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Provision of an Organizational Trust Model Based on the Assumptions of Human Resources in Service-Oriented Organizations

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Abstract

INTRODUCTION: The Red Crescent Society of the Islamic Republic of Iran is one of the most effective service-oriented organizations in the country which has a high potential for trust building and role modelling. Using human resources with a humanitarian approach and identification of causal, contextual, and intervening factors that lead to building trust contribute to the excellence of this popular institution. Therefore, this study aimed to present a model of organizational trust based on the assumptions of human resources in service-oriented organizations, particularly The Red Crescent Society of the Islamic Republic of Iran, using the meta-synthesis approach.

METHODS: This is a qualitative cross-sectional study, in which 1,269 relevant articles published between 2010 and 2022 were collected from the Web of Science database. A total of 85 articles were selected and used, as the basis for the data extraction, to determine trust building based on the assumptions of human resources theories in the interpretive paradigm.

FINDINGS: Trust building in the Red Crescent Society is one of its essential elements due to the impact of environmental and human variables. Therefore, this study identified causal conditions (organizational factors, job, employees), background conditions (culture, ethics, religion, individual, organization, intervening conditions (managerial, occupational, and psychological), strategies (new leadership, transparency, Quantum management, talent management), and the outcomes (including organizational citizenship behaviour, social responsibility, organizational spirituality), which included a total of 28 common features and 152 components.

CONCLUSION: Based on the obtained results, trust-building management methods in the Red Crescent Society include open communication, brainstorming, collaborative management, a supportive atmosphere, and effective strategies in the functional dimensions of the Red Crescent Society, including new leadership, behavioural assumptions of managers, as well as decision-making in terms of content, time, model, cognition, and approaches of transformative leadership, ethical and pure leadership, positive and servant leadership, and distributed and intellectual leadership.

Keywords: Human Resource Assumptions; Organizational Trust; Service-oriented Organizations; Red Crescent Society.

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Introduction

Man is considered to be an instinctive being and his nature and instincts determine the way he should be dealt with. The necessity of knowing human beings in order to exploit them has been a basis for the emergence of anthropology, praxeology, and other subjects that study humans and the way they interact in society and organization (1). Trust and trust building have always been key components of human relations, social behavior, and socialization.

Today, organizations, especially service-oriented organizations, must provide suitable conditions for employees to break their silence

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and inactivity and become more active participants. Building trust between team members is one of these conditions (2).

Organizational trust is the result of the development of human capabilities, such as skills, open communication, development of values, and creation of commitments in the work environment, in association with the organizational mission. Therefore, if the organizational goals are legitimate from the employees' point of view, they will be motivated and effective for the organization. Trust building requires enough time and effort and is often exposed to challenges and obstacles due to its human-oriented nature.

The necessity of conducting this study is the presence of more than 13,000 employees in the Red Crescent Society and nearly two million volunteers (e.g., rescuers, volunteers, trainers) in our incident-prone country which signifies the importance of trust building inside this Society considering the requirements of human resources and staff affairs administration.

The lack of effective trust in the Red Crescent Society leads to social vulnerability (demographic factors, education, and health), economic vulnerability (micro and macroeconomic factors), and organizational vulnerability. Therefore, providing a model of trust is a key factor in this regard.

Considering that the trained human resources play a significant role in fulfilling the obligations of the Red Crescent Society (according to the Geneva International Federation) and the fact that individuals are employed and work in this Society based on their social and civic attitudes, the question is how to manifest their enthusiasm for activities and organizational citizenship behavior? How to arouse more effective cooperation in social events and activities? How to call for maximum participation in missions?

Reviewing scientific sources in the field of modeling in the context of organizational trust, human resources assumptions, as well as service-oriented organizations in general and the Red Crescent Society in particular, did not lead to the development of a coherent and comprehensive model of the organizational trust based on the assumptions of human resources in service-oriented organizations (as a model with a distinct nature) from a cognitive and psychological perspective. Therefore, in light of the above considerations, the researchers decided to implement the study by reviewing the general approaches and models of organizational trust, as the theoretical foundations and conceptual models of study, to develop a general type of organizational trust models into a model of organizational trust based on the assumptions of human resources in relief service organizations.

