

Overall team justice and psychological strain: A daily diary study

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Abstract

Drawing on the relational and uncertainty models of justice, this research investigates the consequences of daily overall team justice perceptions on employees' daily psychological strain. Specifically, we examine daily psychological safety as a mediator of the relationship between daily overall team justice evaluations and daily psychological strain. We also argue that daily overall supervisor justice moderates this mediated relationship. Using a daily diary study over 10 consecutive working days, our results confirm that daily team justice reduces employees' daily psychological strain. In addition, our findings provide evidence that daily psychological safety mediates the effects of daily justice perceptions on daily psychological strain. Results also show that the relationship between daily overall team justice and daily psychological safety is moderated by overall supervisor justice, thereby complementing the target similarity model.

Keywords: Overall team justice, psychological safety, wellbeing, strain, daily diary study.

Overall team justice and psychological strain: A daily diary study

A recent stream of research has examined the impact of organizational justice on employee health and wellbeing, showing that perceived injustice is likely to increase employee health problems (e.g. Sarnecki et al., 2023). Complementing this existing literature on the outcomes of perceived justice, two new lines of inquiry that have the potential to enrich our understanding of the functioning of fairness in the workplace have recently been developed. First, literature has shown that justice can emanate from other sources than the organization as a whole, such as supervisors, colleagues or customers (Lavelle et al., 2015; Ohana, 2016). Second, research has indicated that, far from being a stable variable, justice perceptions should also be considered as a transient experience fluctuating over time within the same individual (Fortin et al., 2016).

In the present research, we capitalize on these two recent lines of research and combine them to examine the effects of perceived justice on employee wellbeing. More precisely, drawing on the relational and uncertainty models of justice (e.g., Tyler & Lind, 1992; Van den Bos & Lind, 2002), our first objective is to investigate how daily perceptions of both overall team justice and supervisory justice are linked to fluctuations in employee wellbeing. We are especially interested in employee wellbeing –specifically psychological strain - in team contexts for two reasons. First, research has not yet examined the impact of *changes* in justice perceptions on indicators of wellbeing. Second, because coworkers and the immediate supervisor are the most proximal entities for employees (Adamovic et al., 2017), it is important to assess the extent to which the level of justice they may exhibit on a daily basis affects employee well-being.

Our second objective in this study is to identify a possible explanatory mechanism by which justice perceptions affect employee's well-being. Specifically, we argue that psychological safety, which captures the “sense of confidence that the team will not embarrass, reject, or punish somebody for speaking up” (Edmondson, 1999, p.354) and which implies a belief that the team is safe for interpersonal risk-taking (Newman et al., 2017), may play a key explanatory role in the relationship between justice perceptions emanating from the team and employees' psychological

strain. We also examine how justice from the supervisor potentially affects these relationships. In doing so, we examine whether justice perceptions relating to different sources have additive effects, or potentially compensatory effects, in the context of teams. Figure 1 depicts our model and the hypotheses that we further develop below.

FIGURE 1 ABOUT HERE

Figure 1. Hypothetical model

Theoretical background and hypotheses development

Daily team justice

Overall team justice refers to global fairness perceptions emanating from colleagues or team members (Ambrose & Schminke, 2009; Ohana, 2016). Although previous research has mainly focused on justice emanating from the supervisor or the organization, literature has shown that individuals are also sensitive to other sources of justice (Harris et al., 2020; Ohana, 2016).

Above and beyond considering the sources of justice, the literature has long considered fairness perceptions as a stable variable over time changing from one individual to another. However, after reviewing the existing empirical evidence, Fortin and colleagues (2016) made the compelling argument that justice perceptions do indeed change over time and that these changes matter. Accordingly, we expect that, from one period to another, employees may experience a variety of positive or negative situations in the workplace as a result of their interactions with team members, and leading to variations in overall team justice. Depending on the type of recent exchanges they have had with their coworkers, employees may assess more or less positively the level of fairness they experience in their team.

The impact of daily team justice on employee psychological strain

As mentioned earlier, justice perceptions have been identified as a critical issue in the occupational stress literature and have been found to influence several wellbeing indicators such as

psychological strain (Sarnecki et al., 2023). However, the justice-wellbeing relationship has been studied so far using a stable approach; in other words, prior research has not examined the effects of justice perceptions on wellbeing at work using a dynamic approach.

