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Explaining the Causes and Contexts of the Formation of Organizational Insentience in the Red Crescent Society of Tehran

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Abstract

INTRODUCTION The phenomenon of organizational insentience has been one of the main challenges in recent years and refers to a situation in which the employees of an organization have become indifferent to their organizational environment. The current research was conducted to investigate the causes and contexts of the formation of organizational insentience in the Red Crescent Society of Tehran province, Iran.

METHODS: This applied study was conducted based on the descriptive-correlation method of data collection. The statistical population of this research included all the managers of Red Crescent Society in Tehran province in 2021. The samples (n=90) were selected using Cochran's statistical formula and stratified random sampling. The required data were collected using a researcher made organizational insentience questionnaire. The validity and reliability of the questionnaire were checked and confirmed. The collected data were analyzed in Smart PLS software using structural equation modeling with partial least squares approach.

FINDINGS: The results of the research showed that causal conditions had a direct, positive, and significant effect on the central category with a standard beta coefficient of 0.725, t=17.625, and P=0.001 at the level of one percent error. Moreover, contextual conditions with a beta coefficient of 0.410, t=3.107, and P=0.002 had a direct, positive, and significant effect on the category of strategies at the level of one percent error. Intervening conditions had a direct, positive, and significant effect on strategies at the level of one percent error (standard beta coefficient=0.221, t=3.008, and P=0.003). The central category had a direct, positive, and significant effect on the strategy category with a beta coefficient of 0.334, t=2.282, and P=0.023 at the five percent error level. Based on the results, at one percent error level, the strategies presented in the research had a direct, positive, and significant effect on the outcomes (standard beta coefficient=0.347, t=3.769, and P=0.000). In total, the results showed the existence of organizational insentience in the Red Crescent Society of Tehran province, which can be reduced by applying appropriate methods.

CONCLUSION: According to the findings, by reducing the sense of meaninglessness towards work, double standards, eliminating organizational discrimination, applying appropriate procedures in strategies and their implementation, paying attention to the structural dimensions of the Red Crescent Society in Tehran province, and implementing meritocracy management, it would be possible to increase organizational social capital, the level of interest, commitment, and responsibility of employees towards the Society and work, organizational independence, organizational justice, the atmosphere of trust, and supportive behaviors from the Society and employees. By adopting these measures, a step would be taken toward preventing the formation of organizational insentience in the Red Crescent Society of Tehran province.

Keywords: Causal conditions; Organizational insentience; Red Crescent Society; Strategies; Tehran province

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Introduction

The nature of an organization shows the key principles and practices of what we are and what we do, and determines that people as a member reflect the nature and characteristics of their organizations (1). Sense making is the process by which people work to make sense of issues or events that are new,

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ambiguous, confusing, or otherwise defy expectations (2). Tsoukas (2020) refers to this as the episodic-deliberate perspective. Sense-making is then based on the identity of the sense-maker and leads to performance, that is, meaning directs further meaning-making and action, and sometimes leads to the realization of what is meant, creating a self-fulfilling prediction. In contrast, organization insentience describes the behavior of an individual who performs organizational achievements without question in a machine-like manner and without using his genius and creativity. As a result, although such acceptance of an order that is far from any interest may appear to maintain organizational order, it does not motivate employees to try, accept responsibilities, or show initiative (3).

Considering the high organizational goals, one of the most important tasks of organizations is to motivate employees as strategic assets of the organization. In the meantime, organizational neglect is a wrong behavior that if it penetrates the soul and body of the organization, the organization will experience chronic intellectual and motor retardation (4). One of the consequences of neglecting human resources is the creation of a phenomenon called organizational insentience (5).

Sometimes people express their reaction to the orders in the form of protests and strikes, which are the most obvious forms of expression of dissatisfaction, and sometimes the high rate of employees' absence represents this. Nevertheless, what causes people to surrender and become insensitive is deep dissatisfaction for a long time (6). This phenomenon occurs when employees are not much concerned about the success of the organization, only work for what they receive, and the long-term goals and strategies of the organization do not evoke emotions in them. In this case, daily organizational tasks become merely a duty, which is an external and mandatory element, and no responsibility is observed which is an internalized matter. In fact, the spirit of indifference in the behavior of employees demotivates them and prevents them from working and putting effort, as a result of which, an insensitive organization is formed (7).