The importance of organizational trust in relief and service-oriented organizations, especially in the Red Crescent Society of the Islamic Republic of Iran, indicates the significance of the penetration coefficient of this effective variable. Moreover, the capacity and efficacy of this human product should be used for the development of interdepartmental communication, inter-organizational coordination, social responsibility, cooperation culture, responsibility, and appropriate accountability on par with people's trust.

As organizational environments are increasingly growing, human complexities are also escalating. Therefore, the creation and maintenance of trust in open communication is an important factor for participation in change to achieve success (3).

The approaches of the Red Crescent Society, which are based on interpersonal trust, fairness, relationship, care, and support, ensure individuals that their partner will not behave opportunistically in their relationship. Behavioral patterns between leaders and their followers are predictable based on repeated interactions and mutual dependencies that create a sense of commitment and satisfaction. This effective feeling creates a sense of indebtedness and a mutual obligation to compensate for altruistic behaviors and is one of the elements of organizational citizenship behavior (4).

The interactive nature of this humanitarian organization with similar organizations must be necessarily a long-term agreement to reap its benefits for the welfare of the Red Crescent Society. Therefore, profitability, creativity, flexibility, organizational growth, and organizational trust depend on the participation of employees. Moreover, these positive results are the consequences of the actions and changes that have occurred in organizational structure, such as human resource policies, operational procedures, leadership style, and organizational culture with appropriate structure (5).

On the other hand, the power balance and

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integrity of executive programs in proving relief services at the national and transnational levels are considered a key element and a suitable opportunity for the progress and cooperation of all stakeholders (6) Therefore, continuous changes and shifts in the executive positions in the Red Crescent Society should be conducted coherently and in line with the Society mission. Since the ideas and assumptions of human resources are within the limits of attitudes and environment, one should not ignore the influence of factors such as the system of beliefs, attitudes, values, and human resources (7). The effect of these factors has made it impossible to apply "the all or none" principle (or the universal theory) to motivate service provision and use appropriate workforce in the body of the Red Crescent Society and provide functional regulation. Corruption in the Red Crescent Society can be a warning to authorities to dismiss non-specialists and appoint individuals with specialties related to the activities of this Society.

Despite the importance of organizational trust in relief and service-oriented organizations (here Red Crescent Society of the Islamic Republic of Iran), the penetration coefficient of this variable is small, and the capacity of this humanitarian organization has not been used in the development of inter-departmental communication, inter-organizational coordination, social responsibility, cooperation culture, responsibility, and accountability. Moreover, the long management period of some managers has provided a safety margin for them that disheartens competent employees (whose number is not small), and they lose their motivation for companionship, attachment, and dependence.

It should also be said that the existence of political disparities and management frictions in the humanitarian Society of the Red Crescent, which is a service-oriented organization, has caused confusion. This is due to the fact that trust is associated with some degree of prophecy and prediction, which will decline in its absence. Given the fact that the relief services of the Red Crescent Society are delivered in the conditions of environmental uncertainty, it can be said that the need to renew trust is of particular importance. The reason is that trust directly depends on social expectations in general and individual expectations in particular, and the result of trust is positive and beneficial.

Methods

Considering the lack of a trust model with an integrated behavioral approach for explaining trust building in the Red Crescent Society of the Islamic Republic of Iran, the realization of the goal of the study based on the presentation and development of a trust-building model as well as human resource assumptions (theorizing and not testing theory) requires the conduction of exploratory research with a qualitative approach. This type of study is focused on the intended meaning that the participants in the study have in mind regarding the studied phenomenon (8).

Method of performing the meta-synthesis approach

This descriptive and exploratory study has been designed based on the intended objectives of the researchers and is considered an applied study since it has been designed to expedite the relief-oriented necessities and optimize trust-building approaches with the aim to promote the importance assigned to the assumptions of human resources. Moreover, it is descriptive and exploratory in nature.

The meta-synthesis approach is one type of qualitative research and meta-study. In the meta-synthesis method, the researchers combine the secondary data of the results of other studies with his own results to obtain new results (9). Sandelowski and Barroso's Meta-Synthesis Method (2007) is often used to achieve the study objectives using the meta-synthesis approach.

