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The role of justice in development of temporary teams: Evidence from the high-tech industry

Rola sprawiedliwości w rozwoju zespołów tymczasowych na przykładzie branży high-tech

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Abstract. Justice is a category that significantly impacts corporate performance. It has been shown in many scientific publications that it affects, among other things, the motivation and commitment of employees, shapes the atmosphere in the workplace and influences employee performance. However, research has yet to be done on the effect of justice on the effectiveness of temporary teams (set up for a limited time to solve a problem or carry out a project), even though such teams are now a common form of teamwork. This study is intended to fill an identified research gap. Its purpose is to determine whether justice affects the effectiveness of temporary teams in an organisation and, if so, whether all types of justice affect that effectiveness to the same extent. A main hypothesis was formulated: All kinds of justice (procedural, distributive, interpersonal and informational) have the same effect on the effectiveness of the temporary work team. The modified Colquitt scale was used. Differences in the impact between types of justice on the effectiveness of teams have been assessed using the U-Mann-Whitney test. The paper uses the results of a survey conducted among 110 managers from high - tech industry with experience with temporary teams. Based on their information, it has been established that justice has a significant impact on the effectiveness of temporary teams, and the importance of different types of justice varies. The most important in this respect is informational justice. Interpersonal and distributive justice is slightly less important (there is no statistically significant difference between them). Procedural justice ranked third. Based on the results of the research, it can be pointed out that managers should pay attention to the perception of fairness of temporary team members. Above all, they should take care of the communication aspects, including in particular, the sharing of crucial information with employees of this type of team.

Keywords: justice, types of justice, temporary team, teamwork, high-tech

Abstrakt. Sprawiedliwość jest kategorią, która znacząco warunkuje wyniki firmy. W wielu publikacjach naukowych wykazano, że sprzyja ona m.in. motywacji i zaangażowaniu członków organizacji, kształtuje atmosferę w miejscu pracy i pozytywnie wpływa na wydajność pracowników. Do tej pory nie przeprowadzono jednak badań nad związkiem sprawiedliwości z efektywnością zespołów tymczasowych (tworzonych na określony czas w celu rozwiązania problemu lub realizacji projektu), mimo że takie zespoły są obecnie powszechną formą pracy zespołowej. Opisane badanie ma przyczynić się do wypełnienia zidentyfikowanej luki badawczej. Za cel przyjęto ustalenie, czy sprawiedliwość wpływa na efektywność tymczasowych zespołów w organizacji, a jeśli tak, to czy wszystkie rodzaje sprawiedliwości oddziałują na tę efektywność w takim samym stopniu. Sformułowano hipotezę główną: wszystkie rodzaje sprawiedliwości (proceduralna, dystrybucyjna, interpersonalna i informacyjna) mają taki sam wpływ na efektywność tymczasowego zespołu roboczego. W badaniach ankietowych wykorzystano zmodyfikowaną skalę Colquitta. Różnice wpływu między rodzajami sprawiedliwości na efektywność zespołu ustalono za pomocą testu U Manna-Whitneya. W badaniu ankietowym wzięto udział 110 menedżerów z branży zaawansowanych technologii, mających doświadczenie w pracy z zespołami tymczasowymi. Ustalono, że sprawiedliwość ma istotny wpływ na efektywność zespołów tymczasowych, a znaczenie poszczególnych jej rodzajów jest zróżnicowane. Najważniejsza pod tym względem okazała się sprawiedliwość informacyjna. Nieco mniejsze znaczenie miała sprawiedliwość interpersonalna oraz dystrybucyjna (nie ma między nimi statystycznie istotnej różnicy). Sprawiedliwość proceduralna uplasowała się zaś na trzecim miejscu. Na podstawie wyników badań można wskazać, że menedżerowie powinni zwracać uwagę na poczucie sprawiedliwości członków zespołu tymczasowego. Przede wszystkim muszą oni dbać o aspekty komunikowania się, w tym szczególnie udostępniać kluczowe informacje pracownikom tego rodzaju zespołów.