Organizational insentience is actually caused by neglecting the organizational sensor and is a type of failed sensor (8) and a process caused by unfulfilled expectations (9). In organizations, creating an organizational sense goes beyond its interpretation and includes active writing of events and frameworks to understand them, because people play a role in creating the situations they want to understand (10, 11). In the organizational literature, there is a rapidly growing collection in the field of creating organizational sense that examines the factors that create insentience in organizations (12-19). They have stated that what is said and done is definitely not what a person believes in. Insentience originates from a person's mind and perceptions and is a state of perception that does not turn into speech (10). Therefore, people's behavior can be accompanied by a degree of pretense and hypocrisy or reluctance (20).

Numbness is a kind of idleness that causes not to understand things, a kind of willingness to reluctance that leads to the numbness of norms, and a kind of self-restraint in the form of coldness or indifference, which may lead to frustration, confusion, and violation (8). Insentience is formed through a selective attitude, that is, attention is paid to some elements and phenomena while some others are not paid attention to, through which, individuals and groups try to make new, unexpected, or unknown events describable and tangible. That is why sense can direct people's behavior and shape situations, environment, and cause organization to appear in the organization (11).

Vick (2005) sees organizations in the sensation model as weak pair systems in which employees have a lot of freedom of action in interpreting data and changing the environment. This concept implements the meaningful environment in which the review and reconstruction of past experiences are emphasized (21). While organizational sensation refers to the extent of the organization's attention to the emotional conditions of employees, organizational insentience is a completely separate concept from sensation, in which the employees' emotional states are not paid attention to. Therefore, organizational insentience occurs when not attention is paid to the activities related to sensitivity in the organization. Organizational insentience means indifference, despair, numbness, and carelessness in the organization; however, sensation is the use of feeling along with reasons in the organization (22). Moreover, it is the effect of creating a sense

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in various main organizational processes, including strategic change and decision-making (23& 24), innovation and creativity (25& 26), and organizational learning (27-32).

Aguinis and Glavas (2017) have proposed four factors of sense making in the organization, namely work orientation, moral identity, environmental values, and collective values. Work orientation has been proposed as an important influential and meaningful factor in creating a sense in the organization (33). This theory was also presented by Bella et al. (1985) and Pratt (2013) for work orientation. These authors present three different work orientations through which employees in the organization feel meaningful in their work. First, those with a strong career orientation focus primarily on material rewards. For example, they can help fulfill ambitions outside of work. Second, those with a strong work orientation are more focused on promotion and advancement, which in turn can improve self-esteem and also increase social status and power. Third, those with a strong calling orientation see work as a way to contribute to the common good and improve the world. Although these three career orientations are not completely aligned, a stronger orientation in one case is often associated with a weaker orientation in the other two cases (34).

In relation to social identity, structures related to social identity act as mediators that are often studied in the literature of social responsibility of organizations (4, 35). In addition, a person's self-concept (e.g., who am I) shapes what is meaningful (36). Environmental values, as the third factor that makes intrapersonal feelings, include the final desired state of the integration of natural systems and the means of human adaptation to the natural environment, not mastering it (37). Values in this section are an important factor in sense making because they are the basic source of meaning in the individual and the organization (36). Furthermore, collective values refer to the ultimate state of human well-being through the protection of basic human rights and the fulfillment of human needs (34).

Despite the insignificance of the research literature, the results of a study by Salehi et al. (2021), entitled "Presenting a Model of Organizational Insentience in the Red Crescent Society" showed that the main central category in this research was the issue of insentience in an organization.

Khamshaya et al. (2018) in a research entitled "Understanding the phenomenon of organizational insensitivity and identifying its shaping factors in a mixed method" showed that the dimensions of white fear, organizational silence, organizational numbness, and organizational reluctance were related to the variable of organizational insentience.