Findings

Systematic Review Protocol

First step: Setting up the research question

To determine the research question, several factors should be considered, such as the studied society, the nature of the study, the time, and the application of the study. In the present study, the study objectives have been effective in determining the research question. To set the research question, the first step for the researchers is to focus on "what is called a study?" Finding a good research question is the key part of each study (10). In the current study, the dimensions and components of the organizational trust model are investigated and identified based on the

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assumptions of human resources in service-oriented organizations, particularly the Red Crescent Society of the Islamic Republic of Iran. This parameter is regulated by responding to the following questions:

Second step: Systematic review of the literature

In this study, various databases, journals, and search engines (Emerald, Science Direct (Elsevier), ProQuest, IEEE, Springer, Taylor & Francis, Irandoc, Civilica, and SID) have been investigated between 2010 and 2022. Various keywords have been used to search articles and studies, such as The Trust, Organizational trust, Trust building pattern, HR assumptions, and Service-oriented organizations.

Journals were found through searching and reviewing databases and 1269 articles were found using the desired keywords. Meta-synthesis data are the text of past studies; therefore, the researchers should search for relevant sources by selecting the most accurate keywords that represent the study topic.

Third step: Searching and collecting relevant articles

In this step, the researchers reject a number of articles in each step and these articles will not be reviewed in the meta-synthesis process. In the review process, the researchers considers various parameters such as the title, abstract, content, and other criteria listed in Table 2 and follows a procedure in which the researchers first reviews the title of the articles and then excludes those that do not fit the study objectives.

Then, he/she examines the abstract of the remaining articles and excludes the irrelevant studies. After that, the articles will be read based on the content, and the entire text of the article will be read and those that are not relevant will be excluded again.

In this research, first, all the factors extracted from the studies were adopted as primary identifiers. Then, they were classified into similar concepts, according to their content. Then, categories were extracted and classified by reviewing classes of concepts. In the following, to check the methodological quality of the studies based on the Critical Appraisal Skills Program (CASP), a score (between 1 and 5) was considered for each study, based on the 10 criteria mentioned in the third chapter. Finally, studies with a total score higher than 20 entered the next step of the meta-synthesis process as final sources.

Fourth step: extracting the results

At this stage, the following research questions were simultaneously asked to extract the desired codes from the texts:

Table 1. Research questions and parameters

Research questions	Parameters
Main question What are the necessary platforms for presenting the model of organizational trust based on human assumptions in service-oriented organizations, and what components and relationships does this field have? **Subordinate questions** 1) What are the effective causal conditions on organizational trust based on human resource assumptions in the Red Crescent Society? 2) What are the environmental and background factors affecting the guidance and direction of the approach of Red Crescent Society employees? 3) What are the intervening factors affecting organizational trust based on human resource assumptions in the Red Crescent Society? 4) What are the effective strategies for guiding employees to increase the trust factor based on the assumptions of human resources in the Red Crescent Society? 5) What are the results and behaviors of the implementation of effective strategies for the trust of employees according to the assumptions of human resources in the Red Crescent Society?	**What**: The first step for researchers is to focus on the question "what is the study". **Who**: or defines the studied society. In this research, databases, journals, conferences, and different search engines were examined. **When**: the time frame "or when" causes limitations in the duration of the research. The articles studied in this research were published from 2010 to 2022. **How**: How is the method used to provide studies? In this research, the method of "documentary analysis", (namely the analysis of secondary data) has been used. Through the inclusion criteria, the researchers identify and specify the appropriate articles that enter the meta-synthesis and those that should be excluded.

