Competency model for human resource managers in crises

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Abstract

Human resource (HR) managers are the most decisive factors in the success or failure of organizations and realize the organization's goals with their competency. Since managers' competency under crisis is completely different from that under normal circumstances and recognizing these competencies seems essential for effective management, this research was conducted to propose a competency model for human resources management [HRM] under crisis. This study applied a descriptive survey in terms of methodology and objective. The population comprised 35 experts and 2430 employees of Red Crescent, Municipality, and Provincial Government of Tehran, Iran. Two methods used to analyze research data and obtain results were the Delphi technique with interpretive structural modeling and factor analysis. According to the analysis, as viewed by experts, 5 factors, including Iranian-Islamic, personality, interpersonal, organizational, and extra-organizational components, along with 18 subcomponents were determined as components of competence for HR managers in crises. Results showed that the following were accepted as priority indices from each component: domination of religious values, Iranian-Islamic morality, and fairness from the Iranian-Islamic components; pragmatism, adherence to morality, and assiduousness from the personality components; strategic leadership, efficient resource allocation, organizational intelligence, citizen orientation, and crisis management from the organizational component; and political intelligence, business acumen, and cultural Intelligence from the extra-organizational components.

Keywords: Competence, Human resource managers, Crisis, Public organization

1. Introduction

Importance of training managers and leaders in both academic and organizational environments has long been recognized; and trends such as globalization, technological advances, and changes in

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the environments and employee expectations have made the training of competent leaders, especially at senior management level, into a large part of HR efforts in many countries around the world [26].

HR managers establish the essential relationship between economic progress, organizational effectiveness, and performance of human resources; because the HR managers' performance and management style affects the performance and quality of HR efforts. At the same time, given the uncertainty in Iran's economy, and the unforeseen crises in various fronts including culture, economy, natural disasters, and crises, etc., have highlighted the necessity of competent human resource managers. In this context, moving towards the realization of the government's macro horizons and horizons depends upon benefiting from and training competent, capable human resources especially at management levels [26]. Therefore, managers' competence in crisis is completely different from that under normal circumstances, and recognition of such competencies seems essential for effective management. Therefore, in the modern world, every country looking to increase its governance capacities and effectiveness in public services needs managers and employees whose respective competencies are used to better serve citizens in accord with the public interests of society. Having competent managers in human resources requires a model or framework of competence on whose basis managers can be selected, trained, and evaluated. In that regard, the objective of this study is to design a competency model for human resource managers in the Iranian public sector. This paper attempts to study and recognize the competency model of human resource managers in the public sector during a crisis.

2. Theoretical foundations

2.1. Human resources competency

Competence as a concept is at the core of human resource management which provides a basis for key HR functions. As a result, this develops a comprehensive approach to the management of individuals in organizations [12]. Currently, competence has turned into a multipurpose term used with different meanings in various scientific contexts [15]. In the literature, a variety of definitions for competence is available. All these definitions are highly similar and emphasize occupational roles and responsibilities [8]. However, reviewing these definitions shows that there is no single definition or clear terminology on competence [9]. Chivers & Cheetham [7] propose a general definition of competence: Competence is a fully effective performance in a profession; it may fall into a spectrum of efficiency with maximum superiority. Bartram [7] defines competencies as a set of behaviors that serve as a means to obtain results or outcomes.

Omran et al (2012) have defined competency for HR managers as comprising personality traits (personal reaction, management, and team leadership), attitude (personal, organizational, and project values), knowledge skills (knowledge creation, quality, risk, value, time, cost, material, and HRM) and skill competency (the process, communication, and leadership). Meanwhile, Fotwe & McCoffer (2000) categorized the primary and secondary competencies, required for executive managers to accomplish project management tasks, into several groups based on knowledge and skills. They included technical, managerial, financial, legal, communication, and general competencies.

