



Examining The Influence Of Organizational Justice And Workplace Spirituality On Mental Health: Exploring The Interplay Of Interpersonal Trust

Budiman Al Iman^{1*}, Heru Kurnianto Tjahjono², Ika Nurul Qamari³

¹Department of Management, Universitas Muhammadiyah Yogyakarta, Indonesia, 55183.

^{1*}Faculty of Psychology, Universitas Mercu Buana Yogyakarta, Indonesia, 55753.

²Professor at Department of Management, Universitas Muhammadiyah Yogyakarta, Indonesia, 55183.

³Associate Professor at Department of Management, Universitas Muhammadiyah Yogyakarta, Indonesia, 55183.

***Corresponding Author:** Budiman Al Iman

*Email: budimaniman.2024@gmail.com

Citation: Budiman Al Iman, et al (2024) Examining The Influence Of Organizational Justice And Workplace Spirituality On Mental Health: Exploring The Interplay Of Interpersonal Trust, *Educational Administration: Theory and Practice*, 30(5), 7666-7677, Doi: 10.53555/kuey.v30i5.3052

ARTICLE INFO	ABSTRACT
	<p>This study investigates the intricate dynamics between workplace spirituality, interpersonal trust, organizational justice, and mental well-being within the context of Integrated Islamic Schools (Sekolah Islam Terpadu - SIT) in West Java, Indonesia. Employing a mixed-method approach, combining theoretical and quantitative analyses, data from 261 educators across eight SITs are examined using partial least squares (PLS), structural equation modeling (SEM), and Likert-scale assessment. Results demonstrate the positive influence of organizational justice and workplace spirituality on interpersonal trust, ultimately impacting mental health, with interpersonal trust serving as a mediating factor. These findings underscore the importance of cultivating supportive work environments to enhance educators' well-being and effectiveness. The study contributes to understanding the factors influencing educators' mental health in Islamic educational settings, emphasizing the significance of trust-building strategies in fostering conducive learning environments. Future research endeavors in this realm can inform initiatives aimed at bolstering educator well-being and student outcomes. Theoretical implications highlight the pivotal roles of interpersonal trust, organizational justice, and workplace spirituality in shaping educators' mental health, emphasizing the importance of nurturing spirituality and equitable organizational practices to cultivate trust and enhance well-being. On a practical note, the study underscores the imperative of fostering supportive and fair work environments to promote trust and bolster educators' mental health, offering valuable insights for educators, administrators, and policymakers invested in prioritizing teachers' well-being.</p> <p>Keywords: Mental Health, Organizational Justice, Workplace Spirituality, Interpersonal Trust, Islamic School.</p>

1. Introduction

The importance of teacher competency within the educational landscape cannot be overstated, given their pivotal role in shaping students' learning trajectories. Crafting tailored learning strategies aligned with student needs is integral to achieving comprehensive classroom management and leadership. Prioritizing stress management and the nurturing of mental well-being are essential facets of effective teaching, as highlighted by recent research (Jimenez & Edward, 2021; Asio et al., 2021). Mental health, encompassing optimal well-being across individuals, families, and communities, presents a holistic paradigm in educational assessment (Barry, 2009). It's crucial to recognize education as more than mere knowledge transfer, emphasizing the need for environments that foster both physical and mental well-being, particularly within educational communities such as Integrated Islamic Schools (SIT) (Ismail, 2018). Here, teachers play a pivotal role in not only maximizing learning processes but also instilling Islamic values across subjects in alignment with the school's mission and strategy.

Moreover, the workplace environment significantly influences educators' attitudes, behaviors, and performance, especially within integrated Islamic school settings in West Java. The phenomenon of teacher fatigue resulting from extensive non-teaching tasks adversely affects work quality and overall performance. Research underscores a strong positive correlation between emotional exhaustion and excessive workload among teachers (Skaalvik & Skaalvik, 2016). Job burnout, compounded by unfavorable working conditions, can lead to decreased mental health and teacher retention issues, exacerbating problems such as absenteeism and reduced productivity (Andrews & Wan, 2009; Hanebuth et al., 2006; Van Heuvel et al., 2010).

Addressing these challenges necessitates a comprehensive understanding of the impact of workplace spirituality, organizational justice, and interpersonal trust on teacher mental health. Strategies aimed at mitigating stressors and enhancing psychosocial work quality hold promise in curbing mental health issues among educators (LaMontagne, 2012). Within this context, workplace spirituality emerges as a potential mechanism to harmonize various aspects of employee and organizational life (Milliman et al., 2018; Rezapouraghdam et al., 2018). Similarly, organizational justice plays a crucial role in shaping perceptions of mental health in the workplace (Tyler & Gnyawali, 2009; Sharma & Kumra, 2020). However, the complex nature of mental health necessitates a nuanced approach considering additional variables and mediation mechanisms (Colquitt et al., 2001b; Eib et al., 2015).

Hence, this study aims to examine whether workplace spirituality and organizational justice positively influence interpersonal trust, and subsequently, how these factors impact mental health. Additionally, it seeks to explore the mediation roles of interpersonal trust in the influences of workplace spirituality and organizational justice on mental health, providing valuable insights into the intricate dynamics at play within the educational setting.

2. Literature Review

The literature review analyzes the Social Exchange Theory (SET), focusing on its origins in human nature and social relationships. SET, which originated in anthropology, social psychology, and sociology, focuses on the dynamics of reciprocal connections, taking contributions and returns into account during interactions. Thibaut, Kelley, Homans, and Blau are notable scholars who have contributed to its growth. According to SET, people form social relationships when they believe the advantages outweigh the costs, which fosters interdependence and goal-oriented interactions. It also distinguishes between other sorts of exchanges, such as reciprocal trades and organizational moral principles. By drawing parallels between economic and social exchanges, Blau (1964) and Aryee et al. (2002) went deeper into the role that trust plays in social exchanges. Specifically, they discussed how trust in supervisors and organizations can mediate relationships between distributive, procedural, and interactional justice and job satisfaction, turnover intentions, and organizational commitment. Successful reciprocal exchanges, according to Molm (2003), cultivate relationships marked by commitment and trust, which then yields rewards in later transactions. According to Eisenberger et al. (2002), solid relationships that are built through reciprocal transactions improve the potential for future encounters and foster commitment and trust between people.