In this present research, we suggest that the overall team justice influences the psychological strain that employees experience on a daily basis. On the one hand, the relational or group value models of organizational justice (e.g., Tyler & Lind, 1992) have long emphasized the importance of perceived justice to the organizational members' feelings of identity, status and inclusion in a group. In line with these models, we argue that employees' daily perceptions of team justice help individuals to meet their need to belong and confirm their status as valued members in the team. On the other hand, according to the uncertainty management theory, perceived justice plays a key role in reducing and buffering employees' feelings of uncertainty (Van den Bos & Lind, 2002), often caused by various aspects of the immediate work environment, such as a lack of job control (Elovainio et al., 2005). Linking these two theoretical frameworks, Hogg (2000) further suggests that a valued group membership may allow individuals to cope with possible uncertainties. By signaling membership and reducing uncertainty, employees' daily perceptions of overall team justice should therefore help to prevent employees' daily feelings of nervousness, tension, anger and anxiety, and thus impact their day-to-day psychological strain (Van Katwyk et al., 2000). Based on the above, we hypothesize the following:

H1: Daily team justice perceptions are negatively related to daily psychological strain.

The mediating role of daily psychological safety

Furthermore, we argue that the positive effects of daily justice perceptions on psychological strain occur through the experience of psychological safety, which captures a belief that the group is safe for interpersonal risk taking (Edmondson, 1999, p.354). Psychological safety refers to the beliefs that the group will respond favorably to one member's questions, mistakes or challenging opinions (Edmondson, 1999). A psychologically safe group enables its members to feel secure enough to disclose their errors without a fear of being reprimanded or suffering from negative consequences

regarding self-image, status and career (Kahn, 1990). It is reasonable to assume that such feeling of safety in a group is not stable but varies, for example, as a result of predictability and consistency in the team. Existing literature has suggested the potentially dynamic nature of psychological safety (Mäkikangas et al., 2017). Daily psychological safety therefore means that, on a day with high psychological safety, employees are confident that they can be themselves and share their thoughts without fearing rejection by their colleagues and that it is safe to take risks on that day (Newman et al., 2017). This environment then encourages employees to communicate openly, voice their concerns, and actively seek feedback, even though these actions involve interpersonal risks.

In the present research, we propose that daily psychological safety mediates the relationship between daily overall team justice and daily psychological strain. First, we suggest that daily overall team justice perceptions will be positively related to the individual's daily psychological safety. In other words, when members perceive and experience overall fair treatment in the group, they will use this fairness information as a heuristic to consider their group as a psychologically safe environment where members do not have to worry about being sanctioned if they ask naïve questions or suggest challenging opinions. In line with the relational model of justice and the uncertainty management theory, we argue that overall justice is a favorable work environment characteristic that confirms one's membership in the team, reduces risk and ambiguity and, as such, increases employees' psychological safety. Indeed, being treated fairly in a group implies dignity and respect, while providing information about one's identity. This perspective aligns with the relational model of justice, which emphasizes that justice plays a crucial role in establishing an individual's standing within valued groups (Tyler & Lind, 1992). When colleagues treat each other with dignity and respect, and everyone feels valued within a group, it creates an inclusive environment where everyone has the opportunity to participate in discussions and engage in thoughtful listening. By reducing the "belonging uncertainty", employees experience psychological safety that enables them to express their thoughts without fear and engage in interpersonal risk-taking (Cohen, 2022). This feeling of psychological safety may not be stable, but rather fluctuates on a daily basis, depending on the extent the employees feel treated fairly by the

group that day, and therefore perceive themselves as valued team members whose level of belonging uncertainty is reduced. Building upon this theoretical and empirical evidence, we hypothesize that overall team justice perceptions will be related to an individual's experience of psychological safety.

Second, we suggest that daily psychological safety is negatively associated to employee daily psychological strain. Psychological safety has been shown to have positive effects on wellbeing in previous research. For example, May et al. (2004) suggest that psychological safety functions as an antecedent of work engagement because when employees perceive little risk to express their true self, they are more likely to engage their interest in their tasks and try innovative ways of doing their job-related tasks. In fact, psychological safety can be associated to the elements of the social system that create nonthreatening, predictable, and consistent social situations in which to engage (Kahn, 1990). These situations, in turn, help to increase people's control over future events. This sense of control plays a vital role in alleviating the strain that often results from uncertainty (Troup & Dewe, 2002).

