



Organizational Justice, Trust, and Loyalty: Unveiling the Dynamics through Structural Equation Modelling and Path Analysis

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Abstract

Purpose: Organizational justice, trust, and loyalty are interconnected concepts that play vital roles in the functioning and success of an organization. This study aims to examine the relationship between organizational justice, trust, and loyalty.

Design/method/methodology: This research employed a descriptive and survey approach. The statistical population include all employees of Electrical Company in Khorasan Razavi, and a sample of 93 employees was selected through random sampling without replacement. Standard questionnaires were used to measure the research variables, and their reliability was confirmed using Cronbach's alpha coefficient. The data were analyzed using structural equation modeling and path analysis.

Findings: The results demonstrated a significant and positive effect of organizational justice on organizational trust. It can be argued that if managers focus on improving the fairness climate within the organization and show respect for it, it can be expected that the level of organizational trust will improve. However, the findings also revealed that organizational justice does not significantly influence organizational loyalty through organizational trust. This implies that the positive and significant impact of organizational justice on organizational trust may not lead to the emergence of employee loyalty towards the organization. This study adds to the body of knowledge on organizational justice, trust, and loyalty by insights into their dynamics and providing implications for managers and organizations seeking to enhance trust and loyalty among their employees.

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1. Introduction

Organizational justice, trust, and loyalty are crucial factors that significantly affect the dynamics within an organization. The interplay between these constructs has garnered considerable attention from scholars and practitioners alike, as understanding their relationships can provide valuable insights into employee attitudes,

behaviours, and organizational effectiveness. This study aims to unveil the dynamics of organizational justice, trust, and loyalty by employing structural equation modelling (SEM) and path analysis.

Organizational justice refers to the perceived fairness in the distribution of rewards, resources, and decision-making process within an organization. It comprises

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three dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice concerns the fairness of outcomes, such as pay, promotions, and benefits, whereas procedural justice focuses on the fairness of procedures used to make decisions, such as transparency, consistency, and voice. Interactional justice relates to the fairness of interpersonal treatment and communication, encompassing factors such as respect, politeness, and dignity (Rusu & Babos, 2015).

Trust, on the other hand, plays a vital role in the shaping individuals' attitudes and behaviors within organizations. It involves the belief that others, including supervisors and colleagues, will act in a trustworthy manner and have positive intentions. Trust is built over time through consistent, reliable, and honest interactions. When trust is present, employees are more likely to engage in cooperative behaviors, share information, and exhibit greater commitment to the organization (Hollensbe et al. 2008).

Loyalty, as an outcome of organizational Justice and trust, refers to an employee's emotional attachment and commitment to the organization. Loyal employees are more likely to exhibit positive attitudes, higher levels of job satisfaction, and increased organizational citizenship behaviors. Moreover, loyal employees are less likely to engage in negative behaviors such as turnover and counterproductive work behaviors (Hollensbe et al. 2008).

To examine the relationships among organizational justice, trust, and loyalty, this study employs structural equation modelling (SEM) and path analysis. SEM is a statistical technique allows for the simultaneous analysis of multiple relationships and latent variables, providing a comprehensive understanding of complex dynamics. Path analysis, a subset of SEM, examines the direct and indirect effects of variables on an outcome variable, revealing the underlying mechanisms at play.

By exploring the dynamics of organizational justice, trust, and loyalty, this study aims to contribute to the existing literature and provide practical insights for organizations seeking to enhance employee attitudes and behaviors. The findings may inform the development and implementation of interventions and policies that promote fairness, trust, and loyalty within the workplace, ultimately fostering a positive and

productive organizational climate especially in case of employees of Electrical Company in Khorasan Razavi.

2. Theoretical Foundations of the Research

2.1 Organizational Justice

Extending of the role of equation theory in explaining perceptions and behaviour of staff in 1970s led to a realm of research with the name of (justice in organization). Justice in organization tells about staff intuition from fair treats in work. New works in this field show that personnel at least are facing with two resources of performing justice and or it has deny in the organization; of these clearest resources are the supervisor and or straightforward manager of the individual. He or She can lay an impact on important consequences such as increasing payments or deadlines of promoting subordinates. The second resource that personnel may lay the blame of this justice or injustice on it is the organization itself as a whole although this resource is intangible but attending to it is important also. Often individuals look their organizations as independent social agents that are able to implement justice or denying it (Husseinzadeh & Naseri, 2007). Organizational justice is a variable that is applied for describing justice, which is related directly with job vocations. Especially in organizational justice the way of treating staff in such a way that they could be assured that would be treated in justice (Naami & Shekarkan, 2004).