2.1. Workplace Spirituality

The literature review explores Workplace Spirituality, emphasizing its importance as a form of awareness in the workplace. It is seen as a means for individuals to seek deeper meaning and purpose in their work. Guillory (2000) suggests that Workplace Spirituality boosts work engagement by cultivating a supportive, meaningful, and inspiring work environment (Collins, 2010). Stiadi et al. (2017) describe Workplace Spirituality as encompassing an individual's perception of the workplace as a space for discovering life purpose, building relationships, and aligning personal beliefs with the organization. Ashmos & Duchon (2000) add that it involves nurturing an individual's spiritual self within the workplace, finding purpose and meaning in work, and feeling interconnected with others and the workplace community. Robbins (2003) characterizes Workplace Spirituality as recognizing the inner life fostered by meaningful work within a community, valuing work's potential for profound meaning and purpose in human life. Ahmad & Omar (2014) note that organizations fostering a spiritual culture emphasize the human mind, soul, quest for meaning in work, desire for interpersonal connection, and sense of belonging to a community. Workplace spirituality can facilitate self-regulation among employees and promote positive organizational behavior (Sharma & Kumra, 2020). Overall, Workplace Spirituality goes beyond mere work for income; it offers an opportunity to satisfy employees' spiritual needs, fostering a sense of connection to higher meaning and purpose through work and with others in the work community. Ashmos & Duchon (2000) outline three dimensions for measuring Workplace Spirituality: inner life, meaningful work, and belonging to the community, encapsulating personal, meaningful, and communal aspects of spirituality in the workplace.

2.2. Organizational Justice

Organizational Justice refers to employees' perceptions of the fairness of workplace policies, practices, and procedures. It's subjective and hinges on how employees perceive treatment and decisions by the organization

(Greenberg, 1987). Gibson (2010) highlights fairness in basic procedures and decisions, while Robbins (2003) defines it as overall fairness, encompassing distributive, procedural, informational, and interpersonal aspects. Al-Zu'bi (2010) underscores how fair treatment impacts various job-related aspects, emphasizing employees' views of fairness compared to their peers. Organizational justice significantly influences employee behavior, leading to improved well-being, mental health, performance, and organizational outcomes (Wang et al., 2019; Sharma & Kumra, 2020). It's measured across dimensions such as distributive, procedural, and interpersonal justice. Distributive justice concerns outcomes like rewards and work schedules, based on comparisons with peers (Al-Zu'bi, 2010). Robbins (2003) outlines distributive justice as fairness in outcomes and rewards among employees, grounded in equity where fairness lies in the ratio of input to outcomes compared to peers. Indicators of distributive justice include equality, adequacy, contribution, and performance, evaluating fairness in reward allocation based on effort, completion, contribution, and performance (Robbins, 2003). Overall, organizational justice is crucial for fostering positive employee perceptions and behaviors within the workplace.

2.3. Interpersonal Trust

The literature on Interpersonal Trust emphasizes its crucial role in nurturing healthy relationships across personal, business, and organizational spheres. Trust, as highlighted by Rousseau et al. (1998), fosters an environment conducive to collaboration and growth, instilling a sense of support and appreciation. McKnight & Chervany (1996) stress its significance in facilitating positive and productive interactions, warning that without trust, relationships become fragile and cooperation difficult. Researchers, including Rotter (1967) in psychology, acknowledge trust's fundamental role in shaping healthy relationships among individuals and groups (Evans & Revelle, 2008). Zucker (1986) categorizes trust into Organizational Trust, Process Trust, and Personal Trust. Organizational Trust pertains to trust in the integrity and commitment of workplaces or organizations, impacting employee retention and consumer loyalty. Process Trust involves trust in decision-making fairness and transparency, crucial in legal and ethical contexts. Personal Trust reflects trust in specific individuals, vital in social relationships like friendships and family ties. These forms of trust interact in complex ways. For instance, doubts about an organization's reliability may extend to its processes, and personal trust underpins strong interpersonal relationships, potentially influencing trust in organizations and processes (Zucker, 1986). Interpersonal Trust encompasses cognitive, behavioral, and emotional aspects, extending beyond mere beliefs about reliability and integrity. It includes core beliefs about others' reliability, observable behaviors within relationships, and emotional aspects affecting interactions (Lewis & Weigert, 2012; Sharma & Kumra, 2020). This multidimensional perspective elucidates Interpersonal Trust's comprehensive role in shaping social interactions and informs decisions across various life contexts.

2.4. Mental Health

According to Law No. 36 of 2009 in Indonesia, mental health is defined in the literature as a holistic state that includes one's physical, mental, spiritual, and social well-being. WHO (2022) highlights mental health as a state that encompasses physical, mental, and social well-being in addition to the mere absence of illness. This is also supported by definitions provided by Radiani (2019), Sharma & Kumra (2020), Surya (2017), and Webster (2004), which emphasize that mental health is the absence of symptoms associated with mental disorders as well as the capacity to adapt, realize potential, find inner peace, and be happy. According to Ariadi (2019), mental health in Islam refers to the ability of a person to control psychological processes and dynamically adjust to people, oneself, and the surroundings while following the teachings of the Qur'an and Sunnah. Psychological distress and psychological well-being are two aspects of mental health that Veit and Ware (1983) identify. Psychological distress refers to poor mental health as indicated by clinical symptoms such as anxiety, depression, and a loss of behavioral or emotional control. Psychological well-being is a measure of positive mental health that includes characteristics such as life satisfaction, emotional relationships, and pleasant affect. Moreno et al. (2020) define the factors that influence mental health as biological, psychological, environmental, and socio-cultural. Biological factors such as heredity, brain function, sensory and endocrine systems, gender, age, and prenatal disorders all have a direct impact on mental health. Understanding mental health's complex character is critical for developing thorough assessment and therapeutic strategies.

3. Methodology

3.1. Data Collection and Analysis

The methodology adopted in this study employs a comprehensive mixed approach, integrating theoretical analysis, empirical field testing, and quantitative analysis. The research design amalgamates theoretical frameworks with empirical field testing to elucidate variable relationships and validate findings through empirical data. A quantitative approach is employed to analyze data within a specific population and sample of 261 teachers from Integrated Islamic Schools (Sekolah Islam Terpadu - SIT) in West Java, aiming to establish relationships, test theories, and derive generalizable predictive values. The research encompasses variables such as workplace spirituality, organizational justice, interpersonal trust, and mental health within this demographic.

The study is conducted across eight Integrated Islamic Schools (SIT) in West Java, focusing on Workplace Spirituality (WPS) and Organizational Justice (OJ) as exogenous variables, Mental Health (MH) as the

endogenous variable, and Interpersonal Trust (IT) as the mediating variable. Likert-scale scoring is utilized to assess respondents' perceptions regarding Workplace Spirituality, Organizational Justice, Interpersonal Trust, and Mental Health, with scores calculated based on their Likert-scale responses.

