THE DIFFICULTIES IN ENSURING JUSTICE IN TEMPORARY TEAMS – MANAGERS' PERSPECTIVE

Piotr ROGALA[1]*, Bartosz BARTNICZAK[2], Marta KUSTERKA-JEFMAŃSKA[3],
Agnieszka PANASIEWICZ[4], Adam PŁACHCIAK[5], Sabina ZAREMBA-WARNKE[6]

[1] Wroclaw University of Economics and Business; piotr.rogala@ue.wroc.pl, ORCID: 0000-0002-0956-1758
[2] Wroclaw University of Economics and Business; bartosz.bartniczak@ue.wroc.pl,
ORCID: 0000-0002-1299-049X
[3] Wroclaw University of Economics and Business; marta.kusterka-jefmanska@ue.wroc.pl,
ORCID: 0000-0002-6773-6157
[4] Wroclaw University of Economics and Business; agnieszka.panasiewicz@ue.wroc.pl,
ORCID: 0000-0002-4643-2664
[5] Wroclaw University of Economics and Business; adam.plachciak@ue.wroc.pl, ORCID: 0000-0001-7560-1538
[6] Wroclaw University of Economics and Business; sabina.zaremba-warnke@ue.wroc.pl,
ORCID: 0000-0002-9005-5763
* Correspondence author

Purpose: The paper aims to assess difficulties in ensuring justice in temporary teams. Three research questions were asked: do managers think that ensuring justice in temporary teams is difficult?; which determinants of a sense of justice in temporary teams do managers consider the most difficult/easiest?; is the degree of difficulty associated with ensuring each of the four types of justice in the work of the temporary team the same?

Design/methodology/approach: The survey was carried out in June and July of 2021. The non-parametric Mann-Whitney U test was used to assess the statistical significance of differences in the difficulty level in ensuring justice in temporary teams.

Findings: Managers ranked distributive justice as the most difficult to provide, followed by procedural justice, informational justice and interpersonal justice, respectively. Respondents ranked 4 factors as the most difficult to provide: the information needed for the work of the temporary team is provided just in time; each member of the temporary team is appreciated (tangibly and intangibly) according to their contribution to the team, the task team (as a whole) is appreciated, tangibly and intangibly, according to the effort put into the task and a temporary team leader will customize communication to suit the individual needs of members of the temporary team.

Research limitations/implications: The first limitation is related to the research sample. Entities from a few selected industries were included. The second limitation is related to the fact that temporary teams differ, and sometimes these differences are significant. Another limitation is the composition of the research group. It included managers. In order to fully recognize the situation, it would be necessary to know the opinions of other employees.

Practical implications: The results of the research may be helpful for managers in various types of organizations. They allow for a better understanding of temporary teams' regulations. In addition, they indicate those issues that should be given special attention in order to manage such teams reasonably.

Originality/value: Although the topic of teamwork appears in academic publications, only a few relate justice in temporary work teams. This paper deals with this topic and focuses on difficulties with fair team management.

1. Introduction

Implementing a triangle of economic, environmental and social viewpoints with ethical decisions on responsible corporate activity is one of the most crucial elements in contemporary entrepreneurship. As modern companies around the world experience challenges of sustainability (Santis, Albuquerque, Lizarelli, 2016), their leaders have been encouraged to have an ability to incorporate such strategies which could meet sustainable as well as profitable aims. Relating to issues such as climate change, pollution, depletion of natural resources, increase of human population and in general the threads of human existence, the issue of justice appears as an unquestionable foundation of sustainability to be investigated. Though the principles of justice applied to business activity have been often considered but in practice rather ignored. This might come out of the belief that business management at first should be more concerned about the evident efficiency and total value maximization. In fact, the organizations which have the ability and willingness to function upon sustainable value systems usually prioritize such elements as: reliability, credibility, honesty, satisfaction and relations with stakeholders. Sustainability in organizations requires axiologically oriented attitudes and skills of leadership. It seems crucial for achieving the so-called turning point when sustainable development is permanently employed in the company's business strategies.

Therefore, it should be pointed out that both business effectiveness and sustainability in organizations can be accomplished only on the basis of a mutual and solid grounded activity of a team working. Effective teamwork may bring many benefits to the organization (company) and individual employees (Lichtarski, 2011). This type of performing tasks seems more reasonable because it allows for achieving appointed goals without using extra time and energy. Working in a team also has a positive effect on the motivations of employees to perform their responsibilities. Additionally, based on just and fair principles, teamwork stimulates employees' creativity and strengthens their skill communications. Beyond that feeling, being treated just in a working team reduces stress and provides a sense of belongingness to a group.

On the other side, missing a sense of justice in a teamwork management may cause severe difficulties in achieving established goals. The members of a teamwork experiencing the lack of just principles usually lose their trust, commitment, improved jobs performance, satisfaction from citizenship behaviors, burnout, etc. Beyond that, the most common obstacles for just teamwork management are often connected to poor communication, lack of a clear direction in

achieving goals, failure to develop critical competencies and behaviors, difficulties blending multiple personalities into a solid and unified team, etc.

The paper aims to assess difficulties in ensuring justice in temporary teams. Three research questions were asked:

1. Do managers think that ensuring justice in temporary teams is difficult?
2. Which determinants of a sense of justice in temporary teams do managers consider the most difficult/easiest?
3. Is the degree of difficulty associated with ensuring each of the four types of justice in the work of the temporary team the same?