2.2. Crisis management

Nowadays, with the sophistication of environments and their fast-paced dynamics, crises threaten organizations at any moment. In a crisis, organizational culture transforms and gravitates toward a creative, changing culture. This creates opportunities for the organization to persevere and live on. For instance, several years ago the financial crisis in Southeast Asia caused a tremendous economic shock in these countries; however, research shows that these crises also brought opportunities that led to economic growth. Therefore, when a situation is encountered, it is hard to determine whether it

is a hindrance (threat) or an opportunity. In general, crisis is a comprehensive term used to describe any form of disruption or disorder in the social sphere. Whenever orderly, normal, and predicted process of a phenomenon is interrupted, disorder occurs [4]. Depending on the context, crises can emerge in various social, political, cultural, economic, military, or other forms.

1. Social crisis: It occurs when disorders in society threaten the overall balance of normal performance of social life. A general social crisis indicates that society is unable to organize and maintain social order and has lost its internal capacity to solve social development issues [17].

2. Political crisis: It is a legitimacy crisis of the sovereign state. Under these circumstances, the political elite in society lose their capacity to produce and reproduce communications and relationships based on trust and justification, and the political system becomes dysfunctional.

3. Cultural crisis: This crisis can take various forms. It can occur in the form of conflicts between subcultures and dominant culture, which can, at times, represent a type of cultural self-alienation. Sometimes, they can also emerge as the return to the cultural-self [17].

4. Military crisis: This type of crisis usually occurs as a coup d'etat; a sudden and conclusive seizure of government power by a political faction or military group inside of the sovereign state. In a broad categorization, crises can be divided into two groups in terms of severity; mild and acute. Lucian Payne, with an approach to development in transitional societies, highlights crises of identity, legitimacy, participation, penetration, distributive/representation, and convergence [17].

Crisis management is defined as a process by which an organization tries to identify and predict potential crises, then takes preventive measures against them to minimize their impact. If crisis management is defined as planning to control the crisis, then four processes should be carried out to meet that goal. First, detrimental phenomena must be predicted, then contingency plans must be set, after that, crisis management teams must be assembled, trained, and organized. Finally, the programs are completed by being implemented experimentally along with practical training. Based on what was said above: "Crisis management is a process of preventing a crisis or minimizing its impact when it takes place. To that end, the worst possible situations must be predicted and methods should be explored to manage and solve them".

Studies have shown that there is no single pattern that can guide research on crisis management. Researchers tend to only study and focus on one element of crisis management: Mitroff and Shrivastava (1987) on crisis audit, [13], Nelson and Harcheller (1986) on crisis management teams, Terroit and Kelly (1992) on crisis management plans, Reilly (1987) on crisis preparation, Schreider (1990) on learning from disasters, Pauchant and Mitroff (1992) on crisis preparation activities and organizational charts for crisis response. In any case, a procedure should be developed to cover all these elements, because each one is an essential part of organizational crisis management.

2.3. Methodology

The main objective of this research is to present a competency model for HR managers in crises. This study is an applied descriptive survey in terms of objective and methodology. The population consists of 35 experts and managers and 2430 employees of Red Crescent, Tehran Municipality, and Tehran provincial government in Iran. A sample of 384 participants was selected using

$$n = \frac{Za^2pq}{d^2} \qquad (1)$$

and questionnaires were used to collect data. Two methods, the Delphi technique with interpretive structural modeling and factor analysis, were used to analyze research data and obtain results. For the Delphi technique, questionnaires were sent in two stages to members of the panel who were asked to comment on the significance of each factor as well as merging or adjustment of the variables. Then, the agreement among members was analyzed with SPSS and Kendall's concordance coefficient using

$$w = \frac{12s(16-3)}{K^2(n^3-n)} \qquad (2)$$

For confirmatory factor analysis, first, variables' suitability for factor analysis was tested with BTS and KMO using

$$KMO = \frac{\sum\sum_{i \neq j} r_{ji}^2}{\sum\sum_{i \neq j} r_{ji}^2 \sum\sum_{i \neq j} a_{ji}^2} \qquad (3)$$

and overall definition of items for the variable was assessed to determine the validity of structures and components. Then, relations between the components were determined using structural equations and the goodness of fit of the model was confirmed by incorporating $RMSEA, AFGI$, GFI and NFI indices.

