

The Impact of Organizational Confidence in Achieving the Obligation among Workers in Civil Society Organizations: Practical Study for Syrian Civil Defense Organization "White Helmets Model"

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Abstract: The study aimed to identify and personify the organizational confidence level and organizational compliance in the Syrian White Helmets Organization working in Turkey. To achieve the objectives of the study and test its hypothesis, it has been drawn upon the conceptual study to define the organizational confidence and compliance terms and also on the practical framework through designing an identification which is suitable for the subject of the study and its hypothesis. One of the most important results for the study is the increase in organizational confidence inside the White Helmets Organization represented by 86.8% of trusting colleagues, 80.3% supervisors and 79.4% administration, which contributed to achieve high loyalty towards the organization, which reached 92%. The study recommended to continue to reinforce the sense of loyalty through strengthening the full convictions among workers. The efforts will be for the benefit of all and continuing in developing and ensuring confidence between the members of the organization.

Keywords: Organizational Confidence- Obligation- Loyalty

أثر الثقة التنظيمية في تحقيق الالتزام لدى العاملين في منظمات المجتمع المدني: دراسة تطبيقية على منظمة الدفاع المدني السوري: الخوذ البيضاء انموذجاً

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المخلص: هدفت الدراسة الى تحديد وتشخيص مستوى الثقة التنظيمية والالتزام التنظيمي في منظمة الخوذ البيضاء السورية العاملة من تركيا، ولتحقيق اهداف الدراسة واختبار فرضياتها تم الاعتماد على الدراسة النظرية لتعريف بمصطلحي الثقة التنظيمية والالتزام التنظيمي وكذلك على الإطار العملي من خلال تصميم استبانة تتناسب مع موضوع الدراسة وفرضياتها. وكان من اهم نتائج الدراسة ارتفاع درجة الثقة التنظيمية داخل منظمة الخوذ البيضاء متمثلة بالثقة بزلاء العمل بنسبة 86.8% والثقة بالمشرفين بنسبة 80.3% والثقة بالإدارة بنسبة 79.4%، مما أسهم في تحقيق ولاء عالي اتجاه المنظمة بلغ 92%. واوصت الدراسة بوجوب الاستمرار في تعزيز الشعور بالولاء من خلال توليد قنوات كاملة لدى العاملين ان الجهود المبذولة ستكون في صالح الجميع والاستمرار في تنمية وإشاعة الثقة بين الافراد داخل المنظمة.

الكلمات المفتاحية: الثقة التنظيمية، الالتزام، الولاء.

Introduction

Due to March 2011 uprising, the Syrian Civil Society witnessed a new birth since several civil society organizations appeared in Syria and its neighbors. These organizations had worked in very complex and difficult conditions. Due to the intensification of the conflict and war in Syria, volunteer teams appeared which worked together under the name of White Helmets in order to save people's lives and respond as fast as possible for the emergency such as fire, bombing incidents, evacuating civilians, providing medical response for injured people, preventing the effects of war, save the drowning and verifying the availability of safety conditions in schools, public and commercial buildings.

The sector that the White Helmets Organization works in is one of the vital and important sectors in conflict cases which requires attention, further studies and researches to improve service standards that is provided for the individuals since it serves a broad cross-section of society. Each individual in the organization has an official role which is determined through describing the job. However, there is another type of behavior that is interested in which is an intangible behavior derives from the individual by his / her act due to the sense of belonging and immersion in the organization and commit effort and time for succeeding the organization he/ she is working at. The organizational confidence is receiving a great attention from researchers in administrative and social science which has an impact on achieving the organizational compliance (loyalty) in societies which increases the sustainability, stability, progress and creative opportunities for these organizations.

Study Issue:

The study issue in this research focuses on the impact of organizational confidence in achieving the organizational compliance (loyalty) in the Syrian Civil Society Organizations. The problem is summarized in answering the following question:

Is the organizational confidence involved (trust in supervisors – trust in colleagues – trust in administration) in achieving the organizational compliance (loyalty) in White Helmets Organization?

Study Hypothesis:

The study was launched from the following hypothesis:

1. There is a relation, moral indicative, between the trust in supervisors and achieving the organizational compliance (loyalty) in general for the workers in White Helmets Organization.
2. There is a relation, moral indicative, between the trust in colleagues and achieving the organizational compliance (loyalty) in general for the workers in White Helmets Organization.
3. There is a relation, moral indicative, between the trust in administration and achieving the organizational compliance (loyalty) in general for the workers in White Helmets Organization.

