



SPCRD GLOBAL
PUBLISHING
Sustainable Solutions

REAL

**Review of Education,
Administration and Law**

Journal homepage: <http://real.spcrd.org> ISSN (Print): 2708-1788 ISSN (Online): 2708-3667

An Exploration of Distributive and Interactional Justice as Predictors of Workplace Spirituality of School Teachers

^a Muhammad Aslam, ^b Abdul Qayyum, ^c Muhammad Sarwar

^a PhD, Institute of Education and Research, University of the Punjab Lahore, Pakistan

Email: aslamwatto@gmail.com

^b Department of Education, Virtual University of Pakistan

Email: abdulqayyum.ier@gmail.com

^c PhD Scholar, University of Okara, Pakistan

Email: sarwarwattu@gmail.com

ARTICLE DETAILS

History:

Accepted 30 April 2022

Available Online June 2022

Keywords:

Distributive Justice; Interactional Justice; School Teachers; Workplace Spirituality

JEL Classification:

D63, P36

DOI: [10.47067/real.v5i2.222](https://doi.org/10.47067/real.v5i2.222)

ABSTRACT

Fairness is essential factor that increase the workplace spirituality of teachers at workplace. This study is aim to exploration of distributive and interactional justice as predictors of workplace spirituality of school teachers in Pakistani context. This study was a quantitative research and causal-comparative research design was applied. The respondents of this study were 760 (405 male and 355 female) teachers of schools. According to purpose of this study and review of related literature distributive justice and interactional justice scales and Workplace Spirituality Scale (WPS) were used for data collection. The data were analyzed using SPSS 22.0 version software and descriptive and inferential statistical data analysis techniques were applied. The results indicated that distributive and interactional justice were positive and significant predictors of workplace spirituality of teachers. Moreover, interactional justice was a higher predictor of workplace spirituality then distributive justice in Pakistani context. It was recommended that the administration of schools improve the practices of interactional and distributive justice among teachers because these were the positive and significant predictors of workplace spirituality among teachers.

© 2022 The authors. Published by SPCRD Global Publishing. This is an open access article under the Creative Commons Attribution-NonCommercial 4.0

Corresponding author's email address: aslamwatto@gmail.com

1. Introduction

Each organization calls for particular and useful human resources that are proficient and capable to obtain the desired target of organization. Workers have major position to accomplish the goals. An effective institute is able to be visible that obtaining competent employees and preserving them within the organisation for work. By facilitating leisure and enthusiasm in working, additionally the choice to retain on work and showing loyalty to work activity might supply a positive image to organizational dedication because it can be perceived as one of the method to achieve organizational

goals (Imelda, Asbari, Purwanto, Goestjahjanti, & Mustikasiwi, 2020; Pramono, Suyantoko, Purwanto, Kristiana, Yuliantoro, & Asbari, 2020).

Nowadays contemporary organizations want extraordinarily spirited and active employees. Spirituality brings joy and contentment within the employees who're carefully related to superb performance and organizational fulfilment. Workers with workplace spirituality understand that their success and well-being depend upon their mutual reliance in a collaborative device. Non secular employees are greater innovative and modern and increase a greater purposeful and convincing organizational values. Spirituality within the place of business is about know-how something takes vicinity inside an organizational group. Agencies promoting a religious tradition recognize that employees have a thoughts as well as a spirit, searching for to locate that means and reason in their paintings, and want to hook up with other employees and be part of network (Indradevi, 2020).

The social exchange theory is a mental idea which attempts to give an explanation for the social factors which affect the interplay of the character in a reciprocal relationship. When personnel are dealt with fairly by means of the company, then employees in response will feel obliged to reply in kind, through tremendous attitudes and behaviours. This fair source of treatment may be increased spirits and behaviours of workers at workplace. The social exchange theory connects attitudes and perseverance to spirituality through organizational dealing. As result, in reaction to positive initiating actions and treatment (distributive and interactional justice), subordinate will respond in more positive reciprocating responses (spirituality at workplace) (Cropanzano, Anthony, Daniels & Hall, 2017).