Organizational justice in last 40 years has been developed including distributive theories, procedural and interactional. From these theories, researchers accepted four factors modelling from organizational justice that covers distributive, procedural justice and two bunches of interactional especially informational justice and inter-individual justice (Nabatchi et al., 2007).

The idea of organizational justice derived from equity theory of Adamz. Equity theory was established on the base that people want to be treated fairly. Therefore, equity believes that we have been treated fairly, and inequity is to believe that we have not been treated comparing with others. Based on this theory, if personnel will compare whatever they give to the

organization with whatever they take from it and will compare this with the same personnel in the organization and feel equity, by this way we say that justice and fairness has been observed, but if they wont feel equity from comparing this proportion with the same staff, one can say that justice has not been observed and the one who see himself in such a situation feels that he has been under cruelty (Robbins, 1999).

Three different models to explaining the structure of perceptions of organizational justice is offered including model Two factor, model three-factor and model four factor. Greenberg (1990) offered a two factor model. They found that distributive justice was linked with results in individual level whereas procedural justice was connected with the results on organizational level. The correctness of model two factor was being challenged by studies in which a three factor (interactional justice) was offered. Cohen et al. (2001) stated that interactive justice was separated from procedural justice, because it shows elements of social interactions and behaviour quality, while procedural justice shows processes used for attaining results of decisions.

Colquitt (2001) showed that a four-factor model (including procedural justice, distributive justice, interpersonal justice and informational justice) has better proportion with data significantly with respect to models two factors and three factors. Colquitt created organizational model justice (OMJ) but in reality, this model is composed of efforts of authors that have worked on justice topic. Colquitt four introduced organizational justice and explained that each of those four justices have four type of separated results.

Ingredients of Colquitt Model:

Distributive justice: implies to the fairness of conclusions received by staff. This kind of organizational justice has got root in equity theory of Adamz (Kikul et al., 2005). This theory attends to the way of responding people respecting to interfere and unfair behaviour of managers and supervisors in distributing potentialities and rewards in organizations.

Procedural justice: Procedural justice means justice appreciated from process that is used for determination of distributing rewards.

Interpersonal justice: According to Colquitt, this kind of organizational justice points to evaluating the amount of sensation respecting to decision maker, like if decision maker observes tribute in his behaviours.

Informational justice: Colquitt also points of informational justice that this kind of justice will reflect evaluations of decision maker about justification and logic pertaining to the decision being made. In other word, it indicates that if decision taken by decision maker had been taken by intellectual reasons (Tziner & Sharonin, 2014).

Structural ingredients of this model simply prognosticates that each of four kinds of justice have four kind of distinct conclusion. Especially that distributive justice has affectivity more on evaluating that the individual has had on himself like satisfaction of decision or its confirmation. On the contrary, procedural justice shall be more affective on conclusions connected with system or organization including organizational treaty and accepting decisions (Huipoo et al., 2012).

Interpersonal justice must be affective more on results such as evaluating decision maker as a leader. At last, informational justice shall be more affective on results concerning group identification such as collective respect. In fact, informational justice induces a feel of tribute from the group (Rusu & Babos, 2015).

2.2 Organizational Trust

In more of definitions of trust, a key production is pointed out that is managing risk, misgiving and vulnerability that exists in transactions. In fact, trust is a different form of certainty because judicatures based on trust develop in a level of uncertainty respecting other motivates. Tyler & Stanley (2007) states that trust is a relation. Staffs want to have a relationship based on trust with managers. In all organizations, connection based on trust between staff and managers is essential and the lack of trust can have negative effect on organizational utility.

Kinds and Dimensions of Trust

Mac Alistair (1995) after field study being done with 194 managers and experts of diversified industries, partitioned trust into two part of knowledge centred

trust (that is formed on the basis of precise and intellectual evaluations) and sympathy centred trust (that is formed more by kindly responses being communicated with the front face).