Słowa kluczowe: sprawiedliwość, typy sprawiedliwości, zespół tymczasowy, praca zespołowa, high-tech

Introduction

Justice as an axiological category is one of the supreme values, often regarded as goals in themselves, i.e. worth realising without the need for any additional justifications. Apart from good, truth, beauty, law and happiness, it is an essential issue for the functioning of the social world (Zimmermann-Pepol, Gregorczyk, 2016). Much attention has been given to considerations of justice in such sciences as philosophy, sociology, psychology, legal and political sciences, and economics and management sciences. The first known texts analysing the category of justice are related to the ancient Greek philosophers. They use the noun “justice” (gr. δικαιοσύνη – *dikaíosynē*) referring to both city-states and individual units. Basically, it is only in modern times that the term “righteous man” has been changed to “moral man”. Any attempt to conceptualise the concept of justice undoubtedly requires solving definition problems, which shows the complexity of this issue. The difficulty connected with defining justice unambiguously is a consequence of, inter alia, the existence of different types of justice. Most often, justice is distinguished as (1) distributive, (2) procedural, (3) interpersonal, and (4) informational (Bakhshi, Kumar, Rani, 2009).

One of the current research threads on this issue concerns organisational justice. The results of previous studies show that experiencing justice in the workplace is extremely important in managing the behavior and satisfaction of employees. Employees who are committed to their work responsibilities are characterized by higher motivation and performance. The latter, in turn, contributes to better results and the success of the entire organisation. Experiencing injustice in the workplace, affecting an employee’s attitude towards the job and the employer (Khan, 2021), can limit employee engagement. It can also cause psychological costs, increase counter-productive behavior, or lower job satisfaction (Springer, 2011; Macko, 2009; Umair, Javaid, Amir, Luqma, 2016).

The research carried out so far has shown that in different situations (e.g., motivating employees within remuneration policy), various factors (and thus different types of justice) affect justice. The literature review showed that no studies on justice in the functioning of temporary teams had been conducted so far. Given that these types of teams are widespread in modern organisations, it was decided to fill this gap (Zapata, Kosheleva, Kreinovich, 2017).

The article aimed to determine whether justice affects the effectiveness of temporary teams in an organisation and, if so, whether all types of justice affect that effectiveness to the same extent.

1. Literature review

1.1. Temporary teams

Among the researchers studying contemporary management, there is a conviction that the functioning of enterprises is closely related to the need to adapt to unpredictable and constant changes related to, *inter alia*, globalisation, technology development, market dynamics, the lack of transparency of customer expectations, striving to improve efficiency or introducing innovative business models (Dillow, 2007; Leavitt, 2005). One of the ways to increase efficiency and ensure the ease of adaptation of companies to the changes taking place is the use of the so-called temporary teams (Belbin, 2012; Turner, Miterev, 2019; Szewc, 2013; Danik, 2015).

This concept is not new in social sciences. Already at the end of the 1950s, M.B. Miles (1959) presented his research on the importance of time and temporality in the functioning of bureaucratic forms of organisation. In the 1960s, the existence and role of temporary systems were pointed out by Bennis (1965). In the 1970s, the concept of temporary teams was popularised by the Goodmanns (1976), who analysed the specificity of the organisation of theatrical performances. Further vital works and ideas trying to define temporary teams appeared in the area of project management (Packendorff, 1994). A special role within these analyses was played by the studies of R.A. Lundin and A. Söderholm (1995). It is worth adding that in the literature on the subject, temporary teams are also referred to as ephemeral organisations (Lanzara, 1983), transitory organisations (Hargadon, 2002), disposable organisations (March, 1995) or temporary organisations (Lundin, Söderholm, 1995; Unterhitzberger, Bryde, 2019).

Currently, management in business organisations and the public sector is more and more often treated as a temporary venture aimed at achieving a specific result. The feature of temporariness, and often one-time nature, is the main difference between temporary and permanent teams (Saunders, Ahuja, 2006). Other features (apart from the clearly defined duration of operation, after which the team ceases to exist) are (see: Lundin, Söderholm, 1995; Burke, Morley 2016):

- setting a goal (task) – the implementation of a specific project or solving a particular task;
- functioning based on a dispersed and more transitive expert power (team)
 - a greater level of autonomy of members and a smaller share of control instruments;
- expected change (transition) – there needs to be a noticeable difference between the initial state and the final state; that is what will remain after the temporary team.

