

Review relation between justice organizational with level trust individual and attitudes Positive curry staff

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Abstract

Justice and performing it one of human's main and intrinsic needs presence of which has ever provided a suitable bed to develop human societies. This research aims to study the relationship between organizational justice, individual trust and work positive attitudes of employees in Kerman executive systems. Statistical society of the research includes employees of Kerman executive system. To analyze research data SPSS software, to study research hypotheses and their relationship with demographic parameters Pearson and Spearman tests by scatter plot to determine relationship between two variables, multi-variable regression to study relationship between criterion variable and predictor variable, Mann Vitney and Kroschal Valis were used. Findings show that there is a relationship between organizational justice and employees' positive work attitudes. In this regard application suggestions are presented to guide organizational managers and authorities.

Keywords: justice, organization, organizational justice, individual trust, positive work attitudes, positive attitude.

Introduction

In general attitude in organizations is important for its effect on one's behavior. Managers should consider attitude of organization's members and employees increasingly because these attitudes will cause to potential problems and for that they can affect people's behavior considerably. For example committed employees who are satisfied on their job are less absent and rate of their replacement is so low. If managers want to decrease rate of employees' absenteeism and resignation, they should help members of organization to find a positive attitude to their job (Qasemi, 2003). Present employees think and worry about their work life more; they want a safe, long-term and satisfying job and desire to develop in their job. In other side employees start their job by special hopes and expectations to get the highest level in organization and most of them consider rewards.

Therefore organizations use suitable methods to promote individual and organizational success. One of these methods is studying employees' work attitude and if necessary changing it (Saidid, 2010: 17). Chapman (quoted by Ansari et al, 2006: 51) believes that work success has been because of fulfilled attitude than technical findings. Managers who know how to make positive attitude and motive their colleagues can guide less experienced work teams to more efficiency and success. So, leaders are first responsible for keeping positive attitude. Members of a group profit more self-trust by a positive attitude.

Studying this research is important for organizations because work positive attitudes are considered as important factors for individual and organizational success and for this reason it is necessary for managers to try for omitting preventive factors and reinforcing development factors in order to promote employees' work positive attitudes. Because according to studies success or defeat of organization is based on employees' work positive attitude more than other factors. Positive attitude of organization's people ever leads to individual and organizational success. In other hand performing justice and equality among employees in work environment leads employees to do more suitable duties and more commitment to organization. Also, individual trust is a factor which causes to make effective communication and transform information among employees. Increasing trust of employees to managers and organization is followed by less expense paid by managers to control employees' behavior. Increasing organizational justice and individual trust can promote employees positive work attitude.

Also results of this study are important for author to determine quality of positive work attitudes among employees and whether there is a relationship between organizational justice individual trust with positive work attitudes or not. Also it is determined if organizational justice is a suitable predictor for individual trust or not.

Research background

Positive work attitude can considerably affect employees' performance and success; it is necessary for managers to determine preventive factors involving positive attitude related to work and try to decrease these factors. One of factors which cause to increase employees' positive work attitude in work environment is presence of justice and individual trust in organization. Also organizational justice has been among the most common subjects studied in the field of industrial-organizational psychology, human resources management and organizational behavior in recent decade. Also trust is necessary for organizational success, constant changing of roles and technologies in addition designing jobs and responsibilities (Danai fard et al, 2009). This section aims to study research literatures related to research subject. In the first section organizational justice, in the second section individual trust and in the third section positive work attitudes of employees are studied. Fourth section studies researches conducted in the field of this research subject. Organizational justice is studied increasingly in the field of management, applied psychology and organizational behavior (Parker and Cohlmiel, 2005). Research has shown that processes of justice play important roles in organization and affect quality of employees' beliefs, feelings, attitudes and behaviors.

Fair behavior of organization with employees generally leads them to more commitment to organization and their civil behavior. In other side people who feel injustice more probably leave organization or show low level of organizational commitment and even may involve rough behaviors such as vengeance. Therefore understanding people's judge about justice in their organization and their reply to perceived justice or injustice is necessary especially to perceive organizational behavior (Boss, 2001); trust can be regarded in several dimensions; in a direction that trusts is formed based on these dimensions. In a point of view trust is based on five dimensions: honesty: truth and innocence; merit: having skill and knowledge in technical field and human relations; constancy and stability: self-trust, ability for good expectation and judgment while exposing several positions and conditions, keeping prestige and reputation; true heartedness; giving views and information freely. Certainly all dimensions of trust can be followed by relations facility and trust-based relations. That is all the dimensions can make rich social relations by social capital. In Islam some capabilities such as truth and honesty, keeping promise, respect others' rights, avoiding accusation and etc are pointed all of which provide conditions for social capital.

