

Original Research

Cite this article: Kazemi S, Kolivand P, Saberian P, Shamspour N, Ardakani MF, Abdolhazadeh F and Azari S (2024). Phenomenological Analysis of Factors that Affect the Increase in the Willingness to Reengage Volunteer Rescuers and Saviors of the Red Crescent Society of the Islamic Republic of Iran. *Disaster Medicine and Public Health Preparedness*, **18**, e237, 1–8 <https://doi.org/10.1017/dmp.2024.179>

Received: 18 December 2023

Revised: 25 July 2024

Accepted: 01 August 2024


Keywords:

Red Crescent Society; rescuers and saviors; phenomenology

Corresponding author:

Fayegh Abdolhazadeh;
Email: faz_helal@yahoo.com

Phenomenological Analysis of Factors that Affect the Increase in the Willingness to Reengage Volunteer Rescuers and Saviors of the Red Crescent Society of the Islamic Republic of Iran

Sadegh Kazemi¹ , Pirhossein Kolivand², Peyman Saberian³, Navvab Shamspour¹, Mojtaba Fattahi Ardakani⁴, Fayegh Abdolhazadeh¹ and Samad Azari⁵

¹Research Center for Emergency and Disaster Resilience, Red Crescent Society of the Islamic Republic of Iran, Tehran, Iran;

²Department of Health Economics, Faculty of Medicine, Shahed University, Tehran, Iran; ³Department of Anesthesiology, Imam Khomeini Hospital Complex, Tehran University of Medical Sciences, Tehran, Iran; ⁴Shahid Sadoughi University of Medical Sciences and Health Services, Yazd, Iran and ⁵Hospital Management Research Center, Health Management Research Institute, Iran University of Medical Sciences, Tehran, Iran.

Abstract

Objective: The present study aimed to analyze the factors that influence the increase in the desire to re-engage volunteer rescuers and saviors of the Red Crescent Society of the Islamic Republic of Iran.

Methods: This qualitative descriptive phenomenological study involved the participation of volunteers who had not volunteered in the Iranian Red Crescent Society (IRCS) for at least one year but expressed a willingness to be re-engaged. The semi-structured in-depth interview process and data collection continued until the theoretical saturation stage was reached. The collected data was analyzed using the interpretive approach and the 7-step Claesian method.

Results: The results show that several factors influence the increase in the desire to reengage volunteer rescuers and members of IRCS. These factors were categorized into 136 codes, 63 main codes, 20 clusters, 7 classes, and 3 themes, namely “organizational support and understanding,” “work characteristics,” and “organizational credibility.” The results of the study indicate that each of the identified factors plays a significant role in the dynamics of the re-engagement process for rescuers and volunteer rescuers within the IRCS.

Conclusions: The experiences of volunteer rescuers and members can be utilized to enhance the recruitment and retention of volunteer human resources within the IRCS.

Introduction

In recent years, volunteering has become increasingly important. Organizations and institutions that provide social services can expand and improve their programs with the help of knowledgeable and trained volunteers, allowing them to offer a greater quantity and quality of services.^{1,2} The National Red Cross and Red Crescent Societies, being one of the largest cooperatives and volunteer-oriented organizations, need to attract and use efficient and effective volunteer human resources to achieve their goals.³

Among volunteer human resources, first responders and rescuers have one of the main and fundamental responsibilities within the Red Crescent Society, including rescue and public service.⁴ In many research studies, various factors related to the recruitment and retention of volunteers have been mentioned. In a study conducted by Poladi et al., it has been shown that factors such as advertising by influential individuals, street advertising, organizational support, social motivation, communication, and media play a role in both internal motivation and material encouragement.⁵ In other studies, factors such as the variety of recruitment methods, the rewards obtained from participation, the sense of belonging among members, increased awareness and public information about safety culture and preparedness, the use of information tools and incentives, and engaging activities have been mentioned.⁶

Through the conducted investigations, no relevant research was found in the field of identifying the dimensions and components that influence the desire for re-engagement. Most of the research has focused on the motivational and material aspects of participants until they become volunteers.⁷ Identifying the factors influencing the recruitment and retention of volunteer forces, one of the challenges the Red Crescent Society of the country has faced in recent years is the decline in the number of volunteers.¹

Re-engagement volunteers (or re-employed or return-to-work volunteers), rescuers, or savior volunteers may stop their activities due to economic aspects, such as a lack of hope for job

prospects; however, due to measures taken within the Iranian Red Crescent society, hope for job prospects (such as insurance and employment) have motivated volunteers to continue their activities. In recent years, the Red Crescent Society of the Islamic Republic of Iran has successfully increased volunteer participation, including rescuers, by implementing strategic policies and effective capacity-building initiatives.

In this study, recognizing the importance of this matter, efforts have been made to examine the factors that influence the willingness of volunteer rescuers to rejoin the Red Crescent Society of the Islamic Republic of Iran.