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Table 2. Extracted codes

Categories	Concepts	Codes
Causal conditions	Organizational characteristics	Sense of gratitude, organizational commitment, organizational loyalty, organizational support, organizational identity, employee well-being, organizational communication, community-oriented, organizational justice, distributive justice, Distributive justice, procedural justice, spirituality, organizational agility
	Job Characteristics	Job motivation, job satisfaction, job values, job development, job enhancement, job options, job design, job redesign, job benefits
	Employee characteristics	Cooperation, sense of gratitude, participatory decision-making/citizenship behavior, individual and organization proportion, mental health/ employees' enthusiasm, spiritual intelligence, mental health, moral intelligence, social intelligence, emotional intelligence, flexibility
Background conditions	Cultural	Collectivism, cooperative culture, mission culture, guiding culture, supportive culture, skill orientation, internal and external trust building, knowledge sharing trust, creation of a mutual trust, content acceptance, content accuracy
	Ethical	Ethics-oriented organization, ethical standards, sense of volunteerism, legalism, honesty in work, social responsibility, citizenship behavior, behavioral disambiguation, benevolence
	Religious	Religious attitude, religious bigotry, altruism, God-centeredness, teleology, institutional belief
	Organizational	Organizational structure (role), reward system, ability to perceive organizational reliability, quality orientation, continuous commitment of the organization, attitude generation/attitude cultivation, fair treatment, morale enhancement of employees, social cohesion
	Individual	Positive psychological capital, psychological empowerment: general self-efficacy, efficiency/efficacy, organizational commitment: normative commitment, individual values, intellectual/physical/collective efforts, self-efficacy
Intervening conditions	Management fields	Abusive supervision, the coercive power of managers, favoritism /lack of crisis-oriented planning, lack of information system/lack of clear division of labor, inability to acquire local resources/lack of effective collaboration, resistance to change/lack of commitment to plans, paying attention to personal issues/ lack of creativity and innovation, governance of retrospective culture, creativity, innovation, curiosity, wisdom, providence, spiritual and emotional intelligence; personal, communicational and social skills; promotion of spiritual and social capital; understanding of social situations; the power of prediction and control; development of cognitive abilities, problem-solving with a new approach
	Occupational condition	Job stress, job conflict, lack of job skills/lack of cognitive skills, lack of human skills, lack of technical skills/lack of decision-making skills, lack of executive skills
	Psychological condition	Managers' psychosis, fear, mental stress, mental turmoil/emotional exhaustion, psychosomatic problems
	Lack of meritocracy	Lack of proper thinking, lack of meritocracy, Lack of merit selection, lack of meritocracy, Lack of merit assessment
	Organizational silence	Submissive silence, defensive silence, employee silence, altruistic silence, non-participation of the employee, lack of decision making, withdrawal behavior, manager phobia, fear of job insecurity.
	Evaluation system	Lack of appropriate database, lack of evaluation knowledge, exertion of personal taste, exertion of others' influence, lack of native standard form/lack of optimal reporting, lack of continuous follow-up, lack of accuracy, lack of trustworthiness, lack of responsibility, lack of feedback
	Problems of the individual's role	Role identity, role understanding, role expectations/role overload, role dissatisfaction, role conflict, role ambiguity

1. What are the causal conditions of organizational trust based on the assumptions of human resources in service-oriented organizations?
2. What are the background conditions of organizational trust based on the assumptions of human resources in service-oriented organizations?
3. What are the interventional conditions of organizational trust based on the assumptions of human resources in service-oriented organizations?
4. What are the strategies to achieve organizational trust based on the assumptions of

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human resources in service-oriented organizations?

5. What are the consequences of organizational trust based on human resource assumptions in service-oriented organizations?

6. What are the components of organizational trust based on human resource assumptions in service-oriented organizations?

In this stage, the researchers read the content of the articles several times and codify the concepts. During this stage, the relevant codes have been reviewed and summarized with the professors and experts of the group.

Fifth step: analysis and synthesis of qualitative findings

In the present research, we first assign a code to all the factors extracted from the second step. In the given codes, M is the symbol of the model and Q is the symbol of the question. For instance, M1Q38 represents the eighth factor related to the third part (interventionist) of the study or the first model under consideration. Then, we compared the codes of each study with those from other studies and translate the factors to each other to facilitate summarization and combination of the findings.

For this purpose, each model was compared with other models and the equivalent codes were determined. The final factors resulting from this comparison were then classified given their conceptual similarity with the given category. Moreover, the researchers compared his opinion with another expert to control the extracted concepts.

For this purpose, a number of selected texts were given to one of the experts, and the results were evaluated according to what was discussed in the third chapter through the Kappa index, which was calculated to be k=0.83, indicating almost complete agreement between the two coders.

