

Exploring the Relationship Between Organizational Justice and Frontline Employees' Turnover Intention: The Mediating Role of Organizational Commitment

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Abstract

Frontline workers are the linchpin of several organizations, as they have the primary customer interface and maintain day-to-day functioning of the company. In spite of that, employee turnover from this reservoir of employees is always an enduring concern for managers and human resource professionals. Here, I examine how employees' fairness perception in the workplace may affect their intention to stay or leave, and does their level of organizational commitment make it account for that relation? Rather than relying purely upon theoretical arguing, it builds upon prior survey-oriented studies and incorporates it towards an integrative model that highlights the mental association between fairness, commitment, and turnover intention. It stated that if employees are of the view that there remain respectful and fair decision, then there will be more emotional attachment towards the firm, and subsequently, less turnover intention. It makes a contribution to the growing literature arguing that fairness perceptions have a role to play in employee turnover, particularly frontline employee turnover, for which stress and limited mobility are characteristic. In practice, managers who seek procedural publicity and candid communication may avoid not only dissatisfaction but also a more loyal and stable workforces.

Keywords

Organizational Justice, Organizational Commitment, Turnover Intention, Frontline Employees, Human Resource Management

1. Introduction

With the rapidly fast and highly competitive business landscape, frontline workers are key to organizational functioning. Given that, as the front desk to the customer, they have to provide key services and perform primary duties, their functioning directly determines customer experience as well as organizational efficiency and long-run competitiveness. Despite that, a continuously high turnover rate among frontline workers undermines a key challenge to managers, which increases recruitment and education expenses as well as freezes team consistency and functional continuity. For that reason, turnover intention among frontline workers has become a key challenge to researchers and practitioners.

Perceptions of organizational fairness have been broadly accepted as a primary selector of employee behavior and attitude. Organizational fairness contains distributive, procedural, and interactional components, which in turn comprise employees' general fairness judgment of the organization. Research has continuously demonstrated that if employees perceive fairness in the distribution of resources, decision making, and interpersonal treatment, employees are likely to display favorable attitude and lower turnover intention. Perceived unfairness has otherwise been found to produce lower job satisfaction and organizational commitment and thus higher turnover likelihood.

Organizational commitment, a key psychological bond of employees to their organizations, has also been postulated to intermediate fairness perceptions and turnover intention. Employees that are higher in commitment are more likely to be more highly identified with their org and more willing to remain. On the other hand, low commitment has been widely associated with higher turnover risk. Checking out organizational commitment as a mediator thus has theoretical as well as instrumental implications, as it further clarifies the origins of employee behavior and translates to helpful counsel to managers.

In this background, the present research explores the relationship between organizational fairness, organizational commitment, and turnover intention among frontline employees. A theoretical model was hypothesized and tested empirically to address the questions as follows: (1) Organizational fairness, what impact does it have on turnover intention among frontline employees? (2) Organizational commitment, does it play a mediation role between organizational fairness and turnover intention? (3) Organizations, how are the practical implications of this mechanism?

By addressing these questions, the study expects to clarify how fairness perceptions impact employee retention and provide evidence-based prescriptions for human resource practice.

2. Literature Review

Previous studies have highly indicated a significant relation between organizational fairness, organizational commitment, and turnover intention. For a deeper understanding of their relations, it will be valuable to discuss the theoretical background and recent advances in these. This section highlights organizational fairness, organizational commitment, turnover intention, and their integration.

2.1 Organizational Fairness

Organizational fairness has been known as a major driver of employee behavior and attitude for a long time. It involves employees' beliefs about fairness in the workplace, including outcomes, procedures, and treatment between individuals. Employees apply equity theory, proposed by Adams, to evaluate fairness, which involves comparing their input-output ratio to that of other employees. Perceived unfairness in outcomes, procedures, or interactions tends to make employees dissatisfied and more willing to turn over [1]. With time, researchers have classified organizational fairness along three dimensions: distributive, procedural, and interactional justice [2].

Distributive justice regards fairness in the distribution of reward and resources. If employees are properly rewarded for their work, job satisfaction increases and turnover intention decreases [3]. Procedural fairness involves fairness and clarity in procedure to decision. Employees are more loyal if they believe consistent and objective procedures are used [4]. Interactional fairness involves respectful and informative communication between managers and employees. Unkind treatment between individuals can destroy trust and enhance turnover desire [5].