Methodology

Study Design and Data Source

This study was qualitative research conducted in 2023, using the descriptive phenomenology approach. The research sample was selected through a purposeful sampling method and continued until data saturation was achieved. In this study, in-depth and semi-structured interviews were conducted with 23 individuals. The duration of the interviews varied from 30 to 40 minutes, depending on the circumstances and willingness. The interviews began with a broad and comprehensive question: "Describe your experience regarding your return to the Red Crescent Society for relief and volunteer activities". In cases where the answers were unclear or incomplete, additional questions were asked to gather more information.

Inclusion and exclusion criteria

The criteria for inclusion in the research were willingness and satisfaction to participate, a history of being a rescuer with at least one year of inactivity within the Red Crescent Society, and the ability to recount experiences. Criteria for withdrawal from the research included the unwillingness to participate in the investigation process. Additionally, participants were given the option to withdraw from the study at any point during the investigation.

Data analysis

In this study, data analysis was performed using MAXQDA-2018 software, employing the 7-step Claesian method. After each interview, the entire audio text was transcribed verbatim into written text, serving as the unit of analysis.

- **First**, the interview text was carefully read multiple times to gain a general understanding of the content.
- **Second**, all the significant and important explicit and implicit words and memos from each interview were extracted.
- **Third**, the meaning of each phrase was explained and summarized, along with its significance. Then, the extracted meanings were combined to derive a common understanding.
- **Fourth**, the meanings extracted from the third step were organized into categories of codes and themes and then placed into separate clusters.
- **Fifth**, the related codes were grouped into broader categories. These categories of codes were then organized into clusters, forming central concepts.
- **Sixth**, the findings were discussed and described. Repetition of topics serves as one of the indicators of credibility. To determine the validity of the data at this stage, one of the relevant individuals compared the data obtained with the information. Finally, the structure of the phenomenon was addressed. For

this purpose, the key concepts were selected by consensus among the researchers and written in a narrative summary.

- **Seventh**, to ensure validity, the information from each interview was shared with the participants for verification. Based on their feedback and opinions, necessary corrections were made.

In this study, the four criteria of dependability, credibility, confirmability, and transferability proposed by Lincoln and Guba were used to assess the strength and accuracy of the data.⁸ To enhance generalizability to other situations or groups, maximum diversity was considered in the selection of participants. Additionally, the qualitative study in this research was evaluated using the 32-question checklist criteria of COREQ.⁹

"Rescuer" refers to a volunteer who provides rescue services after going through the steps of enlistment and receiving the necessary training in the field of the operational teams of the population. Paramedics are divided into third, second, and first degrees. The minimum age to enter the rescue service is 16 years. "Savior" refers to a volunteer who offers search and rescue services after completing the enlistment process and obtaining the required training in community operational teams. The savior is categorized into three degrees: third, second, and first. The minimum age to participate in rescue operations is 18 years old. "Sacrifice" is used to describe a volunteer is said to have the ability to participate in various missions while passing the rescue and savior procedures and passing the sacrifice test. The minimum age to enter the sacrifice period is 22 years.

Results

In this study, the participants included 3 females and 20 males who were rescuers. The age range of the participants was between 21 and 33 years, and their education level ranged from Diploma to PhD. Their level of rescue experience ranged from first rescuer to first savior (Table 1).

After analyzing the interviews and removing irrelevant codes, 136 codes were extracted, which emerged in three themes: "perceived organizational support," "work characteristics," and "organizational credibility." There were 7 classes, 20 clusters, and 63 main codes (Table 2).

Welfare affairs, one of the classes in the study, included three clusters: insurance coverage, payment of salaries and benefits, and satisfaction of social needs. Most of the participants repeatedly stated that one of the reasons for being re-absorbed into the Red Crescent Society was the provision of insurance services and salary payments, which did not exist in the past. Previously, only commuting allowances were paid. In most cases, the payment of these expenses did not align with the conditions of economic inflation in society, and this issue caused dissatisfaction among rescuers.

One of the participants said, "When I had insurance coverage, I felt relieved because, in addition to helping the Red Crescent Society, I also improved my life situation" (participant number 3). Participant number 12 said, "Since I have social security insurance coverage and my salary and travel expenses are paid, both my family and I feel more satisfied."

Another class in the study is occupational value, which includes four clusters: attention to the emotional needs of the organization, easy and open communication with officials, recognition of self-sacrifice, and public awareness of volunteer services.