3. Research findings

3.1. Question 1: what competencies were identified through interviews?

In this study, after identifying the component using previous studies and coding them as Iranian-Islamic components; the individual-personality, interpersonal, organizational, and extra-organizational components were identified; each comprising sub-components. The Delphi method was used to better select the components. In the end, based on the findings from interviews, the evolution of the 5 main components and 18 sub-components of competency for organization managers are presented in the following table:

Table 1: Competency model for HR management in crisis

Components		Iranian-Islamic
		Individual-personality
		Interpersonal
		Organizational
		Extra-Organizational
Competencies	Iranian-Islamic component	Domination of religious values
		Islamic-Iranian meritocracy
		Fairness
	Individual-personality	Pragmatism
		Commitment to competencies
		Assiduousness
	Interpersonal component	People management
		Coaching
		Social intelligence
		Team building
	Organizational component	Strategic leadership
		Efficient resource allocation
		Organizational intelligence
		Citizen-orientation
		Crisis Management
	Extra-Organizational component	Political intelligence
		Business acumen
		Cultural Intelligence

3.2. Question 2: What are the components influencing the competency model of HR managers in crises

3.2.1. Iranian-Islamic component

In the table below, the $K1$ to $K3$ codes, along with the Iranian-Islamic main component (Islamic) and its impact on designing a competency model for HR managers in crises (competency) were investigated. The analysis results are presented in Fig.1 and Table 2:

Table 2: Competency model for HR management in crisis

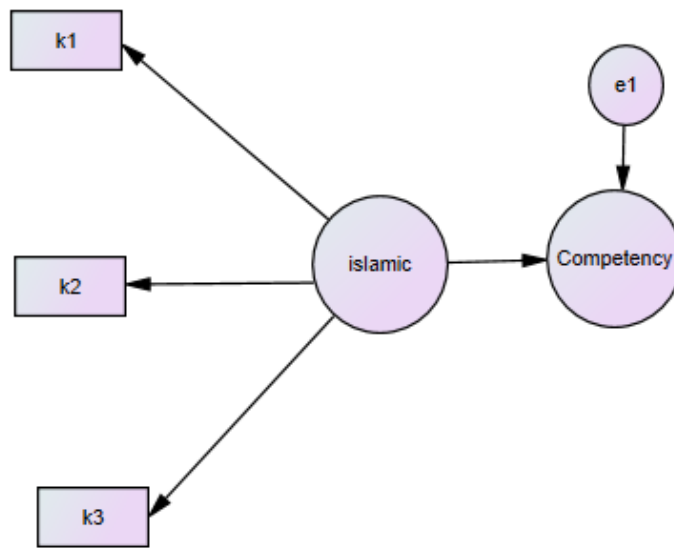| Variable independent (from)	Code	Variable Dependent (on)	Level of Impact	Significant figures	Result	Significant figures		Result or Rejection of hypotheses	
Iranian-Islamic component	k1	Design of Competency Models for HR Managers in Crisis Situations	.161	19.448	Confirmed	0.66	11.926	Hypothesis Primary	Confirmed
	k2		.208	22.882	Confirmed				
	k3		.102	11.137	Confirmed				

Figure 1: The impact of knowledge management components on the design of the HR managers' competency model in crises

According to the above table, among the factors posed by the Iranian-Islamic component, domination of religious values with coefficient .16 and with the t-value of 19.4, Islamic-Iranian morality with a coefficient of 0.2 and a t-value of 22.8, fairness with a coefficient of 0.1 and a t-value of 11.1, have a significant positive impact on the design of competency model for HR managers in crisis. Also, the Iranian-Islamic variable — with an impact coefficient of 0.66 and a t-value of 11.9— has a positive significant effect on managers' competency.