Oh's (2013) study has determined that distributive justice has huge contribution in career delight in South Korea public sector. He also stated that interactional justice has no longer important dating with profession pride inside the equal history. Kim and Leung (2007) found that countries with higher materialism together with China and Korea could compare distributive justice heavier in evaluating justice than countries with lower materialism which includes Japan and the USA. While, the country with lower materialistic would have taken interactional justice as extra seriously than the higher materialistic country.

Till date, there are limited studies that have been conducted precisely to examine distributive and interactional justice as predictors of workplace spirituality of school teachers. Hence, this study attempts to exploration of distributive and interactional justice as predictors of workplace spirituality of school teachers in Pakistani context. This study intends to contribute to the existing knowledge base from Pakistani perspective.

Distributive Justice (DJ) refers to people' belief that the organisation pretty treats them in phrases of its wages, incentives, items and blessings. DJ is the shape of organizational justice, which concentrates on personnel ' convictions that they've received a fair variety of valued and honest results. DJ refers to the perceived justice of the organization's useful resource allocation. DJ relies upon on the idea that deserved whether or not effects obtained or no longer (Chou, Chou, Jiang, & Klein, 2013; Jameel, Ahmad, & Karem, 2020)).

DJ pertains to the perception of honest and equitable organizational results inclusive of (pay, advantages, shift project, paintings exams, promotions, and workplace subject) Jameel, Mahmood, & Jwmaa, 2020). Peoples verify input-primarily based organizational outputs, examine them with what others have received in similar instances. If people consider the outcome-rewards to be reasonable, they have a tendency to have a robust organizational DJ notion. If they feel that the output-rewards are

unfair, the people could have a reduced belief of DJ (Baker, Gordon, & Taxman, 2015). If individuals with more contribution and some other small contribution to the equal enterprise get an identical benefit, it considers unfair (Karem, Jameel, & Ahmad, 2019).

Currently, most organizational research on DJ focuses on personnel ' perceptions of how results are allotted across the board. Individuals working in comparable organizational environments may also perceive DJ in a different way because they compare their personal performance differently or fit their personal contributions and consequences with different body of workers contributions (Jameel, Ahmad, & Karem, 2020).

Interactional Justice (IJ) is relating to equity inside the interpersonal treatment of people. Interpersonal justice regularly termed because it consists of feelings approximately the nature of interpersonal conversation. Interactional justice ought to include the justification of selection-makers ' choices, as they impact human beings's perceptions of the fairness in their choices (Donglong, Taejun, Julie, & Sanghun, 2020; Jameel, Hamdi, Karem, & Ahmad, 2020).

IJ is about wonderful information of equity in the business enterprises during interpersonal treatment. IJ is connected to fairness within the procedure used to solve conflicts and assign results. In terms of consequences (distribution) and techniques, an agency's personnel also verify whether or not they're handled with reference and dignity through colleagues and management body of workers. Researchers have examined the impact of IJ at the overall performance of personnel. Jameel, Mahmood, and Jwmaa (2020) discovered IJ is the maximum substantial size of organizational justice. Jameel, Ahmad, and Mousa (2020) discovered that interactional justice is crucial and has big impact at the ASP in Iraq. Similarly, the study of Arabs and Atan (2018) discovered full-size effect of interactional justice on ASP in Kurdistan in Iraq.

Spirituality in administrative place suggests our aspiration to locate certain essence and preference or purpose in our lifestyles, which enlightens a hard and fast of genuine values in administrative place. There is no meaning and purpose of work, if the non secular soul does not exist within it. Place of work spirituality method a spiritual subculture that which recognizes that employees have each mind and spirit. They try to discover that means and purpose in their paintings and also they've a choice to connect with different employees and therefore be a part of a network (Mukherjee, Bhattacharjee, & Singha, 2017).