Study Objectives:

The objectives of the study are the following:

1. Identify and personify the organizational confidence level in White Helmets Organization.

2. Identify and personify the organizational compliance level in White Helmets Organization.
3. Provide theoretical underpinnings for the Syrian Organizations' administrations for the organizational confidence and compliance (loyalty) terms.

Importance of the Study:

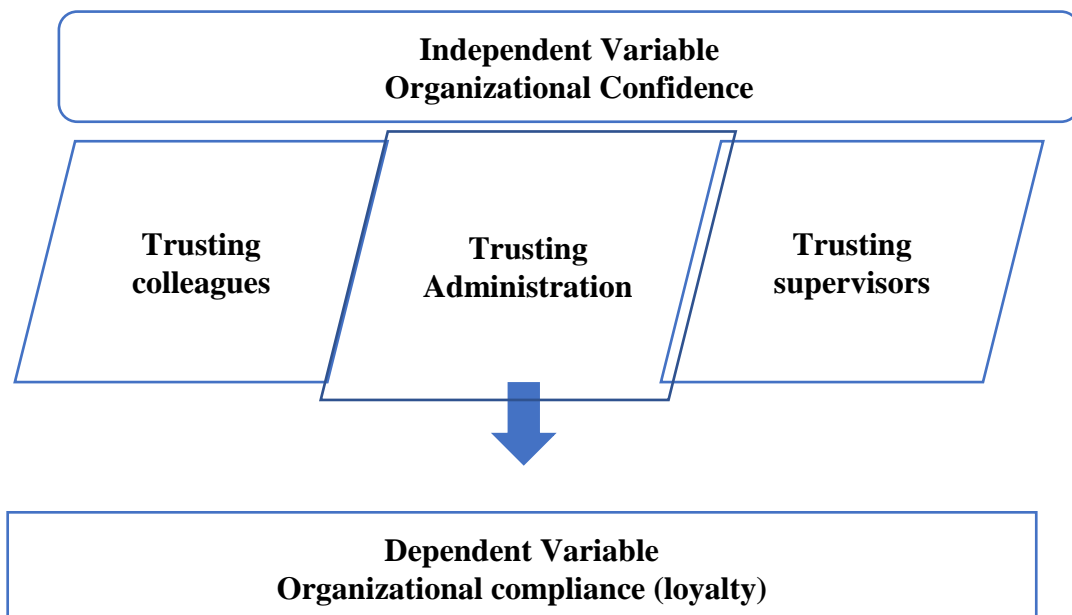
The value of the study stems from the importance of the Syrian Civil Society Organizations in absence of the role of State institutions from providing services for civilians, displacements and refugees due to the war between the conflict parties in Syria. Researchers carried out this study from the following beliefs:

1. The important role that the civil society organizations play in conflict periods.
2. The organizational confidence strengthens the continuity and increases the donor's trust that their money is on track and for the best partner.
3. This trust prevents the conflicts and dismantles the organizations which may harm either the donor, audience or governmental bodies.
4. Rare scientific researches especially Syria that is experiencing the impact of organizational confidence in achieving the obligation in Syrian civil society organizations.
5. This study serves the Syrian civil society organizations by presenting results and recommendations which is beneficial in clarifying proper basis for confidence between all the parties inside the Syrian organizations.

Study Module:

Two principle variables have been confirmed to build the study module, are: Organizational compliance and confidence which include different sides:

- Trusting supervisors
- Trusting colleagues
- Trusting administration



Society and Study Tool:

This study consists of the members of White Helmets Organization in Turkey and Syria estimated by (2850 member). The researcher accomplished this study through:

1. Theoretical side of the study
2. Practical side through designing a suitable survey for the study.

Previous Studies:

1. Sondos Khowin, 2015, Iraq, organizational confidence and its impact in achieving obligation among individuals

Applied research- Baghdad Company for Soft Drinks mixed contribution.

The study aimed in revealing the organizational confidence role (in the organization's supreme administration, supervisors, and colleagues) in strengthening the organizational loyalty (emotional, standard, continuity). The study's problem was identified in several questions centered on the relationship nature and the impact between the study's variable. Because of this, there was a hypothetical plan for the study expressing two of the main hypothesis. In order to ensure it, it was all tested several times. This study was approved by descriptive analysis, study clarification was used as a tool to obtain documents and study sample used the random sample in case the specified employees were selected in five branches of Rafidain Bank in Najaf governorate as a sample to evaluate the organizational confidence and compliance and they were (67) persons representing 40% of the society. The documents were analyzed by using a combination of statistical methods (analysis) (SPSS factor, Kendall correlation coefficient, Multiple Linear Regression), and the results were obtained by using software that the study have reached the following set of conclusions: trust in colleagues came in the first place in organizational confidence arrangement, then comes trust in supervisors in the second place and then the supreme administration trust. This explains that the concerned bank in the study sees that the organizational confidence achieves through trusting colleagues and supervisors more than trusting supreme administration, this reflects the weakness of the bank in taking care of strengthening this confidence.