In other view trust can be considered mix of four dimensions of stability, merit, loyalty and self-observation in which truth and honesty are in fact hidden. In other words these dimensions form a strong base of social relationships and are considered as lock that trust can unlock it (Abdolbaqi, 19:2008). In work environment like private life, attitude of people differentiate them. Nothing is involved in the success and development process of organization more than positive attitude. Positive attitude develop people's communication space. In positivism people emerge friendly signs (Chapman, translated by Nazari, 25:2005).

-in a research as "recognizing effectiveness method of organizational justice dimensions on several dimensions of job satisfaction" Seyyed Javadin et al (2008) concluded that there is a direct relationship between job and organizational satisfaction with three dimensions of organizational justice (procedural, socializing and distributional).

Considering justice in organization leads to employees' encouragement and is finally followed by changing one's insight and attitude to his/her job and duties; this leads to one's job satisfaction and acting towards fulfilling individual and organizational goals (Yousofi, 2010).

Zojani (2003) conducted a research as "studying the role of trust on making cooperation atmosphere in high schools of Isfahan City" and following results were concluded: more trust in schools lead to more desire to cooperation and distrust in work causes to make communication and cooperation difficultly. Now it is asked how to develop trust, by which trust is supported and how is it possible to make reparation for hurt trust? Cooperation in trust atmosphere compromises commitment for change and transition of schools to scientific powerful societies. Therefore this research aims to connect cooperation and trust in order to apply it in schools. Managers who perceive communication try more to make more confident communication with educational personnel, students and parents in order to make more effective and real cooperation in the way of increasing effectiveness of schools.

In a research as "studying factorial structure of organizational trust and its relationship with organizational learning in south-east governmental universities Farhang et al (2010) showed that trust plays a prominent role on increasing cooperation in organization and gives a chance for people and organizations' cooperation based on which they can increase investments; also there is a significant relationship between horizontal trust (trust between employees) and component of vertical trust (trust between employees and manager) with organizational learning. Relationship between component of horizontal organizational trust and component of vertical organizational trust is significant but relationship between horizontal organizational trust and organizational learning isn't significant.

In a research that was designing a model about effective factors on civilians' trust to civil management Taleqani et al (2010) designed model of effective variables on trust, recognized characteristics of confident, environment and confiding and showed that trust is the most important output of organizations, systems and governments.

In the field of work attitude much research hasn't been done in our country except two following cases:

Javeri (61:2009) studied the relationship between organizational health and positive attitudes of employees in Isfahan Tax Administration. His research findings showed there is a positive relationship between organizational health and desire to help others in order to achieve a goal, trying to do work with higher

quality, desire to accept new responsibilities, trying to finish work before ending determined deadlines and creativity to solve work problems.

In a research as "employees' attitude to work life quality and its relationship with employees' performance in Tehran Water and Sewage Company" Kasai (16: 2011) showed that there is a positive significant relationship between employees' positive attitudes and life quality in organization and considering work attitudes are so important in organization for their effect on employees' work performance. Also other results of this research showed that making trust space among colleagues, doing works based on considering office regulations, avoiding discrimination against employees and providing conditions for job development cause to promote level of employees' performance.