Petchsawang and Duchon (2009) defined workplace spirituality as growing compassion amongst personnel, experiencing mindfulness for escalating significant work that make contributions for transcendence among employees. Further, they indicated the 4 dimensions of organizational place spirituality namely: compassion, mindfulness, transcendence and meaningful work for further higher understating of this concept.

Workplace spirituality inculcates beyond practices of inter-connectivity and a feeling of believe among individuals, who're a part of a particular work system, which finally instigate cooperative feelings and result in an usual organizational lifestyle this is pushed through motivation, exemplified by means of a fine response, and unanimity and harmony a number of the individuals, consequently uplifting the cumulative overall performance of the individuals, and in flip assisting to the organizational excellence as an entire (Afsar & Rehman, 2015; Aslam, Mazhar, Sarwar & Chaudhary 2022).

Place of work spirituality has grow to be a vital problem, due to the developing difficulty for insecure environments due to organizational and societal modifications. Workplace spirituality wishes to be integrated into the company way of life and need to be reflected in the organizational regulations and strategies. Administrative place spirituality is set connectedness with paintings and place of business. Spiritual transformation is important, now not most effective due to its reference to the private boom of workers, but also because of its ability to construct a psychological relationship between business enterprise and employee thru which the worker feels reputable, whether or not on or off his process (Daniel, 2014; Daniel & Jardon, 2015).

Distributive and interactional justice are endogenous variables and workplace spirituality is exogenous variable. Accordingly, the association of distributive and interactional justice with workplace spirituality is attributable and valid. Moreover, distributive and interactional justice predicts workplace spirituality (Gunnells, 2008; Yazdani, Kazemi, & Salimi, 2010).

Distributive and interactional justice has meaningful and positive effect on workplace spirituality in organization. Moreover, distributive and interactional justice predict workplace spirituality of the participants, and higher status of distributive and interactional justice in organization leads to building and nurturing of workplace spirituality among workers (Radmanesh, 2015; Rajablou, Sepasi & Nourbakhsh, 2014).

2. Hypothesis Development

Based on the previous studies and literature review, there are three hypotheses developed for exploration of distributive and interactional justice as predictors of workplace spirituality among teachers. The hypotheses for this study are:

- H1:** Distributive Justice has significantly predicts workplace spirituality of teachers.
- H2:** Interactional Justice has significantly predicts workplace spirituality of teachers.
- H3:** Interactional Justice is higher predictor of workplace spirituality of teachers’ then distributive justice.

3. Conceptual Framework

Figure 1 illustrates the conceptual framework for this study that presents distributive and interactional justice as predictors of workplace spirituality of teachers.