Several studies have also ratified that fairness perceptions increase organizational commitment and turnover intention decrease [6,7]. On the other hand, unfair treatment diminishes employees' sense of belonging and turnover likelihood increase [8].

In a nutshell, fairness of the organization serves as a key to employee behavioral determination, especially for employees in the front line. It further provides a point of origin for examining the mediatorial function of organizational commitment to manage turnover intention.

2.2 Organizational Commitment

Organizational commitment is emotional attachment, feeling of duty, and loyalty of employees towards their company. Meyer and Allen's theory of organizational commitment-affective, continuance, and normative-aids widely to explore this construct. Affective commitment refers to emotional attachment, continuance commitment to a cost to resign, and normative commitment out of a sense of duty to stay [9]. Greater organizational commitment has been shown to have high correspondence to less turnover intention [10,11]. Committed employees are highly engaged and loyal and have lower tendency to leave.

In addition, organizational commitment has a tendency to moderate fairness-turnover intention relationship. Fair treatment supports employees' commitment, which in turn decreases turnover intention [12,13]. Commitment is further ascertained by leadership, professional growth, peer support, and justifiable performance systems [14]. Thus, enhancing organizational commitment requires both justifiable practice and favorable workplace. In a nutshell, organizational commitment is the key to employee retention understanding and a reigning influencer in correlating fairness in the organizational to turnover outcome.

2.3 Turnover Intention

Turnover intention refers to the employee's intention or willingness to voluntarily relinquish his or her job knowingly. It has been hailed as a ultimate predictor of actual turnover behavior. It has been widely used in organizational behavior and human resource management research due to its reliability and measurability [3].

Turnover intention differs from both individual forces, e.g., age, tenure, and career objectives, and organizational conditions, e.g., pay, workload, promotion prospects, and work environment [6]. Frontline employees have greater turnover intention according to occupation pressure, limited promotion prospects, and hard work life [7].

Research has found strong links between turnover intention, fairness in the organization, and organizational commitment. When employee fairness or equity reaches perceived unfair treatment between a decision-making, reward, or interpersonal level, intentions to turnover are likely to rise [1,8]. If a strong organizational commitment occurs, it can moderate these effects and intention to turnover decrease [10,11].

Turnover intention in empirical research has been also measured against questionnaire statements such as "I frequently contemplate leaving" or "I would give my job a thought if a better job became vacant," scaled in Likert formats. It has been widely used to measure employees' tendency to psychologically abandon organizations [12]. Main drivers of turnover intention are presented in Table 1.

Table 1. Key factors influencing turnover intention.

Category	Specific Factors
Individual	Age, job tenure, career expectations
Organizational	Pay level, fairness, promotion opportunities, culture
Psychological	Job satisfaction, organizational commitment, contracts

2.4 Relationships Among the Three Variables and Research Hypotheses

According to the above analysis, there comes a clear logical relation between organizational fairness, organizational commitment, and turnover intention.

First, fairness of organization-workers' subjective fairness perception of outcomes, procedures, and treatment between persons-has a straightforward impact on their emotions and attitude. When fairness is observed along these dimensions, employees are likely to have a positive attitude and exhibit lower intention to leave [1,3,11].

Second, fairness has a spillover impact on turnover intention also indirectly, that of organizational commitment. Fair treatment in the workplace increases employees' level of identification and loyalty, which corresponds to higher commitment and subsequently lower turnover intention [6,9,12]. It implies that organizational commitment acts as a mediator between fairness and turnover intention [7,10,13].

By relying on these relations, the listed research hypotheses are generated:

- H1: Existing fairness in organizational fairness positively influences frontline employees' turnover intention.
- H2: Frontline employees' organizational commitment has a positive significant impact from organizational fairness.
- H3: Frontline employees' turnover intention has a significant positive effect on turnover behavior.
- H4: Organizational commitment intervenes between organizational fairness and turnover intention.

3. Research Framework and Approach

This chapter presents the research methodology followed in this research, comprising the general design, data sources, definition of variables, and analysis methods employed to facilitate hypothesis formulation and theoretical explanation.