Khamshaya et al. (2017) in another research entitled "A metaphorical reading of the phenomenon of organizational numbness in government organizations: Analysis of strategies and consequences" showed that the events of insentience, the general development of insentience, and negative social sensory cognitions form organizational insentience. Berthod and Müller-Seitz (2018) showed in the article "Making Sense in Pitch Darkness" that leadership played a role in organizational insentience. (46)

According to the results of research carried out in the field of organizational insentience, creating, and strengthening organizational sense should be considered part of the main activity in organizations. Based on the research, we can point to different components, including human resource management (38), meritocracy (39), organizational culture (34), manager-employee relationship (37), and work alienation (17). Some issues have already been evaluated by researchers and their positive or negative roles on the formation of organizational insentience have been tested. Considering the social strains of organizational insentience, it can be concluded that one of the components influencing the formation of organizational insentience is the concept of social responsibility of organizations (35). With these presuppositions, it seems that if no solution is sought for dealing with the phenomenon of insentience caused by the inefficiency of the administration, which includes unfulfilled expectations (9), the willingness to reluctance, and not understanding things (40, 41), we will witness its destructive effects in the long term (11).

The Red Crescent Society is one of the organizations that is of significant importance at the level of macro-management due to the sensitivity of its performance, decisive decisions, crisis management, and other reasons. Therefore,

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the current research aimed at identifying the causal, contextual, and intervening factors that led to the emergence of organizational insentience in the Red Crescent Society of Tehran province, Iran, determining appropriate solutions to respond to these conditions and factors, and finally, examining the consequences of the proposed solutions. This study also aimed at answering this main question "What causes and contexts are involved in the formation of organizational insentience in the Red Crescent Society of Tehran province?"

Methods

The current applied research was conducted based on the descriptive correlational design. In fact, according to the objectives, the relationships between the factors and the contexts of formation of organizational insentience were investigated. The statistical population of this research included all managers of the Red Crescent Society working in Tehran province in 2021 (n=110), among whom 90 samples were selected using stratified random sampling method and Cochran's formula.

A 42-item researcher-made questionnaire of organizational insentience was used to collect the required data. The scoring of this questionnaire was based on a 5-point Likert sclae (from 1=completely disagree to 5=completely agree). Items 1 to 7 measured causal factors, 8 to 14 contextual factors, 15 to 21 intervening factors, 22 to 28 strategies, 29 to 35 central components, and 36 to 42 outcomes. The total score of organizational insentience was calcuteated by summing the scores of the mentioned components. To determine the validity of this instrument, the opinions of the experts of the Red Crescent Society of Tehran province were used, and after the modifications on the questionnaire, it was ensured that the items had the ability to measure the desired content and characteristics in the research. The divergent validity was also checked by the method of partial least squares, the results of which are given in Table 1. It should be noted that the reason for using divergent validity was to show how much the measures of different factors really differed from each other. Therefore, the correlation between the items of a construct with each other and the lack of correlation between the items of a construct with other items were pointed out.

Therefore, according to the results of Table 1, one construct in this research had more interaction with its measures than the other constructs. This was confirmed by observing the values of the correlation coefficients between the constructs and the main diameter of the matrix.

To achieve reliability, the questionnaire was distributed among 30 respondents outside the study sample, and the results of Cronbach's alpha coefficient (α=0.87) for the whole questionnaire showed that the instrument had acceptable validity for research. The results of Cronbach's alpha coefficient according to the research components are provided in Table 2. Since the measurement tool was developed by the researcher, the indicators of average variance extracted (AVE), composite reliability (CR), and coefficient of determination (R^2) were also examined (Table 2).

The data were analyzed in Smart PLS-3 software using the structural equation modeling method with the partial least squares approach.

Table 1. Matrix of divergent validity assessment by partial least squares method

Constructs	Strategies	Contextual conditions	Causal conditions	Intervening conditions	Central category	Consequences
Strategies	0.787					
Contextual conditions	0.851	0.652				
Causal conditions	0.489	0.657	0.838			
Intervening conditions	0.753	0.687	0.532	0.712		
Central category	0.855	0.866	0.725	0.749	0.637	
Consequences	0.347	0.445	0.524	0.524	0.589	0.800

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Table 2. Indices of measurement model fit

