and reward this type of behavior, encouraging continuous growth and improvement across all levels of the company.

2.3. Organizational Justice and Innovative Behavior

The literature on innovation and justice in organizations has significantly improved over the years due to advancements in technology, growing awareness of diversity and inclusion, and increased CSR initiatives (Silva & Caetano 2014; Pan et al., 2022). Companies are increasingly investing in research and development that focuses on creating innovative solutions to the challenges posed by increasing competition, changing customer needs, and emerging technologies (Cropanzano et al., 2001). Organizations are also embracing a more equitable approach to their employees, customers, stakeholders, and communities by implementing policies that promote social justice (Agarwal, 2014). This includes increased transparency in decision-making processes, striving for equal representation, and eliminating biases while recruiting staff or selecting suppliers (Akram et al., 2020; Bani-Melhem et al., 2018; Rai & Agarwal 2020). Technological advancements such as blockchain are being employed for supply chain management, ensuring traceability through every touch point and contributing to achieving fair labor practices (Dundar & Tabancali 2012). In addition to driving growth...
strategies successfully with innovation, organizations striving toward equal opportunities and sustainable outcomes provide immense benefits to businesses holistically, including employee retention rates higher than average, thereby improving financial gains.

The integration of IB and OJ is crucial in today's dynamic business environment. Organizations that want to remain competitive are expected to strive for continuous improvement through innovation (Kwon & Kim 2020). At the same time, employees should be treated fairly and equitably so that they feel motivated to contribute their best efforts toward achieving an organization's goals. This requires a culture of open communication, transparency in decision-making processes, clear expectations, and rewards based on performance (Spell & Arnold 2007). On the other hand, leaders should create an environment that fosters creativity and encourages risk-taking while ensuring that employees' contributions are acknowledged and rewarded fairly. By integrating IB with OJ, organizations can create synergies between these two essential components for success by fostering a workforce that is creative, productive, motivated, and committed to excellence at all levels.

Implementing justice and encouraging IB in organizations can create a culture of creativity and progress while ensuring the equal treatment of all employees (Greenberg, 1990; Greenberg, 1987). This means promoting diversity and creativity while being vigilant against discrimination or other forms of injustice. Justice in an organization involves implementing transparent policies for conflict resolution, accountability mechanisms, and employee feedback channels to encourage honest conversations about how the organization can improve (Nazir et al., 2019). Many previous studies have investigated the role of justice and IB among employees in different dimensions, but a few studies have investigated these two variables together. This review emphasizes this gap and encourages scholars to pay more attention to the role of justice and innovation in organizations. The main results related to our two variables are also highlighted. The results of this summary indicate that OJ is positively related to IB, while in some cases, some dimensions of OJ mediate the relationships among different variables and rarely have a negative impact.

3. Materials and Methodology

This systematic review was conducted using a comprehensive search strategy to identify relevant peer-reviewed journal articles on the topic of OJ and IB. In this review, the Scopus and WoS databases were used to illustrate the relationship between OJ and IB. To guarantee that the analysis included the most recent findings in the area, the search was restricted to publications written in English and published between 2010 and 2023. The method of selecting these documents is explained in Figure 1. Inquiry in Scopus: (TITLE-ABS-KEY (innovative AND behavior AND work) AND TITLE-ABS-KEY (organizational AND justice). Inquiry in WoS: search (innovative behavior AND organizational justice).

![Figure 1 Screening process and analysis steps](https://www.malque.pub/ojs/index.php/mr)
further analysis by using WordStat. There were 23 documents included in the content analysis for both the Scopus and WoS databases.

The data were analyzed in three stages: the first stage included metadata analysis, the second stage included bibliometric analysis by using VOSviewer following Abilawa et al. (2024), and the third stage used Wordstat for content analysis. Metadata analysis shows the classification of publications by year, authors, subject area, and country. In bibliometric analysis, the analysis was limited to drawing maps based on network and time visualization of keyword co-occurrence. Finally, the content analysis

4. Metadata analysis

4.1. Publication by Year

The number of publications related to OJ and IB was limited, as the initial search without any limitations included 60 documents. Figure 2 illustrates the distribution of these studies based on the year of publication. From the beginning of 2000 to 2018, the number of papers was limited to 0 to 3 publications every year. During the last 5 years, there were 20 more publications than in the previous 15 years, where 12 publications were published.

![Figure 2 Documents by Year of Publication. Source: Scopus Data.](image)

4.2. Publication by Author

As the number of publications was limited due to the application of research on two variables, IB and OJ, authors and researchers also had limited published research on both OJ and IB. Figure 3 shows the top 10 authors who were active in publication. As shown in Figure 2, 4 authors published two studies related to the topic, while the remaining authors did not publish more than one paper. Most of the papers were published in international journals, including Employee Relations, International Journal of Innovation Management, Personnel Review, AIDS and Advances in Intelligent Systems and Computing. The number of published papers was limited, with 2 for the first three journals and 2 for the remaining journals.