Model fit indices indicate that the model has a good fit because its ratio of $K2$ to the degree of freedom (χ^2/df) is 1.79, which is below the permissible value of 3. Also, the value of RMSEA is 0.043 and 07.04, lower than the permissible value of 0.08. Therefore, it does not require much adjustment. The P-value is also 0.000, which is less than 0.05. All the significant numbers related to the model parameters are larger than 1.96 and significant. The value of $RMSEA$ is at 0.000. The permissible limit of RMSEA is 1.0. The GFI, AGFI, and NFI indices are at 0.88, 0.92, and 0.88, respectively, which represent a very good fit.

Table 3: Fit indices of the research model

Index	Standard value	values
χ^2/df	Less than 3	1.94
$RMSEA$	Less than 0.1	0.000
$AGFI$	More than 0.8	0.89
GFI	More than 0.9	0.95
NFI	More than 0.9	0.95

3.2.2. Individual-personality components

To answer this hypothesis, structural equations were used which involved the twelve components in the test. The table below shows the codes f1 to f3 along with the individual-personality main component (Personality) and its impact on the design of the competency model for HR managers in crises (Competency). The analysis results are given in Figure 2 and Table 4:
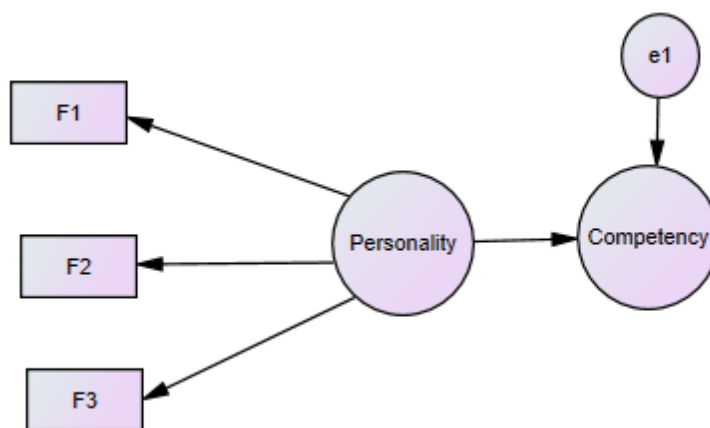
Figure 2: Impact of individual-personality components on the design of HR managers' competency model in crises

Table 4: The estimation of individual-personality component's impact on the design of HR managers' competency model in crises

Variable independent (from)	Code	Variable Dependent (on)	Level of Impact	Significant figures	Result	Significant figures		Result or Rejection of hypotheses	
2. Individual-personality management	f1	Design of Competency Models for HR Managers in Crisis Situations	.047	5.050	Confirmed	0.32	12.32	Hypothesis Primary	Confirmed
	f2		.067	10.207	Confirmed				
	f3		.105	1.550	Confirmed				

According to the above table, among the factors posed by the Iranian-Islamic component, with subcomponents of pragmatism with a coefficient of 0.047 and t-value of 5.05, adherence to morality with a coefficient of 0.06 and t-value of 10.2, and assiduousness with coefficient 0.1 and t-value of 1.1, the first two factors have a positive, significant impact on the design of HR managers competency model in crises while the third factor is null. Also, an individual-personality variable with an impact coefficient of 0.32 and a t-value of 12.3 has a positive, significant effect on managers' competence.

Model fit indices also indicate that the model has a good fit because the ratio of K2 to the degree of freedom (χ^2/df) is 1.79 — is below the permissible value of 3— and the value of $RMSEA$ at 0.043 and 0.074 and below the permissible value 0.08. Therefore, it does not require much adjustment. The P-value is also 0.000, which is less than 0.05. All the significant numbers related to the model parameters are larger than 1.96 and significant. The value of $RMSEA$ is at 0.000. The permissible limit of $RMSEA$ is 1.0. The GFI, $AGFI$, and NFI indices are at 0.88, 0.92, and 0.88, respectively, which represent a very good fit.