For the survey the Colquitt scale was applied. It was built with 20 elements regarding four types of organizational justice (procedural, distributive, interpersonal, and informational). Furthermore, the non-parametric Mann-Whitney U test was used to assess the statistical significance of differences in the difficulty level in ensuring justice in temporary teams. The study included respondents (managers) having practical experiences with the functioning of temporary teams. They represented automotive, optics, biotechnology, electronics, IT, aerospace, and pharmaceutical companies.

2. Literature review

2.1. Justice

Any attempt to conceptualize the concept of justice undoubtedly faces numerous definitional problems. Nevertheless, it also shows the complexity of this issue, placing it next to fundamental problems for the functioning of the social world, such as goodness, truth, beauty, law or happiness (Zimmermann-Pepol, Gregorczuk, 2016). Plato relates the concept of justice to both the individual and social (state) spheres. In the first, individual sense, he regarded justice as a superior virtue among the three other subordinate cardinal virtues, i.e., wisdom, bravery and prudence. In the second case, justice was the basis for maintaining social (state) order. It became apparent when the individuals who made up the state fulfilled the duties that belonged to their state in accordance with their innate or acquired abilities. In addition to understanding justice as an individual ethical (cardinal) virtue, Aristoteles, the Stagirite distinguished between distributive justice, referring to the distribution of economic goods, honors and other things subject to distribution among the participants of the state community, and compensatory justice (Galewicz, 2017). In the late 1970s, the concept of justice was proposed by John Rawls (1994). In his view, a just political system should first ensure two values that are inalienable to human life, namely freedom and equality. Rawls understands justice in a general sense as follows: "All of society's values - freedom, opportunity, income and wealth, and the basics of self-respect - are to be distributed equally, unless an unequal distribution of any, or all, of these values

benefits everyone" (Rawls, 1994). In philosophical thought, throughout its various periods, justice has been variously defined as: a moral virtue (ideal) or social value, duty or obligation, an element of natural law, a guarantor of individual freedom and equality, and an expression of concern for the common good. Justice can also be linked to the currently dominant development concept of sustainable development. Among the Sustainable Development Goals, Goal 16 is called Peace, Justice and Strong Institutions. Its achievement is to be achieved by promoting a peaceful and inclusive society, ensuring access to justice for all, and building inclusive, effective and accountable institutions at all levels.

2.2. Organizational justice

Organizational justice is most often characterized by expectations of proper treatment, distribution of responsibilities, assignment of tasks, evaluation, redress of grievances, etc. The literature usually distinguishes three types of organizational justice: distributive, procedural and interactional. (Saunders, Thornhill, 2004; Macko, 2009). Distributive justice manifests itself in the sense of balance in the distribution of rewards and bonuses resulting from a comparison of individual effort or invested resources with the effort or resources of others. Procedural justice refers to the belief that valuing an organization as fair or unfair cannot be done based on principles of distributive justice (even if all individuals feel the distribution of goods is fair). In the case of procedural justice, the principles (procedures) of distribution will be taken into account more than the distribution itself. Interactional justice is concerned with the direct relations between the various organizational stakeholders (Saunders, Thornhill, 2004). With the above typology in mind, the punitive nature of organizational justice is also taken into account. It closely connects with the idea of repairing the wrongs done, that is, restoring the original situation and rebuilding the balance shattered by unjust actions (Macko, 2009). Temporary teams can also be referred to as task forces (Lichtarski, 2011). Several scientific studies have shown that fairness has a positive impact on employees. If an employee feels that he or she is treated appropriately (i.e., fairly) in the organization, satisfaction, commitment and trust in superiors increase. In turn, the tendency to engage in counterproductive behavior decreases (Komari, Sulistiowati, 2020; Mendryk, Rakowska, 2017; Ngeleshi, Dominic, 2020; O'Connor, Crowley-Henry, 2019; Wei, 2020).

2.3. Temporary teams

Temporary teams are teams set up for a specific period in an organization. They are a solution to increase the flexibility of the organization. They are also often referred to as task or project teams. These teams are established in the organization's structures for the duration of performing specific tasks, carrying out clearly defined undertakings (projects), or solving specific problems (Bielski, 2001; Bieniok, Rokita, 1984; Mankin et.al., 1996; Pawlak, 2006; Robbins, DeCenzo, 2002; Stoner, Wankel, 1986; Tannenbaum et al., 2012). As a rule, the tasks and problems faced by temporary teams are of a one-time (unique) nature, are unrelated to the organization's routine activities and require the team to possess specific skills. It is in such