Construct	Index	Factor loading	t-value	p-value	AVE	CR	Alpha	Direct effect
Causal conditions	Sense of meaninglessness towards work	0.823	All factor loadings are greater than 1.96	All significance levels are below 0.05	0.638	0.815	0.741	Correlation between causal conditions and the central category=0.725
	Double standards	0.838						
	Responsiveness	0.882						
	Organizational discrimination	0.821						
	Lack of strategic management procedures	0.897						
	Inability to implement policies	0.756						
Contextual conditions	Structural dimensions	0.784			0.760	0.855	0.796	Correlation between contextual conditions and strategies=0.410
	Cognitive dimensions	0.766						
	Emotional dimensions	0.596						
	White fear	0.577						
	Intuitive management style	0.625						
	Insufficient organizational social capital	0.617						
	Lack of meritocracy	0.559						
	lack of belief	0.523						
Central category	Increase in disorder	0.761			0.534	0.871	0.733	
	Lack of commitment to the organization	0.639						
	Indifference of employees towards the organization	0.743						
	Disinterest in work	0.625						
Intervening conditions	Irresponsibility towards the organization	0.479			0.581	0.845	0.754	Correlation between intervening conditions and strategies=0.221
	Individual characteristics	0.802						
	Individual deficiencies	0.726						
	General culture of society	0.746						
	Organizational culture	0.551						
Strategies	Strengthening the spirit of innovation and creativity	0.824			0.774	0.871	0.830	Correlation between the central category and strategies=0.334
	Decent governance	0.837						
	Strengthening psychological dimensions	0.816						
	Creating an atmosphere of trust	0.865						
	Strengthening the skills of employees	0.823						
Consequences	Organizational independence	0.858			0.672	0.804	0.714	Correlation between strategies and outcomes=0.347
	Justice oriented	0.792						
	Supportive behavior	0.731						
	Supportive environment	0.458						
	Individual consequences	0.855						
	Organizational consequences	0.705						

Findings

In this section, before testing the research hypotheses, measurement model fit, structural equation model fit, and goodness of fit (GOF), as well as the fit index of the effect size (F^2), were examined, and the results are as follows:

According to Table 2, the measurement model was investigated by examining the factor loadings, average variance extracted, composite reliability, and Cronbach's alpha. Based on the results, all factor loadings of the indicators were significant above 0.5 and at the 95% confidence interval (CI) level (the significance level was below 0.05 and the t-statistic values were outside the range of +1.96 and -1.96). The values of average variance extracted from the variables of this model were above 0.7, and Cronbach's alpha of each of the components and the composite reliability of the model variables were also above

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0.7, which indicated that all the constructs were at a favourable level in this regard. The results of structural model fit indices are tabulated in Table 3.

Table 3. Structural model fit indices

Variable	Coefficient of determination (R^2)	Stone-Geisser (Q^2)
Central	0.349	0.185
Strategies	0.271	0.450
Consequences	0.639	0.59

The structural model fit was also done by means of the indices of coefficient of determination, adjusted coefficient of determination, and Q^2.

Chin (1998) introduced three values of 0.19, 0.33, and 0.67 as the criterion value for weak, medium, and strong R^2 values (42). According to Table 3, the values of R^2 for central, strategies, and consequences categories were obtained at 0.349, 0.271, and 0.639, respectively, which showed that the coefficients of determination of these constructs were at a medium and strong levels. Q^2 index determines the predictive power of the model. The values of 0.02, 0.15, and 0.35 indicate the weak, medium, and strong predictive power values of the model regarding the endogenous construct, respectively (42). The values of this index for the central, strategies, and consequences categories were obtained at 0.185, 0.450, and 0.59, respectively, which showed that the Stone-Geisser indices of these variables were at a relatively moderate and strong levels. To check the fit of the model, which controls both measurement and structural model parts, the GOF criterion was used, the results of which are shown in Table 4.

$$GOF = \sqrt{\overline{Communalities} \times \overline{R^2}}$$

Table 4. General model fit index

Communalities	$\overline{R^2}$	GOF
0.469	0.671	0.560

Wetzel et al (42) introduced three values of 0.01, 0.25, and 0.36 as criteria values for weak, medium, and strong GOF values. Since the value of GOF in this study was equal to 0.560, the GOF of the model was at a strong level. Furthermore, the F^2 effect size fit index was tested because the F^2 index for an independent variable shows the amount of changes in the estimate of the dependent variable when the effect of that variable is removed. Figure 1 depicts the path coefficient values of the independent and dependent variables along with the p-values.