The methodology includes instrument validation and reliability testing, encompassing validity testing to ensure questionnaire items accurately measure intended constructs and reliability testing to confirm consistency across different circumstances. Data collection techniques involve distributing questionnaires directly to respondents at their workplaces to ensure independent response submissions and mitigate biases like social desirability bias. The instruments were translated into Bahasa Indonesia following Brislin's procedure and reviewed by language experts for accuracy.

Data analysis comprises descriptive analysis to outline respondent characteristics and inferential analysis using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). Reliability and validity tests will assess the instruments, and hypothesis testing will be conducted to determine relationships between variables. This detailed methodology ensures the integrity, accuracy, and reliability of the research findings through a rigorous process of validation, reliability testing, data collection, and analysis techniques.

3.2. Hypotheses Development

The substantial literature on workplace spirituality, organizational justice, interpersonal trust, and their relationships to mental health outcomes served as the foundation for the development of the study's hypotheses. Each hypothesis is developed using knowledge from prior studies to explore the connections between these constructs.

Hypothesis 1, Workplace Spirituality and Interpersonal Trust: Workplace spirituality, defined as the perception of the workplace as a space for discovering life purpose and fostering relationships, is expected to positively influence interpersonal trust (Stiadi et al., 2017). Drawing from previous research indicating the link between shared values, beliefs, and trust within organizational settings, it is hypothesized that workplace spirituality positively influences interpersonal trust among employees.

Hypothesis 2, Organizational Justice and Interpersonal Trust: Organizational justice, characterized by fairness in decision-making processes and treatment within the workplace, is theorized to have a significant impact on interpersonal trust (Robbins, 2003). Previous studies have shown a strong association between perceived fairness and trust among employees (Neveu & Kakavand, 2019). Thus, it is hypothesized that higher levels of organizational justice will lead to increased levels of interpersonal trust among employees.

Hypothesis 3, Interpersonal Trust and Mental Health: Interpersonal trust, representing the confidence and reliance individuals place in their colleagues and superiors, is believed to play a crucial role in shaping employees' mental health outcomes (Martínez et al., 2019). Drawing from existing literature suggesting a positive relationship between trust and well-being, it is hypothesized that higher levels of interpersonal trust will be associated with better mental health outcomes among employees.

Hypothesis 4, Workplace Spirituality and Mental Health: Workplace spirituality, influencing employees' sense of purpose and well-being, is expected to positively influence mental health outcomes (Shava & Chinyamurindi, 2021). Previous research has highlighted the positive impact of spirituality on mental well-being (Eom et al., 2013; Sharma & Kumra, 2020). Therefore, it is hypothesized that higher levels of workplace spirituality will correspond to better mental health outcomes among employees.

Hypothesis 5, Organizational Justice and Mental Health: Organizational justice, characterized by perceived fairness in organizational procedures and treatment, is expected to have implications for employees' mental health (Sharma & Kumra, 2020). Previous studies have demonstrated a positive relationship between organizational justice and mental well-being (Ndjaboué et al., 2012). Therefore, it is hypothesized that higher levels of organizational justice will be associated with better mental health outcomes among employees.

Hypotheses 6 and 7, Mediating Effects of Interpersonal Trust: Given the significant roles of workplace spirituality and organizational justice in influencing interpersonal trust and mental health outcomes, it is further hypothesized that interpersonal trust may mediate the relationships between these constructs. Specifically, it is hypothesized that interpersonal trust may mediate the influence of workplace spirituality and organizational justice on mental health outcomes, respectively (Martínez et al., 2019; Neveu & Kakavand, 2019). These hypotheses aim to explore the mechanisms through which workplace dynamics impact employee well-being, highlighting the intermediary role of interpersonal trust.

4. Findings

The findings section describes the instrument validation, respondent characteristics, and variable descriptions.

4.1. Descriptive Analysis

Instrument Pilot Testing: A pilot test was conducted on a subset of 30 respondents to assess the validity and reliability of the questionnaire before its full deployment. Validity checks were performed using SPSS version 26, employing corrected item-total correlation (r values). Items were considered valid if their r values exceeded the set threshold ($r > 0.361$ at a significance level of 5%). Results indicated that all items for Organizational Justice, Workplace Spirituality, Interpersonal Trust, and Mental Health demonstrated validity. Reliability testing utilized Cronbach's Alpha, with a criterion of $\alpha > 0.7$ for reliability. The instruments for all variables exhibited high reliability (Organizational Justice $\alpha = 0.964$, Workplace Spirituality $\alpha = 0.972$, Interpersonal Trust $\alpha = 0.951$, Mental Health $\alpha = 0.974$), ensuring consistent measurements.

Characteristics of Respondents: Table 1 provides a comprehensive breakdown of respondent characteristics across various categories. The first segment focuses on age demographics, revealing a diverse distribution among different age groups. A significant proportion of respondents (50.6%) fall within the 25 to 35-year age range. Gender distribution shows nearly equal participation between males (40.6%) and females (59.4%), with a slightly higher presence of female respondents. Regarding marital status, 70.9% of respondents are married, while 29.1% are unmarried. Furthermore, the data indicates a predominant representation of individuals with undergraduate degrees, comprising 76.2% of the sample. The table also details respondents' work experience duration, with approximately 43.3% having less than five years of experience, 31% possessing 5 to 10 years, and 25.7% having over a decade of experience, reflecting a notable segment of seasoned professionals within the surveyed population.

Table 1: Description of Respondent Characteristics

Characteristics	Category	Total	Percent
Age	< 25 Years	39	14,9%
	25 - 35 Years	132	50,6%
	35 - 45 Years	58	22,2%
	> 45 Years	32	12,3%
Gender	Male	106	40,6%
	Female	155	59,4%
Marital status	Not married	76	29,1%
	Marry	185	70,9%
Education	SMA	29	11,1%
	D3	8	3,1%
	S1	199	76,2%
	S2	24	9,2%
	S3	1	0,4%
Length of working	< 5 Years	113	43,3%
	5 - 10 Years	81	31%
	> 10 Years	67	25,7%

Source: Authors (2023)

Description of Research Variables: The study conducted a comprehensive descriptive analysis of research variables, aiming to capture respondents' perceptions utilizing a 1-7 Likert scale. This scale facilitated the assessment of mean scores to gauge viewpoints on various aspects within the workplace. Workplace Spirituality, assessed through 12 items, obtained an overall mean score of 5.428, with the analysis pinpointing areas for improvement, particularly in relationship satisfaction, self-awareness, and fostering an open organizational environment. Organizational Justice, evaluated via 20 items, achieved an overall mean score of 5.148, revealing potential enhancements in outcomes received, procedural consistency, and avenues for expressing views. Interpersonal Trust, assessed through 13 items, received an overall mean score of 5.148, emphasizing the need for improvement in prioritizing common interests, honesty for customer trust, and remaining informed to maintain cautiousness in the workplace. Mental Health, evaluated through 12 items, obtained an overall mean score of 4.339, indicating areas necessitating attention such as handling excessive worries, overcoming difficulties, and managing workplace pressures. These descriptive analyses shed light on respondents' perceptions across various workplace dimensions, revealing both strengths and areas requiring attention or enhancement within the organizational setting.

