

With the increasing interest in the concept of justice in the group behavior literature, the procedural justice (PJ) climate attracts many researchers and practitioners from different fields. Nevertheless, the PJ climate is rarely addressed in the new product development (NPD) project team literature.

Specifically, the technology and innovation management (TIM) literature provides little about what the PJ climate is, its nature and benefits, and how it works in NPD project teams. Also, few studies investigate the antecedents and consequences of the PJ climate in NPD teams enhancing the understanding of this concept from a practical perspective. This paper discusses the PJ climate theory in a NPD team context and empirically demonstrates how team members' positive collective perceptions of a PJ climate can be developed and how a PJ climate influences a project's performance in NPD teams. In particular, team culture values including employee orientation, customer orientation, systematic management control, innovativeness, and social responsibility were investigated as antecedents, and team learning, speed to market, and market success of new products were studied as outcomes of PJ climate in this paper. By studying 83 NPD project teams it was found on the basis of using partial least squares (PLS) method that (1) the level of employee, customer and innovativeness orientation as well as systematic management control during the project had a positive impact on developing a PJ climate in an NPD team; (2) a PJ climate positively affects team learning and product development time (i.e., speed to market); and (3) team learning and speed to market mediate the relations between the PJ climate and new product success (NPS). Based on the findings, this paper suggests that managers should enhance the PJ climate and team culture in the project team to enhance team learning and to develop products faster. In particular, managers should (1) open a discussion forum among people and create a dialogue for people who disagree with the other project team members rather than dictating or imposing others ideas to them, (2) facilitate information searching and collecting mechanisms to make decisions effectively and to clarify uncertainties, and (3) allow team members to challenge project-related ideas and decisions and modify them with consensus. Also, to enhance the PJ climate during the project, managers should (1) respect and listen to all team members' ideas and try to understand why they are sometimes in opposition, (2) define team members' task boundaries and clarify project norms and project goals, and (3) set knowledge-questioning values by facilitating team members to try out new ideas and seek out new ways to do things.