Table 5: Fit indices of the research model

Index	Standard value	values
χ^2/df	Less than 3	1.94
$RMSEA$	Less than 0.1	0.000
$AGFI$	More than 0.8	0.89
GFI	More than 0.9	0.95
NFI	More than 0.9	0.95

3.2.3. Interpersonal component

In the following table, codes h1 to h4 along with the interpersonal main component (interpersonal) and its impact on the competency model for HR managers in crises (Competency), are presented in Figure 3 and Table 6.
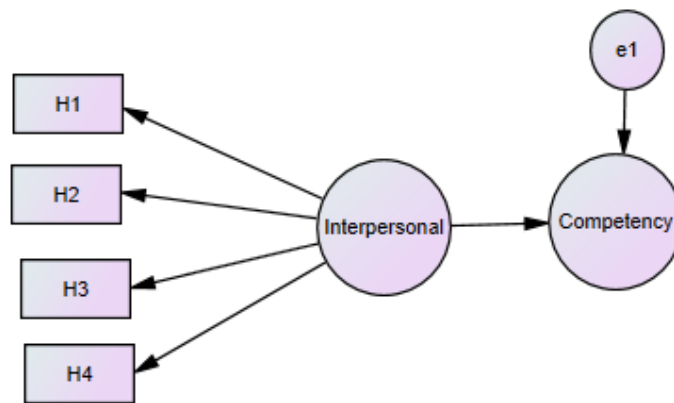

Figure 3: Effect of HR components in public organizations on the design of the HR managers' competency model in crises

Table 6: The estimation of the impact of HR on the design of the HR managers' competency model in crises

Variable independent (from)	Code	Variable Dependent (on)	Level of Impact	Significant figures	Result	Significant figures		Result or Rejection of hypotheses	
Interpersonal	h1	Design of Competency Models for HR Managers in Crisis Situations	.093	6.038	Confirmed	0.42	6.8	Hypothesis Primary	Confirmed
	h2		0.100	0.3877	Confirmed				
	h3		.081	1.089	Rejected				
	h4		.316	4.032	Confirmed				

Based on the above table, among the factors posed by the interpersonal component, people management subcomponent with a coefficient of 0.093 and a t-value of 6.03, coaching with a coefficient

of 0.100 and a t-value of 3.8, and team-building with a coefficient of 0.31 and a t-value of 4.02 had a positive and significant impact while the social intelligence with a coefficient of 0.08 and a t-value of 1.1 was determined null. Also, the interpersonal variable with an impact coefficient of 0.42 and with the t-value of 4.8 has a positive, significant impact on managers' competency.

Model fit indices indicate that the model has a good fit, since the ratio of K2 to the degree of freedom (χ^2/df) is 1.79, which is lower than the permissible value at 3, and the value of $RMSEA$ is at 0.032. GFI, $AGFI$, and NFI are at 0.98, 0.93, and 0.98 respectively, which represent an excellent fit as listed in the following table.

Table 7: Fit indices of the research model

Index	Standard value	values
χ^2/df	Less than 3	1.94
$RMSEA$	Less than 0.1	0.0320
$AGFI$	More than 0.8	0.98
GFI	More than 0.9	0.93
NFI	More than 0.9	0.98