Additionally, we consider psychological safety as a psychological resource (May et al., 2004; Kahn, 1990), which enables employees to feel secure that they belong to a group and that they will not suffer in their interactions with their group members, further reducing the feeling of psychological strain. Indeed, the threat to one's sense of belonging resulting from unfair treatment by colleagues can lead individuals to adopt a defensive and self-protective stance (Cohen, 2022). The lack of psychological safety subsequently reduces well-being and increases strain, as employees' mental energy is consumed by self-protection. Previous research confirms that employees who perceive a reduced risk associated with making mistakes are more likely to enjoy higher levels of well-being as this sense of psychological safety reduces anxiety (Frazier et al., 2017). Thus, in line with the relational model of justice and the uncertainty management theory, but also the empirical evidence presented above, it is conceivable to assume that justice perceptions in the team have a negative effect on daily strain through psychological safety. Relying on the above, we hypothesize the following:

H2: Daily psychological safety mediates the relationship between daily overall team justice and daily psychological strain.

The moderating role of daily overall supervisor justice

Researchers have consistently called for the examination of moderators of the justice-outcome relationship in order to further our understanding of why people react differently to the same situation in terms of justice (e.g. Li et al., 2013). On the one hand, several studies have shown that perceived uncertainty multiplies the importance of justice, thereby strengthening its impact on different outcomes (Diehl et al., 2018). For example, conditions of uncertainty in the organization have been shown to moderate the effect of perceived justice on absenteeism (Elovainio et al., 2005). On the other hand, although individuals are capable of distinguishing between sources of justice (Harris et al., 2020), research has tended to focus on single source effects. However, it is possible for employees to have different experiences resulting from the interaction with different sources. For example, employees may feel they are treated unfairly by their team and concomitantly perceive their supervisor as fair (Lavelle et al., 2015).

Previous studies have contended that overall supervisor justice is a distinct source from overall organizational justice (e.g., Choi, 2008; Colquitt et al., 2013). Supervisor justice refers to employees' perceptions of the overall (un)fair treatment received from their supervisor (Choi, 2008). We focus on supervisor justice because he/she represents a key proximal entity for employees compared to the organization. Indeed, given the important effect of the supervisor on the employee's overall work experience, and the influence of the supervisor in the workgroup justice context, previous research has consistently reported that supervisor justice has a strong influence on employees' attitudes and behaviors. In addition, whether employees keep targeting the source considered as responsible of perceived (un)fair situation in the presence of other sources remains unclear (Colquitt et al., 2013). Thus, examining how different justice sources intervene in justice reactions targeted at one specific source brings more light into the multi-foci approach of justice.

Although researchers have recently noted the critical role that supervisors play in influencing teams and team dynamics with reference to justice perceptions (Adamovic et al., 2017), to date little is known on how supervisor justice can affect the relationship between team justice perceptions and their outcomes. We are especially interested in the question whether the presence of overall supervisor justice makes the relationship between overall team justice and justice-outcomes stronger or weaker. In the present study, we suggest that the positive relationship between daily overall team justice and daily psychological safety is weaker in the presence of daily overall supervisor justice for the following reasons. As explained earlier, we assume that daily overall team justice is related to daily psychological safety because justice perceptions signal membership in the group, thereby also reducing uncertainty. However, the supervisor by definition holds a higher degree of power to structure the team and its work. He/she can take more concrete steps in terms of influencing both the group dynamics and the experienced uncertainty. It is therefore conceivable to assume that daily overall supervisor justice moderates the relationship between daily overall team justice and daily psychological safety. In other words, if the supervisor is perceived as fair, the degree of fairness experienced in the team could be less important in predicting daily variations in perceived psychological safety and strain. However, if the supervisor is perceived as unfair, the fairness experienced in the team could become more important. Relying on the above, we hypothesize the following:

H3: Daily overall supervisor justice moderates the positive relationship between daily overall team justice and daily psychological safety. This relationship is weaker for individuals with higher perceptions of daily overall supervisor justice than for individuals with lower perceptions of daily overall supervisor justice.