In management theory, temporary teams have become a source of inspiration in researching a vast spectrum of problems. Sahlin-Andersson and Söderholm (2002), with a group of Scandinavian researchers, have attempted to describe, inter alia, such problems as the society of temporary organisations, temporary employment, joint projects, the relationship between temporary and organisational continuity. The analyses of J. Sydow and U. Staber (2002) focused on describing the relations between temporary organisations and their environments, based on the example of German television. Research by R. Turner, R. Müller (2003) was devoted to projects of temporary organisations considered as change agencies, the allocation of resources following the direction of organisational changes and counseling in situations of uncertainty. J. Söderlund (2004) held a discussion on temporary organisations as sources of knowledge about the nature of projects and the reasons for their diversification. G. Grabher's (2004) research focused on analysing the architecture of knowledge management systems in temporary ecology projects.

1.2. Types of justice

Organisational justice is defined as an individual's sense of what they believe is fair in the workplace and applies to issues of all kinds of distribution (e.g. compensation, development opportunities, positions, etc.), procedures (criteria for promotion, bonus, dismissal, etc.), and social interactions (rules of communication, respect, feedback, etc.) (Turek, 2011). The literature on the subject usually distinguishes three basic types of organisational justice: distributive, procedural and interactional (including interpersonal and informational ones) (Saunders, Thornhill, 2004; Adams, 1965).

Distributive justice – manifests itself in the sense of equality as to the distribution of rewards and bonuses resulting from comparing individual effort or invested resources with the effort or resources contributed by others. This type of justice is undoubtedly motivational. If a given employee feels that during the distribution of remuneration, awards and promotions, all employees are treated the same, according to the same rules, such a distribution is called fair. Otherwise, there is a feeling of injustice, resulting in low work efficiency, avoiding following orders, and even, ultimately, voluntary dismissal (Turek, 2011).

Procedural justice refers to the rules (procedures) of distribution, the way of reacting and controlling in the situation of allocating goods and resolving conflicts and disputes. The source of this kind of justice is the practice of legal proceedings, in which judicial decision-makers make judgments of fairness not so much based on the outcome of the trial but concerning the process of decision that led to the final resolution of the case. A high sense of justice is built using adjudicative procedures

that should respect six basic principles (Macko, 2009; Pręczek, Rosiński, Manko, 2020):

- reliability, i.e. the compliance of the obtained information with the actual state of affairs;
- equality, that is, being subject, by all the units constituting an organisation, to the same procedures, which operate in the same way, regardless of which entity decides the final resolution of the case;
- independence, understood as meaning that the decisions made are free from individual influences and particular interests;
- equal representativeness of both parties, and therefore equal possibility of presenting their arguments and positions by each party to the dispute or conflict;
- opportunity for correction, i.e., the ability to recall or use other mechanisms to correct errors and misunderstandings that have occurred;
- ethicality as conformity of procedures and decisions made with applicable standards and moral norms, preventing bribery, dishonesty and violation of privacy.

Interactional justice – concerns direct relations between individual stakeholders in the organisation, particularly in communication and shaping interpersonal relations between employees and their superiors making key decisions. Hence, two distinctions are made when creating a more precise framework for understanding interactive justice: interpersonal and informational justice. It turns out that the quality of communication is a crucial element in assessing the level of justice of a company. Employees often attach more importance to the sense of participation in the organisation by providing them with the value of “being informed” than to the tangible values resulting from the employment itself. In this case, if employees see robustness and reliability in implementing announced actions, then the sense of informational justice will increase proportionally. In turn, factors such as respect, friendly relations, building trust, openness, support in difficult situations, and following the interests of employees become essential in building relationship capital between employees and their superiors (Saunders, Thornhill, 2004).

The beginnings of research on the issue of justice in the workplace and its impact on the functioning of the organisation date back to the 1960s and became widespread from the end of the 1980s. The need to ensure justice manifests itself in all processes implemented in human resource management: from employment through remuneration, motivating, engaging, and ending with the dismissal of employees (Adams, 1965; Greenberg, 1990; Cohen-Charash, Spector, 2001; Colquitt, Greenberg, Zapata-Phelan, 2005; Colquitt, Conlon, Wesson et al., 2001; Cropanzano, Molina, 1996; Brockner, Siegel, 1996; Folger, Konovsky, 1989; Tyler, Blader, 2003; Ismail, Zainol, Husain et al., 2021).