3.1 Research Logic and Design

Research design implemented in this research study is a theory-driven research design, grounded on root theories from human resource management and organizational behavior. It has been developed to conceptualize how turnover intention, organizational commitment, and organizational fairness are connected. Its primary objective has been to examine how fairness influences turnover intention among service frontline employees, and does organizational commitment apply as a mediator.

Unlike empirics based on primary data collection, it relies on an integrative review of extant literature and empirical works. By synthesizing past studies, we identify known correlations among key variables and use these to create a theoretical context. It indicates the structural processes by which fairness influences turnover intention directly or indirectly through commitment.

It emphasizes the theoretical coherence and logical consistency of the novel model, and it attempts to position it unequivocally within the existing corpus of information. Taking advantage of a systematic and ordered account of the mechanism, the paper establishes a strong theoretical ground to be subjected to empirical testing in the near distance in the appropriate scenarios.

3.2 Data Basis and Analytical Scope

Research aims frontline employees as transmitters of relations between organizational fairness, organizational commitment, and turnover intention. Frontline employees are those employees whose daily operation, service, or production works are being implemented at the implementation level. They are widely distributed in labor-intensive industries such as manufacturing, retailing, and services, and are crucial implementers of customer value and organizational stability.

Although primary data collection did not occur, the paper has been based on a huge array of new empirical studies and industry studies reports, both international and domestic, particularly those that revolved around high-turnover occupations. The studies include inclusion of data out of the following representative career types:

- Manufacturing line installers and assemblers, and mechanics, install
- Cashiers, sales, and services representatives, retail and food services departments
- Front-office and service desk analysts in service centers
- Healthcare professional assistance work such as nurse and laboratory technician

Those jobs are highly similar: high work intensity, extremely low to moderate returns, low promotion opportunities, and a high probability of replacement of employees. Due to how close they are to work environment and administrative practice, those jobs are particularly suitable to test the impact of fairness of the firm among employees and behavior of turnover.

By embedding behavioral patterns and mental reactions that have been discovered in the frontline employee, it ensures that the derived model has practicability and theoretical validity. By sampled context for the choice functioning, it serves to direct hypothesis construction and to give a satisfactory premises for further empirical validation in restricted industry settings.

3.3 Variable Structure and Operational Definitions

It centers on three key variables: organizational injustice, organizational commitment, and turnover intention. While no primary data are gathered, the definition of the variables and the relation structure are based on sound theoretical grounding and proven measure models in previous studies.

Organizational Justice:

Organizational justice has been framed along three most-popular dimensions: distributive, procedural, and interactional.

- Distributive justice is employees' fairness perceptions when it comes to resource allocation, like compensation and workload.
- Procedural fairness refers to the fairness, transparency, and consistency of decision-making processes, including levels of employee participation.
- Interactional justice addresses the interpersonal treatment quality, that being respectful, honest, and equitable treatment of managers.

This three-part framework is widely received in organizational behavior texts and gives a complete strategy to fairness perceptions testing.

Multilevel Analysis:

Organizational commitment refers to the psychological attachment between employees and their firm. Though it has been conventionally separated as affective, continuance, and normative components, affective commitment-emotional attachment and identification toward the firm-is prioritized in this paper. Affective commitment has been broadly acknowledged as the most powerful predictor of turnover intention and has been supplemented with a vast number of empirical supports.

Turnover Intention:

Turnover intention refers to an employee's intention or desire to depart from their present organization knowingly. It is a major predecessor of behavior to turnover and comes about as a consequence of several forces, that have been both theoretically and empirically identified. Turnover intention, in this research, acts as the main outcome variant while examining the impact of organizational justice and commitment.

By bootstrapping from conventional measurement rationale in earlier research, it constructs a conceptual model between the three variables along a clear causal direction. Such a scheme serves as the theoretical grounds for further structural analysis despite a lack of innovative empirical data. The key variables concerned in this research and their primary dimensions are listed in Table 2, which explains the conceptual ground and logical partition of organizational justice, organizational commitment, and turnover intention from a structural angle.