Sixth step: quality control of the extracted codes

In this stage, quality control, validity, and reliability of the codes were evaluated. Glynn tool was used to evaluate validity. For reliability, the researchers first provided 10 other experts with the sources selected for meta-synthesis along with the extracted primary codes so that they can also extract the main categories and sub-categories. Since the reliability coefficient was higher than 0.6, it can be said that the tool had good reliability for the extraction of the codes.

Seventh step: presentation of findings

At this stage, using the codes extracted in the previous stages, the findings were presented in form of concepts, duplicate codes were removed, and the rest of the codes were categorized under a similar sub-concept. Then the concepts were grouped into more general categories. In general, 160 codes were extracted from the studied sources and grouped into 15 concepts and 3 main categories, whose information were presented in Table 2. Finally, the results of meta-synthesis (features) were presented in form of a conceptual model (Figure 1).

In this model, three main features (causes, contexts, interventions) have been identified for trust building, which plays an important role in the selection of the research topic and affects it. In addition, the extracted feature is based on 15 important features (organizational, occupational, employees, cultural, ethical, religious, organizational, individual, managerial, occupational, individual, meritocracy, organizational silence, evaluation, and individual's role). Apart from influencing the research process, all of these also affect each other.

Causal conditions affecting variables of trust and employee in service-oriented organizations

Causal conditions are categories related to conditions that affect the central category. The causal research aims to reach the possible cause (independent variable) from the effect (dependent variable), and the research is retrospective in this sense. In fact, causal conditions mean the events that affect this phenomenon and lead to its occurrence.

The Red Crescent Society of the Islamic Republic of Iran needs to have effective and active characteristics due to its one-hundred-year history and the need for better implementation of relief services throughout the country and outside its national borders. Therefore, the mentioned characteristics should be consistent with the functions of this humanitarian service-oriented organization. It should be noted that the importance of these indicators is not the same for all service-oriented organizations. Therefore, a combination of one or more of the above indicators can lead to organizational trust in any organization, according to the importance of each of these indicators.

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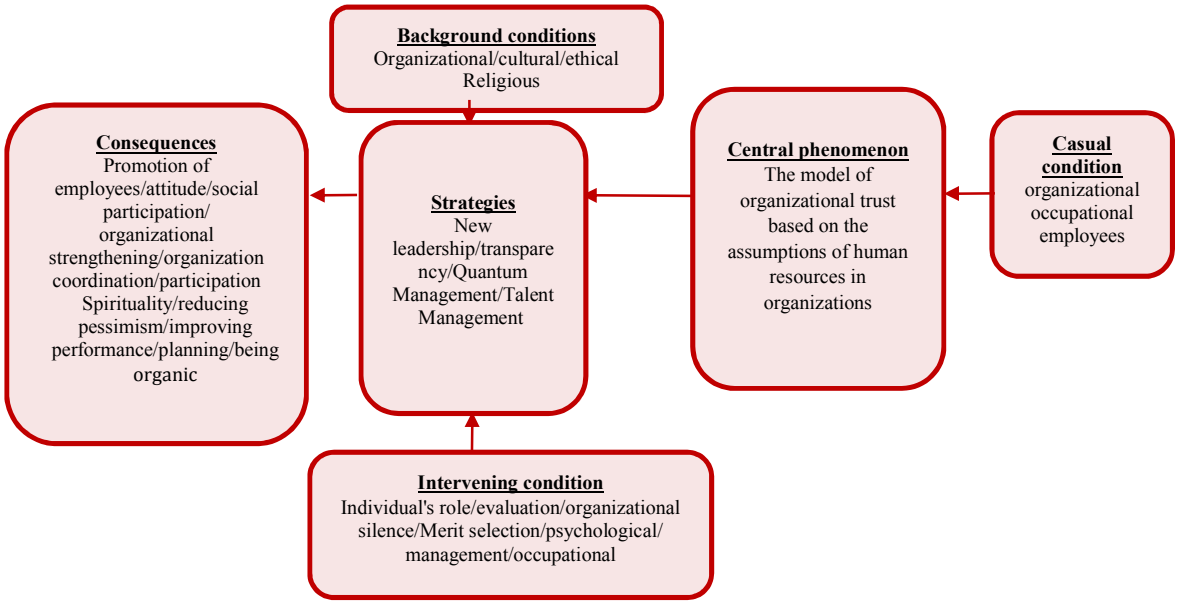