Research conceptual model

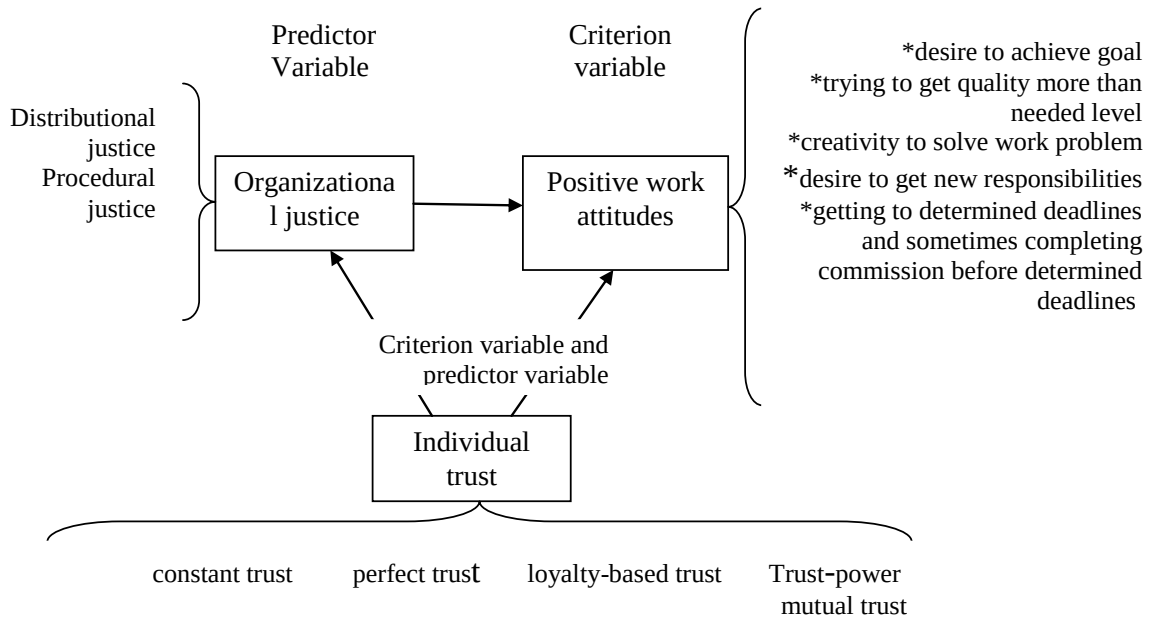


Figure 1. Research Model

Research methodology

This research is descriptive regarding subject, purpose, questions and information related to it. Correlation method is used to study the relationship between organizational justice with individual trust and work attitude of employees. Correlation method in general belongs to descriptive methods (Bazargan et al, 2008). It is worth to note that in viewpoint of purpose this research is an applied research and in viewpoint of methodology it is descriptive and of correlation ones. In this research information and data was gathered in method of field researches (questionnaire). Statistical society of the research includes all employees

containing 23205 people in 69 executive systems in Kerman; sampling method was used for expansion of statistical society. In order to determine sample size Cochrane Formula was used and based on conducted calculations sample size was determined including 378 people selected from 69 executive systems. To select people random class sampling method proportionate to class size was used:

$$n = \frac{NZ_{\alpha}^2 p(1-P)}{\varepsilon^2 (N-1) + Z_{\alpha}^2 p(1-P)}$$

$$n = \frac{23205 \times (1.96)^2 \times 0.5 \times 0.5}{((0.05)^2 \times (23205 - 1)) + ((1.96)^2 \times 0.5 \times 0.5)} = \frac{22286.082}{58.9704} = 377.919 \cong 378$$

Table 1: Variables considered measuring research components extracted from literatures

Variables	Components
Distributional justice	Organizational justice
Procedural justice	
Socialized justice	
Trust- power	Individual trust
Loyalty-based trust	
Perfect trust	
Constant trust	
Mutual trust	
Desire to help or guide others	Work attitudes
Trying to get quality higher than necessary level	
Individual skills	
Creativity to solve work problems	
Desire to get new responsibilities	
Accessing determined deadlines	

Content validity is a kind of validity applied to study components forming measurement tools. Content validity of measurement tools depends on questions forming it. If questions of questionnaires introduce special properties and skills which researcher aims to measure them, test will have content validity. To assure content validity making tools should be done in a way where questions forming measurement tools introduce parts of selected content. Therefore content validity is structural property of measurement tools that is twisted in it while compiling test. Content validity of a test is usually determined about studied subject by experts (Sekaran, translated by Saebi and Shirazi, 2002).