The results of the conducted research indicate that individual types of organisational justice, i.e. procedural, distributive, interpersonal and informational, may have a different impact on individual processes of human resource management, as well as on other areas of the organisation's functioning. For example, Hubbell and Chory-Assad (2005) find that procedural justice has the most significant impact on creating trust in an organisation. In turn, S. Wei, W. Ke, A.A. Lado, and H. Liu (2020) show that distributive justice is the only one that has a direct impact on the implementation of IeSCII (IT-enabled supply chain information integration) by top management, and interactional and procedural justice have an indirect influence on this process. I. Mandryk (2017) emphasises the importance of procedural justice for employee engagement. Clercq and Pereira (2021), on the other hand, pointed out the importance of procedural and informational justice for allocating discretionary personal energy to helping behavior in an organization. In 2009 K.M. Ellis, T.H. Reus, and B.T. Lamont examining the importance of procedural and interactional justice in creating goodwill after significant acquisitions involving related diversification, conclude that information and procedural justice impact various elements of value creation. The latter is critical to realising an improved market position post-acquisition, while the former is necessary to increase market position during the acquisition and to achieve financial earnings growth both during and after the acquisition. On the other hand, J. Le Roy, M. Bastounis, and J. Minibas-Poussard (2012) identify a negative correlation between the perception of relational and informational justice and counter-productive behaviors of employees. It is worth adding that fairness is also important for introducing changes in the organization, primarily reducing the resistance of employees (Georgalis, Samaraturunge, Kimberley, 2014).

Despite the different effects of different types of justice on specific areas of a company's operations, it should be emphasised that all types of justice are interrelated and contribute to the overall organisational justice perceived by employees. It significantly impacts engagement, efficiency, civic organisational behavior, and job satisfaction (Mawhinney, 1984; Cohen-Charash, Spector, 2001; Wei, Ke, Lado, Liu, 2020; Zapata-Phelan, Colquitt, Scott, Livingston, 2009; Colquitt, Scott, Rodell et al., 2013; Cropanzano, Molina, 2015; Hantula, 2015; Weatherly, 2021). It should be remembered that differences in the research results concerning particular types of organisational justice may result from: the adopted research methodology, the diversity of employees in terms of demographics and personality, the time factor and the cultural context, including organisational culture (Wei, Ke, Lado, Liu, 2020; Ismail, Zainol, Husain et al., 2021; Fischer, Fereira, Jiang et al., 2011; Raja, Sheikh, Abbas, Bouckennooghe, 2018; Cugueró-Escofet, Fortin, 2014; Outlaw, Colquitt, Baer, Sessions, 2019; Barsky, Kaplan, 2007; Herr, Almer, Bosle, Fisher, 2020; Hauenstein, McGonigle, Flinder, 2001). Therefore, the issue of the impact of particular types of organisational justice on the functioning of the enterprise requires further in-depth research.

2. Materials and Methods

The article formulates the following research hypothesis and six partial hypotheses:

- H:** All kinds of justice (procedural, distributive, interpersonal and informational) have the same effect on the effectiveness of the temporary work team.
- H₁:** Procedural and distributive justice have the same effect on the effectiveness of the temporary work team.
- H₂:** Procedural and interpersonal justice have the same effect on the effectiveness of the temporary work team.
- H₃:** Procedural and informational justice have the same effect on the effectiveness of the temporary work team.
- H₄:** Distributive and interpersonal justice have the same effect on the effectiveness of the temporary work team.
- H₅:** Distributive and informational justice have the same effect on the effectiveness of the temporary work team.
- H₆:** Interpersonal and informational justice have the same effect on the effectiveness of the temporary work team.

The Colquitt scale was used to measure justice (2001). It contains 20 elements relating to the four types of justice, i.e. procedural, distributive, interpersonal and informational. This scale, however, was modified for the purposes of this study so that it could account for the specifics of temporary teams. The revised scale is shown in table 1.

To determine the extent to which each of the issues in the table affects the effectiveness of the temporary team, the following rating scale was used: 1. Definitely not, 2. No, 3. Probably not, 4. Neither yes nor no, 5. Rather yes, 6. Yes, 7. Definitely yes.