Based on the results of Figure 1, since the significance level related to the coefficients of the model path was less than 0.05, it can be concluded that each of the research categories had a strong effect on the other category at the 95% CI.

Figure 2 displays the effect of the independent variable on the dependent variable based on the research hypotheses, and the results are presented in more details in Table 5.

Table 5. Results of the test of research hypotheses

Hypothesis	Independent variable	Dependent variable	Path coefficient	Test statistics		Result
				t-value	p-value	
1	Causal conditions	Central category	0.725	17.625	0.000	Reject the null hypothesis
2	Contextual conditions	Strategies	0.410	3.107	0.002	Reject the null hypothesis
3	Intervening conditions	Strategies	0.221	3.008	0.003	Reject the null hypothesis
4	Central category	Strategies	0.334	2.282	0.023	Reject the null hypothesis
5	Strategies	Consequences	0.347	3.769	0.000	Reject the null hypothesis

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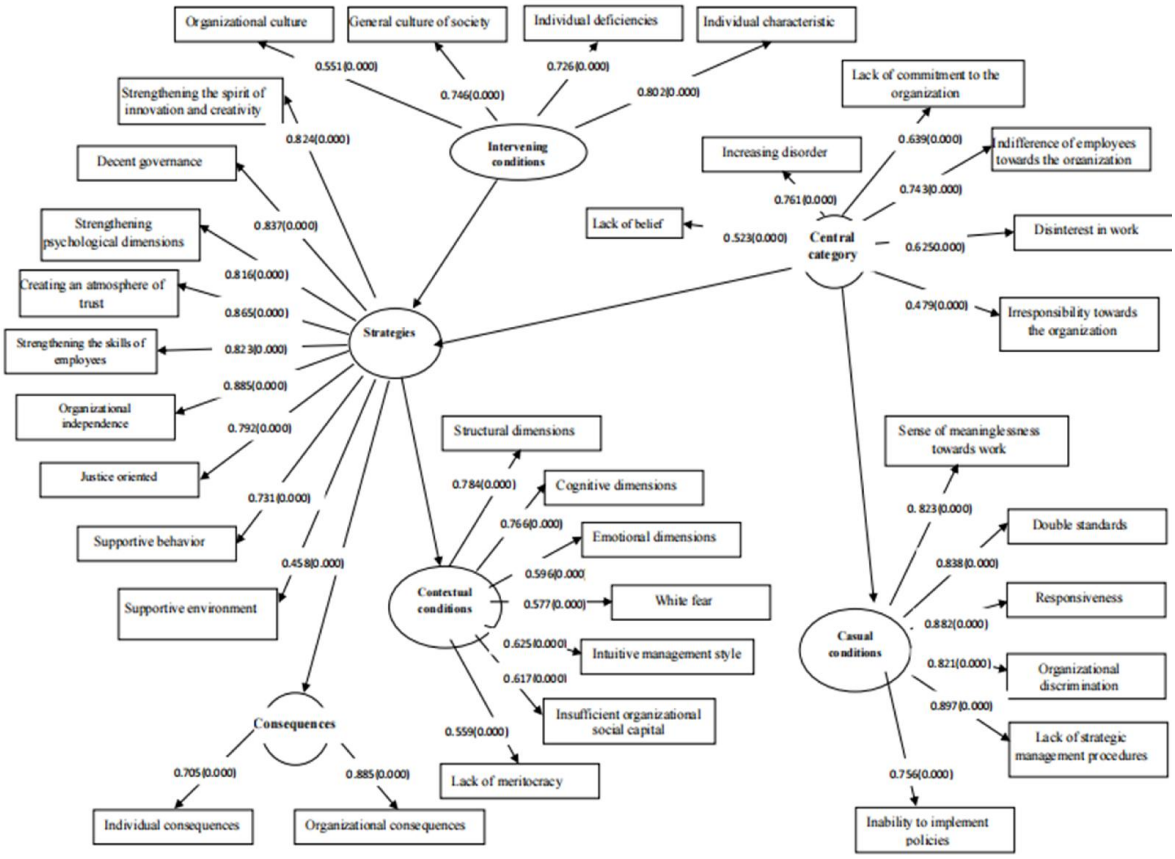