Method

Sample and procedure

We administered surveys to an online panel (Qualtrics) of 300 employees working in different companies located on the east coast of the US. Respondents were assured that their answers would

be treated confidentially, and that there was no risk of their company, colleagues, or supervisor knowing about the individual responses. These guidelines were clearly communicated to participants. 61.3% of the participants were women. Their mean age was 45.6 years ($SD = 10.9$). About 37% had a bachelor's degree. Participants reported an average tenure of 11.3 years ($SD=8.9$). Most participants were employed in the following sectors: finance (18.7%), healthcare (18.3%), education (18%), and construction/industry (17.7%). Additionally, 52.9% of participants were employed by companies with 500 or more individuals.

To recruit participants, an email was sent with a brief presentation of the study. E-gift cards were offered as rewards to encourage daily participation. The amount of the reward was related to the number of questionnaires responded. The maximum amount was 25\$. To participate in the study, respondents had to be employed full-time, work in a team under the responsibility of a supervisor, and be available for the next 10 working days to complete all the questionnaires of the diary study. Participants first completed a prescreen inventory, which included some demographic variables and a question regarding their interactions with their supervisor and coworkers. In total, 300 individuals fulfilled our prescreen requirements. The day after the prescreen inventory, participants began completing the daily diary study questionnaires. Participants were e-mailed links to the daily questionnaires at the end of each working day (around 5 p.m.) during nine consecutive working days. Individuals who completed only the day 1 survey or reported daily responses for fewer than 5 days were excluded from the analyses. We obtained 1767 data points from 220 participants, resulting in a response rate of 67% across time and participants.

Measures

Overall team justice, overall supervisor justice, psychological safety and psychological strain were collected through the daily diary study (from day 2 to day 10). All of the diary survey questions referred to the day of the survey only. For all measures, participants were invited to respond to each item using a 5-point Likert-type scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Daily overall team justice. We measured daily overall team justice using the 6-item scale developed by Ambrose and Schminke (2009). A sample item was “Today, I was able to count on the members of my work group to be fair”. The Cronbach’s alpha for this measure was 0.82.

Daily psychological safety. Daily psychological safety was measured using the 7 items of Edmondson’s (1999) scale. The scale was developed to assess psychological safety in a team focus. A sample item was “Today, it was safe to take risks on my work group”. The Cronbach’s alpha for this scale was 0.75.

Daily psychological strain. To measure daily psychological strain, we used 4 items from the Job-Related Affective Well-being scale of Van Katwyk et al. (2000). A sample item was “Today, I felt nervous”. The Cronbach’s alpha for this scale was 0.90.

Daily overall supervisor justice. We assessed daily overall supervisor justice using Choi’s (2008) 3-item scale. A sample item was “Today, my supervisor was a fair person”. The Cronbach’s alpha for this measure was 0.92.

Control variables. We controlled for several demographic variables (i.e., gender, age, tenure and education). Including these variables in our analyses did not alter the results or their interpretation. We thus report the results without controlling for them.

Results

CFA analyses

Using Mplus8, we first performed confirmatory factor analyses to test our four-factor measurement model and other competing measurement models. For these analyses, we allowed three correlations among items sharing semantic similarities (i.e., one correlation between two items of the overall team justice scale and two correlations between four items of the psychological safety scale). The four-factor measurement model (i.e., overall team justice, psychological safety, overall supervisor justice, psychological strain) fitted the data well ($\chi^2(161)=2119.68$; RMSEA=0.08; CFI=.91;

SRMR=0.08). Furthermore, the more constrained models displayed significant decrements in fit as compared with the four-factor model (analyses are available upon request).

Descriptive Statistics

Table 1 presents the means, standard deviations, and correlations.

TABLE 1 ABOUT HERE

Table 1. Means, standard deviation and correlations

Hypotheses testing

To test our hypotheses, we used a multilevel path analysis (with the MLR estimator) to consider the nested structure of our data (i.e., days nested within persons). This leads to a two-level model with the series of repeated measures at the day level. It allowed us to estimate such multilevel model by considering the dependence of the day-level measurements within each person. Our dependent variables, psychological safety and strain, were allowed to exhibit variance at both the within and between levels. This approach enabled us to examine the hypothesized relationships at the within (day) level while potentially controlling for demographic factors at the between (person) level. Our independent variables, overall team and supervisor justice, were assessed at the within level and were group mean centered. This approach allowed us to create the interaction term by simply multiplying the two types of justice.