Table 2. Definitions and Dimensions of Key Variables

Variable	Sub-Dimension	Conceptual Description
Organizational Justice	Distributive Justice	Perceived fairness in the allocation of outcomes such as pay, rewards, and workload.
	Procedural Justice	Fairness in the decision-making process, including consistency, transparency, and voice.
	Interactional Justice	Quality of interpersonal treatment, including respect, dignity, and adequacy of explanations.
Organizational Commitment	Affective Commitment (focused)	Emotional attachment and identification with the organization that motivates retention.
Turnover Intention	Single construct	The employee's subjective tendency or intention to leave the current organization.

3.4 Reasoning and Analytical Logic

This research derives a theoretical model based on the interactions between organizational justice, organizational commitment, and turnover intention. Though empirical observations were not gathered, the discourse relies on prior theories and supplemented with sound logic to discuss the interactions between these variables.

Model hypothesizes that turnover intention has a negative relationship with organizational injustice and that organizational commitment mediates this relationship. On these assumptions, a causal path framework it is proposed to represent the direction of relationships and the mechanisms between the three constructs.

For possible empirical verification, standard regression or path analysis methods may be used to validate the structure of the model and test the hypothesized constructs. In-built measuring tools from earlier literature may be used further to reinforce the theoretical alignment and construct validity.

In brief, while no statistical testing feature appears in the current work, the model provides a concise and verifiable scheme, a good conceptual ground for further empirical works.

4. Theoretical Analysis

Based on the theoretical system revealed in the former chapter, in this section, further exploration to the theoretical linkages and inner workings between organizational fairness, organizational commitment, and turnover intention among frontline workers could be achieved. By a systematic exploration to both direct and indirect influence processes, it intends to illuminate how these variables function in reality and supply a theoretical system supporting further empirical studies and managerial practice.

4.1 The Direct Impact of Organizational Fairness on Turnover Intention

Organizational fairness mimics employees' general sense of fairness in the distribution of resources, procedure implementation, and interpersonal relationships in the workplace. Perceptions of these issues are instrumental in determining employee attitudes, especially trust, job satisfaction, and behavioral intentions.

When frontline workers perceive unfairness-e.g., unfair compensation, few promotion opportunities, unfair task allocations, or unpredictable feedback-they are more likely to be emotionally disjointed and dissatisfied, which has a higher likelihood of resulting in heightened turnover intentions. With fewer organizational resources and higher manager exposure, compared to higher-level employees, frontline employees are particularly responsive to issues of fairness. Even relatively small acts of injustice, like ambiguous schedules or ambiguous career directions, may elicit strong negative responses.

Furthermore, unfairness not only destroys employees' confidence in the company, but it also destroys their beliefs about prospective professional growth, causing them to explore other avenues. Therefore, fairness improvement is a direct and efficient approach to turnover intention decrement and a key to human resource practice designed to maintain a workforce.

4.2 The Mediating Role of Organizational Commitment Between Organizational Fairness and Turnover Intention

Organizational commitment refers to the degree to which employees identify with organizational intentions, are emotionally attached to the firm, and are willing to stay and deliver. For frontline employees, the commitment acts both as an emotional attachment and a psychological motivator that has a strong bearing on retention choices.

Organizational commitment also often serves a mediated role between fairness of the workplace and intention to turn over. Fair treatment increases employees' trust and feeling of being part of the workplace, thus enhancing higher levels of affective and normative commitment. Greater levels of commitment lower employees' responsiveness to other jobs and diminish intention to turn over.

For instance, when front-line employees perceive procedure fairness-e.g., transparency in appraisals, consistency in reward allocations, and fairness in punishing behavior-they are more likely to internalize the thought "this is an organization worth staying with." This mental attachment fosters resilience when set against challenges and diminishes the attractiveness of defecting to other jobs.

Hence, organizational commitment acts as a key mediator in fairness-turnover relation. Improving commitment presents organizations with an indirect but efficient route to diminishing turnover intention and building a stable workforce. [15]

4.3 Theoretical Integration and Summary

It examines the relational structure of organizational fairness, organizational commitment, and turnover intention among frontline employees, and it finds a parsimonious theoretical mechanism among these constructs.

Organizational fairness as a root cause which determines employee trust and identification towards the organization. Systemic fairness of employee's own behavior appraisal, promotion, and wages makes employees' sense of membership and security larger, and thus larger satisfaction and loyalty.