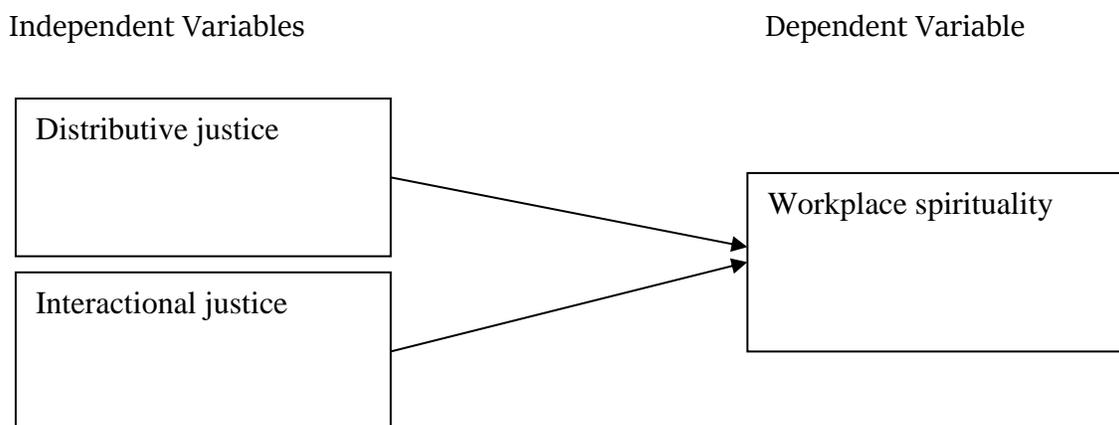


FIGURE 1: CONCEPTUAL FRAMEWORK

4. Research Methodology

This study was a quantitative research and cross-sectional survey design was used. Further, causal-comparative research design was applied to exploration of distributive and interactional justice as predictors of workplace spirituality of school level teachers. The school teachers of district Okara, Punjab province, Pakistan were the participants of this study. The respondents of this study were 760 (405 male and 355 female) teachers of schools. This sample was selected randomly from random selected schools. According to purpose of this study and review of related literature distributive justice (5 statements) and interactional justice (8 statements) scale developed by Neihoff and Moorman (1993) and validated by Aslam and Chaudhary (2021) in Pakistani context school teachers. And Workplace Spirituality Scale (WPS) developed by Petchsawang and Duchon (2009) and validated by Aslam and Chaudhary (2021) in Pakistani context school teachers were used. The questionnaire consisted of demographic information of the respondents, 5 statements of distributive justice with .75 reliability value, 8 statements of interactional justice with .90 reliability value and 22 statements of WPS with .85 reliability value. Participants answered to these statements on a 1 to 6 point Likert scale (strongly disagree to strongly agree). The data was collected personally and along with the help of administration of school education department of concern district.

The data were analyzed using SPSS 22.0 version software. The statistical technique including descriptive statistics, correlation and multiple regression analysis were used in data analysis to exploration of distributive and interactional justice as predictors of workplace spirituality of school level teachers.

5. Results and Findings

This section includes data analysis, interpretation of results and findings.

Table 1 Demographic Information of Participants

Variable	Category	Frequency	Percent
Gender	Male	405	53
	Female	355	47
Qualification	Matric/FA/BA	61	8
	MA/MSc/BS	554	73
	MPhil/PhD	145	19
Designation	ESE/PST	127	17
	SESE/EST	344	45
	SSE/SST	289	38
Experience	0-5 years	231	30
	5-10 years	147	19
	10-20 years	188	25
	above 20 years	194	26
	Total	760	100

This table represents the demographic distribution of sample. The total sample of this study consisted of 760 teachers.

Table 2: Descriptive Analysis

Variables	Mean	Std. Deviation
Distributive Justice	4.3313	.9422
Interactional Justice	4.3977	.9367
Workplace Spirituality	4.2883	.6409

N=760

Table 2 shows the mean and SD values of all three variables of study. The purpose of apply mean and SD in descriptive statistics is to discover the middle values of variables and also explore the spread of data around central tendency. Martey (2014) indicated that the value of mean and SD is significant because it include to significance of variables that being measured. The result indicates that distributive justice was with mean value of 4.3313, interactional justice with mean value of 4.3977, and Workplace spirituality with mean value of 4.2883. It reveals that all three variables of study above the scale mark *Somewhat Agree* (4.0) and below the scale mark *Agree* (5.0) in six-point Likert Scale. It reveals that teachers were moderate satisfied and agree with the practices of distributive and interactional justice in schools and prevailing status of workplace spirituality.

Table 3: Pearson Correlation Analysis

Variables	DJ	IJ	WS
Distributive Justice	1		
Interactional Justice	.581(**)	1	
Workplace Spirituality	.440(**)	.502(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

Correlation coefficient analysis was calculated to investigate the correlation between distributive and interactional justice with workplace spirituality of teachers. Table 3 shows the relationship analysis between the variables of this study. The analysis indicated that distributive justice has correlation with dependent variable workplace spirituality $r=0.440$ and interactional justice has correlation $r=0.502$ with workplace spirituality. The findings revealed that distributive and interactional justice have moderate, positive and significant relationship with workplace spirituality of teachers. Further, the results indicated that interactional justice has more strong correlation with workplace spirituality of teachers' then distributive justice.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534(a)	.285	.283	.54271

a. Predictors: (Constant), Interactional justice, Distributive justice

Table 4 shows the R square=.285. It means that 28.5 percent variance of workplace spirituality can be explained by the predictors of this study distributive and interactional justice and 71.5 percent from other variables that are not included in this study.