Overall, the hypothesized moderated mediation model resulted in the following satisfying fit indices, $\chi^2(1) = 6.84$; RMSEA=.057; CFI=.99 and SRMR = .02. The ICC values of daily overall team justice, psychological safety, psychological strain and overall supervisor justice were 56.6%, 63.7%, 65.1% and 58.6 % respectively, suggesting that significant amounts of variance were left to be explained by within-person variations, thus justifying our multi-level approach.

This model showed that daily overall team justice and daily overall supervisor justice are negatively related to daily psychological strain (estimate = - 0.22, $p < 0.001$, 99%CI = [-0.35, -0.10] and

estimate = - 0.15, $p < 0.01$, 99% CI = [-0.26, -0.4], respectively). Hypothesis 1 is thus confirmed.

Additionally, the mediator, i.e. daily psychological safety, was found to be positively related to daily overall team justice (estimate = 0.42, $p < 0.001$, [0.33, 0.52]) and daily overall supervisor justice (estimate = 0.08, $p < 0.001$, [0.02, 0.14]) and negatively related to daily psychological strain (estimate = -0.15, $p < 0.001$, [-0.24, -0.05] with Cohen's $f^2 = 0.13$ for daily psychological strain) (Table 2). Also, the indirect effect of daily overall team justice on daily psychological strain through daily psychological safety was negative and significant (estimate = -0.06, $p < 0.001$, [-0.10, -0.02]), thereby confirming Hypothesis 2. Finally, Hypothesis 3 states that daily overall supervisor justice moderates the relationship between daily overall team justice and daily psychological safety. The interaction between daily overall supervisor justice and daily overall team justice is related to daily psychological safety (estimate = -.15, $p < .001$, [-0.25, -0.05] with Cohen's $f^2 = 0.35$ for daily psychological safety), confirming Hypothesis 3.

TABLE 2 ABOUT HERE

Table 2. Results of the multilevel path analysis

Figure 2 presents the significant interaction pattern at +1 and -1 SD of the moderator. In line with Hypothesis 3, it shows the buffering effect of supervisor justice on the relationship between overall team justice and psychological safety. As the figure also indicates, justice from the supervisor compensates to some extent for a low level of overall team justice. Furthermore, at a high level of overall team justice, receiving justice from the supervisor makes no difference in terms of psychological safety.

FIGURE 2 ABOUT HERE

Figure 2. The buffering effect of supervisor justice on the relationship between team justice and psychological safety

Discussion

Aligning with the relational model of justice (Tyler & Lind, 1992) and the uncertainty management theory (Van den Bos & Lind, 2002), our study show that daily psychological safety mediates the relationship between daily overall team justice and daily psychological strain. Further, our results provide support for the moderating role of daily overall supervisor justice in the relationship between daily overall team justice and daily psychological safety. We discuss the contributions of our work in the following paragraphs, before outlining the managerial implications of our study and concluding with suggestions for future research.

First, the dynamic nature of work relationships between coworkers has received scant empirical attention in organizational justice literature (for an exception, see Bensemmane et al., 2018). Addressing this issue, our research examined fluctuations in justice perceptions stemming from both the team members and supervisor and showed their importance for employee wellbeing, specifically for the strain employees experienced. In doing so, our study complements the previous research that has stressed out the importance of both the immediate supervisor and the workgroup as complementary entities important for employee justice perceptions (e.g., Adamovic et al., 2017; Harris et al., 2020; Ohana, 2016), thereby contributing to the multi-foci approach to justice.

Second, our findings indicate that nearly half of the total variance of overall team justice comes from *daily* within-person fluctuations. Overall, this result indicates that to fully understand the experience of justice perceptions in the context of teams, it is essential to consider the daily fluctuations of justice perceptions. Indeed, this helps us to understand why even people who globally perceive fairness in their teams have days when they feel a decrease in their wellbeing. In doing so, our research complements the studies by Matta et al. (2020) and Wang et al. (2019) who show how variations in justice can influence outcomes such as well-being. . While this previous research focused on two temporal forms (i.e., shift and variability), our study directly tests the effect of daily justice on well-being. Precisely, our study contributes to the literature on transient justice by illustrating that daily within-person variations in overall team justice account for substantial daily

within-person variance in psychological strain. Indeed, justice perceptions represent powerful information capable of increasing individuals' value and reducing their feeling of uncertainty and, consequently, psychological strain in *day-to-day* work life.