- **Paying attention to emotional needs** is one of the clusters in this class. The important aspects of this cluster include appreciating and valuing individuals, providing support and consolation to

Table 1. Demographic characteristics of rescuers and saviors volunteering

Participant number	Gender	Age	Degree	Education
1	Male	27	First Savior	Bachelor
2	Male	23	Second Savior	Associates
3	Male	24	First Savior	Bachelor
4	Male	26	First Rescuer	Master
5	Female	23	Third Savior	Master
6	Male	30	Sacrifice	Master
7	Male	31	Sacrifice	Bachelor
8	Male	29	First Savior	Associates
9	Female	21	First Rescuer	Master
10	Male	30	Second Savior	Bachelor
11	Male	25	First Savior	Bachelor
12	Male	26	First Savior	Bachelor
13	Male	32	First Savior	Master
14	Male	31	First Savior	Bachelor
15	Female	33	Sacrifice	PhD
16	Male	24	Third Savior	Master
17	Male	29	First Savior	Bachelor
18	Male	27	First Savior	Master
19	Male	23	Second Savior	Master
20	Male	25	Third Savior	Associates
21	Male	29	Sacrifice	Associates
22	Male	31	Sacrifice	Bachelor
23	Male	24	Second Savior	Diploma

volunteers assisting accident victims, and finally, recognizing and acknowledging rescuers and volunteers on important calendar and religious days. One of the participants said, “It is valuable for me and many of my colleagues that during religious ceremonies and Nowruz Eid, like other employees, all rescuers and volunteers are appreciated and thanked” (participant number 7). Another participant said, “The fact that they allocate an amount as an Eid gift for us during religious occasions gives people a sense of value and demonstrates that we, as volunteers, are also important to them” (participant number 10). One of the participants said, “When I see in the media that the president, general secretary, or the deputies of the entire population sit next to the rescuers in times of crisis and difficult conditions, and listen to their words, it shows support for us rescuers and gives us the impression that we are being supported.” (participant number 1)

- **Easy and open communication with officials** was also one of the shared experiences of several rescuers. This cluster is related to establishing close communication with senior officials through virtual platforms and organizing meetings with officials to create a suitable environment for discussions with managers. One of the participants said, “I was in contact with the authorities through cyberspace regarding the situation of the rescuers. If we had any questions, they would explain to us and even answer the questions of other rescuers. They were patient enough to repeat the answers.” (participant number 20)

- **Paying attention to self-sacrifice** is one of the important aspects of this class. This aspect is related to recognizing and valuing selfless volunteer service, the involvement of officials with volunteers in crisis situations, and appreciating the selflessness of volunteers. One of the participants said, “Whenever there is a problem for the rescuers in operations, the officials of the Red Crescent Society come to meet and console or follow up in person, which is unique. For example, when an accident happened to several rescuers in Ardabil, the head of the Red Crescent Society and the deputy of relief and rescue came to meet the victims.” (participant number 18)
- **Public awareness of volunteer services** is another cluster of occupational value classes. Timely notification of various methods regarding the goals and measures taken was a common concern for many participants. Several aid workers said that they were aware of the decisions and future plans of the Red Crescent Society, which made them feel good. One of the participants said, “I and many rescuers were able to make better decisions for our future when we learned about the news and decisions of the organization. For example, I myself decided to move from the city where I live to the capital of the province to find a suitable job. When I found out about the decisions related to improving the situation of volunteers in the Red Crescent Society, I waited and continued our rescue activity.” (participant number 9)

Positive expectations from establishing cooperation with the Red Crescent Society is another class in this research. It includes three clusters: the commitment of officials, providing opportunities for continuous growth, and increasing job security.

- **The commitment of officials** is one of the clusters in this category, as mentioned by the participants. It is based on the implementation of organizational reports and approvals by officials. One of the participants said, “Both my family and I heard the discussions of the officials of the Red Crescent Society through the media regarding the improvement of the condition of rescuers and their promises. Interestingly, after a period, the officials fulfilled those promises. We were very happy, and this sense of responsibility is very valuable to me.” (participant number 11)
- **Providing the opportunity for continuous growth** is another cluster within the category of positive expectations of establishing cooperation with the population. The participants expressed the creation of opportunities, including the employment of volunteers with a degree of self-sacrifice within the population, the creation of employment opportunities for other volunteers, and the Holy Military Service. One of the participants said: “It was very important that the authorities cared about us and gave us a point in the recruitment discussion, and this point made me have a better chance of being hired than a person who does not volunteer, and this is an opportunity which the Red Crescent Society has created.” (participant number 23)
- **Increasing job security** is another cluster within this category. This cluster pertains to increasing the likelihood of job stability, planning a life with a fixed income, and a greater desire for career advancement and relief. One of the participants said, “Given that I have a degree of self-sacrifice and now I am being recruited into the Red Crescent, the salary I receive makes it easier for me to plan, and my conditions are better.” (participant number 6)
- **The spirit of learning** is another class identified in this study, which consists of two clusters: organizational learning and individual learning. This class is associated with the synergy

Table 2. Main code, cluster, class, and theme of factors affecting the increase in the desire to re-absorb volunteers