Table 5 ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	88.889	2	44.445	150.897	.000(a)
	Residual	222.964	757	.295		
	Total	311.853	759			

- a. Predictors: (Constant), Interactional justice, Distributive justice
b. Dependent Variable: Workplace Spirituality

The ANOVA table shows that distributive and interactional justice have significantly predicted workplace spirituality of teachers with value of $F=150.897$ and $Sig=0.000$. It can be concluded that distributive and interactional justice contribute significantly and positively in nurturing of workplace spirituality among teachers. Therefore, H1 and H2 were accepted.

Table 6 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.510	.105		23.944	.000
	Distributive justice	.152	.026	.224	5.929	.000
	Interactional justice	.254	.026	.372	9.844	.000

- a. Dependent Variable: Workplace Spirituality

This table presents the unstandardized and standardized coefficients obtained through multiple regression analysis. The analysis revealed that distributive justice with values $\beta=0.224$ and $p=.000$ has predicted significantly and in positive direction the workplace spirituality. Similarly, interactional justice ($\beta=0.372$ and $p=.000$) has also predicted significantly and in positive direction the workplace spirituality of teachers. Therefore, H1 and H2 were accepted.

The result showed that 22.4% variance in workplace spirituality of teachers is predicted by distributive justice and 37.2% variance in workplace spirituality is predicted by interactional justice. It can be concluded that interactional justice is a higher predictor of workplace spirituality than distributive justice. Therefore, H3 was also accepted.

6. Discussion

The main objective of this study is to exploration of distributive and interactional justice as predictors of workplace spirituality of school level teachers. The results show that distributive and interactional justice are positive and significant predictors of workplace spirituality of teachers. Similarly, Gunnells (2008) and Yazdani, Kazemi and Salimi (2010) indicated that the association of distributive and interactional justice with workplace spirituality is attributable and valid. Moreover, distributive and interactional justice predicts workplace spirituality. Likewise, Radmanesh (2015) and Rajablou, Sepasi and Nourbakhsh (2014) investigated that distributive and interactional justice has meaningful and positive effect on workplace spirituality in organization. Moreover, distributive and interactional justice predict workplace spirituality of the participants, and higher status of distributive and interactional justice in organization leads to building and nurturing of workplace spirituality among workers. Ahmad and Jameel (2021) also indicated that distributive and interactional justice could positively predict the performance of employees.

Furthermore, the results show that interactional justice is a higher predictor of workplace spirituality than distributive justice. Likewise, Yazdani, Kazemi and Salimi (2010) also found that interactional justice has higher and strong effect on workplace spirituality than distributive justice.

At educational institutions, distributive and interactional justice are important factors to enhance workplace spirituality of teachers to performed at their best and increasing institutional success and performance. These findings may lead to enhance in the possibility that if management of school level educational institutions treat and handle teachers fairly and respectfully, will increase the effective role of teachers in educational institutions. In Pakistan, where justice between peoples considered significant, the administration of schools accepting that fair treatment not only increase workplace spirituality, it may also improve the quality of teachers' performance at their workplace.

This research may propose valuable understanding for upcoming studies. The outcome of this research indicated that distributive and interactional justice predicts workplace spirituality of teachers. It was concluded that the effect of these two factors on workplace spirituality will enhance the performance, creativity, commitment, satisfaction and enthusiasm among teachers and further will improve overall organizational success, efficiency and usefulness.

Therefore, administration of educational institution should focus on the issues of fair distribution of work and rewards (distributive justice) and fair treatment and communication (interactional justice) with teachers. Although, management needed to more emphasis on interactional justice (fair treatment and communication) as this aspect of justice was the higher predictor of workplace spirituality of teachers in Pakistani context. Therefore, management of educational institutions must consider this aspect of finding during practices of distributive and interactional justice among teachers. If management treats fairly and accordingly then the teachers will perform their duties with full potential, heart and soul.