He stated that in sympathy centred trust a minority existence of knowledge centred trust becomes essential.

Rasa et al and Williams, called knowledge centred trust as science centred trust and calculator trust. Meanwhile they state sympathy centred trust as relation centred and trust according to similarity (Hollensbe et al. 2008).

Taxonomy of Bibbers and Amend

Inside of a successful organization, there are three kinds of horizontal, vertical and external trusts as follows:

1-Horizontal trust: this trust includes relationships between co-operators

2-Vertical trust: this trust includes the relationships between supervisors and subordinates

3-External trust: This trust includes the relationship between organization and clients or suppliers.

Danayeeferd and Alvani (2020) also claim forming trust making in three ways bellow (DanaeeFard et al., 2004):

1-Trust based on personal characteristics: that is created by way of personal characteristics like race, gender and family record.

2-Process based trust: that is created by frequent transacts over time.

3-Institution based trust: that is created by way of entities being accepted to social facts and therefore scarcely go under question.

Some researches refer taxonomy of organizational trust. They separated organizational trust into two dimensions of interpersonal trust and non-personnel one.

Personal trust can be broken into two dimensions: Horizontal trust which is related to trust between personnel and vertical trust that backs to trust between personnel and their managers. These trusts are based on capability (qualification), credibility (honesty) (Tziner & Sharonin, 2014).

Trust to supervisors is an inclination of subordinates to vulnerability with respect to behaviour of supervisor or manager which his activities are not controllable (Huipoo et al., 2012).

In this research non personal organizational trust has

been called institution based trust. Non-personal trust in organizational fields has been studied little. Institution trust can point to member trust on strategy and an organization perspective, structures and fair process and human resource politics of organization.

Below are some of the theories of organizational trust:

Trust propensity theory: It suggests that individuals differ in their general inclination to trust others. This theory posits that some individuals are more predisposed to trust, while others may be more sceptical or cautious. In the organizational context, employees with a higher trust propensity are more likely to trust their organization and its members.

Interpersonal trust theory: It focuses on the trust that develops between individuals within an organization. This theory highlights the importance of interpersonal relationships, communication, and repeated interactions in building and maintaining trust. Employees develop trust in their colleagues and superiors based on their perceptions of reliability, competence, and integrity (Tziner & Sharonin, 2014).

Institutional trust theory: It explores the trust that employees have in the broader organizational systems, structures, and practices. It emphasizes the influence of organizational policies, procedures, and formal mechanisms on trust. Employees' trust in the organization as an institution is shaped by their perceptions of fairness, transparency, and consistency in decision-making and organizational behaviour.

Attribution theory: It suggests that individuals make inferences about the intentions and motivations of others based on observed behaviours. In the context of organizational trust, employees make attributions about their organization's motives and intentions. Positive attributions, such as perceiving the organization as benevolent and well-intentioned, contribute to higher levels of trust.

Communication and information theory: This theory highlights the role of communication and information sharing in building trust. Effective communication that is open, honest, and transparent enhances trust between employees and the organization. Conversely, a lack of communication or misleading information can erode trust.

Relational exchange theory: It posits that trust is

developed and maintained through ongoing exchanges and interactions between individuals. In the organizational context, trust is built through repeated positive interactions, reciprocal exchanges, and the fulfilment of commitments between employees and the organization (Hollensbe et al. 2008).

2.3 Personnel loyalty

Personnel loyalty refers to the degree of dedication, commitment, and allegiance exhibited by employees towards their organization. It encompasses the willingness of employees to remain with the organization, their identification with its goals and values, and their proactive efforts to contribute to its success (Huipoo et al., 2012). Personnel loyalty is characterized by a sense of belongingness, trust, and emotional attachment towards the organization, leading to higher levels of engagement, job satisfaction, and discretionary effort. It is influenced by various factors such as organizational justices, trust in leadership, job satisfaction, perceived organizational support, and opportunities for growth and development. Enhancing personnel loyalty is crucial for organizations as it fosters employee retention, productivity, and overall organizational effectiveness. Below are some of the key theories related to personnel loyalty (Hollensbe et al. 2008).