Inferential Analysis: In this study, Structural Equation Modeling (SEM) is utilized to explore the relationships among Workplace Spirituality, Organizational Justice, and Mental Health through Interpersonal Trust. The selection of SEM is informed by the presence of mediating variables and a substantial sample size (> 100), with all variables treated as latent constructs assessed by multiple indicators. To ensure the validity and reliability of the measurement model, Confirmatory Factor Analysis (CFA) is conducted separately for

exogenous and endogenous constructs, following the criteria established by Ghazali (2016) and Ferdinand (2012), which emphasize loading factors (> 0.5), Construct Reliability (CR > 0.7), and Average Variance Extracted (AVE > 0.5).

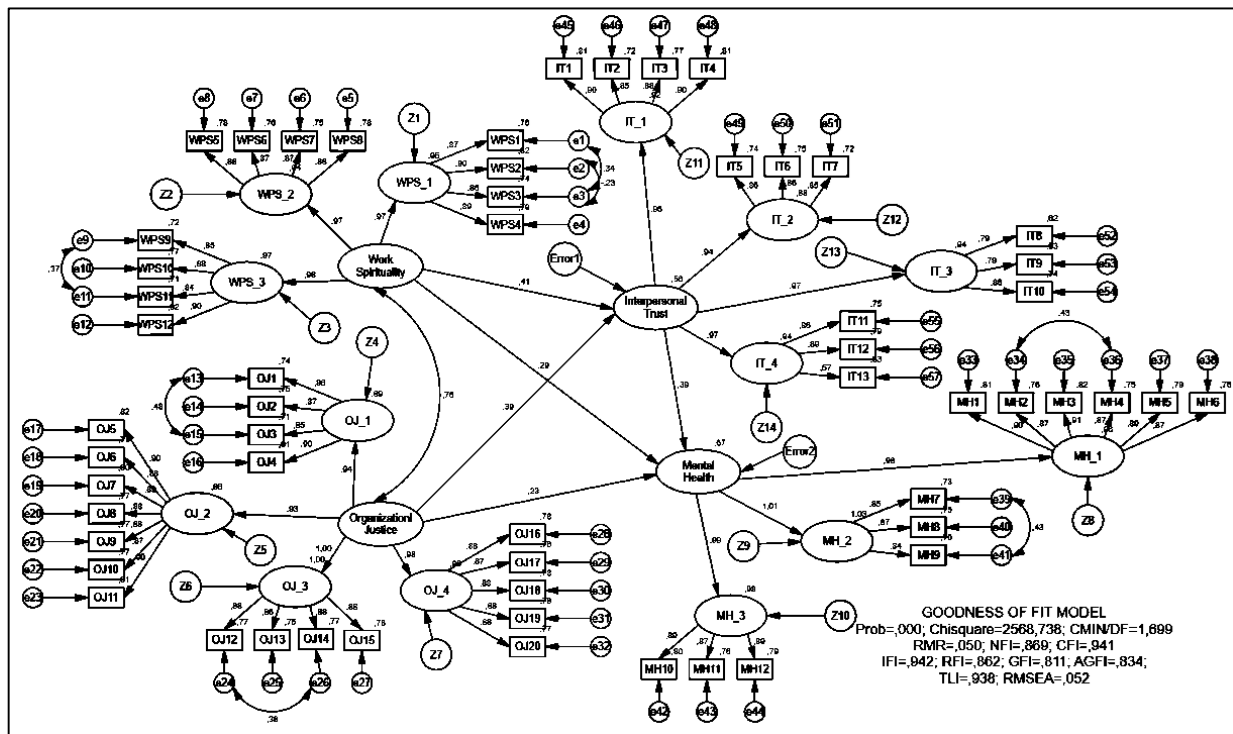


Figure 1: Goodness of fit test results of structural model

In Figure 1, the CFA validates the indicators measuring the constructs, with all loading factors exceeding 0.5. Calculations for CR and AVE for both exogenous and endogenous constructs confirm their reliability (> 0.7 CR and > 0.5 AVE). Notably, outliers are identified, particularly observation number 11, warranting further scrutiny or data modification. Assumptions for SEM are rigorously examined, encompassing sample size sufficiency, normality, absence of multicollinearity, and outlier detection. The sample size surpasses the requirement, and normality is confirmed by multivariate c.r values within the acceptable range. Furthermore, multicollinearity among exogenous variables is absent, satisfying the criterion for SEM.

The SEM model fulfills the assumptions, displaying a normal distribution, minimal outliers (except for observation 11), and no multicollinearity. The analysis progresses to Goodness of Fit Model testing, evaluating various fit criteria such as Chi-Square, GFI, AGFI, TLI, CFI, RMSEA, and RMR. The structural model estimation indicates a reasonably good fit, considering the CMIN/DF ratio. Despite the presence of outliers, the model demonstrates promising goodness-of-fit criteria, suggesting its suitability for hypothesis testing within the SEM framework.

4.2. Testing Variable Relationships in the SEM

Testing Direct Effects: Testing the relationships between variables within the Structural Equation Model (SEM) involves evaluating their influence through p-values and Critical Ratios (CR), subsequently reviewing the path coefficient values. The significance of these relationships is determined by the p-value (< 0.05) or CR (> 1.96) for each path, indicating statistical importance or lack thereof. The SEM model, meeting various criteria and demonstrating a good fit, proceeds to examine the significance of relationships among variables. Table 2 summarizes the results of the influence tests between different variables within the model.