2. Amira Khudair Kazem's study, 2014, Iraq, Organizational Confidence and Its Role in Strengthening the Organizational Loyalty, is an applied study for a number of employees in Rafidian Bank branches in Najaf governorate.
3. Alaa Al-Souki and AbdulHamid Al-Khalil, The Factors Effecting on Organizational Loyalty, Case Study: Asia Company for packing, Syria, 2017.
4. Najem Humaidi and others' study, The Impact of Organizational Loyalty on Employees Performance, an applied study on some Egyptian Organizations, Benha University.

Theoretical Section

It is considered one of the concepts that the scientists focused on in different scientific disciplines like management, organizing, social psychology, economics and sociology. Rana Al-Taay identified it by the individual's belief in aims, decisions and organization's policies, organizational captain and by all the individuals working together in the organization. This reflects the individual's satisfaction and obligation towards the organization.

Phillips identified the organizational confidence that it is a set of shared expectations between two parties considered as an unwritten psychological contract with behavioral

and rational obligation. This agreement results in mutual confidence that govern the relationship between the two parties.

Hoy and Nault described the organizational confidence by the individual's positive emotions about the organizational members' intentions and behaviors depending on the roles, relationships, expectations and interdependence.

Albecht identified the confidence that it is the expectation that the individual or groups have which the word, promise and oral or written saying which issues about the individual or other group which can depend on.

In the context of the current study, the researchers see that the confidence of behavioral expectations which include morals, the will to act faithfully, expectations in the ability to do the job and dealing with others to judge the matters inside the job logically and objectively.

2.1 – Importance of Organizational Confidence:

The researchers see that the importance of organizational confidence stemmed the following matters:

1. The organizational confidence took a wide attention from the researchers in both administrative and psychosocial sciences.
2. Establishing the organizational confidence takes time and may ends in any minute, therefore, the organizations must work not only to gain confidence but also to maintain it.
3. The researches had proven the importance of organizational confidence operation in job satisfaction, loyalty, administration success and teamwork.
4. Some researches ensured on the need for understanding how to establish the confidence inside the organizations through providing best conditions that helps in the establishment.
5. The confidence in the organizations of administrative nature becomes more beneficial and necessary to adapt the change and the continuous development.
6. Confidence is an important and necessary element in forming cooperative relations in the organization and promote stability.
7. Confidence is considered important in decreasing psychological pressure for work and important in raising performance.

3-1: Organizational Confidence Dimensions:

Studies varied about the confidence dimensions, some sees that the confidence dimensions are represented by efficiency and benevolence, and others see that it is benevolence, capacity and intention of the confidence. In this study, researchers agreed with the studies that relied on three dimensions for the confidence represented by supervisors, colleagues and administration confidence.

a) Administration's Confidence: Confidence is the key feature related to leadership, since honesty and integrity is the key feature and necessity for leadership. When individuals trust the leader, they wish to be under his orders because they are confident that their rights and interests will not be abused, since it is hard for individuals to follow what they see unsafe or exploit them.

Administration confidence derives from believing that the organization policies and operations affect all the organization's members, and subordinates believe that their

organization's policies and operations are fair and derives from their perspectives in procedural and distributive justice.

Distributive justice treats individuals fairly and equilateral which are similar in their sensitivity towards the decision, for the basis of discrimination between the individuals by different skills at work or the responsibilities that have been entrusted to them. While the procedural justice according to it, laws shall be clear and imposed straightly and impartiality.

Administration is the key to establish an organization based on confidence which is when you give someone confidence, the responsible person works in a reliable manner, which ensures an increase in confidence.

Researchers see in this study that administration confidence rises from individual confidence in administration's ability to take responsibilities and fair decisions for the benefit of all, constantly apply the policies, procedures and rules, its ability to understand emotions, employees' ideas and maintain their secrets, this is an example of credibility in deed.