Social exchange theory: According to this theory, employees engage in a reciprocal relationship with their organization, exchanging their efforts and contributions for rewards and benefits. Employee loyalty is a result of a positive social exchange, where employees perceive that their organization values their contributions and provides favourable outcomes in return.

Organizational justice theory: this theory emphasizes the role of fairness in shaping employee attitudes and behaviours. It consists of distributive justice (fairness in outcomes), procedural justice (fairness in decision-making process), and interactional justice (fairness in interpersonal treatment). When employees perceive fairness in these dimensions, they are more likely to develop loyalty towards the organization.

Trust theory: trust is a central component in building and maintaining relationships, including the employee-

organization relationship. Trust theory suggests that when employees perceive their organization as trustworthy, they feel secure, have confidence in the organization's intentions and actions, and exhibit loyalty towards it. Trust is built through consistent behaviour, open communication, and reliability (Huipoo et al., 2012).

Psychological contract theory: The psychological contract refers to the unwritten expectations and obligations between employees and their organization. When the organization fulfils its promises and obligations, employees develop a sense of loyalty and commitment. Conversely, breaches in the psychological contract can lead to reduced and negative attitudes (Huipoo et al., 2012).

Job embeddedness theory: This theory highlights the importance of employees' integration within their job, community, and organization. It suggests that employees who are deeply embedded in their job and social networks are likely to exhibit loyalty due to the costs associated with leaving, such as social connections and community involvement (Tziner & Sharonin, 2014).

Transformational leadership theory:

Transformational leadership inspire and motivate employees by providing a clear vision, fostering trust, and empowering them to reach their full potential. This leadership style has been found to positively influence employee loyalty by creating a sense of purpose, personal growth, and commitment to the organization's goals (Tziner & Sharonin, 2014).

2.4 Organizational Justice, Trust, and Loyalty

Organizational justice and organizational trust are two key factors that can significantly influence employee loyalty towards an organization. Organizational justice refers to the perceived fairness in the workplace, including the fairness of outcomes, decision-making processes, and interpersonal treatment. When employees perceive fairness in these areas, they are more likely to develop a sense of loyalty. Organizational trust, on the other hand, refers to employees' confidence and belief in the organization's reliability, integrity, and benevolence. When employees

trust their organization, they are more inclined to demonstrate loyalty and commitment.

3. Hypotheses

H1: Organizational justice on organizational trust has positive and significant effect.

H2: Organizational justice through organizational trust on organizational loyalty has a positive and significant effect.

H3: Distributive justice through organizational trust on organizational loyalty has a positive and significant effect.

H4: Procedural justice through organizational trust on organizational loyalty has a positive and significant effect.

H5: Interpersonal justice through organizational trust on organizational loyalty has a positive and significant effect.

H6: Informational justice through organizational trust on organizational loyalty has a positive and significant effect.

4. Conceptual Model of Research

The conceptual model of the research is depicted in Figure 1.

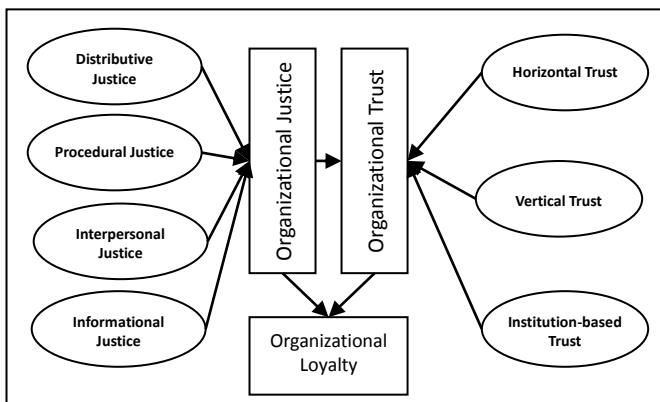


Figure 1. Conceptual framework of the research

5. Research Methodology

5.1 Statistical Population and Sampling Method

Statistical population include all staff of Electrical Company of Khorasan Regional as much as 300

individuals in the year of 2022. In this research, simple random sampling without replacement was used and according to the type of scales of research variables, obeying from an interval scaling one can use bottom equations for estimating sample volume:

$$n_0 = \left(\frac{z}{d} \cdot s\right)^2 \tag{1}$$

$$n = \frac{n_0}{1+n_0/N} \tag{2}$$

Where, the number of people N is man amount of error or difference between reality and our estimation of it is the amount of standard normal possibility, z is measure deviation of main variable and S is the society under study that based on 95% level of significance this amount from normal distribution table is 1.96 or 2. As it was mentioned to replace S in above equation, its value is taken from a variable with the most dispersion. But, according to vagueness of the amount of variance of society one must use an information of an introductory sample with examining results gained from pre-test design it is observed that the most dispersion exist between variable scores of organizational loyalty. So at this stage, according to the findings of the preliminary of 12 members samples were studied to assess the reliability of the measurement tool was used. With studying the results the pre-test, it is observed that most of the dispersion in between variable rates exist in organizational loyalty. Thus, by selecting variable organizational loyalty as the decisive variable of sample size, it was estimated as $\hat{S} = 21.46$ and with taking population size of 300 into account, respectively, and according to the principles of the error $d = 92.44$ and 95% level of significance, the obtained sample size necessary to be considered is equal to $n = 92.44$ or 93 samples.

$$n_0 = \left(\frac{1.96}{3.64} \cdot 21.46\right)^2 = 133.53 \tag{3}$$

$$n = \frac{133.53}{1+133.53/300} = 92.44 \tag{4}$$

5.2 Research Variables

It must be explained the organizational trust variable in survey of first hypothesis is dependent variable and in examining other hypotheses is intermediate variable.

In this research three standard questionnaire were used for measuring organizational justice, organizational trust and organizational loyalty. Organizational justice

questionnaire was designed matched with Colquitt (2001) model. Organizational trust questionnaire based on interpersonal trust and institutional trust was built based on Alunan et al. For measuring the amount of organizational loyalty, the one belonging to Rachel Yee et al was used (Yee et al., 2010).

For evaluating consistency in questionnaires Cronbach’s alpha coefficient was used. After replacing the amounts obtained from information in primary questionnaire in doing pre-test in a sample with 12 members, Cronbach’s alpha computed for questions pertaining to horizontal trust of organizational variable was about 0.95. Also Cronbach’s alpha for interpersonal justice 0.90, informational justice 0.88, procedural justice 0.85 and distributive justice 0.93. For questions related to organizational loyalty Cronbach’s alpha became 0.84 that it proves high stability of this research questionnaire.

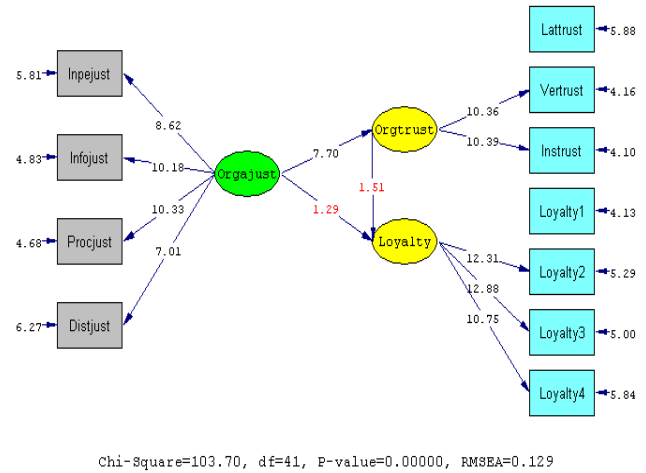
6. Data analysis and research results

To analysis data, descriptive statistics were used. In deductive statistics from Structural equation modelling and path analysis, Lisrel software was used.

To test Hypotheses, first a conceptual model of the research with structural equation modelling suited. Model finding in structural equations is a statistical way for a survey of linear relation between latent variables and observed variables. Latent variables are ones that are not observable or measurable directly and or with existed devices and therefore one must measure them indirectly. Therefore, one can use variables which being affected by latent variables and with capability of being measured directly that we know them with the name of observed. Observed variables are often computable by questions in questionnaire. Now connections between these observed variables, latent variables, and the pattern for these connections with an analysis of structural equations can be done. In other words, structural equations model is a powerful statistical technique that combines a measurable model and a structural model with one statistical test simultaneously.