Theme	Class	Cluster	Main codes
Perceived organizational support	Paying attention to welfare affairs	Insurance	Insurance all rescuers and saviors.
			Supplementary insurance for rescuers and saviors
			Pursuing the development of public coverage of all volunteers
		Payment of salaries and benefits	Timely payment of fees
			Increasing travel allowances
			Allocation of shopping coupons
			Adapting Salaries to Inflation Conditions in Society
		Paying attention to social needs	Family Satisfaction of Rescuers and Saviors with the Services Provided.
			The satisfaction of rescuers and Saviors regarding the current situation of the population
	Giving importance to the capabilities and abilities of volunteers		
	Occupational value	Paying attention to emotional needs	Rewarding rescuers and rescuers on every occasion
			Understanding the importance of rescuers
			Appreciating rescuers on various occasions
			Meeting and consolation of senior officials with the rescuers and saviors of the accident
		Easy and open communication with officials	Communicating with senior officials using cyber space
			Having a close relationship with senior officials
			Having intimate meetings with senior officials
		Paying attention to self-sacrifice	Paying attention to rescuers and saviors in relation to self-sacrificing voluntary service
			The presence of senior officials next to rescuers in crisis
			Appreciating the sacrifice of rescuers and saviors
Public awareness of volunteer services		Increasing people's awareness of the activities and goals of the Red Crescent Society	
	Reporting the actions taken by volunteers in the organization's magazines		
	Sending reports and news continuously		
Having a positive expectation of establishing cooperation	The commitment of officials	The implementation of reports sent by officials in the news and cyberspace	
		The implementation of approved organizational programs	
		Implementation of a number of approvals before the appointed time	
	Providing opportunities for continuous growth	Employing rescue and volunteer forces	
		Creating recruitment points for volunteers in the organization	
		Use of rescuers and saviors for military service	
	Increasing job security	Increasing job stability	
Fixed income and a better life			
Increasing the desire of rescuers and saviors to upgrade their job			
Work characteristics	The spirit of learning	Organizational Learning	Increasing the opportunity to take training courses
			Creating a learning culture in the Red Crescent Society
			The attention of the Red Crescent Society to team learning among rescuers and saviors
		Individual learning	Trying to learn the skills of rescuers and saviors
			Sharing information and training among rescuers and saviors
			The willingness of most rescuers and saviors is to learn qualitatively.
	Job satisfaction of the type of work	Mental health	A sense of mental and emotional peace with the use of rescuers and saviors
			Reducing emotional fatigue from rescue activities
			The feeling of happiness and satisfaction when doing work in Red Crescent Society
		Physical health	Improving the physical performance of rescuers and saviors
			Reducing physical discomfort
Improving the ability to perform physical activities			

(Continued)

Table 2. (Continued)

Theme	Class	Cluster	Main codes
Organizational credibility	Promotion of organizational culture	Increasing labor justice	Lack of discrimination between volunteer rescuers and saviors and employees
			Unification and specifying the working hours of rescuers and saviors
			Holding more work meetings between volunteers and officials to discuss problems
		Role transparency	Systematization and integration of the activities of rescuers and saviors
			Follow-up to determine the role and activities of rescuers and saviors.
			Holding meetings related to the goals and duties of rescuers
	Evaluation of appropriate organizational performance	We specialize in the activities of rescuers and saviors in providing services.	
		Existing suitable methods to evaluate the performance of rescuers and saviors	
		General supervision of rescuers and saviors employed by senior management levels	
	Clarification	Online access for rescuers and saviors to educational records, work, and payments	
		Online access of paramedics to work records	
		Online access to payments and salaries	
Improvement of transformational management	The willingness to transform the organization	Hope and optimism for the current management	
		Improving the performance of the Red Crescent Society according to the measures of senior managers	
		Improving the implementation of the operation due to the use of rescuers and saviors	
	Having a positive attitude towards transformational leadership	The good management style of the senior officials of the Red Crescent Society	
		Efforts for the success of the organization by senior managers	
		Helping and improving conditions for transformation by senior managers	

- between the population and volunteers in learning training courses. Most rescuers expressed a new learning experience.
- **The organizational learning** cluster is related to creating training opportunities, fostering a learning culture, and paying attention to the Red Crescent Society to promote team learning among rescuers and volunteers. The volunteers mentioned that their attitude towards learning has changed. One of the participants said, “With the conditions that the Red Crescent Society provided for us (aid workers), it has generated a lot of enthusiasm to take training courses. Because we all need specialized training courses in rescue and first aid to advance our ranks. For example, in the past, when a training course was held, many of my friends did not participate, but now everyone is eager to complete the training course.” (participant number 4).
 - **The individual learning** cluster is related to skill development, information sharing, and the desire to enhance the quality of learning among rescuers. The volunteers mentioned that their attitude toward learning has changed. Participant number 19 said, “One of the things that helps to elevate the level of rescuers is completing training courses. Those of us who took the self-sacrifice exam were evaluated based on our skills. That’s why rescuers are motivated to enhance their skills both theoretically and practically.”
 - **Job satisfaction** from the type of work is another class identified in this study, which consists of two clusters: mental health and physical health. The concept of health encompasses both physical and mental dimensions. Rescuers expressed their experiences, mentioning improvements in their health conditions. They expressed satisfaction, noting a decrease in mental fatigue and improved physical well-being.