It was assumed that the obtained results would be interpreted as follows:

- a rating within the range <1, 4 – the given factor does not affect the team's effectiveness or the impact is negative;
- a rating within the range <4, 5 – the tested item has little effect on the team's effectiveness (slightly important);
- a rating within the range <5, 6 – a given factor has a positive and considerable impact on the team's effectiveness (important);
- a rating within the range <5, 6 – a given factor has a positive and tremendous impact on the team's effectiveness (very important).

The study surveyed managers of companies in the automotive, optics, biotechnology, electronics, IT, aerospace, and pharmaceutical industries who had practical experience with the functioning of temporary teams.

The study was conducted in June and July 2021. Information was collected from 110 respondents, most of whom were men – 71% of the sample. As shown in figure 1, the most significant number of surveyed managers represented the electronics (39%) and automotive (34%) industries.

Table 1. Factors determining the sense of justice among members of temporary teams by types of justice

Procedural justice	Distributive justice
1. Interim team rules give each employee the right to accept or decline an offer to work as a part of the temporary team.	11. The task team (as a whole) is appreciated, tangibly and intangibly, according to the effort put into the task.
2. These rules enable each team member to express their views and feelings about the functioning of the team.	12. The task team (as a whole) is appreciated, tangibly and intangibly, in line with the results achieved.
3. These rules may be modified at the request of members of the temporary team.	13. Each member of the temporary team is appreciated (tangibly and intangibly) according to their contribution to the team.
4. These rules are not biased – they do not favour anyone and do not discriminate against anyone.	Interpersonal justice
5. These rules are consistently applied to each team member.	14. Relationships between all temporary team members are based on mutual respect (manifested by the lack of non-constructive criticism, malice, etc.).
6. These rules were established based on a thorough analysis reflecting the specifics of the temporary team.	15. Each participant in the temporary team is treated with respect by the leader of that team.
7. These rules allow team members to appeal against decisions made in or about the team's operation.	16. Participation in the task team does not adversely affect how the employee is treated by both the manager and other employees in the organisational unit to which the employee is permanently assigned.
8. These rules are consistent with the ethical and moral norms adopted by the members of this team.	Informational justice
9. These rules ensure that the task team can accomplish the task (by selecting appropriate personnel, availability of necessary resources, etc.).	17. The temporary team leader speaks honestly and openly with the team members.
10. These rules ensure a high probability that the decisions made by the team will be implemented.	18. The rules governing the functioning of the interim team are understood and fully communicated (and explained) to team members.
	19. The information needed for the work of the temporary team is provided just in time.
	20. A temporary team leader will customise communication to suit the individual needs of members of the temporary team.

Source: own elaboration

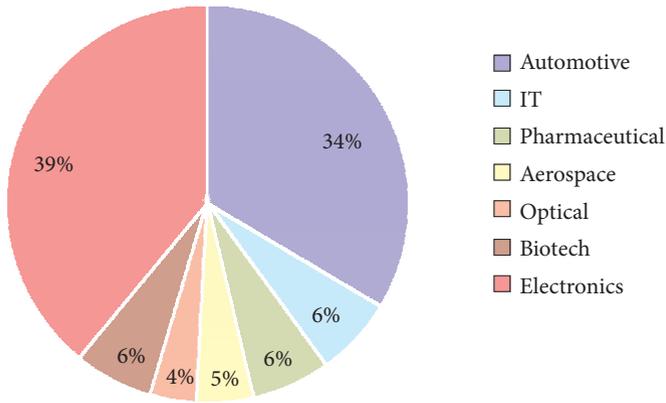


Fig. 1. Distribution of respondents by type of industry represented
Source: own elaboration based on survey results

More than half (60%) of respondents indicated working in a large enterprise. The remaining 40% are managers employed in a medium-sized enterprise. 87% of respondents have participated, and 65% have led interim teams in the past two years. It is worth mentioning that among the respondents, the highest number of managers worked in a managerial position for 11 to 20 years (32%), followed by 2 to 5 years (29%) (see figure 2). The smallest group was those with up to 1 year of work experience (3%).