Table 2: Results of Influence Tests Between Variables

Regression Weights: (Group number 1 - Default model)	Hypotheses	Estimate	S.E.	C.R.	P	Label
	IT <--- WS	,358	,065	5,505	***	par_1
	IT <--- OJ	,336	,070	4,777	***	par_2
	MH <--- OJ	,244	,076	3,220	,001	par_3
	MH <--- WS	,279	,072	3,876	***	par_4
	MH <--- IT	,490	,082	5,977	***	par_5
Standardized Regression Weights: (Group number 1 - Default model)	Hypotheses	Estimate				
	IT <--- WS	,432				
	IT <--- OJ	,370				
	MH <--- OJ	,222				
	MH <--- WS	,278				
	MH <--- IT	,405				

Source: Authors (2022)

The pathway analysis reveals significant insights into variable interactions. Workplace Spirituality (WPS) positively and significantly influences Interpersonal Trust (IT), with a high significance ($p < 0.001$), CR (5.505), and a positive path coefficient (0.430), indicating that a positive workplace spirituality fosters increased trust, while its deficiency diminishes it. Similarly, Organizational Justice (OJ) has a positive and significant impact on IT, with high significance ($p < 0.001$), CR (4.777), and a positive path coefficient (0.370), where improved organizational justice enhances trust, while inadequate justice reduces it. Additionally, OJ positively affects Mental Health (MH), with high significance ($p < 0.001$), CR (3.220), and a positive path coefficient (0.222), indicating that enhanced justice levels lead to improved mental health. Likewise, Workplace Spirituality (WS) positively impacts MH, with high significance ($p < 0.001$), CR (3.876), and a positive path coefficient (0.278), suggesting that higher spirituality levels correspond to improved mental health. Finally, strong Interpersonal Trust (IT) positively influences MH, with high significance ($p < 0.001$), CR (5.977), and a positive path coefficient (0.405), indicating that stronger trust levels lead to better mental health outcomes, while weaker trust levels may decrease them. These findings offer valuable insights into the dynamics among Workplace Spirituality, Organizational Justice, Interpersonal Trust, and Mental Health, underscoring their interrelations and implications for organizational well-being.

Testing Indirect Effects: In exploring the mediating role of Interpersonal Trust between Workplace Spirituality, Organizational Justice, and Mental Health, a Sobel test was conducted. The Sobel test was chosen due to the limitations of the AMOS program in determining the significance of indirect effects through intermediary variables. The manual Sobel test or a Sobel calculator was utilized, yielding the following results summarized in Table 3:

Table 3: Sobel test results

Indirect	Path Coefficient		Standard Error		Sobel Test		Simplan
	a	b	sa	Sb	t	p value	
WS → IT → MH	0,432	0,405	0,065	0,082	3,96	0,00003682	Significant mediate
OJ → IT → MH	0,379	0,405	0,070	0,082	3,61	0,0003077	Significant mediate

The Sobel test reveals significant mediation effects for both Workplace Spirituality (WS) → Interpersonal Trust (IT) → Mental Health (MH) ($p\text{-value} = 0.00003682 < 0.05$) and Organizational Justice (OJ) → Interpersonal Trust (IT) → Mental Health (MH) ($p\text{-value} = 0.0003077 < 0.05$). It demonstrates that workplace spirituality positively influences interpersonal trust, subsequently fostering improved mental health, while enhanced organizational justice positively impacts interpersonal trust, thereby contributing to better mental health outcomes. These findings underscore the pivotal role of interpersonal trust as a mediator between workplace spirituality, organizational justice, and mental health, emphasizing the significant influence of organizational factors on interpersonal trust and its consequential effects on mental well-being in the workplace.

Coefficient of Determination: The Coefficient of Determination serves as a pivotal metric, elucidating the collective impact of exogenous variables on endogenous ones within the model. Spanning from 0 to 1, higher values indicate more comprehensive models, reflecting a greater proportion of variance in endogenous variables explained by the exogenous ones. The Squared Multiple Correlations represent the Coefficients of Determination for the variables: the Interpersonal Trust (IT) Determination Coefficient stands at 0.568, revealing that 56.8% of the variance in interpersonal trust can be attributed to the combined influence of organizational justice and workplace spirituality, suggesting that over half of the variations in interpersonal

trust are accounted for by these exogenous factors. Similarly, the Mental Health (MH) Determination Coefficient, calculated at 0.671, signifies that 67.1% of the variance in mental health is collectively explained by the influences of interpersonal trust, organizational justice, and workplace spirituality, implying that approximately two-thirds of the variations in mental health are accounted for by these interconnected factors. These determination coefficients provide valuable insights into the proportion of variance in the endogenous variables explained by the exogenous factors, thereby highlighting their significant influence within the studied model.

Research Hypothesis Testing Results: The research hypotheses underwent rigorous examination, yielding comprehensive findings as presented in Table 4:

Table 4: Summary of Hypothesis Testing Results

No	Hypotheses	Analysis Findings	Results
1	Work Spirituality directly has a positive and significant effect on interpersonal trust.	P value 2-tail = ***	Accepted
		P Value 1-tail = ***	
		CR = 5.505	
		Path Coef = 0.432	
2	Organizational justice has a direct positive and significant effect on interpersonal trust.	P value 1-tail = ***	Accepted
		P Value 2-tail = ***	
		CR = 4.777	
		Path Coef = 0.370	
3	Organizational justice directly has a positive and significant effect on mental health.	P value 1-tail = 0.0010	Accepted
		P value 2-tail = 0.0005	
		CR = 3.220	
		Path Coef = 0.222	
4	Work spirituality directly has a positive and significant effect on mental health.	P value 1-tail = ***	Accepted
		P Value 2-tail = ***	
		CR = 3.876	
		Path Coef = 0.278	
5	Interpersonal trust directly has a positive and significant effect on mental health.	P value 1-tail = ***	Accepted
		P value 2-tail = ***	
		CR = 5.977	
		Path Coef = 0.405	
6	Interpersonal Trust mediates the influence of workplace spirituality on mental health.	P value = 0.00003682	Accepted
		Path coeff indirect 0.432	
7	Interpersonal Trust mediates the influence of Organizational Justice on mental health.	P value = 0.0003077	Accepted
		Path coeff indirect 0.432	

Source: Authors (2023)

These findings robustly support the formulated hypotheses, confirming the direct relationships between Workplace Spirituality, Organizational Justice, Interpersonal Trust, and Mental Health. Additionally, the confirmed mediating roles of Interpersonal Trust shed light on its pivotal position within this nexus of influential factors impacting Mental Health within the organizational context studied.