7. Conclusion

This study was conducted to exploration of distributive and interactional justice as predictors of workplace spirituality of school teachers. It was concluded that distributive and interactional justice are positive and significant predictors of workplace spirituality of teachers. Furthermore, it was concluded that interactional justice is a higher predictor of workplace spirituality than distributive justice in Pakistani context. It was concluded that Pakistan is country with lower materialistic approach which take interactional justice more seriously than countries with higher materialistic approach.

8. Recommendations

This study found that interactional and distributive justice were positive and significant predictors of workplace spirituality of teachers. Moreover, it was found that the teachers of Pakistani context gave more importance to interactional justice than distributive justice in promoting workplace spirituality. Therefore, it is recommended that the administration of schools improve the practices of interactional justice with teachers because it was the higher predictor for promoting workplace spirituality among teachers than distributive justice. Further it is recommended that training programs such as interpersonal communication training may be required to improve the practices of interactional justice in educational institutions. Further studies can be conducted in different levels of educational institutions and with varieties of methodologies to confirm and validate the findings of this study.

References

- Afsar, B., & Rehman, M. (2015). The relationship between workplace spirituality and innovative work behavior: The mediating role of perceived person–organization fit. *Journal of Management, Spirituality & Religion*, 12(4), 329-353.
- Ahmad, A. R., & Jameel, A. S. (2021). Effect of organizational justice dimensions on performance of academic staff in developing countries. *Annals of the Romanian Society for Cell Biology*, 25(3), 259-270.
- Arab, H. R., & Atan, T. (2018). Organizational justice and work outcomes in the Kurdistan Region of Iraq. *Management Decision*, 56(4), 808–827. <https://doi.org/10.1108/MD-04-2017-0405>
- Aslam, M., & Chaudhary, A. H. (2021). Evaluating the psychometric properties of workplace spirituality scale in Pakistani context school teachers. *Journal of Education and Educational Development*, 8(2), 418-436.
- Aslam, M., & Chaudhary, A. H. (2021). Psychometric validation of organizational justice scale for school teachers in Pakistani. *Gomal University Journal of Research*, 37(3), 323-336.
- Aslam, M., Mazhar, S., Sarwar, M., & Chaudhary, A. H. (2022). Effects of teachers' demographic factors towards workplace spirituality at secondary school level. *South African Journal of Education*, 42(1), 1-9. <https://doi.org/10.15700/saje.v42n1a2025>
- Baker, T., Gordon, J. A., & Taxman, F. S. (2015). A hierarchical analysis of correctional officers' procedural justice judgments of correctional institutions: Examining the influence of transformational leadership. *Justice Quarterly*, 32(6), 1037–1063. <https://doi.org/10.1080/07418825.2013.877517>
- Chou, T. Y., Chou, S. C. T., Jiang, J. J., & Klein, G. (2013). The organizational citizenship behavior of IS personnel: Does organizational justice matter? *Information and Management*, 50(2-3), 105–111.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516.
- Daniel, J. L., and Jardon, R.C., (2015). The relationship between individual spirituality, organizational commitment and individual innovative behaviour. *Management Research and Practice*, 7(1), 5-13.
- Daniel, J.L., (2014). Workplace spirituality and stress: evidence from Mexico and US. *Management Research Review*, 38(1), 29-43.
- Donglong, Z., Taejun, C., Julie, A., & Sanghun, L. (2020). The structural relationship between organizational justice and organizational citizenship behavior in university faculty in China: the mediating effect of organizational commitment. *Asia Pacific Education Review*, 21(1), 167-179.
- Gunnells, T. A. H. (2008). An exploration of the relationship between spirituality and social justice work of counselors and counselor educators. (Unpublished PhD dissertation), Ohio University.
- Imelda, D., Asbari, M., Purwanto, A., Sestri Goestjahjanti, F., & Mustikasiwi, A. (2020). The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Advanced Science and Technology*, 29(4), 2383-2396. <https://doi.org/http://sersc.org/journals/index.php/IJAST/article/view/20519>
- Indradevi, R. (2020). Workplace spirituality: Successful mantra for modern organization. *Journal of Critical Reviews*, 7(6), 437-440.
- Jameel, A. S., Ahmad, A. R., & Kareem, M. A. (2020). Organizational Justice and Performance among academic staff. In K. S. Soliman (Ed.), *Proceedings of the 35th International Business Information Management Association Conference, IBIMA 2020: Education Excellence and Innovation Management: A 2025 Vision to Sustain Economic Development during Global Challenges* (pp. 17871–17877). Seville, Spain.