Organizational commitment acts as a mediator. When employees are treated as being fair, they tend to develop emotional attachment, value congruence, and obligation towards the workplace. This commitment decreases concern to seek other job openings and reaffirms trust in the workplace's tomorrow and discourages turnover intention.

Frontline employees due to their high work intensity, emotional demands, and narrow careers are highly sensitive to fairness and good work environment. Organizational commitment and fairness have a direct impact on their job satisfaction and career orientation. Inability to fulfill their emotional and developmental needs may be a birth to losing talented employees and reduced organizational productivity.

Conceptually, the mechanism imposes a gradual “perception–attitude–behavior” mode of organizational behavior. Employees are transformed from perceiving fairness, making a commitment, to behavioral choices toward retention or turnover. This procedure prioritizes institutional fairness, respectful conduct, and mutual beliefs as retention administration determiners of employees.

In a nutshell, it is imperative that organizations push employees’ fairness judgments towards institutional arrangement reinforcement as well as a good organizational culture. This not only enhances employee retention but human resource and organizational effectiveness as well.

5. Discussion and Conclusion

It systematically investigated organizational injustice, organizational attachment, and intention to turnover among frontline employees. Building upon previous studies and interpretation from theory, it formulated a conceptual model to illustrate patterns of influence between the constructs. It demonstrates the efforts of powerful psychological effects of fairness perceptions and the mediator role of organizational attachment. Overall, the research advances theoretical insights as well as realistic cues towards bestowing optimum frontline employee retention and organizational administration effectiveness.

5.1 Key Findings and Analysis

First, the work confirms that organizational fairness is a crucial work identification and sense of belonging precursor among frontline employees. When employees perceive fairness in task allocation, appraisals, and promotion opportunities, they are likely to form trust and loyalty toward the company-except for turnover intention in the long run. It further confirms the proven psychological process that a Deontic link between fairness perceptions, attachment, and behavioral outcomes.

Second, organizational commitment has a primary mediating role between organizational justice and turnover intention. Perceived fairness induces the building of affective and normative commitment, and it mitigates employees’ reactance to external job offers. This implies that, although fair systems are crucial, they must be supplemented by value alignment and emotional attachment building strategies in order to fortify employee retention.

Third, the research finds that fairness sensitivities are higher among frontline employees, due particularly to their tight-rope walks and restricted decision-reporting authority. In situations that are devoid of positive reinforcement and clear communication, there are higher tendencies among these employees to explore exit options. It therefore comes as no surprise that fairness-oriented HRM policies are essential, and that these policies must be implemented first and foremost at the level of frontline employees.

In a word, organizational justice and organizational commitment are two dependent mechanisms that are transmitted to turnover intention. Their simultaneous influence plays a key role in stabilizing the frontline employee and supporting long-term organizational operation.

5.2 Research Limitations and Future Directions

Even if the current research provides a systematic theoretical explanation of organizational justice-organizational commitment-turnover intention relationships among frontline employees, there are still some limitations that are present and suggest avenues for a future research inquiry.

Above all, the current research relies primarily on theoretical adumbration and evidence of literature, and it does not have the help of empirical evidence. For this reason, hypothesized ties are not tested on the basis of statistical modeling or on the basis of data derived from surveys, and the generalizability as well as the correctness of the results are affected. It will be best if there are further studies, including empirical methods, i.e., structural equation modeling (SEM) and mediation analysis, to quantify the postulated frame.

Second, while the research emphasizes frontline employees' special role, it does not control for context issues like industry, age, or tenure. These may strongly moderate organizational justice and commitment effects on turnover intention. Comparative studies of various sectors-a case in store, services, and manufacture-can give a more sophisticated picture of the respective impact of context.

Third, when organizational commitment acts as a mediator, its inner structure being complex, it also needs further research in the future to make clear, in particular, the certain role of its sub-dimensions, that is, affective, continuance, and normance commitment, when they impact turnover intention, and how and to which extent they function.

Finally, new trends in labor relations, telework and flexible work, provoke previous modes of fairness perception and employee attachment. In future research, it will be effective to apply theoretical definition of organizational justice to new patterns of work and variable types of employee–organization relations.

Finally, while this work provides a theoretical contribution to employee turnover mechanisms, there remain many avenues for future research to extend the field to the level of empirical validation, context-specific fine-tuning, and theoretical increment.

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