5. Discussion

The study's findings provide compelling insights into the complex interplay among Workplace Spirituality, Organizational Justice, Interpersonal Trust, and Mental Health within educational environments. The confirmation of Hypothesis 1 underscores a significant positive effect of Workplace Spirituality on Interpersonal Trust, highlighting the correlation between heightened Workplace Spirituality and increased Interpersonal Trust, thus emphasizing spirituality's pivotal role in fostering trust among colleagues. These results align with prior research by Zaidi et al. (2019) and Asutay et al. (2021), shedding light on spirituality's substantial impact on various workplace aspects like job satisfaction, self-confidence, self-control, and a sense of purpose. Furthermore, the validation of Hypothesis 2 underscores the significant influence of Organizational Justice on Interpersonal Trust, indicating that organizations fostering fairness and justice tend to cultivate higher levels of trust among teachers, consistent with studies by Neveu & Kakavand (2019), Sholihin & Pike (2010), and Mittal et al. (2019). The acceptance of Hypothesis 3 emphasizes the pivotal role of Interpersonal Trust in shaping Mental Health, consistent with studies by Martínez et al. (2019), Costanza et al. (2021), Dong et al. (2020), and Kim et al. (2017), highlighting the positive association between trust levels and improved mental health outcomes among employees. Additionally, Hypothesis 4's confirmation underscores the profound impact of Workplace Spirituality on Mental Health, echoing spirituality's role in bolstering mental well-being among educators amidst significant workloads and stressors, aligning with studies by Shava & Chinyamurindi (2021), Flores et al. (2022), Charkhabi et al. (2014), and Chirico et al. (2020). Furthermore, the

research supports Hypothesis 5, reaffirming the positive correlation between Organizational Justice and Mental Health, indicating the substantial impact of fair treatment within organizations on reducing stress levels, enhancing emotional stability, and fostering overall employee well-being. The mediation role of Interpersonal Trust, as highlighted in Hypotheses 6 and 7 and supported by the Sobel test, suggests that stronger Workplace Spirituality or fair Organizational Justice tends to lead to higher levels of Interpersonal Trust among teachers, ultimately contributing to improved mental health (Aftab et al., 2023).

6. Conclusions

In conclusion, this study delved into the intricate dynamics surrounding teacher competency, workplace environment, and mental well-being within Integrated Islamic Schools (Sekolah Islam Terpadu - SIT) in West Java. By integrating theoretical analysis, empirical field testing, and quantitative analysis, the research uncovered significant insights into the relationships between workplace spirituality, organizational justice, interpersonal trust, and mental health among teachers. Furthermore, the research methodology employed ensured the integrity and reliability of the findings through rigorous validation and reliability testing, data collection, and analysis techniques. The utilization of Likert-scale scoring, Structural Equation Modeling (SEM), and Partial Least Squares (PLS) facilitated a comprehensive examination of the variables under study, providing robust evidence to support the formulated hypotheses. The findings underscored the pivotal role of workplace spirituality and organizational justice in fostering interpersonal trust and subsequently impacting mental health positively. Teachers' perceptions of workplace spirituality and organizational justice significantly influenced their levels of trust among colleagues, ultimately contributing to their overall mental well-being. Additionally, the study highlighted the mediating role of interpersonal trust in the relationships between workplace spirituality, organizational justice, and mental health, emphasizing the importance of trust-building mechanisms in educational settings. Overall, this study contributes valuable insights to the understanding of factors influencing teacher mental well-being in Integrated Islamic Schools in West Java. It emphasizes the significance of creating supportive workplace environments that promote spirituality, justice, and trust among educators, thereby enhancing their overall mental health and contributing to the effectiveness of educational practices within these settings. Further research in this area could explore additional variables and interventions aimed at improving teacher well-being and student outcomes in similar educational contexts.

Theoretical Insights:

1. Workplace Spirituality and Interpersonal Trust: The results affirm that higher levels of workplace spirituality positively impact interpersonal trust among educators. This correlation underscores the importance of spirituality in shaping interpersonal relationships and fostering trust within the workplace. Moreover, this aligns with existing literature associating spirituality with enhanced emotional intelligence and work behavior.
2. Organizational Justice and Interpersonal Trust: The research confirms a significant positive association between organizational justice and interpersonal trust among teachers. Organizations that prioritize fairness and justice in their operations tend to foster higher levels of trust among their employees, emphasizing the pivotal role of organizational policies in shaping trust dynamics.
3. Organizational Justice and Mental Health: The findings establish a strong link between organizational justice and mental health in educational settings. Higher levels of organizational justice correlate with improved mental well-being among educators, highlighting the critical role of fair organizational practices in supporting mental health.
4. Workplace Spirituality and Mental Health: The study underscores the substantial impact of workplace spirituality on mental health outcomes among teachers. Improved workplace spirituality positively influences mental health, emphasizing its role in addressing the mental well-being of educators, especially in challenging work environments.
5. Interpersonal Trust and Mental Health: The research confirms that higher levels of interpersonal trust are associated with better mental health among educators. Trust within professional relationships emerges as a significant factor contributing to mental well-being.

Practical Implications:

1. Nurturing Workplace Spirituality: Educators' spiritual well-being should be considered within educational settings. Initiatives promoting a conducive spiritual environment can significantly enhance trust among colleagues and positively impact mental health.
2. Emphasizing Organizational Justice: Educational institutions should prioritize fair and just organizational practices. Fostering a culture of fairness can elevate trust levels among educators and contribute to their mental well-being.
3. Promoting Interpersonal Trust: Encouraging activities that build trust among educators can have profound implications for their mental health. Cultivating a supportive environment that nurtures interpersonal trust is crucial.

Suggestions for Enhancement:

1. Refining Workplace Spirituality: While workplace spirituality among respondents is generally positive, efforts to enhance satisfaction in work relationships, self-awareness, and organizational openness are recommended.
2. Augmenting Organizational Justice: Although organizational justice is perceived positively, avenues for improvement include enhancing procedural outcomes and encouraging feedback mechanisms within the workplace.
3. Enhancing Interpersonal Trust: While trust levels are generally good, prioritizing collective interests, honesty, and awareness of workplace dynamics can bolster trust among educators.
4. Improving Mental Health: Strategies aimed at assisting educators in coping with excessive stress, worries, and pressures within their roles should be a priority.

In essence, this research provides empirical evidence of the intricate interrelationships among workplace spirituality, organizational justice, interpersonal trust, and mental health within educational contexts. The implications derived from these findings emphasize the significance of fostering a supportive and equitable environment in educational institutions to bolster educators' well-being and professional experiences.

Acknowledgements

We express our gratitude to the administration and staff of integrated Islamic Schools (Sekolah Islam Terpadu - SIT) in West Java, Indonesia, for their cooperation and support throughout the data collection phase.