situations that temporary teams show the greatest usefulness while at the same time giving way to traditional (functional) teams in situations where it is possible to specialize, use the effect of experience and standardize activities (Saunders, Ahuja, 2006). The establishment of temporary teams in organizations is part of the broad trend of projectification. (Lundin et. al., 2015; Maylor, Turkulainen, 2019), observed in the management practice of business organizations, the public sector, and everyday life. From the point of view of individual individuals involved in the work of temporary teams, participation in them usually increases the number of duties carried out and the so-called plural affiliation (Schad et. al., 2006; Smith, Lewis, 2011). The advantages and weaknesses of the operation of temporary teams can be analyzed from the point of view of the organization, the team and the individual. From the organization's point of view, the biggest advantage is that the temporary team allows for greater flexibility in the organizational structure and provides a vehicle for good cultural patterns and good practices. The weaknesses, however, are the problems of knowledge sharing and learning and the dispersion and impermanence of power. From the team's point of view, the advantage is the possibility of increasing its creativity and the possibility of including the best specialists and experts in the team. On the other hand, the weaknesses are the lack of standardized working methods, communication problems and a shortened team life cycle. From the individual's point of view, the advantage is the possibility of individual learning and development and the possibility of satisfying social needs and recognition. Weaknesses, on the other hand, will be the difficulty of reconciling daily responsibilities and team tasks, the problem of satisfying needs for security and stability, as well as tensions over belonging (Bielski, 2001; Jenny, 2007; Hopej, 2004, Lichtarski, 2007; Lock, 2014, Katzenbach, Smith, 2015).

3. Methods

3.1. Data collection

The study aimed to assess difficulties in ensuring justice in temporary teams. A relevant questionnaire was developed. Senior and middle managers from medium and large high-tech companies were surveyed. These included the electronics, automotive, biotechnology, IT, pharmaceutical, aerospace and optics industries. At the same time, there was a condition that the surveyed managers had to fulfill: the respondents had to have practical experience regarding the operations of temporary teams. The survey was carried out in June and July of 2021, and a sample was randomly selected.

A Computer-Assisted Telephone Interviewing technique was used to collect information. The sampling operator was the Bisnode database. Interviews with managers were conducted from Monday to Friday and the average completion time of the interviews was 9 minutes and 9 seconds.

3.2. Measures

The recognized and commonly used Colquitt scale was used to measure justice in temporary teams. Identified twenty elements relating to four types of justice:

- procedural,
- distributive,
- interpersonal,
- informational.

However, this scale, for this study, has been modified to consider the specificities of temporary teams. The modified scale is presented in Figure 1.
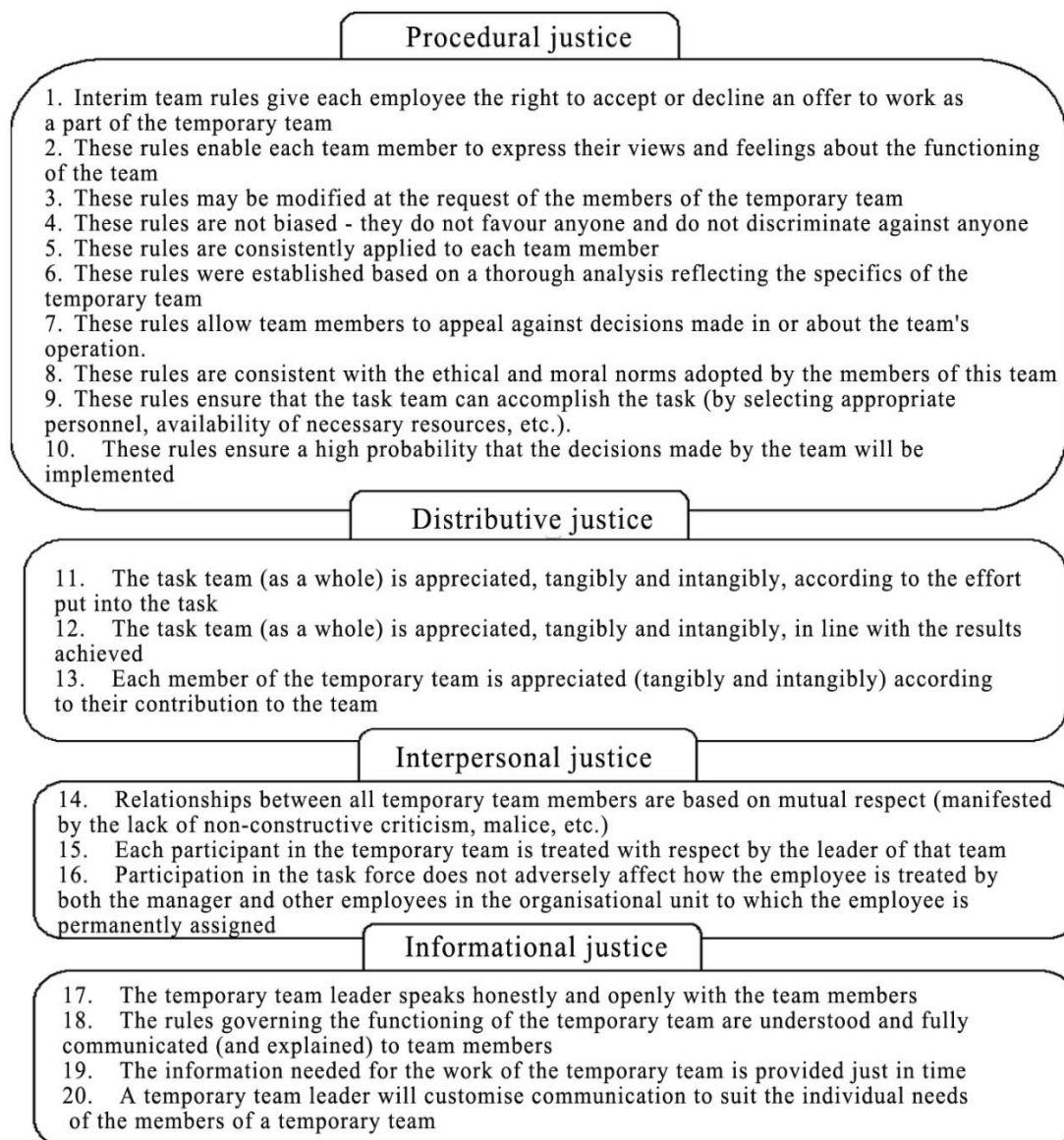
Procedural justice