Supervisors' Confidence: Means trusting supervisors as a form of dealing with others and which derives from employee's perceptions with supervisor regarding goodness, impartiality and ability. Goodness is to what extent the supervisor needs to do good for the subordinate, impartiality is to what extent the acceptable procedures are used by subordinate which is fair and impartial or the ability which is the supervisor's ability on technical work related to the field.

Rana Al-Taay defined it in individuals' confidence in work in terms interest, support and motivation to meet the personal needs, praise efforts and morale, moreover, owning skills and capacities that leads him to accomplish the tasks.

Researchers see that the individual's trust with their supervisors in work is formed by the supervisors' interest in the individuals' happiness, support and motivation to meet the personal needs, praise efforts and morale, owning skills and capacities that leads him to accomplish the tasks.

b) Colleagues' Confidence: It is the individuals' confidence for one another inside the organization through cooperative relationships and open communication between them.

Researchers see in this study that sharing the workers' emotions, wishes, speak freely about their problems, difficulties in work and the cooperation in work is a good indicator for colleagues' confidence.

4-1: Justification for Building Organizational Confidence in Organizations:

Justification for building organizational confidence in organizations comes from the benefits that the administration and all parties gain which are:

- Organizational confidence makes work in the organization more coherent and raise productivity.
- Confidence has a positive impact in organizational compliance's level and reduces the work's rotation.
- Interaction and sincere dealing based on honesty.
- Exchanging opinions and points of view freely and objectively.
- Clarifying objectives and tasks, agree and adhere to it.
- Raising morale and satisfaction in work.
- Motivation for work and ability to take more responsibilities.

- Active participation in taking decisions in the organization's activities.
- Encourage open discussions and reduce intensity of conflict.

5-1: Factors Contributing for Building Confidence in Syrian Civil Society Organizations:

There is a variety of techniques by which we can achieve a high level of confidence, such as:

- Interest Factor: show interest in subordinates regarding services and transactions, following their conditions and private problems.
- Power and Firm Factor: administration shall use power in a positive way and move away from personal use by leaderships.
- Safe Environment: administration shall provide a safe environment for employees through specific administration policies represented by justice in upgrading and applying the regulation towards everyone.
- Interest in the values prevailing as a base of confidence; in order to meet the belonging needs for the employee.
- Depending the organizations on building organizational structures and operating methods that depend on trusting employees' capabilities, potentials, respecting their opinions and praise their efforts at work.
- Taking Responsibility: individuals shall take responsibility resulting from their decisions rather than causing excuses to run away from it.

6-1: Reasons for Failing the Organizational Confidence inside the Syrian Civil Society Organizations:

- ❖ Confidence Fragility Existing in Organization: it is possible for the confidence to be fragile in the organization resulting from negative practices like imposing administration procedures, applying it on one another and presence of incompetent administration leaders.
- ❖ Doubt: doubt is considered one of the reasons for lack and collapse of confidence inside the organization like believing that the individual or group of individuals are unfaithful, they cannot depend on and then they cannot be trusted like others.
- ❖ Misleading and Exploitation of Confidence: some individuals may face inside the organization violations by selfish and deceitful people which exploit the confidence to achieve personal benefits on others expense, stealing colleagues' achievements and work and attribute it to themselves.

7-1: Lack of Confidence risks in Syrian Civil Society Organizations:

Researchers see that the risks rising from the lack of confidence inside the civil social organizations is represented by:

1. Cost Increase:

The relationships related to confidence boil down the transactions, contracts and performance bond's costs for the workers which is proceeding according to the plan. Lack of confidence leads to increase the cost that the organizations pay in order to remove concerns toward others through observing and authorized advocates costs to guarantee work, also the cost of maintaining the quality of services provided to the target group.

2. Complexity of Organization:

Lack of confidence is translated as a need for more structural and meditate inclusion for organizational structure. Meanwhile, rising confidence decreases supervisory levels, sharing information and self-censorship rumors that are suitable with flat organizational structures.

3. Absence of Competitive Advantage:

Confidence forms a source of competitive advantage for organizations, which competitors might use technology or intellectual capital but cannot imitate confidence since it is an ability competitors can hardly recognize like technology advantages.

In case the public's confidence in the organization, organization's confidence in worker and workers confidence in administration is achieved, it had owned an ability and an important element of social capital which expects to contribute to achieve future revenues.

4. Lack of Exchanging Ideas:

Confidence facilitates communication and dialogue as well as it is an open portal for individuals to exchange intellectual capital. Whenever confidence increases, desire is provided in taking chances with more exchanges.

5. Low Act Efficiency:

The rise in individuals' act efficiency results from the rise of confidence levels because the rise of confidence gives psychological reassuring for the workers and removes their fear from administration's misunderstanding towards their behaviors.