Validity of organizational justice questionnaire was estimated by Mr. Yousofi equal to 98%, validity of individual trust questionnaire was estimated by Mrs. Esmaili equal to 94% and Validity of positive work attitudes questionnaire was estimated by Mr. Saidi equal to 82%. Reliability means constancy of marks from a set of questions in a special field (Beheshtifar, 70:2012). In order to determine reliability, Cronbach Alpha method was used; reliability coefficient of organizational justice questionnaire was calculated equal to %8042, of individual trust equal to %8658 and of positive work attitudes equal to %8042. To analyze data of this research SPSS software was used in order to study research hypotheses and their relationship with demographic using Pearson and Spearman tests by scattering curve to determine the relationship between two variables, multi-variable regression to study the relationship between criterion variable and predictor variables, Mann-Whitney and Kroskal- Wallis.

Data analysis

This research studies relationship between organizational justice and individual trust with positive work attitudes of employees in Kerman executive systems and its results are generally analyzed. Needed was gathered from 378 questionnaires containing determined individual questions and questions related to

research hypotheses. Using abundance tables and column curves a description of demographic indexes and research hypotheses was presented. Then, to study research hypotheses Pearson, Spearman tests and multi-variable regression were used.

To do parametric tests, it is first necessary to do Colmogroph- Smirnof test in order to determine whether research variables have normal distribution.

Table 2: variables

Normal position	Significance	Colmogroph-Smirnof statistic	number	Variables
Normal	0/216	1/05	378	Organizational justice
Normal	0/449	0/86	378	Individual trust
Normal	0/234	1/01	378	Positive work attitudes

Studying hypotheses:

H0: there is no relationship between organizational justice and positive work attitudes of employees.

H1: there is a relationship between organizational justice and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of organizational justice and positive work attitudes of employees are respectively equal to 0.543, 0.513 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between organizational justice and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (42-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.295 ($R^2=0.295$) or in other words 29.5 percent of changes between two variables are common (29.5% of changes for employees' positive work attitudes are explained by their organizational justice value) (table 3).

Table 3: statistics of Pearson and Spearman correlation test related to the relationship between organizational justice and positive work attitudes of employees

Organizational justice									Variable
Determination coefficient	Type of relationship	Presence of relationship	Spearman			Pearson			Test
			Number	Significant	Correlation coefficient	Number	Significance	Correlation coefficient	Employees' positive work attitudes
0/295	Direct	Yes	378	0/000	0/513	378	0/000	0/543	

H0: there is no relationship between individual trust and positive work attitudes of employees.

H1: there is a relationship between individual trust and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of individual trust and positive work attitudes of employees are respectively equal to 0.603, 0.611 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this

level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between individual trust and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (43-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.363 ($R^2=0.363$) or in other words 29.5 percent of changes between two variables are common (36.3% of changes for employees' positive work attitudes are explained by their individual trust value) (table 4).

Table 4: statistics of Pearson and Spearman correlation test related to the relationship between individual trust and positive work attitudes of employees

Individual trust									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	Positive work attitudes
0/363	Direct	Yes	378	0/000	0/611	378	0/000	0/603	

H0: there is no relationship between organizational justice and individual trust of employees.

H1: there is a relationship between organizational justice and individual trust of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of organizational justice and individual trust of employees are respectively equal to 0.468, 0.486 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between organizational justice and individual trust of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (44-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.219 ($R^2=0.219$) or in other words 21.9 percent of changes between two variables are common (21.9% of changes for employees' individual trust are explained by their organizational justice value) (table 5).

Table 5: statistics of Pearson and Spearman correlation test related to the relationship between organizational justice and individual trust of employees

Organizational justice									Variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	Individual trust
0/219	Direct	Yes	378	0/000	0/486	378	0/000	0/468	

H0: there is no relationship between distributional justice and positive work attitudes of employees.

H1: there is a relationship between distributional justice and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of distributional justice and positive work attitudes of employees are respectively equal to 0.349, 0.357 with p-

value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between distributional justice and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (45-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.122 ($R^2=0.122$) or in other words 12.2 percent of changes between two variables are common (12.2% of changes for employees' positive work attitudes are explained by their distributional justice value) (table 6).

Table 6: statistics of Pearson and Spearman correlation test related to the relationship between distributional justice and positive work attitudes of employees

Distributional justice									Variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			Test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/122	Direct	Yes	378	0/000	0/357	378	0/000	0/349	

H0: there is no relationship between procedural justice and positive work attitudes of employees.