1. Interim team rules give each employee the right to accept or decline an offer to work as a part of the temporary team
2. These rules enable each team member to express their views and feelings about the functioning of the team
3. These rules may be modified at the request of the members of the temporary team
4. These rules are not biased - they do not favour anyone and do not discriminate against anyone
5. These rules are consistently applied to each team member
6. These rules were established based on a thorough analysis reflecting the specifics of the temporary team
7. These rules allow team members to appeal against decisions made in or about the team's operation.
8. These rules are consistent with the ethical and moral norms adopted by the members of this team
9. These rules ensure that the task team can accomplish the task (by selecting appropriate personnel, availability of necessary resources, etc.).
10. These rules ensure a high probability that the decisions made by the team will be implemented

Distributive justice

11. The task team (as a whole) is appreciated, tangibly and intangibly, according to the effort put into the task
12. The task team (as a whole) is appreciated, tangibly and intangibly, in line with the results achieved
13. Each member of the temporary team is appreciated (tangibly and intangibly) according to their contribution to the team

Interpersonal justice

14. Relationships between all temporary team members are based on mutual respect (manifested by the lack of non-constructive criticism, malice, etc.)
15. Each participant in the temporary team is treated with respect by the leader of that team
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

Informational justice

17. The temporary team leader speaks honestly and openly with the team members
18. The rules governing the functioning of the temporary 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 the members of a temporary team

Figure 1. Factors determining the sense of justice among temporary team members by type of justice.
Source: own elaboration.

The following rating scale was used to determine the extent to which each of the issues included in the table affects the effectiveness of the temporary team: 1 - "definitely not", 2 - "no", 3 - "rather not", 4 - "neither yes nor no", 5 - "rather yes", 6 - "yes", and 7 - "definitely yes".

3.3. Sample

The telephone interviews collected information from 110 respondents, of whom men predominated (71% of the sample size - see figure 2).
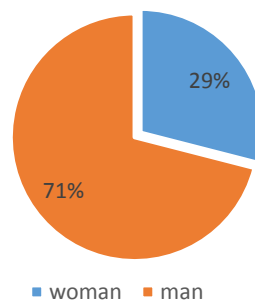

Figure 2. Distribution of respondents by gender.
Source: own elaboration.

The most significant number of responding managers were employed in the electronics (39%) and automotive (34%) industries (see figure 3).
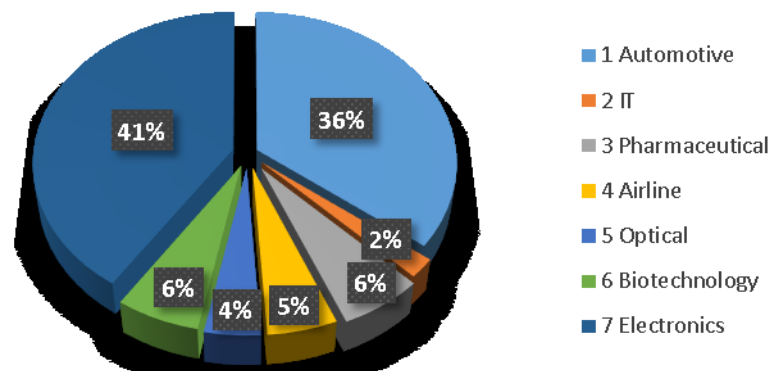
Figure 3. Distribution of respondents by industry represented.
Source: own elaboration.

87% of the respondents have participated in temporary teams in the last 2 years and 65% have led them. Among the respondents, managers working in a managerial position for 11 to 20 years (32%) predominated, followed by those working for 2 to 5 years (29%) (see figure 4). The smallest group consisted of those with seniority of up to 1 year (3%).
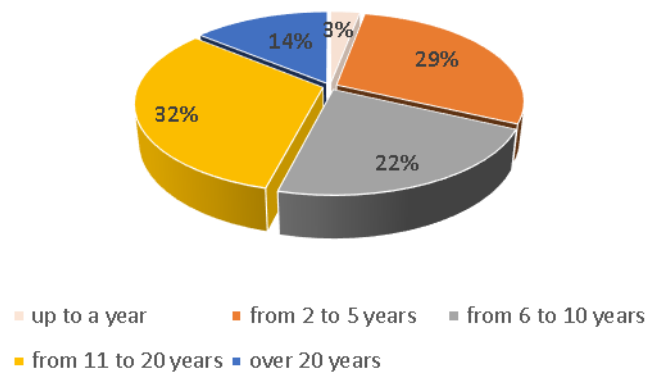
Figure 4. Distribution of respondents by length of service in a management position.

Source: own elaboration.