6. Risk of Disappearing:

Lack of confidence leads to create an atmosphere of enmity, reduces exchange of ideas and creativity, weakens taking responsibilities and the behavior in critical situations, weakens loyalty and begins rumors which enhances vulnerability of the organization towards the public and donors.

Second: Organizational Compliance (loyalty):

Loyalty is considered as an old concept which had touched on the socio-behavioral scientists in earlier times where they had tried to give explanations and jurisprudence based on that human is a social creature living with individuals in an organized social environment which requires cooperation, development and devotion to reach targets and aims. Researchers had shown in sociology that the organizational compliance is an extension for social loyalty represented by the individual's emotions, loyalty and belonging to the society he lives in.

There are several definitions that clarifies organizational compliance concept. Some researchers defined it as a state of individual's readiness to make high levels of efforts in favor of regulation, strong desire to stay in this regulation and accept values and principal aims for the regulation.

Pandey defined it that it is undertaking workers in the organization's success, believing that working in this organization is the best choice and plan to stay in it but they do not find an alternative and do not respond to the offers.

Some researchers distinguished between two ways of organizational compliance according to the worker's behavior. First: mutual trend owners who believe in mutual benefits which provide excellent efforts for the organization but against interest.

Second: attitude and behavior owners ensure to apply individual's values and aims with the organization and willingness to provide sacrifice despite the achieved benefit from the organization.

2.2- Compliance Impact on Organizations:

Researchers see that there is a positive impact for compliance on organizations represented by the following:

- 1) **Achieve Goals:** Organizational belonging affects effectiveness and efficiency of the organizations as it impacts the workers' performance; it was found that the active are more prepared to achieve the organization's goals compared with the non-active.
- 2) **Productivity:** Organizational compliance have a positive impact in rising productivity and lack of absence and leaving job.
- 3) **Success:** The organizations who succeed own manpower who are able to achieve the desired success that any organization aims to. Without working on gaining the workers' loyalty, the organization will not be able to reach the desired success and it will find the workers leaving it due to the presence of incentives in other organizations.
- 4) **Distinguish:** We can say that looking through the advanced organizations is achieving many distinguishes and success, we realize that they were able to gain through plans that were put to develop human resources which have organizational compliance for its workers causing them to give attention to the organization's goals and work on its success. This is because they gained organizational compliance through the increased attention by the organization which raised their abilities in providing everything, ensure and associate with loyalty.

3-2: Risks for the Lack of Organizational Compliance:

Researchers see that there are risks resulting from the lack of compliance in organizations, such as:

- 1) Lack of pride towards the organization.
- 2) The individual's unwillingness to defend the organization and its reputation.
- 3) Enhance turnover at work, it is assumed that the committed individuals will stay longer in the organization and work more towards achieving success.
- 4) **Disappointment:** the elevated organizational compliance maintains the high level of workers' morale in the organization whereas everyone works to achieve the objectives which is very important for them.
- 5) Lack of achievement and delay in work results in increasing the costs and expenses incurred in the organization and loss of funding opportunities.
- 6) **Reduce the Individual's Profession:** organizational compliance affects the individual's profession life by reflecting his career advancement resulting in work seriousness and his diligence in achieving the organization's goals which rapids his promotion and career advancement.
- 7) **The Impact on Workers' Private Lives:** organizational compliance may extend to the individuals' private lives outside the scope of work which the employee feels that he have a high belonging with high level of satisfaction, happiness and correlation.

4-2: Strategies to Strengthen Loyalty in Syrian Civil Social Organizations:

- 1) **Enabling and Performance Freedom:** it is through granting the workers freedom in decision making, trying and a mistake within a certain margin.

- 2) Cohesion and Integration: psychologists did not find any negative feeling that is a buzzkill rather than feeling of alienation and isolation within the organization, nor is there a positive feeling that overcomes these problems, crisis and disputes as cohesion and integration feelings.
- 3) Procedures for handling complaints.
- 4) Achieve balance between the worker's professional growth and organization's objectives: organization's objectives growth process shall fit with the growth of the workers' vocational and personal skills in order to achieve it better.
- 5) Managers focus on three main axes: worker's personality, and social variables and organizational variables.
- 6) Build rewards and incentive system that suits the workers' wishes and needs, respect their opinions and appreciate their efforts.
- 7) Build continuous education strategy.

Second Part: Data Analysis and Testing Hypothesis

This part aims to present and analyze the data of the field study, test and verify the hypothesis.