- **Mental health** is one of the clusters within the job satisfaction class. This cluster pertains to the sense of mental and emotional well-being, the reduction of emotional fatigue, and the experience of happiness. Participant number 5 said, “Since I joined the Red Crescent Society, I have felt a sense of comfort and a decrease in the stress of uncertainty about the future. I am now happy to be engaged in my favorite work, and the fatigue associated with being a rescue worker has dissipated from my body.”
- **Physical health** is another cluster within the job satisfaction class related to the type of work. This cluster focuses on improving physical performance, reducing physical issues, and enhancing the ability to engage in physical activities. The participants said, “What I am telling you represents the sentiments of all the rescuers. They state that since the Red Crescent Society utilizes its own rescuers, it has boosted morale and motivation, improved physical and mental capabilities, and enabled us to perform our assigned tasks more effectively.” (participants numbers 18 and 22).

Promotion of Organizational Culture

Another aspect discussed in this research is the promotion of organizational culture, which is derived from four clusters: increasing work justice, role transparency, evaluating organizational performance, and transparency. Improving organizational culture involves defining tasks, monitoring activities, equalizing work time, and providing volunteers with access to rescue and rescue records.

- One of the clusters in this category is increasing **labor justice**. This cluster aims to prevent discrimination, equalize working hours, and hold problem-solving meetings. Participant number

17 stated, "After the contract was implemented, the working hours for both rescuers and volunteers became the same, eliminating the distinction between employees and volunteers."

- The **transparency** of roles is another cluster in the promotion of organizational culture. This cluster involves systematizing volunteers' activities, specializing tasks, and conducting meetings and follow-ups to define roles and activities. Participants numbers 8 and 13 mentioned, "One positive aspect that has been implemented is that all our activities are now based on our expertise. In the past, as a road rescuer, I would also respond to emergencies in the mountains or wherever there was a need for immediate assistance."
- **Appropriate evaluation of organizational performance** is another cluster within the category of promoting organizational culture. This cluster focuses on having proper procedures in place to evaluate and monitor the performance and activities of volunteer rescuers and employees.
- **Clarification** is another cluster within the category of promoting organizational culture. This cluster focuses on providing online access for volunteer rescuers to educational and work records, as well as information about pay and benefits. Participant number 14 stated, "By implementing an activity registration system, we are able to access information at any moment, which can have a positive impact on the performance of our colleagues." Participant number 15 also mentioned, "Our current activities are recorded in the systems, allowing officials to review the rescue and operational activities of all rescuers. Additionally, our salaries are based on the same amount of activities."

Improvement of Transformational Management

Another category is the enhancement of transformational management, which consists of two clusters: willingness to transform the organization and having a positive attitude towards transformational leadership. The concept of this category is related to the positive sentiment of rescuers and employees towards the population and organizational managers who are striving to transform the Red Crescent Society.

- **The willingness to transform the organization** is one of the clusters within the category of transformation management improvement. This cluster pertains to the hope and optimism towards the current management, aiming to enhance the execution of operations and the quality of performance within the Red Crescent Society through effective management measures. Participant number 21 expressed, "When the organization treats me equally and values me like other colleagues, it instills a positive feeling in both me and my colleagues. In response to this behavior, we put forth our maximum effort in fulfilling our duties. We demonstrate this commitment, and it has even had an impact on our families."
- **Having a positive attitude towards transformational leadership** is another cluster within this category. This cluster relates to the effective management style of leaders, their dedicated efforts for the success of the Red Crescent Society, and their assistance in improving conditions for transformation. Participant number 2 commented on this matter, saying, "All the discussions I see from managers on TV and other virtual platforms revolve around improving the conditions of Red Crescent volunteers. This is a positive indication of the volunteers' well-being."

Discussion

The purpose of this study was to explore the experiences of rescuers and saviors in the Red Crescent Society of the Islamic Republic of Iran and to understand the factors that influence their willingness to continue their involvement. The phenomenological method was used to conduct this research. The findings of the study were categorized into three themes: perceived organizational support, work characteristics, and organization credit. Within these themes, seven categories were identified: attention to welfare matters, occupational value, positive expectation of establishing cooperation with the organization, learning spirit, job satisfaction from the type of work, promotion of organizational culture, and improvement of transformational management. These categories shed light on the factors that influence the willingness of rescuers and volunteer rescuers to continue their involvement in the Red Crescent Society of the Islamic Republic of Iran.

Perceived organizational support was one of the themes explored in this study. Organizational support is considered a crucial component in enhancing the performance of any organization. By providing support to its employees, an organization can effectively work towards achieving its goals. Considering the significance of this issue, the concept of perceived organizational support holds great importance. If organizational managers solely focus on the goals of the organization and implement their plans without the support of their employees, they are likely to encounter numerous challenges in achieving organizational success. Therefore, it is crucial for employees to recognize that the organization takes into consideration their individual and social needs. Perceived organizational support refers to the employees' perception and belief that the organization values their involvement, health, and overall well-being.¹⁰

The support that volunteer rescuers and rescuers feel is based on their belief in how much the organization appreciates their cooperation and cares about their well-being. In line with perceived organizational support, according to the study conducted by Taleghani et al. (2008), employees perceive certain activities of the organization, such as salary and wage increases, promotions, and training, as indications that the organization values their welfare and provides support to them. To show appreciation for the organization, employees develop a positive attitude towards it, which in turn increases their emotional commitment to the organization. This high level of emotional commitment leads employees to have a stronger inclination to stay in the organization because they feel a sense of belonging and identify with it.¹¹