Figure 1. Results of path coefficients and P statistics (direct effect of the construct)

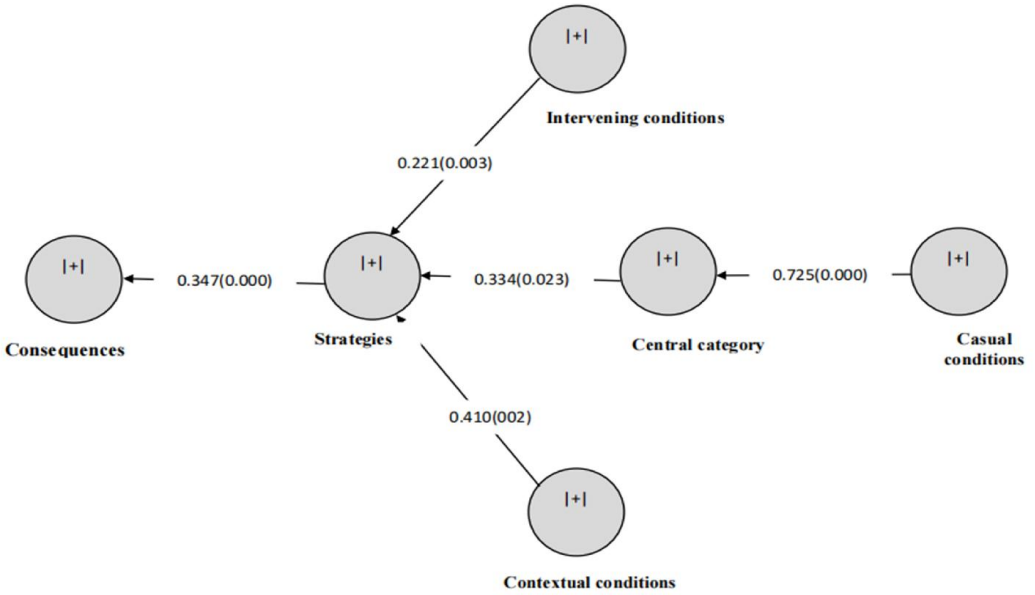

Figure 2. The effect of the independent variable on the dependent variable

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Table 5 gives information about the results of the research hypotheses test. According to Table 5, causal conditions had a direct, positive significant effect on the central category with a standard beta coefficient of 0.725, t=17.625, and P=0.001 at the level of one percent error. This result showed that the feeling of meaninglessness among the employees of the Red Crescent Society, the existence of double standards, organizational discrimination, the lack of strategic management procedures in the Red Crescent Society, as well as inability to implement policies led to an increase in the amount of disorder, a decrease in organizational social capital, non-commitment, indifference, and irresponsibility of employees towards the organization and insensitivity of employees towards work. Additionally, the results of the research showed that contextual conditions with a beta coefficient of 0.410, t=3.107, and P=0.002 had a direct, positive significant effect on the category of strategies at the level of one percent error. This result indicated that the structural, cognitive, and emotional dimensions, and the existence of intuitive management style, the existence of white fear, and the lack of meritocratic management prevailed in the Red Crescent Society, which by strengthening the spirit of innovation and creativity, decent governance, strengthening the psychological and skill dimensions of employees, organizational independence and creating an atmosphere of trust, support, and justice oriented in the Society could be a step towards reducing organizational numbness.

In relation to the influence of the intervening conditions on the category of strategies, the research results showed that the intervening conditions had a direct, positive significant effect on the strategies at the level of one percent error (standard beta coefficient=0.221, t=3.008, P=0.003). This result showed that paying attention to individual characteristics and inadequacies, as well as the general culture of society and organization can lead to strengthening innovation, creativity, and skills among employees and creating decent cooperation, organizational independence, and justice oriented. In addition, the results showed that the central category had a direct, positive significant effect on the strategy category with a beta coefficient of 0.334, t=2.282, and P=0.023 at the five percent error level. This result revealed that to decrease the level of disorganization, irresponsibility, and disinterest of employees towards the organization and work, attention should be paid to strengthening the spirit of innovation and creativity, employees' skills, organizational independence, and justice oriented as well as creating an environment of trust and support in the Red Crescent Society of Tehran province. The influence of the relationship between the category of strategies and the category of consequences was also tested.