Third, our review of the relevant literature revealed that the mechanisms linking transient justice to individuals' outcomes at work have not been specified sufficiently and are particularly missing from attempts to explain wellbeing. By addressing this gap, our study demonstrates that daily psychological safety –basic beliefs about how others will respond when an employee chooses to act in a way that may be considered as risky (Edmondson, 1999) - is a strong mechanism that explains the relationship between daily overall team justice and daily psychological strain. As a consequence, this study shows the importance of looking at psychological conditions such as psychological safety that can explain how the characteristics of the work environment influence employee wellbeing at work. In doing so, our study highlights the relevance of both relational model of justice and uncertainty management theory as theoretical lenses in such studies.

Additionally, we found substantial effect sizes in explaining psychological safety and strain. Furthermore, we believe that the role of psychological safety may be under evaluated in our study as psychological safety might be influenced by cultural factors. Indeed, this study have taken place in the US, a country with low uncertainty avoidance and low collectivism. The presence of a supportive work environment, including team justice, may have a stronger impact on psychological safety in cultures with high uncertainty avoidance as these cultures value stability (Frazier et al., 2017). Furthermore, psychological safety is more important in influencing work outcomes in high uncertainty avoidance cultures, where employees are less inclined to take risks (Frazier et al., 2017). Similarly, in collectivistic cultures, the propensity to express oneself or explore innovative ideas is reduced. This is because of the high social consequences associated with such actions compared to individualistic cultures, potentially leading to individuals experiencing a loss of social standing and a risk of exclusion from the group (Newman et al., 2017). Consequently, employees in cultures characterized by high uncertainty avoidance and high collectivism (e.g., South Korea) are less likely to

experience strain when they perceive encouragement for self-expression at work. This highlights the crucial importance of fostering psychological safety in cultures where deviating from the status quo and taking risks are not the norm, and where the concept of group has significant value. Overall, cultural factors could potentially reinforce the mediating role of psychological safety in the relationship between team justice and psychological strain.

Fourth, interestingly, our findings point to the dynamic interplay between justice emanating from different sources and the compensatory effect that some specific sources of justice can take on relative to others. More precisely, our results show that the relationship between justice perceptions stemming from the group and psychological safety was less salient in the presence of supervisor justice. From the perspective of both relational model and uncertainty management theory, this makes sense since supervisors, as representatives of the organizations, have more power in terms of influencing groups and their composition and dynamics and in reducing work-related uncertainty. The traditional relational model of organizational justice also recognizes the specific role that fairness from an authority figure signals for employees (Tyler & Lind, 1992). Recently, Lavelle and colleagues (2015) called for further research on the intersection of power and justice, suggesting how fairness can empower employees and foster legitimacy and cooperation in hierarchical relationships. Our study suggests that supervisor justice is indeed highly influential and encourages continuing examinations on the powerful impact of the supervisor on teams and their individual members and the mechanisms of how supervisor's treatment of employees spread to other targets.

Managerial implications

Given the increased use of teams in modern organizations (Li et al., 2013), this research has promising implications for the workplace. First, organizations may facilitate team justice among their employees. One possibility for doing this is to ask team members to draft a charter detailing how they are to act on a daily basis (Cropanzano et al., 2011). This will enable each member to be reassured of the low risks involved in active participation in the team. This psychological safety will in turn limit the strain exerted on team members. Another example of good practice in fostering team justice is to

include fair treatment of colleagues in employee appraisals (e.g., in 360° feedback) (Cropanzano et al., 2011). This will encourage people to act fairly towards their colleagues. Furthermore, since everyone will know that treating others fairly is part of individual assessment, people will more be willing to participate in group activities without fear of being sanctioned. This in turn can significantly reduce individual strain.

Moreover, when team justice is low, supervisors can alleviate an employee's sense of unsafety and strain by consistently demonstrating fairness. An effective approach to cultivating supervisory justice is to implement training programs for managers, designed to promote the establishment of a psychologically safe environment through justice. These training programs should encompass a range of topics, including promoting workplace diversity and inclusion, facilitating transparent day-to-day communication, providing regular feedback and constructive evaluations, and encouraging employee participation in decision-making processes. Supervisors can also proactively contact reserved employees before formal meetings to solicit their input privately, before asking for public contributions. This practice reinforces the perception of psychological safety and reduces strain.