As can be seen from Figure 2 all components have t-value >1.96 that indicates significance of relation between them with main variables related. However,

for main variables t-values of the way between organizational justice with organizational loyalty and the way between organizational trusts with organizational loyalty is not significant.



Chi-Square=103.70, df=41, P-value=0.00000, RMSEA=0.129

Figure 2. Research model (T-values)

6.1 First Hypothesis

H1: Organizational justice on organizational trust has positive and significant effect.

According to whatever obtained from suiting final modelling of research, Information related to hypothesis 1 state in the table below.

TABLE 1. STATISTICS RELATED TO FIRST HYPOTHESIS

Path	Path coefficient	Standard Error	t-value
Organisational Justice & Organisational Trust	0.86	0.11	7.70

According to Table 1, since t-value >1.96 a coefficient of the way between Organizational justice and organizational trust is significant. In addition, an amount of .86 for this coefficient shows a powerful relationship between these two variables. Therefore, the result obtained from a test of first hypothesis of the research in significance level of 0.05 shows that organizational justice on organizational trust has positive and significant impact.

6.2 Second Hypothesis

H2: Organizational justice through organizational trust on organizational loyalty has a positive and significant effect.

In table below, Statistics used for testing hypothesis mentioned is shown.

TABLE 2. STATISTICS RELATED TO SECOND HYPOTHESIS

Path	Path coefficient	Standard Error	t-value
Indirect path between organizational justice and organizational loyalty	0.29	0.23	1.29
Direct path between organizational justice and organizational loyalty	0.29	0.20	1.50
Path between organizational trust and organizational loyalty	0.34	0.23	1.51

According to Table 2, it can state that based on t-values, both direct way (t-value 0.29) and indirect way (t-value =1.50) between organizational justice and organizational loyalty is not meaningful because for both of them t-value<1.96. In addition, a coefficient of the way between organizational trust and organizational loyalty is not significant because t-value 0.51<1.96 therefore none of organizational justice and organizational trust on organizational loyalty have not significant impact. Therefore, the result obtained from second hypothesis of the research in significance level of 0.05 shows that organizational justice by organizational trust on organizational loyalty has not positive and significant impact.

6.3 Third Hypothesis

H3: Distributive justice through organizational trust on organizational loyalty has a positive and significant effect.

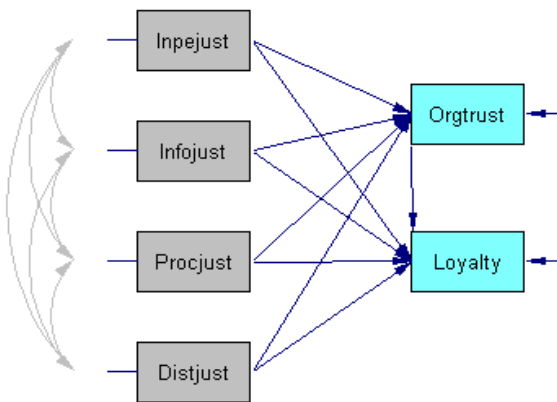


Figure 3. Conceptual framework of H3

As you can see in Figure 3, the components of organizational justice, distributive justice, procedural justice, interpersonal justice and informational justice are related both directly and also through organizational

trust and organizational loyalty. In making this model, t-values have been reported in Figure 4. From these amounts, in the future, the model will be used to test research hypotheses.

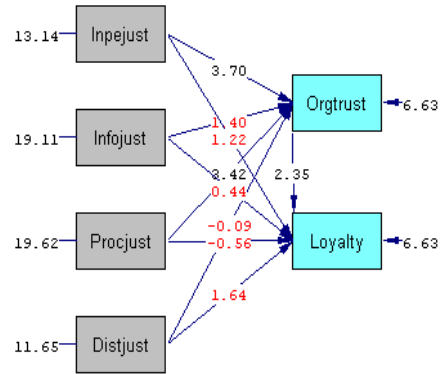


Figure 4. Research model of H3 (T-values)

TABLE 3. GOODNESS OF FIT INDICES OF PATH ANALYSIS MODEL

P-value	RMSE	$\frac{\chi^2}{df}$
0.068	0.041	1.723

As can be shown in Table 3, all of the good suitability indices are in favourite range that in reality it shows full suitability of path analysis model to data. Therefore, one can use the results gained from this model to testing research hypothesis, because it has sufficient validity.