In the results of this study, it was found that dimensions such as attention to well-being and livelihood, consideration of individual and social needs, communication with officials, feeling supported by officials, and job security significantly influenced the renewed desire of volunteers and rescuers to remain engaged with the organization. These factors played a crucial role in their willingness to continue their involvement. Previous studies have consistently demonstrated that perceived organizational support is directly and significantly related to job satisfaction and the quality of services provided. These findings align with the results of a recent study.^{12,13}

Work characteristics were another theme identified in this study. They are conditions that have the potential to enhance employee performance in the work environment, making them particularly important for organizational leaders to prioritize. Volunteer rescuers and rescuers also recognized this, and it can be stated that organizations operating in the service sector, such as the Red Crescent Society, prioritize human resources, their values, and

motivations. Human resource management holds greater significance in these organizations compared to others.¹⁴

One of the significant components highlighted in the participants' comments was the increase in job satisfaction. Emotional well-being, physical health, and overall satisfaction with the nature of the work were identified as reasons for the desire to collaborate with the organization again. Research has indicated that when individuals have a genuine interest in their profession and demonstrate commitment to their job and activities, they are less likely to experience burnout.^{15,16} By re-engaging these individuals with the organization and simultaneously enhancing the quality of the organization's work, their satisfaction with their roles can also be achieved. This relationship has the potential to contribute to the advancement of any organization.¹⁷

Credit organization was another theme identified in this study. It encompasses the presence of trust and belief in the organization's ability to fulfill its obligations. In the service quality model, Servqual assesses quality across tangible dimensions such as assurance, empathy, responsiveness, and reliability.^{18,19} It is a high-quality organization that can foster a sense of trust among its customers. In the recent study, new employees can be viewed as customers who are collaborating with the organization once again. If the organization can meet the expectations of these customers, it signifies gaining credibility from them. Previous research has examined managers' decision-making in establishing trust and confirmed it as a mediating variable in building trust and employee satisfaction.²⁰ In a recent study, trust in managers was identified as one of the key components by the participants. When discussing credibility, factors such as reliability, believability, honesty, and attentiveness to people's needs have been highlighted, which align with the components identified in this study.¹⁹

The transparency of role is one of the components that several participants mentioned. Research has indicated that ambiguity in assigned tasks is one of the factors contributing to job burnout.²¹ Therefore, by implementing systems for task allocation and providing opportunities for employees to acquire additional skills and knowledge, the stress caused by role ambiguity can be reduced. This, in turn, can lead to a decrease in job burnout and an improvement in performance and organizational quality.²²

Paying attention to welfare affairs was identified as one of the crucial factors in perceived organizational support, as well as in increasing the willingness to recruit volunteer rescuers and responders. According to organizational support theory, employees develop a general belief regarding the organization's recognition of their public contributions and concern for their well-being.²³ Regarding welfare affairs, the research findings indicated that having insurance coverage, receiving adequate salaries and benefits, and fulfilling social needs were the most significant factors in addressing welfare concerns for volunteer rescuers and responders. These results align with the findings of Taleghani et al.¹¹.

This study demonstrated that occupational value was another crucial factor in perceived organizational support and in enhancing the motivation to retain volunteer rescuers and responders. Regarding occupational values, the research findings indicated that attending to emotional needs, such as appreciation and support, fostering open and comfortable communication with authorities, and recognizing self-sacrifice and public awareness of volunteer services, were identified as the most significant job value factors for volunteer rescuers and responders. The results of this study were consistent with the findings of Armandi et al.²⁴, Nairi et al.²⁵, and Veinhardt et al.²⁶.

Positive expectations, specifically optimism, regarding the establishment of a stable cooperation with the Red Crescent Society, were also identified as significant factors in perceived organizational support and in enhancing the motivation to retain volunteer rescuers and responders. Optimism is a construct that focuses on the future²⁷ and is associated with reduced attention to negative and threatening information, while prioritizing positive information²⁸.

The "scientific view" is a cognitive and motivational state that enables people to direct and regulate their real attainable goals through their behavior and the ability to create alternative ways to reach their desired goals. When participants faced obstacles²³ in relation to the positive expectation of stabilizing cooperation with the organization, the results of the research indicated that the commitment of officials, providing opportunities and continuous growth, and increasing job security were the most important factors of positive expectation for stabilizing cooperation with the population for volunteer rescuers and responders; the results of this study are consistent with the results of the study of Alizadeh et al.²⁹ and Motevali et al.³⁰.