4. Results

In the study, one main hypothesis and six partial hypotheses were formulated as follows:

H: The difficulty in ensuring all kinds of justice (procedural, distributive, interpersonal and informational) in temporary teams is the same;

H_1: the difficulty in ensuring procedural and distributive justice in temporary teams is the same;

H_2: the difficulty in ensuring procedural and interpersonal justice in temporary teams is the same;

H_3: the difficulty in ensuring procedural and informational justice in temporary teams is the same;

H_4: the difficulty in ensuring distributive and interpersonal justice in temporary teams is the same;

H_5: the difficulty in ensuring distributive and informational justice in temporary teams is the same;

H_6: the difficulty in ensuring interpersonal and informational justice in temporary teams is the same.

In measuring justice in temporary teams, the Colquitt scale was used (2011). It consists of 20 elements relating to the four types of justice, i.e., procedural, distributive, interpersonal, and informational. For this study, the scale was modified to suit for temporary teams. The modified scale is shown in Figure 4.

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

To determine the level of difficulty in ensuring justice in temporary teams, a 7-point scale was adopted.

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

- a rating within the range<1-2,2> - the given factor is not perceived by managers as causing difficulties in ensuring justice in temporary teams,
- a rating within the range<2,21-3,4> - the given factor is perceived by managers as causing minor difficulties in ensuring justice in temporary teams,
- a rating within the range<3,41-4,6) - a given factor is perceived by managers as the one that causes medium difficulties in ensuring justice in temporary teams,
- a rating within the range <4,61- 5,8> - a given factor is perceived by managers as the one that causes difficulties in ensuring justice in temporary teams,

a rating within the range <5,81- 7> - a given factor is perceived by managers as the one that causes the most significant difficulties in ensuring justice in temporary teams.

The level of difficulty (arithmetic mean values and interpretations) in ensuring all factors determining the sense of justice were listed in Table 1.

Table 1.
Assessment of the level of difficulty in ensuring factors determining the sense of justice

Item	Factors determining the sense of justice	Arithmetic mean values	Interpretation
Procedural		Total 3.72	Causing medium difficulties
1	Temporary team rules give each employee the right to accept or decline an offer to work as a part of the temporary team	3.87	Causing medium difficulties
2	These rules enable each team member to express their views and feelings about the functioning of the team	3.55	
3	These rules may be modified at the request of the members of the temporary team	3.97	
4	These rules are not biased - they do not favour anyone and do not discriminate against anyone	3.45	
5	These rules are consistently applied to each team member	3.78	
6	These rules were established based on a thorough analysis reflecting the specifics of the temporary team	3.78	
7	These rules allow team members to appeal against decisions made in or about the team's operation.	3.89	
8	These rules are consistent with the ethical and moral norms adopted by the members of this team.	3.22	Causing minor difficulties
9	These rules ensure that the task team can accomplish the task (by selecting appropriate personnel, availability of necessary resources, etc.).	3.85	Causing medium difficulties
10	These rules ensure a high probability that the decisions made by the team will be implemented	3.84	

Cont. table 1.

			Total 3.99	Causing medium difficulties
Distributive				
11	The task team (as a whole) is appreciated, tangibly and intangibly, according to the effort put into the task	4.10		Causing medium difficulties
12	The task team (as a whole) is appreciated, tangibly and intangibly, in line with the results achieved	3.72		
13	Each member of the temporary team is appreciated (tangibly and intangibly) according to their contribution to the team	4.15		
Interpersonal			Total 3.42	Causing medium difficulties
14	Relationships between all temporary team members are based on mutual respect (manifested by the lack of non-constructive criticism, malice, etc.)	3,69		Causing medium difficulties
15	Each participant in the temporary team is treated with respect by the leader of that team	3.13		Causing minor difficulties
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	3.43		Causing medium difficulties
Informational			Total 3.68	Causing medium difficulties
17	The temporary team leader speaks honestly and openly with the team members	3.12		Causing minor difficulties
18	The rules governing the functioning of the temporary team are understood and fully communicated (and explained) to team members	3.33		
19	The information needed for the work of the temporary team is provided just in time	4.17		Causing medium difficulties
20	A temporary team leader will customise communication to suit the individual needs of the members of a temporary team	4.09		

Source: own elaboration.

In managers' opinion, the most difficult to implement in practice is to provide the information necessary for the task team's work precisely in time. It is also worth mentioning that half of the respondents do not see any difficulties in treating each participant in temporary teams with respect by the team leader. The difficulty in ensuring justice in temporary teams is the lowest for interpersonal justice and the highest for distributive justice. In the opinion of managers, the factor that is most difficult to ensure, in the field of distributive justice, is the appreciation, tangibly and intangibly, of each member and the task team (as a whole) according to the effort put into the task.