TABLE 4. STATISTICS RELATED TO THIRD HYPOTHESIS

Path	Path coefficient	Standard Error	t-value
Direct path between distributive justice and organizational loyalty	0.19	0.12	1.57
Indirect path between distributive justice and organizational loyalty	-0.003	0.03	-0.09

According to Table 4, it can state that for distributive justice and organizational loyalty neither direct path nor indirect one are significant, because for both t-value <1.96. Therefore, an effect of distributive justice on organizational loyalty is not significant. Therefore, the result gained from third hypothesis of the research in significance level of 0.05 is as follow:

Distributive justice through organizational trust on organizational loyalty has neither positive nor significant impact.

6.4 Fourth Hypothesis

H4: Procedural justice through organizational trust on organizational loyalty has a positive and significant

effect.

For testing above hypothesis, path analysis model, which was presented in third hypothesis and goodness of its suitability, was confirmed is being used.

TABLE 5. STATISTICS RELATED TO FOURTH HYPOTHESIS

Path	Path coefficient	Standard Error	t-value
Direct path between procedural justice and organizational loyalty	0.04	0.16	0.77
Indirect path between procedural justice and organizational loyalty	0.13	0.07	1.94

As can be shown in Table 5, direct path and indirect one between procedural justice and organizational loyalty are not significant, because for both t-value <1.96. Therefore, an impact of procedural justice on organizational loyalty is not significant. Therefore, the result gained from fourth hypothesis of research in significance level of 0.05 is as follows:

Procedural justice through organizational trust on organizational loyalty has neither positive nor significant impact.

6.5 Fifth Hypothesis

H5: Interpersonal justice through organizational trust on organizational loyalty has a positive and significant effect.

For testing above hypothesis, a path analysis model offered in first third hypothesis that its good suitability was confirmed is being used.

TABLE 6. STATISTICS RELATED TO FIFTH HYPOTHESIS

Path	Path coefficient	Standard Error	t-value
Direct path between interpersonal justice and organizational loyalty	0.28	0.13	2.18
Indirect path between interpersonal justice and organizational loyalty	0.12	0.06	1.98

From the amounts offered in Table 6 it is seen that based on t-values all path coefficients are significant. Because for direct coefficient between individual justice and organizational loyalty t-value = 2.18 > 1.96 and for indirect coefficient between interpersonal justice and loyalty t-value = 1.98 > 1.96. Also considering the fact that indirect coefficient between interpersonal justice and organizational loyalty has become 0.12 that is a positive digit, it shows positivity of an impact of interpersonal justice by organizational trust on organizational loyalty. According to those

results, one can state in level of 0.05 a result of fifth hypothesis as follow:

Interpersonal justice through organizational trust on organizational loyalty has positive and significant impact.

6.6 Sixth Hypothesis

H6: Informational justice through organizational trust on organizational loyalty has a positive and significant effect.

For testing above hypothesis, the path analysis model will be used.

TABLE 7. STATISTICS RELATED TO SIXTH HYPOTHESIS

Path	Path coefficient	Standard Error	t-value
Direct path between informational justice and organizational loyalty	0.12	0.16	0.77
Indirect path between informational justice and organizational loyalty	0.05	0.04	1.20

As can be seen from Table 7, for informational justice and organizational loyalty neither direct path nor indirect one is significant because for both of them t-value < 1.96. Therefore, in significant level of 0.05 one can say that:

Informational justice through organizational trust on organizational loyalty has neither positive nor significant impact.