Figure 1. Extracted model of organizational trust

Background conditions influencing the leadership and orientation of the approach of employees in a service-oriented organization

Contextual conditions are the condition under which techniques, tactics, strategies, and actions lead to the discovery and management of the considered phenomenon. The International Red Cross and Red Crescent Movement is a global humanitarian network consisting of 80 million people whose responsibility is to provide assistance to those facing natural disasters, war, conflict, and other health and social problems. The movement consists of the International Committee of the Red Cross, The International Federation of Red Cross and Red Crescent Societies, and 190 national Red Cross and Red Crescent Societies. The promotion of humanitarian values is also an integral part of all Red Cross and Red Crescent activities. National communities have launched advertising campaigns and become the voice of vulnerable people in their society. These societies also raise awareness about international humanitarian law and support it through the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies. There is a relationship between the variables and assumptions of human resources, religious beliefs, traditionalism, sense of security, social class, altruism, economy and job satisfaction, freedom of expression, social relations (instrumental and expressive), and commitment to a relationship with social trust. Trust plays an important role in explaining and maintaining solidarity in the Red Crescent Society in such conditions. Religious contexts are a set of religious beliefs that strengthen one's faith and perception of the world of existence and life in the context of social responsibility, and ultimately increase social cohesion, solidarity between community members, and ultimately service function.

Intervening factors affecting employee trust and variables in service-oriented organizations

Intervening conditions are general conditions that facilitate or limit strategies. Effective strategies on organizational trust increase the trust-building factor in service-oriented organizations in Iran.

Specific actions or interactions resulting from the phenomenon-oriented strategies are actions and plans that help design the model. Since all actions in service-oriented organizations, especially the Red Crescent Society, aim at ensuring the welfare of society, they are subjected to evaluation in the future. Moreover, social support is the basic element that gives identity to the basic relief activities of the Red Crescent Society.

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Risks associated with job loss include the risks of job insecurity, loss of respect and personal value, lack of knowledge and awareness of opportunities and threats to the organization, lack of proper understanding of the environment and its changes, lack of self-confidence, lack of strategic and long-term views (inclination to daily routines), and lack of stability of managers are part of the problems faced by the Red Crescent Society in terms of employees (paid employees or volunteer members).

Table 3 presents strategies that help employees effectively increase the trust factor in service-oriented organizations in Iran.

Consequences of organizational trust in service-oriented organizations

According to the researchers, there is a positive relationship between different forms of trust and behaviors with citizenship and service structures by the employees. Trust building is conceptualized with three components: credibility, competence, and benevolence. If the employees observe honesty in the conduct of their colleagues and the way they interact with each other, they would fulfill their commitments, have behavioral stability, perform their individual and organizational duties well, and show concern about the condition of their colleagues. These colleagues are ready to cover each other when they have a heavy workload or when they take a leave of absence. The existence of trust at individual levels motivates people to participate in positive organizational behaviors, such as organizational citizenship behaviors. Improvement of a sense of reliability, competence, and benevolence in employees towards their colleagues can improve horizontal and vertical trust in an organization. The consequences include visible and invisible outputs created by designing a brand name for a place that causes a sense of belonging to the respective place (organization here), and these outputs are the results of employing the proper strategies. The research strategies can lead to the consequences that are presented in Table 4.