First: Study Population and Its Sample:

Study population is formed of workers and volunteers in the Syrian Civil Defense Institution (White Helmets) working in Syrian humanitarian field (civil society).

Study population is formed basically of 2850 persons of White Helmets. Questionnaires were distributed on a sample of 2000 person and 1378 questionnaires were returned.

Second: Study Tool:

This study depended on a questionnaire that was designed by returning to the theoretical framework. The following grading has been given for the answers related to the questions for each specific variable according to the scale from 0 to 10 as following:

10-9 totally trust

8-7 trust

5-6 moderately trust

3-4 do not trust

0-1-2 do not totally trust

Third: Statistical Treatment:

Researcher used measures of central tendency (repetitions and arithmetic mean) and statistical dispersion (standard deviation and t-test to test hypothesis). The statistical treatment was done by using SPSS program.

Forth: Description of Sample's Characteristics:

The first three paragraphs from the questionnaire were allocated to collect general data related to the respondents where it describes the society's characteristics and study's sample through:

- 1) Gender (Sex)

Table (1) shows the distribution of the sample's individuals according to the Gender.

Gender	Frequency	Percent
Male	1252	90.9
Female	126	9.1
Total	1378	100.0

2) Educational Level

Table (2) shows the distribution of the sample's individuals according to educational qualification.

qualification	Frequency	Percent
Lower than secondary	202	14.7
Secondary	723	52.5
Institution	204	14.8
Bachelor Degree	224	16.3
Higher education	25	1.8
Total	1378	100.0

3) Age

Table (3) shows the distribution of the sample's individuals according to age.

age	Frequency	Percent
18-25	265	19.2
26-30	505	36.6
31-40	464	33.7
More than 40	144	10.4
Total	1378	100.0

Fifth: Data Display and Analysis:

This part consists of a number of questions than answers the study hypothesis.

Table (4) shows the answers repetition for the supervisors' trust answers and its percentage.

#	Supervisors' Trust	M	SD
1	Supervisor in work have skills which makes him capable of performing work	7.95	2.5
2	Specialization and his knowledge in works nuanced which makes me trust him	8.02	2.53
3	Trustworthy and react promptly with colleagues	8.18	2.54
4	Supervisor at work provides help and backup others away from financial and moral gain	8.46	2.53
5	Likes for others what he likes for himself	8.04	2.79
6	Considers people's problems as his problems and attach equal importance	7.87	2.76
7	Supervisor respects all workers' personal principles that they believe in	8.15	2.59
8	Supervisor agrees with me without preferring self-interest	8.04	2.67
9	Supervisor always try to strengthen points of agreement with everybody and get away from points of difference	8.19	2.58
10	Supervisor at work is highly educated and have knowledge in high administration	7.67	2.83
11	Supervisor appreciate my effort at work	7.74	2.87
	total	8.03	2.65

Table (5) shows the answers repetition for the colleagues' trust answers and its percentage

#	Colleagues' Trust	M	SD
12	I can depend on my colleagues at work due to their skills and knowledge variety	8.78	1.72
13	Jurisdiction and knowledge of my colleagues nuanced at work which makes me trust them	8.76	1.73
14	Colleagues are able to finish their work in different circumstances	9.04	1.61
15	Colleagues provide me help and backup away from financial and moral gain	9.01	1.75
16	Colleagues like for others what they like for themselves	8.66	1.96
17	I feel my colleagues hold the problems that I face as if they are their problems	8.34	2.26
18	Colleagues are honest and open with others	8.47	2.04
19	Colleagues provide communications with me in order to mutual understanding between us	8.56	2.01
20	Colleagues try to agree with me without preferring self-interest	8.46	2.1
	total	8.68	1.91

Table (6) shows the answers repetition for the administrations' trust answers and its percentage

#	Administrations' Trust	M	SD
21	Organization's administration is able to finish its work in different conditions	8.47	2.25
22	Administration's behavior does not make me defend myself when I deal with them	7.53	2.72
23	Administration's jurisdiction and its knowledge nuanced at work which makes me trust it	8.01	2.54
24	Provide the administration help for all employees even though they don't ask for	7.54	2.94
25	The organization's administration looks at the positive sides of the workers' personalities	7.65	2.73
26	The organization's administration d do what it promised to do	7.6	2.87
27	Trust the administration's ability to build relationships and effective coordination with the donors	8.32	2.41
28	Trust the administration's ability to achieve the organization's continuity	8.37	2.42
29	The organization's administration is able to achieve consensus between the workers	8.04	2.5
30	The administration accepts opinions and suggestions in safe and full freedom	7.9	2.73
31	The administration prepares the work atmosphere that helps creativity and innovation	7.85	2.72
	total	7.94	2.62