Paying attention to the spirit of learning was identified as one of the significant factors in work characteristics that enhance the motivation to retain volunteer rescuers and responders. In relation to the factors associated with the spirit of learning, the research findings indicated that creating opportunities for continuous learning, promoting dialogue and sharing of training within the organization, fostering a culture of learning, having the desire to enhance training quality and skills, and encouraging cooperation and group learning were identified as the most significant factors in fostering the spirit of learning among volunteer rescuers and responders. The findings of this study were consistent with the results of previous studies conducted by Abbasqolizadeh et al.³¹, Ebrahimi et al.³², and Jalalabadi et al.³³.

In the present study, the participants identified job satisfaction derived from the nature of the work as one of the significant factors in work characteristics that enhance the willingness to re-engage volunteer rescuers and responders. In relation to job satisfaction, the research findings indicated that experiencing mental and emotional peace, reducing emotional fatigue, feeling happiness, improving physical performance and activities, and reducing physical problems were identified as the most significant factors of job satisfaction among volunteer rescuers and responders. These results are consistent with the findings of previous studies conducted by Karami et al.¹⁴ and Damani et al.³⁴.

The promotion of organizational culture was identified as another influential factor in enhancing the willingness to reengage volunteer rescuers and responders within the Islamic Republic of Iran's Red Crescent Society. Regarding the organizational culture, the research findings indicated that improving work justice, role transparency, performance evaluation, and clarification were identified as the most significant factors in enhancing the organizational culture for volunteer rescuers and responders. The results of this study were consistent with the findings of the studies conducted by Kurdanaj et al.³⁵ and Bazmi et al.³⁶.

Another important factor in increasing the willingness to reengage volunteer rescuers and responders is the improvement of transformation management within the credit organization. In relation to the improvement of transformation management, the research findings indicated that the desire to transform the organization and having a positive attitude towards transformational leadership were identified as the most significant factors for enhancing transformation management among rescuers and volunteer rescuers. These results were consistent with the findings of the studies conducted by Ardalan et al.³⁷ and Ramzan Nia et al.³⁸.

Conclusion

The overall purpose of the study was to explore and describe the various dimensions of factors influencing the increased desire for re-engagement among rescuers and volunteer rescuers within the Red Crescent Society of the Islamic Republic. Therefore, factors such as organizational support, perceived support, work characteristics, and organizational credibility play a significant role in the desire to attract and reengage volunteer rescuers and responders. These factors should be given special attention and consideration. The findings of these experiences can be utilized to identify the needs and facilitate the recruitment and retention of competent volunteer human resources within the Red Crescent Society of the Islamic Republic of Iran.