Procedural and informational justice were assessed very similarly by managers, but a slightly larger dispersion of responses can be observed within informational justice (see Figure 5). Factors of interpersonal justice generate minor difficulties in ensuring justice in temporary teams. The highest variability also characterized the responses in this field. For distributive justice, the median value is 4 (the highest). Approximately the same number of responses with values less than and greater than the arithmetic mean was observed for all types of justice.
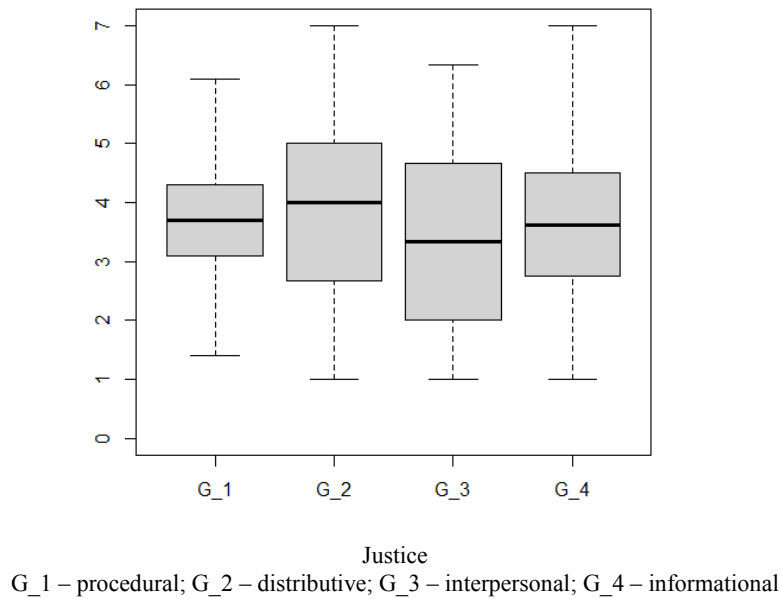
Justice
G_1 – procedural; G_2 – distributive; G_3 – interpersonal; G_4 – informational

Figure 5. Box chart for four types of justice.
Source: own elaboration.

The non-parametric Mann-Whitney U test was used to assess the statistical significance of differences in the difficulty level in ensuring justice in temporary teams. The test was used for all kinds of justice in pairs. Based on the results, it can be stated that there are statistically significant differences in the level of difficulty in ensuring in temporary teams procedural and interpersonal justice (H_2) as well as distributive and interpersonal justice (H_4). Thus, the research hypotheses H_2 and H_4 were rejected. It was found that these types of justice did not have the same level of difficulty in ensuring in temporary teams. The test results are summarised in Table 2.

Table 2.
Mann-Whitney U test results

Types of justice compared	U Statistics	p-value	Decision
procedural vs distributive	5334.000	0.129	**Accept H_1**
procedural vs interpersonal	4952.000	0.020	Reject H_2
procedural vs informational	5833.500	0.646	**Accept H_3**
distributive vs interpersonal	4707.500	0.004	Reject H_4
distributive vs informational	5283.500	0.104	**Accept H_5**
interpersonal vs informational	5292.000	0.108	**Accept H_6**

Source: own elaboration.

5. Discussion

The study assesses the difficulties of ensuring justice in managing temporary teams. Three research questions were used to achieve the goal. Responding to the first research question: *Do managers think that providing justice in temporary teams is difficult?*, the results of the arithmetic mean for each type of justice were analyzed (see Table 1). The results for all justice types fall within the average difficulty range (mean <3.41-4.6>). Managers ranked distributive justice as the most difficult to provide (arithmetic mean: 3.99), followed by procedural justice (mean: 3.72), informational justice (mean: 3.68) and interpersonal justice (mean: 3.42), respectively.

The view that ensuring all types of justice in temporary teams is a task of medium difficulty may result from the extensive experience of managers in creating and managing temporary teams. However, it may also involve an error of subjectivity, which would need to be verified in further research.

The answer to the second research question: *Which determinants of a sense of justice in temporary teams do managers consider the most difficult/easiest?*, enabled to rank the determinants of a sense of fairness according to the degree of difficulty in providing them (see Table 1).

16 factors out of 20 received a score in the <3.42 - 4.17> range, which indicates an average degree of difficulty. In this group, managers ranked 4 factors as the most difficult to provide (rating higher than 4) (cf. Table 1):

1. no 19: The information needed for the work of the temporary team is provided just in time (mean: 4,17),
2. no 13: Each member of the temporary team is appreciated (tangibly and intangibly) according to their contribution to the team (mean: 4,15),
3. no 11: The task team (as a whole) is appreciated, tangibly and intangibly, according to the effort put into the task (mean: 4,1),
4. no 20: A temporary team leader will customise communication to suit the individual needs of members of the temporary team (mean: 4,09).

The factors listed are among the more critical issues in ensuring organizational justice (Colquitt et al., 2001; Cohen-Charasch, Spector, 2001; Mesmer-Magnus, DeChurch, 2009; Bakhshi et al., 2009; le Roy et al., 2012; Ismail et al., 2021).

In contrast, 4 factors out of 20 were rated as easy to ensure in the work of temporary teams (rating in the <3.12 - 3.33> range):

1. no 17: The temporary team leader speaks honestly and openly with the team members (mean: 3,12),
2. no 15: Each participant in the temporary team is treated with respect by the leader of that team (mean: 3,13),

3. no 8: These rules are consistent with ethical and moral norms adopted by the members of this team (mean: 3,22),

4. no 18: The rules governing the functioning of the temporary team are understood and fully communicated (and explained) to team members (mean: 3,33).

Interestingly, among the factors listed are all those that determine informational justice. Two of them, i.e. 19 and 20, were rated as the most difficult, and two, i.e. 17 and 18, were rated as the easiest. The observed differences may be due to the ability of the interim team leader to influence the individual factors of informational justice. Communicating frankly and openly with team members and explaining the rules governing the team's functioning depends to a large extent on the leader's decision. On the other hand, providing information on time may depend to a high degree on conditions in the organization, and adapting communication to the needs of individual team members requires the leader to have a high level of so-called soft skills.