H1: there is a relationship between procedural justice and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of procedural justice and positive work attitudes of employees are respectively equal to 0.549 and 0.527 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between procedural justice and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (46-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.301 ($R^2=0.301$) or in other words 30.1 percent of changes between two variables are common (30.1% of changes for employees' positive work attitudes are explained by their procedural justice value) (table 7).

Table 7: statistics of Pearson and Spearman correlation test related to the relationship between procedural justice and positive work attitudes of employees

Procedural justice									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/301	Direct	Yes	378	0/000	0/527	378	0/000	0/549	

H0: there is no relationship between socialized justice and positive work attitudes of employees.

H1: there is a relationship between socialized justice and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of socialized justice and positive work attitudes of employees are respectively equal to 0.485 and 0.465 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in

this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between socialized justice and positive work attitudes of employees in Kerman executive systems. It is approved regarding scattered points and also fitted line in curve (47-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.235 ($R^2=0.235$) or in other words 23.5 percent of changes between two variables are common (23.5% of changes for employees' positive work attitudes are explained by their socialized justice value) (table 8).

Table 8: statistics of Pearson and Spearman correlation test related to the relationship between socialized justice and positive work attitudes of employees

socialized justice									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/235	Direct	Yes	378	0/000	0/465	378	0/000	0/485	

H0: there is no relationship between trust-power and positive work attitudes of employees.

H1: there is a relationship between trust-power and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of trust-power and positive work attitudes of employees are respectively equal to 0.566, 0.573 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between trust-power and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (48-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.320 ($R^2=0.320$) or in other words 32.0 percent of changes between two variables are common (32.0% of changes for employees' positive work attitudes are explained by their trust-power value) (table 9).

Table 9: statistics of Pearson and Spearman correlation test related to the relationship between trust-power and positive work attitudes of employees

Trust-power									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/320	Direct	Yes	378	0/000	0/573	378	0/000	0/566	

H0: there is no relationship between loyalty-based trust and positive work attitudes of employees.

H1: there is a relationship between loyalty-based trust and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of loyalty-based trust and positive work attitudes of employees are respectively equal to 0.405 and 0.409 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between loyalty-based trust and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (49-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.164 ($R^2=0.164$) or in other words 16.4 percent

of changes between two variables are common (16.4% of changes for employees' positive work attitudes are explained by their loyalty-based trust value) (table 10).

Table 10: statistics of Pearson and Spearman correlation test related to the relationship between loyalty-based trust and positive work attitudes of employees

Loyalty-based trust									Variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			Test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/164	Direct	Yes	378	0/000	0/409	378	0/000	0/405	

H0: there is no relationship between perfect trust and positive work attitudes of employees.

H1: there is a relationship between perfect trust and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of perfect trust and positive work attitudes of employees are respectively equal to 0.485 and 0.496 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. so, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between perfect trust and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (50-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.235 ($R^2=0.235$) or in other words 23.5 percent of changes between two variables are common (23.5% of changes for employees' positive work attitudes are explained by their perfect trust value) (table 11).

Table 11: statistics of Pearson and Spearman correlation test related to the relationship between perfect trust and positive work attitudes of employees

Perfect trust									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/235	Direct	Yes	378	0/000	0/496	378	0/000	0/485	

H0: there is no relationship between constant trust and positive work attitudes of employees.

H1: there is a relationship between constant trust and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of constant trust and positive work attitudes of employees are respectively equal to 0.535 0.545 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between constant trust and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (51-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.286 ($R^2=0.286$) or in other words 28.6 percent of changes between two variables are common (28.6% of changes for employees' positive work attitudes are explained by their constant trust value) (table 12).

Table 12: statistics of Pearson and Spearman correlation test related to the relationship between constant trust and positive work attitudes of employees

Constant trust									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/286	Direct	Yes	378	0/000	0/545	378	0/000	0/535	

H0: there is no relationship between mutual trust and positive work attitudes of employees.

H1: there is a relationship between mutual trust and positive work attitudes of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of mutual trust and positive work attitudes of employees are respectively equal to 0.558 and 0.561 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between mutual trust and positive work attitudes of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (52-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.311 ($R^2=0.311$) or in other words 31.1 percent of changes between two variables are common (31.1% of changes for employees' positive work attitudes are explained by their mutual trust value) (table 13).