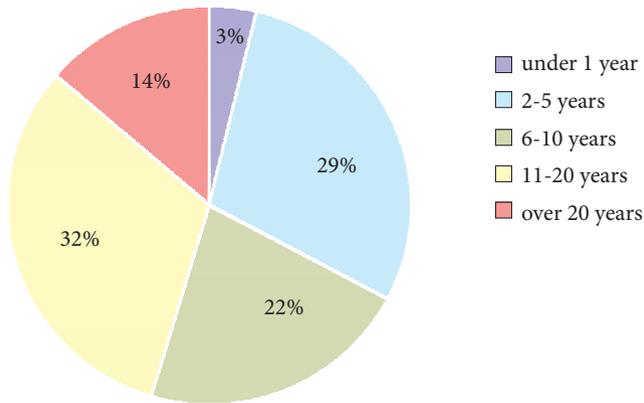


Fig. 2. Distribution of respondents by the length of service in a management position
Source: own elaboration based on survey results

A fifth of the respondents (20%) were responsible for the entire company or several different departments. The remaining part were people dealing successively with: production, sales, human resources, maintenance, marketing, finance, research and development, procurement and quality.

3. Results and discussion

The influence of each of the twenty factors included in the questionnaire on the effectiveness of the temporary team was evaluated on a 7-point scale. Then the arithmetic mean values were calculated (table 2).

Table 2. Assessment of the impact of factors determining the sense of justice on the effectiveness of the interim team

Item	Factors determining the sense of justice	Impact on effectiveness (average rating)	Assessment of the impact on the effectiveness of the team
Procedural		Total 5.40	large
1.	Interim team rules give each employee the right to accept or decline an offer to work as a part of the temporary team.	5.03	large
2.	These rules enable each team member to express their views and feelings about the functioning of the team.	5.70	large
3.	These rules may be modified at the request of the members of the temporary team.	5.42	large
4.	These rules are not biased – they do not favour anyone and do not discriminate against anyone.	5.33	large
5.	These rules are consistently applied to each team member.	5.57	large
6.	These rules were established based on a thorough analysis reflecting the specifics of the temporary team.	5.37	large
7.	These rules allow team members to appeal against decisions made in or about the team's operation.	4.78	low
8.	These rules are consistent with the ethical and moral norms adopted by the members of this team.	5.26	large
9.	These rules ensure that the task team can accomplish the task (by selecting appropriate personnel, availability of necessary resources, etc.).	5.70	large
10.	These rules ensure a high probability that the decisions made by the team will be implemented	5.78	large

continuation of tab. 1

Distributive		Total 5.41	large
11.	The task team (as a whole) is appreciated, tangibly and intangibly, according to the effort put into the task.	5.49	large
12.	The task team (as a whole) is appreciated, tangibly and intangibly, in line with the results achieved.	5.40	large
13.	Each member of the temporary team is appreciated (tangibly and intangibly) according to their contribution to the team.	5.33	large
Interpersonal		Total 5.65	large
14.	Relationships between all temporary team members are based on mutual respect (manifested by the lack of non-constructive criticism, malice, etc.).	5.85	large
15.	Each participant in the temporary team is treated with respect by the leader of that team.	5.97	large
16.	Participation in the task force does not adversely affect how the employee is treated by both the manager and other employees in the organisational unit to which the employee is permanently assigned.	5.15	large
Informational		Total 5.91	large
17.	The temporary team leader speaks honestly and openly with the team members.	6.00	very large
18.	The rules governing the functioning of the temporary team are understood and fully communicated (and explained) to team members.	5.99	large
19.	The information needed for the work of the temporary team is provided just in time.	5.91	large
20.	A temporary team leader will customise communication to suit the individual needs of the members of a temporary team.	5.75	large

Source: own elaboration based on survey results

Finally, the Mann-Whitney U test was used to assess whether the observed differences between the effects of each type of justice on the effectiveness of the temporary team were statistically significant. The test results are summarised in table 3.

Based on the analysis, the variation in the effect of each type of justice on the effectiveness of a temporary team was found to be statistically significant for each of the six pairs analysed except for the distributive and interpersonal justice pair.

Thus, the research hypothesis was rejected. It was found that the types of justice included in the study did not have the same impact on the effectiveness of the temporary team.