Table 3. Effective trust-building strategies

New leadership	Organizational Structure	Quantum management	Decision making					Talent management	Behavioral assumptions of managers	Trust-building management methods
			Content	Time	Model	Contemplation	Method			
Transformational Leadership	Voluntary disclosure of information	Quantum vision	Planned	Single stage	by speech	by advice	Gradual avoidance	Talent evaluation and discovery system	Association of attitude and trust	Contemplative
Ethical Leadership	Organizational technological transparency	Quantum thinking	Unplanned	Multi-stage	Pictural	By behavior	Gradual change	Talent development and training system	Core value	Comprehensive quality management
Pragmatic leadership	Horizontality of organizational communication	Quantum sense			Visual (Three-dimensional)	By analysis	Occasional avoidance	system of talent preservation	Being active	Open communication
Positive leadership	Clear communication	Quantum recognition			Mathematical	by principle	Fear	System of attracting talents	Humility in communication	Diversity management
Servant leadership	Organizational atmosphere	Quantum action					Logical solution	Technical skill	Showing compassion	Participatory Management
Distributed leadership	Being organic	Quantum trust						Perceptual skill	Being active	Islamic human resource management
Thoughtful leadership	Flexibility in the job description	Quantum existence						Human skill	Board ability	Supportive spirit
Relation-oriented leadership	Flexible goals							Career management	Organizational productivity	Frankness
Leadership based on the maturity of subordinates	Organizational Culture							Succession	Extroversion	Doing meaningful work
Cognitive resource-based leadership								Relationship management skills		Giving feedback
										Sharing information

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Table 4. Consequences of organizational trust in service-oriented organizations

Consequences	Characteristics
Being organic	Flat structure, horizontal communication, work flexibility, low formalism, the delegation of authority, flexible job placement, improvement of skills, extensive supervision, decision-making at operational levels.
Meticulous planning	Effective control, identification of the desired situation, coordination of efforts, how to do things, better efficiency proportional to mental effort, coordination of operations, goal-based procedure, crisis-based methodology, contingency-based operationally, improvement of prediction reliability, strong simulation
Improving organizational performance	Organizational effectiveness, commercialization of knowledge, belonging to work, the productivity of human resources, personal self-sufficiency, collective self-sufficiency, employment of powerful organizational forces, improvement of job performance, quality of service, reduction of anti-productive behaviors
Reduction of pessimism	Reduction of political behavior, reduction of administrative corruption, reduction of perceived risks from colleagues, improvement of views on organizational training, reduction of organizational silence, reduction of organizational cynicism in the emotional dimension, reduction of organizational cynicism in the behavioral dimension, reduction of organizational cynicism in the cognitive dimension
Organizational spirituality	Altruism, workplace happiness, help, hope for the future, organizational virtue, civic virtue, politeness and altruism, organizational excellence, commitment to work, professional ethics, emotional commitment, empathy
Organizational participation	Knowledge sharing, organizational interaction, employee interaction, identification of capabilities, employee development, organizational learning, educating organization, meritocracy
Promotion of employees	Organizational learning, job motivation, increasing job autonomy, transferring tacit knowledge to employees
Strengthening of the organization	Organizational identity, organizational well-being, organizational commitment, organizational agility, organizational creativity, organizational health, organizational cohesion, organizational health
Attitude to the organization	Customer loyalty, reduction of negative job load, competitive advantage, sociability
Social participation	Healthy working relationships, coherence of activity, ethics, self-control, self-preservation, altruism/kindness, resilience, trustworthiness, social order, accountability and responsiveness/altruism/philanthropy, civic participation
Effective organization	Effective division h labor, assignment of duties, determination of structured authority, breakdown of the organization's mission/transparency of organizational procedures, the effectiveness of the goal, the effectiveness of the process, boom of administrative automation/continuous environmental analysis, reduction of headquarter roles, meritocracy
Effective coordination	Standardization of the path, prevention of time wastage, prevention of waste of cost, acceleration of response, a strong combination of resources, strong prediction, mapping the future with high confidence coefficient/efficient sequential dependence, effective mutual dependence

Discussion and Conclusion

As a key and smart capital, trust-building and confidence-building along with other organizational capitals have played an essential role in the convergence of societies and their national development in recent decades. Considering the emphasis given to the importance of service-oriented organizations in recent years, this development has found great importance in the field of risk management and maintenance of peace and health. In service-oriented organizations, especially the Red Crescent Society, volunteers, members, and beneficiaries in various functional and social fields have come to the conclusion that paying attention to employees and a trust-oriented policy is one of the strategic priorities for sustainable survival based on the assumptions of human resources.

This important issue has attracted the attention

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of stakeholders and decision-makers in service organizations to the dimensions of trust and assumptions of human resources, which has resulted in the modeling in the coordination of service organizations investigated in this study.