Declaration of Competing Interest Statement

- There are no conflicts of interest to disclose.
- This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

References

1. Aftab, J., Sarwar, H., Kiran, A., Qureshi, M. I., Ishaq, M. I., Ambreen, S., & Kayani, A. J. (2023). Ethical leadership, workplace spirituality, and job satisfaction: moderating role of self-efficacy. *International Journal of Emerging Markets*, 18(12), 5880-5899.
2. Ahmad, A., & Omar, Z. (2014). Reducing deviant behavior through workplace spirituality and job satisfaction. *Asian Social Science*, 10(19). <https://doi.org/10.5539/ass.v10n19p107>
3. Al-Zu'bi, H. A. (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 5(12). <https://doi.org/10.5539/ijbm.v5n12p102>
4. Andrews, D.R. and Wan, T.T. (2009), "The importance of mental health to the experience of job strain: an evidence-guided approach to improve retention", *Journal of Nursing Management*, Vol. 17 No. 3, pp. 340-351.
5. Ariadi, P. (2019). Kesehatan Mental dalam Perspektif Islam. *Syifa' MEDIKA: Jurnal Kedokteran Dan Kesehatan*, 3(2). <https://doi.org/10.32502/sm.v3i2.1433>
6. Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23: 267-286.
7. Ashmos, D. P., & Duchon, D. (2000). Spirituality at Work: A Conceptualization and Measure. *Journal of Management Inquiry*, 9(2). 134-145. <https://doi.org/10.1177/105649260092008>
8. Asio, John Mark R., and Shallimar A. Bayucca. (2021) "Spearheading Education during the COVID-19 Rife: Administrators' Level of Digital Competence and Schools' Readiness on Distance Learning." *Journal of Pedagogical Sociology and Psychology*, vol. 3, no. 1, 2021, pp. 19-26.
9. Asutay, M., Buana, G. K., & Avdukic, A. (2021). The impact of Islamic spirituality on job satisfaction and organisational commitment: exploring mediation and moderation impact. *Journal of Business Ethics*, 1-20.
10. Barry, M. M. (2009). Addressing the determinants of positive mental health: Concepts, evidence and practice. *International Journal of Mental Health Promotion*, 11(3), 4-17
11. Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley.
12. Charkhabi, M., Mortazavi, A., Alimohammadi, S., & Hayati, D. (2014). The Effect of Spiritual Intelligence Training on the Indicators of Mental Health in Iranian Students: An Experimental Study. *Procedia - Social and Behavioral Sciences*, 159. <https://doi.org/10.1016/j.sbspro.2014.12.387>
13. Chirico, F., Sharma, M., Zaffina, S., & Magnavita, N. (2020). Spirituality and Prayer on Teacher Stress and Burnout in an Italian Cohort: A Pilot, Before-After Controlled Study. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.02933>
14. Collins, D., (2010). Designing ethical organizations for spiritual growth and superior

15. Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. and Ng, K.Y. (2001b), "Justice at the millennium: a meta-analytic review of 25 years of organizational justice research", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 425-445.
16. Costanza, A., Amerio, A., Aguglia, A., Serafini, G., Amore, M., Macchiarulo, E., ... & Merli, R. (2021). From "The Interpersonal Theory of Suicide" to "The Interpersonal Trust": an unexpected and effective resource to mitigate economic crisis-related suicide risk in times of Covid-19?. *Acta Bio Medica: Atenei Parmensis*, 92(Suppl 6).
17. Cowan, Katherine C. (2012) "Mental Health Awareness Month & Speak Up for Kids." *Communique*, vol. 40, no. 6, 2012, pp 28-29.
18. Dong, Y., Wen, W., Zhang, D., & Fang, Y. (2020). The relationships between narcissistic admiration, rivalry, and interpersonal trust in adolescents: The mediating effect of ostracism experience. *Children and Youth Services Review*, 119. <https://doi.org/10.1016/j.childyouth.2020.105521>
19. Eib, C., Von Thiele Schwarz, U. and Blom, V. (2015), "Don't let it get to you! A moderated mediated approach to the (in) justice-health relationship", *Journal of Occupational Health Psychology*, Vol. 20 No. 4, p. 434.
20. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology*, 87(3), 565.
21. Eom, C. S., Shin, D. W., Kim, S. Y., Yang, H. K., Jo, H. S., Kweon, S. S., ... & Park, J. H. (2013). Impact of perceived social support on the mental health and health-related quality of life in cancer patients: results from a nationwide, multicenter survey in South Korea. *Psycho-Oncology*, 22(6), 1283-1290.
22. Evans, A. M., & Revelle, W. (2008). Survey and behavioral measurements of interpersonal trust. *Journal of Research in Personality*, 42(6), 1585-1593.
23. Flores, J., Caqueo-Úrizar, A., Escobar, M., & Irrarrázaval, M. (2022). Well-Being and Mental Health in Teachers: The Life Impact of COVID-19. *International Journal of Environmental Research and Public Health*, 19(22). <https://doi.org/10.3390/ijerph192215371>
24. Gibson Ivancevich Donnely. (2010). Organisasi dan Manajemen : Perilaku, Struktur dan Proses. *Organizational Behavior*.
25. Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management review*, 12(1), 9-22.
26. Guillory, William A. (2000). Spirituality in the workplace. Salt Lake City, UT: Innovations International
27. Hanebuth, D., Meinel, M. and Fischer, J.E. (2006), "Health-related quality of life, psychosocial work conditions, and absenteeism in an industrial sample of blue-and white-collar employees: a comparison of potential predictors", *Journal of Occupational and Environmental Medicine*, Vol. 48 No. 1, pp. 28-37.
28. Houghton, J.D., Neck, C.P. and Krishnakumar, S. (2016), "The what, why, and how of spirituality in the workplace revisited: a 14-year update and extension", *Journal of Management, Spirituality and Religion*, Vol. 13 No. 3, pp. 177- 205.
29. Ismail, F. (2018). Pelaksanaan Kurikulum JSIT (Jaringan Sekolah Islam Terpadu) di Sekolah Dasar Islam Terpadu Al Furqoon Palembang. Muaddib: Jurnal Studi Kependidikan Dan Keislaman, 8(1), <https://doi.org/10.24269/muaddib.v8i1.1049>
30. Jimenez, Edward C. (2021). "Impact of Mental Health and Stress Level of Teachers to Learning Resource Development." *Shanlax International Journal of Education*, vol. 9, no. 2, pp. 1-11. DOI: <https://doi.org/10.34293/education.v9i2.3702>
31. Kim, J. Y., Yoon, J., Kim, M. H., & Kim, S. S. (2017). Association between interpersonal trust, reciprocity, and suicidal behaviors: A longitudinal cohort study in South Korea. *Preventive Medicine*, 99. <https://doi.org/10.1016/j.ypmed.2017.02.023>
32. LaMontagne AD (2012): Invited Commentary: Job strain and health behaviours developing a bigger picture. *Am J Epidemiol* 2012, 176(12):1090-1094.
33. Lewis, J. D., & Weigert, A. J. (2012). The social dynamics of trust: Theoretical and empirical research, 1985-2012. *Social Forces*, 91(1), 25-31. doi:10.1093/sf/sos116
34. Martin, A., Sanderson, K., & Cocker, F. (2009). Meta-analysis of the effects of health promotion intervention in the workplace on depression and anxiety symptoms. *Scandinavian journal of work, environment & health*, 7-18.
35. Martínez, L. M., Estrada, D., & Prada, S. I. (2019). Mental health, interpersonal trust and subjective well-being in a high violence context. *SSM-Population Health*, 8, 100423.
36. McKnight D. Harrison, Larry L. Cummings and Norman L. Chervany (1998), Initial Trust Formation in New Organizational Relationships, *Academy of Management Review* Vol. 23, No. 3 <https://doi.org/10.5465/amr.1998.926622>
37. Milliman, J., Gatling, A., Kim, J.S., (2018). The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery. *J. Hosp. Tour. Manag.* 35, 56-65. <https://doi.org/10.1016/j.jhtm.2018.03.002>
38. Mittal, S., Shubham, & Sengupta, A. (2019). Multidimensionality in Organizational Justice-Trust Relationship for Newcomer Employees: a Moderated-Mediation Model. *Current Psychology*, 38(3). <https://doi.org/10.1007/s12144-017-96326>