![Figure 3 Publications by Authors. Source: Scopus Data.](image)
4.3. Publication by Subject Area

Metadata analysis of the Scopus database also revealed that 34% of the publications were related to business and management, while 34% were related to social science, which was the second most common field, and 10% were related to medicine and psychology. Figure 4 illustrates the most dominant fields of research in OJ and IB.

![Figure 4 Publications by Subject Area.](https://www.malque.pub/ojs/index.php/mr)

Source: Scopus Data.

4.4. Publication by Country

Further metadata analysis was carried out to identify the top territories publishing on OJ and IB, where the United States was at the top of the list, followed by South Korea, Canada, China and India. Figure 5 shows the categorization of countries based on OJ and IB research. It is important to highlight that 7 of the top countries on the list are located in Asia.

![Figure 5 Top Territories in Publication.](https://www.malque.pub/ojs/index.php/mr)

Source: Scopus Data.

4.5. Bibliometric analysis

To identify development in OJ and IB in organizations, bibliometric analysis was adopted for further investigation by using VOSviewer. Forty-seven documents from the Scopus and WoS databases were used for this analysis. Further settings were applied in VOSviewer, where data were collected in RIS format. Maps were created based on text data. The last step was the default setting, where the minimum number of occurrences of a term was 10. Out of the 7050 words, 179 meet the threshold. The default choice was to select the 60% most relevant terms, and the number of selected terms was 107. The final screening was performed to eliminate unrelated terms. The analysis was conducted based on network and time visualization. Figures 6 and 7 illustrate the development of OJ and IB in organizations based on network and time visualization mapping.
Figure 6 Network map visualization of co-occurrence keywords. 
Source: Scopus Data.

Figure 6 shows four main clusters, which are represented by four colors. The first cluster in green shows the term OJ with 35 items. The second cluster in red shows the practices of organizations, including innovation represented by development, change, community service, and social service, with 34 items. The third cluster, in purple, indicates the organization’s commitment, value, identification, performance, and support with 7 terms. The fourth cluster in blue indicates the leadership in the organization with 7 items.

Figure 7 Overtime map visualization of keyword co-occurrence. 
Source: Scopus Data.

Further analysis was conducted to determine OJ and IB development by year. Over time, Figure 7 shows the map visualization, which shows that most of the studies were recently published in yellow. More investigations of OJ and IB are discussed based on the bibliometric analysis in Figure 6 and 7.

4.6 Topic Modeling: Content Analysis

By adopting the topic modeling approach used by Moro et al. (2017) and Nave et al. (2018), we used Wordstat software for further analysis. The documents used for content analysis included 23 documents from Scopus and WoS. These documents were downloaded and used for content analysis, which included word cloud, word frequency, and distribution of these keywords.
4.7. Word Cloud

The aim of word cloud analysis is to highlight the keywords used in every document related to a specific subject. This research focused on OJ and IB in organizations. Wordstat software helps in generating graphical representations of word frequency where the greater the prominence of the word is, the more used this word is in the document. Figure 8 illustrates the prominence of the most frequently used words in the 23 documents used for this analysis. Organizational, justice, innovative, behavior, employees, and work were at the top of the list of word cloud analysis, which reflects the connection of our variables in these documents.

![Word Cloud](image)

**Figure 8** Word Cloud (2010–2023).
*Source: Scopus Data.*

4.7.1. Word Frequencies of OJ and IB

For further analysis, word frequency analysis was conducted by using Wordstat software. Table 1 illustrates the top 30 words in our documents after eliminating 5 unrelated words from the list. The analysis included the frequency of each word, percentage of time shown and processed in documents, and number of cases (documents). The results in Table 1 show that OJ and IB were the most frequent words in every document.

The settings of WordStat were adjusted again to show the distribution of keywords in visual mode, indicating the connection between items and the frequency of the top 25 words. Figure 9 shows the top words (terms) and repetition times where once again, the keywords of our research are still at the top of this graphic. Figure 9 also included some unrelated words.

![Keyword distribution](image)

**Figure 9** Keyword distribution (2010-2023).
*Source: Scopus Data.*
Yorulmaz & Moro et al., 2015). Furthermore, knowledge sharing can be an effective way to achieve this goal. Therefore, organizations should strive to promote fairness throughout all aspects of their operations to foster an innovative and creative work environment.