3.2.4. Organizational component

To answer this hypothesis, structural equations were used that included sixteen components. In the following table, I1 to I5 codes along with the main component of organizational factors (FIRM) and their impact on the competency model of HR managers in crises (Competency) were investigated. The results of the analysis are given in Fig. 4 and Table 8.
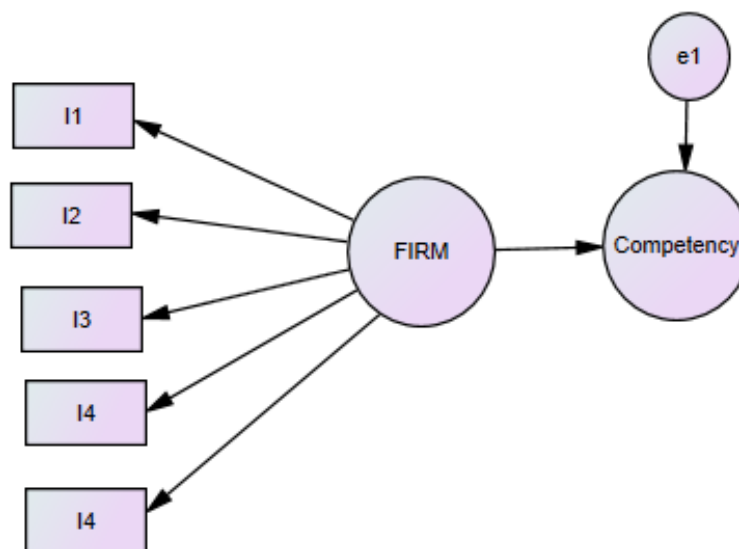

Figure 4:   The effect of the organizational component on the design of the HR managers' competency model in crises

According to the above table, among the factors posed by the organizational component, with subcomponents of strategic leadership with a coefficient of 0.16 and t-value of 19.4, efficient resource allocation with a coefficient of 0.208 and t-value of 22.8, Citizen-orientation with a coefficient of 0.31

Table 8: The impact of organizational factors on the design of the HR managers' competency model in crises

Variable independent (from)	Code	Variable Dependent (on)	Level of Impact	Significant figures	Result	Significant figures	Result or Rejection of hypotheses	
Organizational Factors	I1	Design of Competency Models for HR Managers in Crisis Situations	0.161	19.448	Confirmed	0.56	18.32	Hypothesis Primary	Confirmed
	I2		.208	22.882	Confirmed				
	I3		0.102	11.137	Confirmed				
	I4		.488	1.901	Rejected				
	I5		0.162	18.192	Confirmed				

and a t-value of 4.02, crisis management with an impact coefficient of 0.16 and a t-value of 18.1 had a positive, significant impact while the organizational intelligence with a coefficient of 0.48 and a t-value of 1.9 was determined null. Also, the organizational variable with an impact coefficient of 0.56 and a t-value of 018 had a significant, positive impact on managers' competence.

Model fit indices indicate that the model has a good fit because its ratio of $K2$ to the degree of freedom (χ^2/df) is 1.79— below the permissible value of 3— and the value of $RMSEA$ is at 0.082. GFI, $AGFI$, and NFI indices are at 0.99, 0.93, and 0.98, respectively, which represent a very good fit as shown in the table below.

Table 9: Fit indices of the research model

Index	Standard value	values
χ^2/df	Less than 3	1.79
$RMSEA$	Less than 0.1	0.0820
$AGFI$	More than 0.8	0.99
GFI	More than 0.9	0.93
NFI	More than 0.9	0.98

3.2.5. Extra-organizational component

To obtain this hypothesis, structural equation modeling was used which consisted of seven components. In the following table, $EX1$ to $EX3$ codes along with the main component of the organization's external factors (EXTERNAL) and their contribution to the competency model for HR managers in crises (Competency) were investigated.
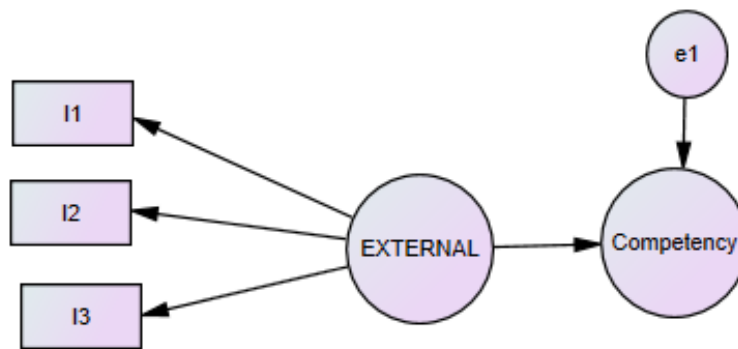
Figure 5: Impact of factors of Extra-organizational components on the design of the HR managers competency model in crises