References

1. Keshavarz Tork E, Keshavarz Tork M. The study of factors and trends affecting the motivation of volunteer relief workers using Causal layered Analysis (CLA). *Sci J Rescue & Relief*. 2012;4(3).
2. Bostan Z, Bakhshi H. Studying the effective factors of attracting and maintaining volunteers in Red Crescent society of Khorasan Razavi. *Sci J Rescue & Relief*. 2017;9(2):14–26.
3. Rahnavard F, Sadeghi Nikpei N, Alamdari S. Identify effective factors to attract public volunteer groups for giving voluntarily services in Red Crescent society. *Sci J Rescue & Relief*. 2009;1(2).
4. Inayatullah S. Causal layered analysis: poststructuralism as method. *Futures*. 1998;30(8):815–829.
5. Pouladi Reishahri A, Afsharpour S, Golestaneh SM, et al. Studying the effective factors of attracting and maintaining volunteers, youth and relief groups in Red Cre. *Sci J Rescue & Relief*. 2013;5(1):31–39.
6. Bostan Z, Bakhshi H. Studying the effective factors of attracting and maintaining volunteers in Red Crescent society of Khorasan Razavi. *jorar*. 2017;9(2):14–26.
7. Marjani SA, Zarei A, Bayat B. Identifying the factors and components affecting voluntary activities in Iranian libraries and presenting a proposed model. *Library and Information Sciences*. 2022;4(24):30.
8. De Chesnay M. Nursing research using ethnography: qualitative designs and methods in nursing: Springer Publishing Company; 2014.
9. Tong A, Sainsbury P, Craig J. Consolidated criteria for reporting qualitative research (COREQ): a 32-item checklist for interviews and focus groups. *Int J Qual Health C*. 2007;19(6):349–357.
10. Guan X, Sun T, Hou Y, et al. The relationship between job performance and perceived organizational support in faculty members at Chinese universities: a questionnaire survey. *BMC Med Educ*. 2014;14:1–10.
11. Taleghani GR, Divandari A, Shirmohammadi M. The effect of perceived support from the organization on employee commitment and organizational performance: a study in Bank Mellat branches in Tehran. *Iranian Journal of Management Sciences*. 2009;4(16):1–25.
12. Maan AT, Abid G, Butt TH, et al. Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Bus J*. 2020;6(1):21.
13. Wen J, Huang S, Hou P. Emotional intelligence, emotional labor, perceived organizational support, and job satisfaction: A moderated mediation model. *Int. J. Hosp. Manag*. 2019;81:120–30.
14. Karami S. The relationship of mental health and job satisfaction among rescue and non-rescue workers of Red Crescent society (case study: Semnan province). *Sci J Rescue & Relief*. 2016;7(4).
15. Judge TA, Thoresen CJ, Bono JE, et al. The job satisfaction–job performance relationship: a qualitative and quantitative review. *Psychol Bull*. 2001; 127(3):376.
16. Baruch-Feldman C, Brondolo E, Ben-Dayana D, Schwartz J. Sources of social support and burnout, job satisfaction, and productivity. *J Occup Health Psychol*. 2002;7(1):84.
17. Bin AS, Shmailan A. The relationship between job satisfaction, job performance and employee engagement: an explorative study. *Issues Bus Manag Econ*. 2015;4(1):1–8.
18. Sharifabad MAM, Ardakani MF, Bahrami MA, et al. Nurses' communication skills and the quality of inpatient services from patients' viewpoints. *Med Sci*. 2019;23:163–167.
19. Yarimoglu EK. A review on dimensions of service quality models. *J Mark Manag*. 2014;2(2):79–93.
20. Ngamvichaikit A, Beise-Zee R. Customer preference for decision authority in credence services. *Manag Serv Qual*. 2014;24(3):274–299.
21. Pratiwi IY, Ratnadi NMD, Suprasto HB, et al. The effect of role conflict, role ambiguity, and role overload in burnout government internal supervisors with tri hita karana culture as moderation. *Int Res J Manag IT Soc Sci*. 2019;3(6):9–61.
22. Wu G, Hu Z, Zheng J. Role stress, job burnout, and job performance in construction project managers: the moderating role of career calling. *Int J Environ Res Pub Health*. 2019;16(13):2394.
23. Sepahvand T. Explaining the hope based on the perceived organizational support and workplace spirituality. *Contemporary Psychology, Biannual Journal of the Iranian Psychological Association*. 2019;14(1):22–30.
24. Armandei M, Jahanian R, Salimi M. Identifying the components of organizational value management in the educational system: application of a qualitative approach. 2020.
25. Nairi S, Golparvar M, Mehrdad A. The role of ethical values and ethical leadership on reducing employee job stress. *Ethics Sci Tech*. 2019;5.
26. Vveinhardt J, Gulbovaitė E, Štreimikienė D. Different values forms in organization: is the congruence possible? *Montenegrin J Econ*. 2016;12(2): 117–29.
27. Fowler DR, Weber EN, Klappa SP, Miller SA. Replicating future orientation: Investigating the constructs of hope and optimism and their subscales through replication and expansion. *Personality and Individual Differences*. 2017;116:22–8.
28. Neubauer A, Wammerl M, Benedek M, Jauk E, Jaušovec N. The influence of transcranial alternating current stimulation (tACS) on fluid intelligence: An fMRI study. *Personality and individual differences*. 2017;118:50–5.
29. Alizadeh H, Gholamrezaei D, Samadian. Identifying and prioritizing factors affecting the quality of working life of employees with the approach of administrative transformation. *Standard Qual Manag*. 2018(7):61–74.
30. Motavalli F, Yazkasti A, Sadeqiarani Z. Drivers and barriers of creativity in the organization: meta-analysis of Iranian studies. *J Creat Innov Humanit Educ*. 2022;11(3):189–222.
31. Maleki Avarsin S, Abbasgholizadeh M. Assessment the learning organization deployment in the Azerbaijan Regional Electricity Company based on Watkins & Marsik model. *J Instruct Eval*. 2022.
32. Ebrahimi A, Nasr Esfehani A, Nilipour Tabataba'i SA. Designing an organizational learning institutionalization pattern and its relationship analysis with self-efficacy of managers and experts (case study of the Red Crescent Organization of the whole). *Sci J Rescue & Relief*. 2017;9(2): 63–82.
33. Lotfi Jalal Abadi M, Farhadi A, Ravaei S, et al. Designing a skill-oriented model for occupational students: using the grounded theory. *Karafan Quarterly Scientific Journal*. 2020;16(2):71–100.
34. Damani H, Jamali A, Jafari P, et al. Organizational-occupational factors affecting the quality of life of primary teachers in Sistan and Baluchestan Province: a qualitative research. *Journal of New Approaches in Educational Administration*. 2021;12(2):151–164.
35. Kordnaeij A, Fani AA, Masoudi Z. Organizational culture is the missing link in organizational transparency and organization performance. *Organizational Culture Management*. 2014;12(2).
36. Bazmi M, Vahida F, Ansari ME, et al. A sociological assessment of organizational justice and its relation with the culture of an organization in educational organizations (case study: staff at the Ministry of Education in Mashhad). *Journal of Social Sciences, Ferdowsi University of Mashhad*. 2015;12(1):45–68.
37. Ardalan MR, Erfanzadeh F. The relation between attitude toward organizational change and job stress: testing the mediator role of organizational commitment. *J Organ Change Manag*. 2017;9(1):1–23.
38. Ramezannia F, Afkane S, Aghajani H, et al. Identifying patterns of innovative organizational culture, transformational leadership style and quality of work life: a qualitative study. *J Innov Manag Organ Behav*. 2023;2(4):61–73.