Table 3. Mann-Whitney U test results

Types of justice compared	U Statistics	p-value	Decision
procedural vs distributive	4771	0.006	Reject H ₁
procedural vs interpersonal	4143.5	< 0.001	Reject H ₂
procedural vs informational	2993.5	< 0.001	Reject H ₃
distributive vs interpersonal	5417.5	0.146	Accept H₄
distributive vs informational	4550.5	< 0.001	Reject H ₅
interpersonal vs informational	5155	0.041	Reject H ₆

Source: own elaboration based on survey results

The significance (impact on effectiveness) of factors related to informational justice was rated the highest. Their average rating was 5.91. Interpersonal justice (average rating of 5.64) and distributive justice (average rating of 5.41) were ranked second – ratings for these two categories were not statistically different. Factors related to procedural justice were rated the lowest, with an average rating of 5.40.

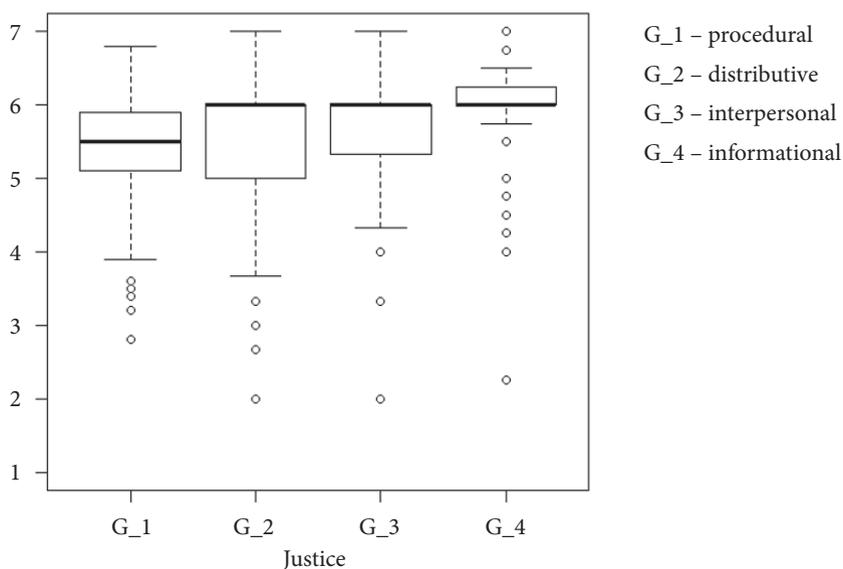


Fig. 3. Box chart for four types of justice

Source: own elaboration based on survey results

Considering the various factors that determine the effectiveness of the temporary team, it can be indicated that the interim team leader has the most significant impact when they talk honestly and openly to team members (figure 4). The average rating of this factor was 6 in the study, which indicates that this factor should be considered very important. Assessing the positive impact of this factor on the team's effectiveness, 17 managers chose response 7 – Definitely yes (15%), and 82 response 6 – Yes (which is as much as 76% of responses). The proportion of other responses is small. The percentage distribution of responses for the above-described factor is shown in figure 5.

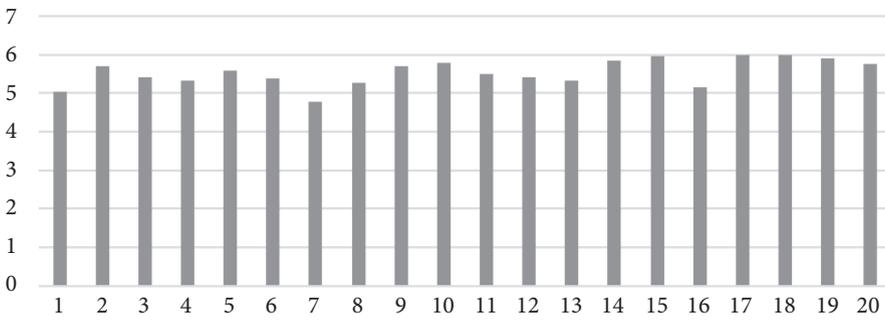


Fig. 4. An assessment of the importance of the various determinants of a sense of justice in the interim team (see table 1 for the names of each factor)

Source: own elaboration based on survey results

Eighteen of the twenty factors analysed were considered important because their average ratings ranged < 5, 6). In this group, the most critical factor was that the rules regarding the functioning of the temporary team should be understood, fully presented and explained to team members (average rating 5.99). It is a factor concerning information justice. Ensuring that every employee has the right to accept or decline an offer to work on a task team was considered the least important within this group of principles, with an average rating of 5.03 – this factor relates to procedural justice.