Based on the results, at the error level of one percent, the strategies presented in the research had a direct, positive significant effect on the results (standard beta coefficient=0.347, t=3.769, and P=0.000). This result indicated that strengthening the spirit of innovation, creativity, and skills of employees, creating competent management, creating organizational independence, justice oriented, and an atmosphere of trust along with supportive behaviors could lead to a reduction in the sense of meaninglessness towards work, double standards, and organizational discrimination (organizational consequences), as well as an increase in the level of interest, commitment, and responsibility of the Society employees towards the organization and work (individual consequences). In sum, the results of the research showed that all research hypotheses were confirmed, and each category had a direct, positive significant effect on the other category.

It is worth mentioning that the effect of the relationship between the causal conditions category on the central category, the relationship between the contextual conditions category and the strategies category, the relationship between the intervening conditions category and the strategies category, and the relationship between the strategies category and the consequences were significant and effective at the error level of one percent. In fact, the results of this study showed that organizational numbness had been formed in the Red Crescent Society of Tehran province and by reducing the sense of meaninglessness towards work, double standards, and eliminating organizational discrimination, as well as applying appropriate procedures in strategies and their implementation, paying attention to the structural dimensions of the Red Crescent Society of Tehran province, and implementing meritocracy management could increase organizational social capital, the level of interest, commitment and

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responsibility of employees towards the Society and work, organizational independence, organizational justice, the atmosphere of trust, and supportive behaviors from the Society and employees. By these measures, a step would be taken to prevent the formation of the phenomenon of organizational insentience in the Red Crescent Society of Tehran province.

Discussion and Conclusion

The current research aimed to identify the causes and contexts of organizational insentience, recognize strategies that could be used to improve the current situation, and determine what consequences could be expected at the individual and organizational level in the Red Crescent Society of Tehran province by implementing the strategies presented in the research. In fact, one of the main causes of the phenomenon of insentience in the organization is the concept of job. If people cannot communicate with the concept of job in an organization, they will feel a lot of alienation towards their job and will lose their roots and connections in respect to the organization. As the results of this research showed, there was a sense of meaninglessness towards work among the employees towards the work, which according to Helmling point of view might cause frustration, confusion, and deviation in the employees (8).

In fact, sense can direct the behavior of the Society's employees and shape situations, organizations, and the environment, cause the emergence of organization in the organization (11), and affect almost most of the organizational dimensions (44). According to the results of the research, it can be said that the employees of the Red Crescent Society apparently adhered to the context of the organization for various reasons; however, they did not adhere to the spirit of the organization and did not have a sense to the organization, and weak communication prevailed in the organization, so that they refused to express their opinions in the organization, they showed interest in avoiding communication, and they had reached a state of reluctance, numbness, and weakness. Even reaching the goals of the organization was not important for most of them, most of the employees were critical of the organization, criticized the nature of their organization to others, and had an image with a cold background and silent contradiction in their minds towards the Red Crescent Society. This result was consistent with those of a study conducted by Khamshaya et al. (2017).

On the other hand, in the issue of foresight, lies the fact that the formation of the phenomenon of organizational insentience is an event that occurs in the middle of the road for many organizations, and it is not the case that an organization is involved with this phenomenon from the first day. In fact, in organizations that are moving on their own track, if there is no succession for managers and no action is taken to continue the favorable situation, the probability of employee turnover and forgetting the long-term and strategic goals of the organization is very high, and this issue provides the basis for the formation of insentience. In fact, the human resources management is one of the most important and frequent categories among the causes of the phenomenon of insentience, which is a product that is caused by a person's understanding of his own situation and the organization in relation to other employees and managers. Organizations that do not use meritocracy models in recruiting human resources and do not adjust the reward, promotion, and punishment system based on employee performance are always in danger of making a part of the organization insentient. When innovative, creative, and skillful employees feel equal to people who do not deserve to be in the organization, it makes them become numb toward organizational activity. The results of the research also pointed to the lack of meritocracy and intuitive management style and the existence of disorder in the Red Crescent Society, which have led to the emergence of individual and organizational consequences in the Red Crescent Society.