The answer to the third research question: *Is the degree of difficulty associated with ensuring each of the four types of justice in the work of the temporary team the same?* would be: *it is not*. Even though the scores for all types of justice fall within the range for the average degree of difficulty (3.41-4.6), it is worth noting that interpersonal justice was rated as significantly more manageable than the others - its score (mean: 3.42) is almost at the upper limit of the lower range (3.4). It may be due to the fact that temporary teams have been set up frequently in the surveyed companies, and employees already have experience in forming good relationships in teams. The level of organizational culture in the surveyed companies may also be an essential factor - the higher it is, the easier it is to ensure interpersonal justice (Erkutlu, 2011; Xu et al., 2016). On the other hand, by far the highest average difficulty rating for distributive justice indicates the problems caused by a fair assessment of the contribution of individual team members, which can be characterized by a high degree of subjectivity, both on the part of the leader and the temporary team members being assessed. (Wegener, 1987; Tran et al., 2021).

The negative answer to the third research question was also confirmed by verifying the main hypothesis and six specific hypotheses (see Table 2). The study results indicate that the main hypothesis should be rejected because the difficulty in ensuring all kinds of justice (procedural, distributive, interpersonal and informational) in temporary teams is not the same. Statistically significant differences are found in the level of difficulty in ensuring distributive justice (rated as the most difficult) and interpersonal justice (rated as the easiest to ensure) and between procedural justice (rated as the second most difficult) and interpersonal justice (the easiest).

The results presented should be interpreted considering certain limitations of the research, which simultaneously provide directions for further work. The first limitation is related to the research sample. Entities from a few selected industries were included. However, it is possible that the results obtained could be slightly different for each of these industries (as well as those that were not included in the survey). The second limitation is related to the fact that temporary

teams differ, and sometimes these differences are significant (e.g., differences in duration, the complexity of tasks performed). Managers may have experiences with the functioning of different teams, and this variation may significantly impact the results obtained. Therefore, it is recommended to conduct further research that may lead to an understanding of this variation. Another limitation is the composition of the research group. It included managers. In order to fully recognize the situation, it would be necessary to know the opinions of other employees participating in temporary teams.

6. Conclusion

The article is focused on the question of organizational justice with a particular concern of the analysis of the most crucial difficulties in ensuring justice in temporary teams from the manager's perspective. Organizational justice is usually viewed as a sort of motivated behavior that deals with cognitive responses guiding an individual or collective decisions and attitudes in achieving particular aims. Managers and employees ought to feel that everyone is treated fairly and that the same standards are applied to all employees in the workplace where they complete their duties. If such an attitude is broken or neglected, the standards of inequality are permitted in the organization, which usually creates significant organizational difficulties. The perception of fairness and equality always shapes transparency in the organization building its ethical work environment. Such a perspective is crucial for managers who ought to be convinced that their actions are compatible with what they say.

Organizational justice is most often characterized by the expectations of particular treatments, allocation of duties, assessing tasks, repairing experienced damages etc. The literature considered three types of organizational justice: procedural, distributive, interpersonal and informational. This sort of justice is understood as a personal consciousness, including a sense of fairness in the workplace regarding all kinds of distributions (e.g. payments, opportunities of individual development, dismissal, etc.), and social interactions (e.g. communication rules, respect, feedback, etc.). In this sense, justice does not pretend to be an objective norm, nor does it continue a generally applicable characteristic of an organization, it can only refer to subjective judgments and impressions. It lays the foundation for evaluating what happens in a concrete organization.

In the research of assessing difficulties in ensuring justice for temporary teams, the respondents suggested that providing sufficient information necessary for accomplishing the assigned tasks is the most problematic. On the other hand, approximately half of the questioned respondents agreed that interpersonal justice (treating participants in temporary teams with respect by leaders) is relatively high. Though, the highest level of difficulties in ensuring justice in temporary teams was pointed at its distributive type. Procedural and

informational justice were assessed very similarly by managers with slightly bigger dispersion of responses on informational justice.

The results of the research may be helpful for managers in various types of organizations. They allow for a better understanding of temporary teams' regulations. In addition, they indicate those issues that should be given special attention in order to manage such teams reasonably.

References

1. Bakhshi, A., Kumar, K., Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International Journal of Business and Management, 9(4),* pp. 145-154. doi: 10.5539/ijbm.v4n9p145.

2. Bielski, M. (2001). *Organizacje. Istota. Struktury. Procesy.* Łódź: Wydawnictwo Uniwersytetu Łódzkiego.

3. Bieniok, H., Rokita. J. (1984). *Struktura organizacyjna przedsiębiorstwa.* Warszawa: PWN.

4. Cohen-Charash, Y., Spector, P.E. (2001). The Role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, *86(2),* pp. 278-321. doi: org/10.1006/obhd.2001.2958.

5. Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H., Ng, K.Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, *86(3),* pp. 425-445. doi: org/10.1037/0021-9010.86.3.425.

6. Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership & Organization Development Journal, Vol. 32, No. 6,* pp. 532-554. doi: org/10.1108/ 01437731111161058.

7. Galewicz, W. (2017). Zarys sprawiedliwości wyrównawczej w etyce Arystotelesa. *Peitho/Examina Antiqua, 1(8),* 289-307.

8. Hopej, M. (2004). *Struktury organizacyjne. Podstawowe, współczesne i przyszłe rozwiązania strukturalne.* Wrocław: Ossolineum.