Table (7) shows the answers repetition for organizational compliance (loyalty) answers and its percentage

#	Several expressions that explain the compliance towards the organization	M	SD
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32	I feel proud for being a member of this	9.73	0.94
33	I consider the organization's problems as my personal problems	9.35	1.49
34	I feel the power of loyalty towards this organization	9.51	1.27
35	I compliment my friends in the organization	9.48	1.29
36	I took the right decision when I correlate with this organization	9.63	1.14
37	There is an agreement between my values and organization's values	9.39	1.32
38	I always tell people that I work in this organization	9.31	1.49
39	I feel that I am a member of this organization's family	9.42	1.48
40	If I got another job opportunity in another place, it is incorrect to leave	8.72	2.55
41	I don't feel happy when I get away from work	8.87	1.9
42	I am satisfied by the gaining my current job is giving me	7.87	2.69
43	I accept any job the organization provides for me in order to ensure the continuity of work	9.07	1.79
	total	9.2	1.61

Table (8) shows the Mean and standard deviation answers for all variables according to the type

Hs		N	M	SD	95% confidence interval for mean	
					Lower Bound	Upper Bound
Supervisor's Trust	Male	1252	8.04	2.43	7.9	8.17
	Female	126	7.96	2.44	7.53	8.39
	Total	1378	8.03	2.43	7.9	8.16
Colleagues' Trust	Male	1525	8.71	1.63	8.62	8.8
	Female	126	8.3	1.86	7.97	8.63
	Total	1378	8.68	1.66	8.59	8.76
Organization's Administration Trust	Male	1252	7.86	2.38	7.73	8
	Female	126	8.64	1.5	8.37	8.9
	Total	1378	7.94	2.33	7.81	8.06
Complains Towards the Organization	Male	1252	9.18	1.16	9.12	9.25
	Female	126	9.35	0.97	9.18	9.52
	Total	1378	9.2	1.14	9.14	9.26

Table (9) shows the median and standard deviation answers for all variables according to the education qualification.

					Lower Bound	Upper Bound
	Lower than secondary	202	8.43	2.19	8.13	8.74
	Secondary	723	8.25	2.24	8.09	8.41
	Institution	204	7.91	2.38	7.58	8.24
	Bachelor Degree	224	7.16	2.91	6.78	7.55
	Higher education	25	7.12	3.27	5.77	8.47

	Total	1378	8.03	2.43	7.9	8.16
	Lower than secondary	202	8.94	1.42	8.74	9.13
	Secondary	723	8.92	1.49	8.81	9.02
	Institution	204	8.48	1.65	8.25	8.7
	Bachelor Degree	224	7.91	2.04	7.64	8.18
	Higher education	25	8.09	2.11	7.22	8.96
	Total	1378	8.68	1.66	8.59	8.76
	Lower than secondary	202	7.97	2.43	7.63	8.31
	Secondary	723	8.29	2.06	8.14	8.44
	Institution	204	7.82	2.24	7.51	8.13
	Bachelor Degree	224	7.05	2.71	6.7	7.41
	Higher education	25	6.39	3.03	5.14	7.64
	Total	1378	7.94	2.33	7.81	8.06
	Lower than secondary	202	9.18	1.25	9.01	9.36
	Secondary	723	9.34	0.96	9.27	9.41
	Institution	204	9.2	1.12	9.05	9.36
	Bachelor Degree	224	8.87	1.38	8.69	9.05
	Higher education	25	8.18	1.8	7.44	8.93
	Total	1378	9.2	1.14	9.14	9.26

Table (10) shows the median and standard deviation answers for all variables according to the age:

					Lower Bound	Upper Bound
	18-25	265	8.01	2.43	7.71	8.3
	26-30	505	7.77	2.58	7.54	8
	31-40	464	8.25	2.26	8.04	8.45
	More than 40	144	8.27	2.36	7.88	8.66
	Total	1378	8.03	2.43	7.9	8.16
	18-25	265	8.67	1.65	8.47	8.87
	26-30	505	8.66	1.65	8.51	8.8
	31-40	464	8.67	1.65	8.52	8.82
	More than 40	144	8.75	1.77	8.46	9.05
	Total	1378	8.68	1.66	8.59	8.76
	18-25	265	8.04	2.17	7.78	8.31
	26-30	505	7.77	2.35	7.56	7.97
	31-40	464	8.04	2.35	7.83	8.25
	More than 40	144	7.99	2.42	7.59	8.39
	Total	1378	7.94	2.33	7.81	8.06
	18-25	265	9.1	1.13	8.96	9.23
	26-30	505	9.19	1.2	9.08	9.29