In this study, we have sought to provide a model of organizational trust based on the assumptions of human resources in service-oriented organizations (e.g., Red Crescent Society of the Islamic Republic of Iran) to provide reasons for promoting the sense of solidarity, belonging, and dependence to human capital, which is the distinguishing factor in organizations. In this model, three main features for trust building (causal, contextual, and interventional) have been identified which have a significant impact on the process of research and affect its quality. Moreover, the extracted feature has been founded based on 15 important features (organizational, occupational, employees, cultural, ethical, religious, individual, managerial, meritocracy, organizational silence, evaluation, and individual role). Apart from influencing the process of the research, all these features affect each other as well.

The findings of this study cover the study objective, which is the provision of a trust-building model based on the assumptions of human resources in service-oriented organizations. This shows that the study objectives have been achieved. On the other hand, paying attention to these objectives helps achieve a model to retain employees in the Red Crescent Society and improve human indicators in line with the humanitarian goals. It also shows the results and priorities obtained from the literature, whose credibility has been validated by a reliability index coefficient of 0.613.

When employees trust the organization, they do not worry that the organization may treat them unfairly or deprive them of necessary support. These conditions reduce organizational problems and encourage employees to focus on their performance (6). Moreover, due to its functional nature, the Red Crescent Society needs individual and collective growth and cohesion, which can be accomplished by the enhancement of trust in the organization. Therefore, trust is necessary for the development of individual and group convergence and can lead to the development of social capital in the professional and personal domains.

Since the theories and assumptions of human resources are restricted within the attitudinal and environmental limits, one should not neglect the influence of factors such as the system of beliefs, attitudes, values, and generalities of human resources (11). The effect of these factors should be sought in the motivation to serve and the use of appropriate workforce in the Red Crescent Society. They can facilitate a functional division and re-engineering of the administration of staff affairs and human resources management. Moreover, serious attention should be paid to the organization of employees in the Red Crescent Society. Other gaps in the Red Crescent Society in the Islamic Republic of Iran which should be addressed include the inadequacy of compensation for the meritorious service of the employees, the long service term of some managers, the promotion of financial transparency, the exploitation of human capital, the necessity of re-socialization of the Red Crescent Society, the emphasis on inter and intra-organizational trust building, the effort to interact appropriately with other service-oriented institutions with long-term objectives, insufficiency of the appropriate and proportionate program and weakness in planning, and insufficiency of open communication in the body.

Therefore, the presentation of a model of organizational trust based on the assumptions of human resources leads to:

-Promotion of coordination and determination of the roles and responsibilities of subordinate institutions in order to create an integrated and coordinated system of crisis management;

-Creation of optimal communication; promoting the participation of all volunteers at the level of the city, province, and region to achieve organizational understanding, coherence, and crisis coordination and management; strengthening the position; upgrading management and leadership capacities, and reforming the structure of the crisis management organization;

-Strengthening and creating necessary hardware, software, and legal requirements and structures for interdepartmental coordination; developing and strengthening organizational capacity and human resources for the optimal management of incidents and accidents with the emphasis on employing the experiences of managers and technicians; strengthening and developing the mechanisms of monitoring, supervision, and evaluation of the crisis

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management system;

-Using the social capacities of public institutions, media, and non-governmental organizations (NGOs) to continuously monitor the function of the crisis management system;

-Recognizing the existing capacities to improve physical, economic, social, institutional, and cultural resilience of the society against accidents, climate change, and environmental changes at the domestic and international levels are among the things that necessitate trust building within the organization for employees (paid employees and volunteers) more than ever;

Based on the obtained results, this study recommends the promotion of social capital based on people's trust, the manner and sustainability of cooperation and attracting the participation of the target communities (volunteer members, collaborating NGOs, economic enterprises), creation of the legal mechanisms needed to realize people's cooperation in four dimensions (guidance, support, participation, and skill), media management in coordination with information policies, transparency in collecting monetary and non-monetary donations in cooperation with public institutions, municipalities, NGOs, and associations are among the main results of this research.

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Conflict of Interests

The authors declare that there is no conflict of interest in this study.

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