- Jameel, A. S., Ahmad, A. R., & Mousa, T. S. (2020). Organizational justice and job performance of academic staff at public universities in Iraq. *Skyline Business Journal* (2020), 16(1), 13-29.
- Jameel, A. S., Hamdi, S. S., Abdul-Karem, M., & Ahmad, A. R. (2020). Organizational justice and job satisfaction among nurses. *UKH Journal of Social Sciences*, 4(2), 61-69.
- Jameel, A. S., Mahmood, Y. N., & Jwmaa, S. J. (2020). Organizational justice and organizational commitment among secondary school teachers. *Cihan University-Erbil Journal of Humanities and Social Sciences*, 4(1), 1-6. <https://doi.org/10.24086/cuejhss.vol4n1y2020.pp1-7>
- Karem, M. A., Jameel, A. S., & Ahmad, A. R. (2019). The impact of organizational justice dimensions on organizational commitment among bank employees. *International Journal of Psychosocial Rehabilitation*, 23(02), 502-513.
- Kim, T. Y., & Leung, K. (2007). Forming and reacting to overall fairness: A cross-cultural comparison. *Organizational Behavior and Human Decision Processes*, 104(1), 83-95.
- Leventhal, G. S. (1980). What should be done with equity theory?. In *Social exchange* (pp. 27-55). Springer, Boston, MA.
- Martey, A. M. (2014). IPv6 acceptance in US enterprise networks: An investigation with structural equation modeling (Doctoral dissertation, Capella University).
- Mukherjee, S., Bhattacharjee, S., & Singha, S. (2017). Workplace spirituality: Perception of employees in selected B-Schools at Kolkata. *Purshartha*, 10(1), 70-78,
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.
- Oh, J. R. (2013). The impact of organizational justice on career satisfaction of employees in the public sector of South Korea (Doctoral dissertation, University of Minnesota). Retrieved from <http://hdl.handle.net/11299/154067>
- Petchsawang, P., & Duchon, D. (2009). Measuring workplace spirituality in an Asian context. *Human Resource Development International*, 12(4), 459-468.
- Pramono, R., Suyantoko, Purwanto, A., Kristiana, Y., Yuliantoro, N., & Asbari, M. (2020). Implementation of analysis of talent management in family business. *International Journal of Advanced Science and Technology*, 29(6), 6124-6146. <http://sersc.org/journals/index.php/IJAST/article/view/19899>
- Radmanesh, S. (2015). The impact of organizational justice on organizational loyalty considering the role of spirituality trust variables. In *Managing Intellectual Capital and Innovation for Sustainable and Inclusive Society: Managing Intellectual Capital and Innovation; Proceedings of the MakeLearn and TIIM Joint International Conference 2015* (pp. 269-279). To Know Press
- Rajablou, Z., Sepasi, H., & Nourbakhsh, P. (2014). Relationship between organizational justice, trust, and workplace spirituality. *Advances in Environmental Biology*, 8(17), 842-847.
- Yazdani, H. R., Kazemi, N. A. M. R., & Salimi, G. R. (2010). The mediating role of spirituality on the relationship between organizational justice and spirituality outcomes. *Journal Of Business Management Perspective*, 9(3), 115-133.