Limitations and future research

Similar to other studies, our study is subject to limitations suggesting interesting avenues for future research. Although the present research demonstrates the mediation through daily psychological safety, other variables might be considered as underlying mechanisms given the existing direct effect between daily overall team justice and daily psychological strain shown in our results. For example, it would be interesting for future research to examine whether other psychological conditions such as psychological availability are at stake in the relationship between transient overall team justice and wellbeing at work.

We also acknowledge that this diary study, which examines within-person phenomena, may not encompass the wider organizational context such as the influence of working from home, which could potentially affect respondents' responses. For instance, it is plausible that spending extended hours on videoconferencing while working from home may lead to stronger reactions towards the

company and co-workers. This effect could be more pronounced among women who are more likely to experience strain from their dual role (work and family) while working from home. Additionally, even though we collected data over ten consecutive days, our research does not establish causal links among our variables. Future research should use longitudinal or experimental designs to confirm our findings.

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Informed Consent: Informed consent was obtained from all individual adult participants included in the study.

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Table 1*Means, standard deviation and correlations*

Variable	Mean	SD	1	2	3	4	5	6	7
1 Overall Team Justice	4.1	0.7	-	-	-	-	-	-	-
2 Psychological Safety	3.8	0.7	.75**	-	-	-	-	-	-
3 Psychological Strain	1.7	0.9	-.48**	-.48**	-	-	-	-	-
4 Overall Supervisor Justice	4.0	0.8	.56**	.51**	-.43**	-	-	-	-
5 Gender	1.6	0.5	-.01	.00	.09**	.00	-	-	-
6 Age	45.6	10.9	.16**	.20**	-.15**	.03	-.02	-	-
7 Level of education	2.3	1.0	.04	.09**	-.11**	.12**	-.12**	-.12**	-
8 Tenure	12	8.95	.15**	.15**	-.23**	.10**	-.08**	.52**	.03

Note. * $p < .05$, ** $p < .01$.

Table 2*Results of the multilevel path analysis*

Variable	Estimate	SE
Team justice -> Psychological safety	.42***	.04
Supervisor justice -> Psychological safety	.08***	.02
Team Justice x Supervisor justice -> Psychological safety	-.15***	.04
Team justice -> Strain	-.22***	.05
Supervisor justice -> Strain	-.15**	.04
Psychological safety -> Strain	-.15***	.04
Deviance	-4807.5	
Scaling Correction Factor for MLR	3.696	
Number of free parameters	22	

Note. * $p < .05$; ** $p < .01$; *** $p < .001$.

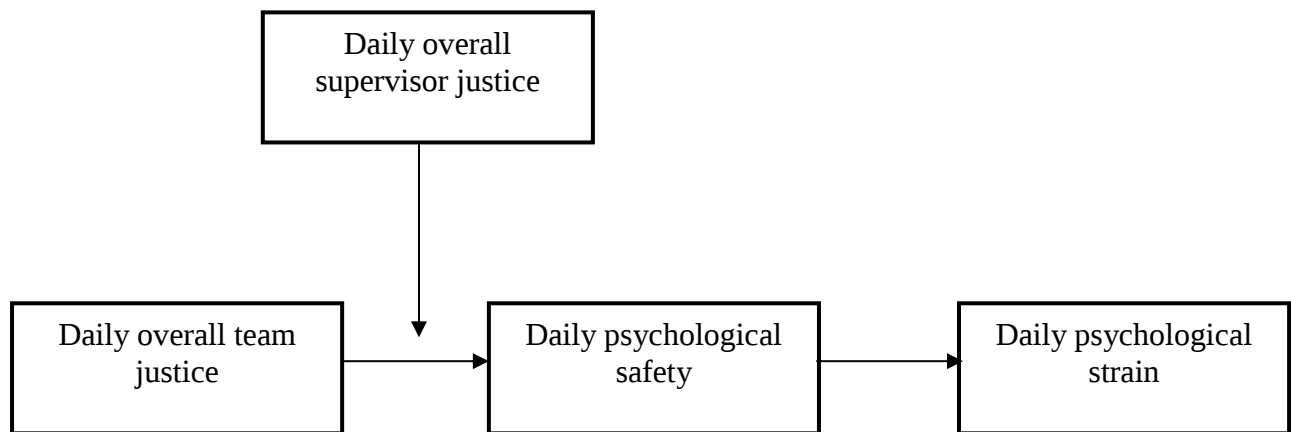
Figure 1*Hypothetical model*

Figure 2

The buffering effect of supervisor justice on the relationship between team justice and psychological safety