9. Ismail, A., Zainol, N.A.M., Husain, H.A., Ibrahim, N., Ismail, Y. (2021). Power distance as a moderator in the relationship between organizational justice and job satisfaction. *International Journal of Management Studies*, *vol. 28, No. 1,* pp. 25-56. doi: org/10.32890/ijms.28.1.2021.9974.

10. Jenny, B. (2007). *Project Management. Knowledge for a Successful Career*. Zürich: VDF Hochschulverlag.

11. Katzenbach, J.R., Smith, D.K. (2015). *The wisdom of teams: Creating the high-performance organization.* Harvard Business Review Press.

12. Komari, N., Sulistiowati (2020). Relationship between Organizational Justice and Counterproductive Work Behaviors. *GATR Journal of Management and Marketing Review, 5(4),* 206-212.

13. Le Roy, J., Bastouni,s M., Minibas-Poussard, J. (2012). Interactional Justice and Counterproductive Work Behaviors: The Mediating Role of Negative Emotions. *Social Behavior and Personality An International Journal*, *40(8),* pp. 1341-1356, doi: 10.2224/sbp.2012.40.8.1341.

14. Lichtarski, J.M. (2007). Zespoły zadaniowe w strukturach organizacyjnych przedsiębiorstw – wyniki badań empirycznych. In: *Mechanizmy i obszary przeobrażeń w organizacjach*. Warszawa: Difin.

15. Lichtarski, J.M. (2011). Struktury zadaniowe: składniki, własności i uwarunkowania. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu. Seria: Monografie i Opracowania, nr 187, 189*.

16. Lock, D. (2014). *The Essentials of Project Management*. Farnham: Gower.

17. Lundin, R.A., Godenhjelm, S., Sjöblom, S. (2015). Projectification in the public sector – the case of the European Union. *International Journal of Managing Projects in Business*.

18. Macko, M. (2009). Poczucie sprawiedliwości organizacyjnej a zachowania pracowników. Poznań: Wydawnictwo Naukowe Wydziału Nauk Społecznych UAM.

19. Mankin, D., Cohen, S.G., Bikson, T.K. (1996). Teams and technology: Fulfilling the promise of the new organization. Boston: Harvard Business School Press.

20. Maylor, H., Turkulainen, V. (2019). The concept of organisational projectification: past, present and beyond? *International Journal of Managing Projects in Business*.

21. Mendryk, I., Rakowska, A. (2017). Poczucie sprawiedliwości organizacyjnej a poziom zaangażowania pracowników. Wyniki badań. *Annales*, *4,* 237-246, doi:10.17951/h.2017.51.4.237.

22. Mesmer-Magnus, J.R., DeChurch, L.A. (2009). Information sharing and team performance: A meta-analysis. *Journal of Applied Psychology, 94(2),* pp. 535-546. doi: org/10.1037/a0013773.

23. Ngeleshi, J., Dominic, T. (2020). Organizational justice and job satisfaction among different employee groups: the mediating role of trust. *Business Management Review, 23(2),* 71-88.

24. O'Connor, E., Crowley-Henry, M. (2019). Exploring the relationship between exclusive talent management, perceived organizational justice and employee engagement: bridging the literature. *Journal of Business Ethics, 156*, 903-917. DOI:10.1007/s10551-017-3543-1.

25. Pawlak, M. (2006). *Zarządzanie projektami*. Warszawa: PWN.

26. Rawls, J. (1994). *Teoria sprawiedliwości*. Warszawa: PWN.

27. Robbins, S.P. DeCenzo, D.A. (2002). *Podstawy zarządzania*. Warszawa: PWE.

28. Santis, P., Albuquerque, A., an Lizarelli, F. (2016). Do sustainable companies have a better financial performance? A study on Brazilian public companies. *Journal of Cleaner Production, 133(1),* pp. 735-745.

29. Saunders, M.N.K., Thornhill, A. (2004). Trust and mistrust in organizations: an exploration using an organizational justice framework. *European Journal of Work and Organizational Psychology, 13,* 493-515.

30. Tannenbaum, S.I., Mathieu, J.E., Salas, E., Cohen, D. (2012). Teams are changing: Are research and practice evolving fast enough? *Industrial and Organizational Psychology, 5(1)*, 2-24.

31. Tran, TV., Lepistö, S., Järvinen, J. (2021). The relationship between subjectivity in managerial performance evaluation and the three dimensions of justice perception. *J. Manag. Control*, *32*, pp. 369-399. doi: org/10.1007/s00187-021-00319-2.

32. Wegener, B. (1987). The illusion of distributive justice. *European Sociological Review, Vol. 3,* pp. 1-13. doi: org/10.1093/oxfordjournals.esr.a036427.

33. Xu, A.J., Loi, R., Ngo, H. (2016). Ethical Leadership Behavior and Employee Justice Perceptions: The Mediating Role of Trust in Organization. *J. Bus. Ethics*, *134*, pp. 493-504. doi: org/10.1007/s10551-014-2457-4.

34. Zimmermann-Pepol, M., Gregorczuk, K. (2016). Wymiary sprawiedliwości na gruncie filozofii prawa. Problematyka sprawiedliwości wczoraj-dziś-jutro. *Gdańskie Studia Prawnicze, T. XXXV,* 597-618.