39. Molm, L. D. (2003). Theoretical comparisons of forms of exchange. *Sociological Theory*, 21: 1-17.
40. Moreno, C., Wykes, T., Galderisi, S., Nordentoft, M., Crossley, N., Jones, N., ... & Arango, C. (2020). How mental health care should change as a consequence of the COVID-19 pandemic. *The lancet psychiatry*, 7(9), 813-824.
41. Ndjaboué, R., Brisson, C., & Vézina, M. (2012). Organisational justice and mental health: A systematic review of prospective studies. In *Occupational and Environmental Medicine* (Vol. 69, Issue 10). <https://doi.org/10.1136/oemed-2011-100595>
42. Neveu, J.-P., & Kakavand, B. (2019). Endangered Resources: The Role of Organizational Justice and Interpersonal Trust as Signals for Workplace Corruption. *Relations Industrielles / Industrial Relations*, 74(3). <https://doi.org/10.7202/1065170ar>
43. Radiani, W. A. (2019). Kesehatan mental masa kini dan penanganan gangguannya secara islami. *Journal Of Islamic and Law Studies*, 3(1).
44. Rezapouraghdam, H., Alipour, H., Darvishmotevali, M., (2018). Employee workplace spirituality and pro-environmental behavior in the hotel industry. *J.Sustain. Tour.* 26 (5), 740–758. <https://doi.org/10.1080/09669582.2017.1409229>
45. Robbins, S. P. (2003). Perilaku Organisasi, Jilid 2. *Jakarta: PT. Indeks Kelompok Gramedia*.
46. Rotter, J. B. (1967). A new scale for the measurement of interpersonal trust. *Journal of Personality*. 35:651-665
47. Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23: 393-404.
48. Sharma, P. K., & Kumra, R. (2020). Relationship between workplace spirituality, organizational justice and mental health: mediation role of employee engagement. *Journal of Advances in Management Research*, 17(5), 627-650.
49. Shava, H., & Chinyamurindi, W. T. (2021). The moderating role of career adaptability on the relationship between workplace spirituality and employee mental and physical health. *SA Journal of Human Resource Management*, 19. <https://doi.org/10.4102/sajhrm.v19i0.1437>
50. Sholihin, M., & Pike, R. (2010). ORGANISATIONAL COMMITMENT IN THE POLICE SERVICE: Exploring The Effects Of Performance Measures, Procedural Justice And Interpersonal Trust. *Financial Accountability and Management*, 26(4). <https://doi.org/10.1111/j.1468-0408.2010.00507.x>
51. Skaalvik, E. M., & Skaalvik, S. (2016). Teacher stress and teacher self-efficacy as predictors of engagement, emotional exhaustion, and motivation to leave the teaching profession. *Creative Education*, 7, 1785–1799. doi:10.4236/ce.2016.713182.
52. Sprung, J. M., M. T. Sliter, and S. M. Jex. (2012). "Spirituality as a Moderator of the Relationship between Workplace Aggression and Employee Outcomes." *Personality and Individual Differences* 53 (7): 930–934. doi.org/10.1016/j.paid.2012.06.011
53. Stiadi, D., Claudia, M., Rifani, A., Faisal, I., & Supriyanto, A. (2017). Model Hubungan Workplace Spirituality Terhadap Organizational Commitment Dan Organizational Citizenship Behavior Pada Lembaga Pendidikan. *Prosiding Seminar Nasional AIMI*.
54. Surya, M., Jaff, D., Stilwell, B., & Schubert, J. (2017). The importance of mental well-being for health professionals during complex emergencies: It is time we take it seriously. *Global Health: Science and Practice*, 5(2), 188-196.
55. Tyler, B.B. and Gnyawali, D.R. (2009), "Managerial collective cognitions: an examination of similarities and differences of cultural orientations", *Journal of Management Studies*, Vol. 46 No. 1, pp. 93-126.
56. Van den Heuvel, S.G., Geuskens, G.A., Hooftman, W.E., Koppes, L.L. and Van den Bossche, S.N.J. (2010), "Productivity loss at work; health-related and work-related factors", *Journal of Occupational Rehabilitation*, Vol. 20 No. 3, pp. 331-339.
57. Veit, C. T., & Ware, J. E. (1983). The structure of psychological distress and well-being in general populations. *Journal of Consulting and Clinical Psychology*, 51(5). <https://doi.org/10.1037/0022-006X.51.5.730>
58. Wang, Y., Xiang, D., Yang, Z.Y., Ma, S.S., (2019). Unraveling customer sustainable consumption behaviors in sharing economy: a socio-economic approach based on social exchange theory. *J. Prod.* 208, 869–879.
59. Webster, M. (2004). *Merriam Webster's Collegiate Dictionary*. Merriam Webster Incorporated.
60. World Health Organization. (2022). *Mental health and COVID-19: early evidence of the pandemic's impact: scientific brief, 2 March 2022* (No. WHO/2019-nCoV/Sci_Brief/Mental_health/2022.1). World Health Organization.
61. Zaidi, H., Ghayas, M. M., & Durrani, T. I. K. (2019). Impact of work place spirituality on job satisfaction. *RADS Journal of Business Management*, 1(1), 49-57.
62. Zucker LG (1986). Production of trust. Institutional sources of economic structure, 1840–1920. *Res Organ Behav* 8:60–62