Table 13: statistics of Pearson and Spearman correlation test related to the relationship between mutual trust and positive work attitudes of employees

Mutual trust									variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	employees' positive work attitudes
0/311	Direct	Yes	378	0/000	0/561	378	0/000	0/558	

H0: there is no relationship between distributional justice and individual trust of employees.

H1: there is a relationship between distributional justice and individual trust of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of distributional justice and individual trust of employees are respectively equal to 0.435 and 0.475 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between distributional justice and individual trust of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (53-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.189 ($R^2=0.189$) or in other words 18.9 percent of changes between two variables are common (18.9% of changes for employees' individual trust are explained by their distributional justice value) (table 14).

Table 14: statistics of Pearson and Spearman correlation test related to the relationship between distributional justice and individual trust of employees

Distributional	variabl
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Determinat ion coefficient	Type of relati on	Presen ce of relatio n	Spearman			Pearson			e test
			Numb er	significa nce	Correlati on coefficie nt	Numb er	significa nce	Correlati on coefficie nt	individ ual trust
0/189	Direc t	Yes	378	0/000	0/475	378	0/000	0/435	

H0: there is no relationship between procedural trust and individual trust of employees.

H1: there is a relationship between procedural trust and individual trust of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of procedural trust and individual trust of employees are respectively equal to 0.448 0.475 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between procedural trust and individual trust employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (54-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.295 ($R^2=0.201$) or in other words 20.1 percent of changes between two variables are common (20.1% of changes for employees' positive work attitudes are explained by their procedural trust value) (table 15).

Table 15: statistics of Pearson and Spearman correlation test related to the relationship between procedural trust and individual trust of employees

Procedural justice									Variabl e
Determinat ion coefficient	Type of relati on	Presen ce of relatio n	Spearman			Pearson			Test
			Numb er	significa nce	Correlati on coefficie nt	Numb er	significa nce	Correlati on coefficie nt	individ ual trust
0/201	Direc t	Yes	378	0/000	0/475	378	0/000	0/448	

H0: there is no relationship between socialized trust and individual trust of employees.

H1: there is a relationship between socialized trust and individual trust of employees.

Data analysis shows that correlation coefficients of Pearson and Spearman tests between two variables of socialized trust and individual trust of employees are respectively equal to 0.361 and 0.391 with p-value (significance) equal to 0.000 and 0.000 respectively and less than significance level of $\alpha=0.05$. So, in this level H0 assumption that is lack of relationship is rejected and as a result there is a relationship between socialized trust and individual trust of employees in Kerman executive systems.

It is approved regarding scattered points and also fitted line in curve (55-4). Meanwhile positivity of correlation coefficients and slope of fitted line shows direct relationship between these two variables. Also determination coefficient between two variables is equal to 0.130 ($R^2=0.130$) or in other words 13.0percent of changes between two variables are common (13.0% of changes for employees' positive work attitudes are explained by their socialized trust value) (table 16).

Table 16: statistics of Pearson and Spearman correlation test related to the relationship between socialized trust and individual trust of employees

socialized justice									Variable
Determination coefficient	Type of relation	Presence of relation	Spearman			Pearson			Test
			Number	significance	Correlation coefficient	Number	significance	Correlation coefficient	individual trust
0/130	Direct	Yes	378	0/000	0/391	378	0/000	0/361	

Conclusion and suggestions

Today positive work attitudes of employees have been considered as basic factors on individual and organizational success by managers. Regarding importance of these attitudes, factors involving promotion of this important job should be considered. According to conducted research, mentioned organization is suggested to apply following cases to improve affairs:

Organizations are suggested to emphasize more on procedural justice and socialized justice to change positive work attitudes of employees.

Also they are suggested to concentrate more on distributional justice and procedural justice variables in order to increase individual trust among employees and also managers should be confident about problems and give employees good information. If people don't receive necessary information, an unconfident atmosphere will be created and employees won't be expected to do responsible behaviors. Regarding process and results of present research following researches can be suggested along developing knowledge of organizational justice, individual trust and positive work attitudes, studying distrust and lack of organizational justice's effects on other variables such as work life quality, personal properties and restudying present study in executive systems of the country, recognizing the most important effective factors on trust and positive attitude of employees using experts' ideas and studying relationship between work attitudes and job level of employees.

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