As this review included a combination of OJ and IB at the workplace, the review process started with summarizing related works on the subject based on their findings. The number of these works based on the Scopus and WoS databases was limited, whereas there is unlimited research on OJ and IB separately. The first challenge faced by researchers is to decide whether to investigate OJ and IB separately or together. To overcome this issue, researchers have limited the scope of related research to both variables, taking into consideration the limited sources and difficulties in determining development trends, gaps and potential applications of justice and innovation in organizations.

OJ is an integral component of modern business management that aims to promote fairness and equity in the workplace. The concept is related to the extent to which employees perceive that their contributions, rights, and needs are valued and respected by the organization. Previous research indicates a positive correlation between fair treatment and IB among employees (Akram et al., 2020; Aydan & Tamer 2022; Nazir et al., 2019; Tran & Choi 2019). When employees feel that they are being treated fairly, they become more engaged, motivated, and committed to their work, leading to increased creativity and innovation within the organization. Therefore, fostering an OJ culture can lead to improved innovation in

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Source: Scopus Data.

5. Discussion

Organizational justice is a vital part of attitudes, behaviors, and decisions in the work world (Blader & Tyler 2003). Previous studies have shown that there is a strong positive relationship between OJ and IB (Akram et al., 2020; Song et al., 2023). When employees feel that they are being treated fairly, they are more likely to take risks and explore new ideas because they have faith that their contributions to the organization will be valued and appreciated. Conversely, when employees perceive unfairness within an organization, they may choose not to share their insights or ideas out of fear that it will negatively impact their career growth or job security.

OJ has a considerable influence on the formation of innovative work behavior. Several studies have explored the relationship between OJ and IB (Akram et al., 2020; Song et al., 2023). OJ components, such as distributive justice, procedural justice, and interactional justice, are positively related to IB (Akram et al., 2020; Ye. P et al., 2023). Furthermore, knowledge sharing plays a mediating role in the relationship between OJ and IB (Moro et al., 2017). The existing theoretical framework that describes the effects of OJ is enriched by highlighting knowledge sharing as an underlying mechanism (Yorulmaz & Karabacak 2021; Alonso et al., 2015). The direct or indirect relationship between OJ and IB has been reviewed in several literary sources (Aydan & Tamer 2022).

There is an affirmative correlation between OJ and IB, and knowledge sharing, respect, motivation, satisfaction, and commitment play a mediating role in this relationship. Encouraging employees to exhibit IB in the workplace is crucial, and knowledge sharing can be an effective way to achieve this goal. Therefore, organizations should strive to promote fairness throughout all aspects of their operations to foster an innovative and creative work environment.

As this review included a combination of OJ and IB at the workplace, the review process started with summarizing related works on the subject based on their findings. The number of these works based on the Scopus and WoS databases was limited, whereas there is unlimited research on OJ and IB separately. The first challenge faced by researchers is to decide whether to investigate OJ and IB separately or together. To overcome this issue, researchers have limited the scope of related research to both variables, taking into consideration the limited sources and difficulties in determining development trends, gaps and potential applications of justice and innovation in organizations.

OJ is an integral component of modern business management that aims to promote fairness and equity in the workplace. The concept is related to the extent to which employees perceive that their contributions, rights, and needs are valued and respected by the organization. Previous research indicates a positive correlation between fair treatment and IB among employees (Akram et al., 2020; Aydan & Tamer 2022; Nazir et al., 2019; Tran & Choi 2019). When employees feel that they are being treated fairly, they become more engaged, motivated, and committed to their work, leading to increased creativity and innovation within the organization. Therefore, fostering an OJ culture can lead to improved innovation in
modern businesses. Furthermore, effective management of OJ is critical for contemporary businesses seeking continuous innovation as part of their sustainable growth strategy.

Previous studies have also indicated that effective management practices have a significant impact on promoting OJ and IB within any workplace (Spell & Arnold 2007; Young, 2012). It is essential for management to implement policies that support fairness, equity and transparency across all employees. This breeds a culture of trust and respect while fostering motivation, loyalty, and individual commitment and ultimately encourages organic innovation within the organization. Leaders should empower their employees by providing them with the tools and resources necessary to engage in creative thinking and problem-solving activities, incentivizing contributions toward achieving common goals through collaboration. The concentration on justice and innovation is important for any organization to grow and sustain both performance and development. The ability of an organization to adapt to changing market conditions crucially depends on its culture of honesty, accountability, and ethical responsibility, which is established via the fair treatment of employees (Alonso et al., 2015). Implementing such equitable decision-making practices would lead to improved job satisfaction among workers coupled with increased productivity levels for the organization as a whole. Furthermore, employees are more likely to continue working toward progressing IBs knowing that there are policies in place that will reward them fairly based on their contributions regardless of personal circumstances such as race or gender, among others, in the collective effort toward success.