6. Conclusion

According to significance of an impact of organizational justice on organizational trust, one can say that organizational justice in an organization can be affective on organizational trust and organizational trust can have affectability from the change in organizational justice. In other words, one can claim that if managers improve the justice in an organization and look up to it, one can expect that the level of organizational trust will improve. These findings are in line with [Kaneshiro \(2008\)](#) based on an existence of significant relation between organizational justice and organizational trust, [Rahimi and Gheyanchi \(2008\)](#) based on positive and significant impact of procedural justice on organizational justice, [Ashja et al., \(2009\)](#) based on the fact that the kinds of justice have positive and significant relation with kinds of organizational trust,

results of the research of [Batt \(2003\)](#) based on a positive impact of justice on organizational trust, the research of [DanaeeFard et al. \(2004\)](#) based on an existence of a direct relation between organizational justice and organizational trust, and many other researches. According to the fact that the first hypothesis based on an existence of positive and significant impact of organizational justice on organizational trust was confirmed and according to the fact that the first hypothesis formed a half of the second hypothesis, but an existence of positive and significant impact of justice on organizational trust could not find significant impact on organizational loyalty, therefore based on the results gained, organizational justice through organizational trust on organizational loyalty with path coefficient of 0.29 and 1.50 in significance level of 0.05 have neither positive impact nor significance.

About this hypothesis, Research of [Rahimi and Gheytauchi \(2008\)](#) has similarity with the first part of this hypothesis based on an existence of affecting justice through organizational trust on citizen behaviour. They concluded that organizational justices through organizational trust on behaviour of organizational citizen have positive and significant impact.

Also, findings of this research regarding second hypothesis partly matches with findings of [Guvenen \(2009\)](#) and [Lamsa & Pucetaite \(2006\)](#) based on an impact of procedural justice and distributional justice on organizational loyalty, also distributive justice has weak significant relation with organizational loyalty.

Distributional justice through organizational trust on organizational loyalty of staff with path coefficient of -0.003 and t-value = -0.09 in significance level of 0.05 has neither positive nor significant impact. Therefore, one can say that distributive justice that points to an individual perception from the amount of distributing rewards, allocating resources, and organizational trust that includes 3 dimensions of horizontal trust meaning trust between collaborations, vertical trust meaning trust on supervisor and institutional trust meaning trust on organization cannot be affective on staff loyalty to their organization.

Procedural justice through organizational trust on organizational loyalty of staff with path coefficient =

0.13 and t-value = 1.94 in significance level of 0.05 has neither positive nor significance impact.

Interpersonal justice through organizational trust on organizational loyalty of staff with path coefficient of 0.12 and t-value = 1.98 in significance level of 0.05 has positive and significance impact.

Informational justice through organizational trust on organizational loyalty of staff with path coefficient of 0.05 and t-value = 1.20 in significance level of 0.05 has neither positive nor significance impact.

When the staff feels justice in their organization and working place and observes its clues directly or indirectly they will have good feeling in themselves. They will transfer a good feeling to the others. But, it is offered that the organizations with creating organizational fair space in spreading tips and wards to staff and allocating resource to them, creating fair space in procedures and traditional methods by which procedures and methods concerning distribute of rewards and bonus and the way of designating resources among staff is being decided, developing fair space in transactions between individuals in organization can turn their organization weather into a proper one accompanied with trust.

According to the results obtained from third, fourth and fifth hypothesis based upon not affecting of distributive justice, procedural and informational through organizational trust on organizational loyalty was acquired, it must be mentioned that attending only to debate of distributive justice, procedural and informational and organizational trust for affecting organizational loyalty of staff is not sufficient and that organizational managers must notice another problems beside these debates till invigorating loyalty among staff. Regarding invigoration of the debate of procedural justice according to the literature existed this must be told that when staff know decision procedures about distributing incomes fairly they will have more motivation for operating better. According to people accept procedures as fair that is adaptable with six rules (1) will not deny each other; (2) being away from prejudice; (3) Being precise; (4) Being modifiable; (5) Express all ideas of people under benefit and (6) Based on prevail moral standard. Although later these rules in order for being applicable in certain environments was modulated a little but generally their usefulness was

proved actually.

Based on the result taken from fifth hypothesis it was cleared that interpersonal justice by way of organizational trust can have significant impact on organizational loyalty. So, regarding an invigoration of interpersonal justice that will point to fairness of transactions of people and according to existed literature empirical studies show that people discern fairness of formal procedure from fairness of contacting in personal mutual relations.

Upon this it is offered that managers about observing tribute in contacts and interact with staff treat all with justice and equity till according to Colquitt model, collective respect is acquired and by this way they can cause invigoration of loyalty of employees to their organization and inhibit the leave of work place and adjoining of well-trained forces to other organizations and losing organizational knowledge and imposing additional costs of employment on organization.

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