The least important of all the issues analysed was considered to be that the team rules allow team members to appeal decisions made in or about the team – the average rating for this factor was 4.78 – this is a procedural justice factor. Thus, the respondents considered that the importance of this factor is not high, but it should be added that this factor also has a positive impact on the effectiveness of the temporary team.

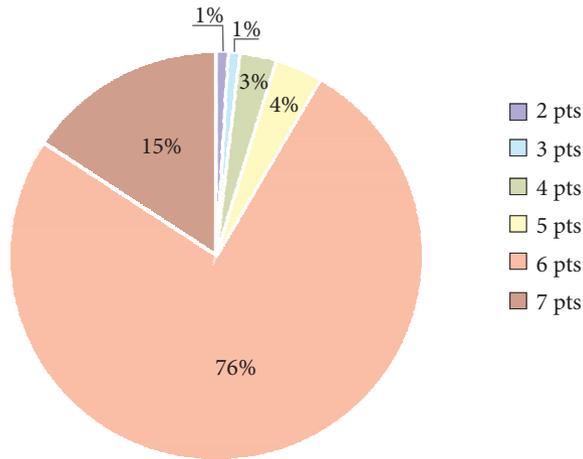


Fig. 5. The distribution of responses for the factor “The temporary team leader speaks honestly and openly with the team members”

Source: own elaboration based on survey results

Conclusions

As modern management is characterised by uncertainty, complexity, and speed, the organisation’s functioning increasingly often relies on cooperation. Teams are formed:

- to perform a specific task, and therefore are temporary;
- based on the necessary competencies, which means variability in the composition of the interim team (cooperation of people who do not know each other);
- with current opportunities, and thus the possibility of dispersing team members (working via instant messaging, a lack of face-to-face communication, and/or different timing of tasks).

This type of collaboration, especially when simultaneously participating in several projects or fulfilling job responsibilities, can be challenging for the employee involved. Maintaining its commitment requires many activities undertaken by the organisation, of which ensuring a sense of justice for employees should be considered particularly important.

In the literature of the subject, four main types of organisational justice are distinguished. Numerous publications focus on analyses of procedural and distributive justice (Silva, 2016) and emphasise the importance of communication and managerial behaviour toward employees and thus interactional justice (Akgün,

Keskin, Byrne, 2010; Chang, Son, Pak, 2020). According to the results of our study, these types do not have similar effects on the effectiveness of these types of teams. Factors related to informational justice emerged as the most important. The findings are consistent with the results of many studies indicating that access to relevant information is one of the key success factors for teams (Mesmer-Magnus, DeChurch, 2009). Interpersonal and distributive justice ranked second (ratings for these two categories were not statistically different). In contrast, factors related to procedural justice were rated lowest.

However, it should be noted that, as studies have shown, each of these four types of justice has a significant impact on the effectiveness of temporary teams. Upon this basis, it can be concluded that justice is a category that significantly determines the effectiveness of temporary teams. Our study is part of a stream of research on organisational justice that has already shown, among other things, that it plays a vital role in shaping employee engagement (Gupta, Kumar, 2012) and job performance (Swalhi, Zgoulli, Hofaidhllaoui, 2017).

Organizational justice is essential not only for the effectiveness of temporary teams but also for effective organizational behavior management. A sense of justice in the workplace influence human behavior in the organization, among others, strengthens the motivation and commitment of employees. It creates positive employees attitudes toward their work and workplace. It is closely related to job satisfaction, trust in supervisors and managers, and the intention to turnover.

The industry in which the respondents' organizations operate can be cited as a limitation of the study. The public sector may be characterized by a different approach to equity in terms of efficiency. The study also addresses the impact of justice on the effectiveness of temporary teams. It does not consider other factors, such as the determinants of the functioning of these teams. This could be a direction for further research.

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