To correct such a procedure, it is necessary to adopt a set of strategies. Strategies are specific actions or interactions that result from the central phenomenon and the main strategies to prevent the phenomenon of organizational insentience are strategic management, justice oriented, and strengthening the communication system. The use of strategic management is actually a measure to prevent organizations from falling asleep. If strategic management is based on visioning, implementation planning, and revision, this continuity will cause the organizations that have suffered from lack of motivation to move and numbness and indifference be cured in such a

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progressive context. In other words, one of the causes of the formation of numbness is that employees in an organization move towards the unknown instead of having a definite goal.

Insentience is a situation in which long-term goals are replaces with daily plans and directive management replaces strategic management. As a result, the application of strategic principles will play a significant role in preventing organizational insentience. Justice oriented is the second strategy to treat the phenomenon of numbness, because numbness is the product of the feeling of injustice in the organization. The more the understanding of the employees of an organization is in accordance with the issue of justice, the less opportunity remains for organizational insentience.

In such a situation, the expansion of communication and the strengthening of internal organizational communication between employees and managers causes more positive feelings to arise among people, and this issue creates the basis for trust and cooperation among employees, and the phenomenon of insentience fades. Now, if the aforementioned strategies are adopted, we can expect consequences at the individual and organizational levels. Lack of motivation, organizational isolation, stopping the process of growth and learning, and the desire to leave work, which is one of the main individual consequences in the organization, can dominate the employees in the Red Crescent Society and overshadow the individual and organization performance if the aforementioned strategies are not applied. Moreover, organizational consequences, such as financial loss, loss of audience and people, internal organizational inefficiencies, and disharmony among organizational departments are other consequences that overshadow the organization. This result was consistent with those of other studies (37, 45).

Based on the findings of the research, it can be concluded that organizational numbness has been formed in the Red Crescent Society of Tehran province. Therefore, by reducing the sense of meaninglessness towards work, double standards, and eliminating organizational discrimination, as well as using appropriate procedures in strategies and their implementation, paying attention to structural dimensions in this organization, and implementing meritocracy and strategic management, it would be possible to increase organizational social capital, the interest, commitment, and responsibility of employees towards the population and work, organizational justice, atmosphere of trust, and supportive behaviors from the Society and employees. In fact, these measures are a step toward preventing the formation of the phenomenon of organizational insentience in the Red Crescent Society of Tehran province.

According to the findings of the research, it is recommended that in order to reduce organizational numbness in the Red Crescent Society of Tehran province, it is possible to directly prevent the phenomenon of numbness by adopting strategies against the factors that cause organizational numbness. The organization should increase the employees' perception of its supporting roles, and by creating a space for the employees to express their opinions, efforts should be made to prevent the atmosphere of silence from prevailing in the organization. In addition, the atmosphere of the organization should be made healthy by creating cultural formats to combat organizational silence and reducing the lack of conscious desire to perform tasks in the organization's employees so that the perception of the employees will change in a positive direction. The organization should use dynamic and practical contingency styles for the satisfaction of the employees and try to reduce the role of bureaucracy as an inhibiting factor in the long term.

Career orientation is one of the most important and meaningful factors on sensemaking in the organization. Employees who have a strong career orientation are primarily focused on material rewards, secondly on promotion and development, and thirdly on work as a contribution to the common good and the betterment of the world. Therefore, it is suggested that the Red Crescent Society of Tehran province pay attention to these three factors in their internal organizational policies because their consequences would include improving the self-concept and self-esteem of employees, increasing their social status and power, and participating in public benefit activities.

Teaching and promoting sense literacy among the management levels of an organization is another important and meaningful factor in sense making in organizations. By acquiring sense

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literacy, managers will be able to organize the silent irregularities of the organization, create or strengthen the desire for the organization among the employees, and try to internalize the commitment of the employees towards the organization. Therefore, it is suggested that the Red Crescent Society should organize training courses for its managers in relation to the education and promotion of sense literacy in order to prevent the formation of organizational insentience or to reduce and eliminate this issue in the Red Crescent Society.

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Conflict of Interests

The authors declare that there were no conflicts of interest in this study.

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