	31-40	464	9.25	1.11	9.15	9.35
	More than 40	144	9.26	1.04	9.09	9.44
	Total	1378	9.2	1.14	9.14	9.26

Through these tables, we recognize the following:

1. The average answers for supervisors' trust variable reached 8.03 which is higher than the average measurement tool (5). This means that there is a good trust in supervisors, and the standard deviation reached 2.43. This indicates that there is a slight difference in how much there is trust in supervisors.
2. The average answers for colleagues' trust variable reached 8.68 which is higher than the average measurement tool (5). This means that there is a high trust between colleagues and the standard deviation reached 1.86. this indicates that there is a slight difference in how much there is trust in colleagues.
3. The average answers for trusting administration variable reached 7.94 which is higher than the average measurement tool (5). This means that there is a good trust in administration, and the standard deviation reached 2.33. This indicates that there is a slight difference in how much there is trust in administration.
4. The average answer for compliance towards the organization variable reached 9.2 which is higher than the average measurement tool (5). This means that there is a high loyalty towards the institution (White Helmets), and the standard deviation is 1.14. this indicates consensus and convergence in how much there is loyalty towards the White Helmets Institution.

Results:

1- Increase in trust within the White Helmets organization represented by trusting colleagues in a percentage of 86.8%, trusting supervisors 80.3% and trusting administration 79.4%.

2- Strong relation had risen between all organizational confidence dimensions (trusting supervisors, colleagues and administration) which contributed in achieving high loyalty towards the organization that reached 92%.

3- Trusting supervisors results according to the demographic sample characteristics as following:

- Trusting supervisors among males is higher than females since it reached 80% for males and 79.6% for females.

- Trusting supervisors among those with secondary education and below are higher than those with university degrees since it reached 83% against 74%.

- Trusting supervisors among those over 31 years higher than those who are younger.

4- Trusting colleagues results according to the demographic sample characteristics as following:

- Trusting colleagues among males is higher than females since it reached 87% against 83%.

- Trusting colleagues among those with secondary education and below are higher than those with higher education since it reached 89.3% against 81%.

- Trusting colleagues according to the age was close for all age groups working in the organization.

5- Trusting administration results according to the demographic sample characteristics as following:

- Trusting administration among females is higher than males since it reached 86% against 78%.

- Trusting administration is lower among those with university degrees and higher education which reached 66.5% against 80% for the rest of the degrees.

- Trusting administration according to the age was close for all age groups working in the organization.

6- Trusting organizational compliance (loyalty) results according to the demographic sample characteristics as following:

- Compliance among females is higher than males since it reached 93.5% against 91.8%.

- Compliance among those with undergraduate degrees are higher than those of university and higher education degrees which reached 92.3% against 85%.

- Compliance according to the age was close for all age groups working in the organization.

7- Age group did not affect the organizational confidence variables whereas the education level and the sex were affected in most cases.

8- Supervisors provide backup and help for the workers away from financial and morale gain which reached 84.6%. There is convergence in the individuals' sample opinions that the supervisors have skills that cause them to be able to perform the job in a good way.

9- There is a high trust between colleagues in their abilities to finish work in different conditions. This indicates high training and skills among the team and high encouragement to finish work in hard humanitarian conditions which reached 90.4%.

10- There is a high trust in administration to finish work in different conditions and the changing in the Syrian file. This indicates that there are administration skills and good relations inside and outside since it reached 84.7%.

11- There is a high sense of pride among all sample's members as they are part of White Helmets Institution which reached 97.3%.

Recommendation:

1. Continued strengthening in sense of pride through full conviction of efforts which will be in benefit of everybody.
2. Providing experience and technical advantage are no longer sufficient in achieving organizational success, therefore we shall continue developing and spreading confidence between the members of the organization.
3. Establishing training for the supervisors to increase their education and administration knowledge.
4. Promote education and appreciate efforts at work through financial and moral rewards.
5. Foster a culture of transparency and openness between colleagues which increases their sense in each other's problems.
6. Increase meeting and communications between the administration and the workers which create a comfortable atmosphere between the parties.
7. Work on raising the employees' wages which promotes compliance financially and rise their adherence to their jobs inside the institution.

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