In addition, social science studies have demonstrated a strong positive correlation between OJ perceptions and IB among employees since perceived unfairness can lead to negative emotions such as anger, hostility, stress, and disengagement, which negatively affect individual productivity (Qin. G & Zhang 2022; Khan et al., 2024). Conversely, when employees feel valued and appreciated through fair treatment, they positively embrace novel ideas and practices that drive innovation within the organization (Ahmad et al., 2022; Ahmad. I et al., 2023). Therefore, it is essential for organizations to foster a sense of justice among their employee cohort, as it promotes innovation, which contributes significantly to organizational growth.

In healthcare settings, OJ can impact employees’ motivation to engage in IBs that enhance patient care and lead to improvements in clinical outcomes (Ahmad. I et al., 2023). A fair and equitable workplace culture is likely to promote creativity and risk-taking among employees, which can result in innovative approaches to medical problems. OJ can be enhanced by promoting transparency and participatory decision-making and providing opportunities for employee feedback and recognition of their contributions (Chegini et al., 2019). Additionally, creating a supportive environment that encourages experimentation and reward success is vital for stimulating innovation in medical practice. As such, healthcare organizations should strive to establish fair practices across all levels of their operations to promote the IB of staff members (Magnavita et al., 2022). Furthermore, research has shown that workplaces with a high level of OJ tend to foster greater levels of IB among employees (Alonso et al., 2015; Huang et al., 2023; Jha. I et al., 2023; Khassawneh et al., 2023). When people feel that their contributions are valued, they are more likely to take risks and suggest creative solutions to problems (Alonso et al., 2015). Therefore, by ensuring that OJ is present in the workplace, organizations can create an environment that encourages innovation and contributes to their long-term success (Haldorai et al., 2020).

This review highlighted the positive relationship between OJ and IB in different research areas, including business, management practices, the healthcare sector, psychology and other fields. The core emphasis was on human interaction and behavior in organizations, as both justice and innovation are human practices. The four types of OJ also have the same positive effect on organizational performance, even though some studies have found less connection or impact. This review also indicates that research on OJ and IB is limited and that further investigations are needed to determine their real impact on organizational performance and development.

6. Final considerations

This review was conducted to discuss the literature on OJ and IB in the workplace and the relationships between them. First, we described the gaps in the literature and described the main contributions of this review. Second, we conducted a review of significant works and summarized them based on methods of research and the main findings. Third, metadata analysis was used to determine the developments in OJ and IB research based on the year of publication, top authors, countries and subject areas. Fourth, bibliometric analysis was adopted to determine the characteristics and nature of OJ and IB by analyzing related documents. Fifth, the content of 23 documents was analyzed by using Wordstat software, the word cloud and keyword distribution were determined, and the relationships between OJ and IB were investigated. Finally, trends related to both OJ and IB were discussed.

7. Future Directions

In the future, organizations will continue to prioritize IB and OJ as key drivers of success. Companies need to focus on fostering creativity and encouraging employees to test new ideas while also implementing fair and transparent policies that promote equality and respect within the workplace. This will require a shift in leadership style toward one that is more
collaborative, empowering employees to initiate change and take risks. In addition, organizations may need to invest in training programs that develop skills related to innovation and justice, such as diversity education or workshops on ethical decision-making. Companies that prioritize innovation and OJ will be better equipped to attract top talent, retain employees, and maintain a competitive edge in a rapidly changing business landscape. Future research on the continuous development of policies and practices to ensure that organizations are fair enough for every employee is needed. In addition, future research should also focus on sustainability, encouragement approaches, satisfaction, and entertainment at the workplace, which in the end will lead to maintaining justice and supporting innovation in any organization. Drawing upon prior literature on the topic, this study revealed that publications on OJ and IB have primarily concentrated on the United States, South Korea, Canada, China, and India. The categorization of countries was based on research conducted on OJ and IB. It is important to acknowledge that Asian countries have received the largest proportion of these publications. Consequently, European countries have not given due attention to the investigation of OJ and innovative work behavior, much like the countries of the Middle East, where there is an almost complete absence of studies pertaining to OJ and innovative work behavior, the Gulf countries are among these countries. This claim opens up the possibility for future studies in these countries, which holds promise for further enhancing the understanding of the relationship between OJ and innovative work behavior. Additionally, a number of studies have focused on various sectors, such as the hospitality industry, healthcare, manufacturing, services, and education. Although these sectors have been addressed in the literature, there is a dearth of studies within each sector. The hospitality industry and education sector are the most extensively explored areas among these industries.

**Ethical considerations**

Not applicable.

**Conflict of Interest**

The authors declare no conflicts of interest.

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**References**