Table 10: Estimation of the impact of extra-organizational factors on the design of the HR managers' competency model in crises

Variable independent (from)	Code	Variable Dependent (on)	Level of Impact	Significant figures	Result	Significant figures		Result or Rejection of hypotheses	
Extra-organizational factors	EX1	Design of Competency Models for HR Managers in Crisis Situations	0.182	14.819	Confirmed	0.55	12.3	Hypothesis Primary	Confirmed
	EX2		0.548	48.776	Confirmed				
	EX3		0.115	9.234	Confirmed				

Based on the above table, the factors posed by the extra-organizational component are sub-components of political intelligence with a coefficient of 0.18 and a t-value of 14.8, business acumen with a coefficient of 0.54 and a t-value of 48.7, and cultural intelligence with a coefficient of 0.11 and a t-value of 9.2. Also, the extra-organizational variable— with an impact coefficient of 0.55 and a t-value of 12.3 — has a positive, significant effect on managers' competence.

Model fit indices show that the model has a good fit; because its ratio of K2 to the degree of freedom (χ^2/df) is 1.83— below the permissible limit of 3— and the value of $RMSEA$ is at 0.082. GFI, $AGFI$ and NFI indices are at 0.90, 0.92, and 0.98, respectively, which represent a very good fit as shown in the table below.

Table 11: Fit indices of the research model

Index	Standard value	values
χ^2/df	Less than 3	1.83
$RMSEA$	Less than 0.1	0.0820
$AGFI$	More than 0.8	0.90
GFI	More than 0.9	0.92
NFI	More than 0.9	0.98

Table 12: Results from a one-sample t-test to study the status of the variables

VARIABLE	Theoretical mean= 3.0				
	Observed mean	Std. deviation	T-value	Degree of Freedom	p
Individual personality	3.69	0.431	28.108	305	0.000
Iranian-Islamic	3.47	0.391	21.194	305	0.000
Interpersonal	3.73	0.491	26.264	305	0.000
Organizational	3.57	0.321	22.22	305	0.000
Extra-Organizational	3.76	0.488	25.24	305	0.000

At 0.05 level, results from the one-sample t-test show that:

- The individual-personality component, the test statistic is positive at 28.108, which has a significant difference with 3. Their mean is more than 3.000 and the significance level is less than 0.05. Therefore, the mean is higher than the median, and the $H0$ hypothesis is rejected.

- The Iranian-Islamic element has a positive test statistic at 21.194, therefore, there is a significant difference with 3. Their mean is more than 3.000 and the significance level is less than 0.05. Therefore, the mean is higher than the median, and the $H0$ hypothesis is rejected.

- The interpersonal component has a positive test statistic at 26.264; meaning a significant difference with 3. Their mean is lower than 3.000 and the significance level is below 0.05. Therefore, the mean is not higher than the median and the $H0$ hypothesis is rejected.

- The organizational component has a positive test statistic at 22.22 and there is a significant difference with 3. Their mean is more than 3.000 and the significance level is less than 0.05. Therefore, the mean is higher than the median, and the $H0$ hypothesis is rejected.

- The extra-organizational component has a positive test statistic at 25.24 and there is a significant difference with 3. Their mean is lower than 3.000 and the significance level is below 0.05. Therefore, the mean is not higher than the median and the $H0$ hypothesis is rejected.

Table 13: Pearson correlation coefficients of sustainability mechanisms

Variables	1	2	3	4	5
Iranian-Islamic	1				
Individual-personality	0.63	1			
Interpersonal	0.69	0.73	1		
Organizational	0.53	0.43	0.52	1	
Extra-Organizational	0.67	0.78	0.60	0.61	1

As indicated from the table [1], there is a correlation between all elements of the research, and the Pearson correlation coefficient is very high at a significance level of below five percent. Hence, the hypotheses of the research can be assessed.

Therefore, as estimated by structural equitations, the final model can be proposed as:
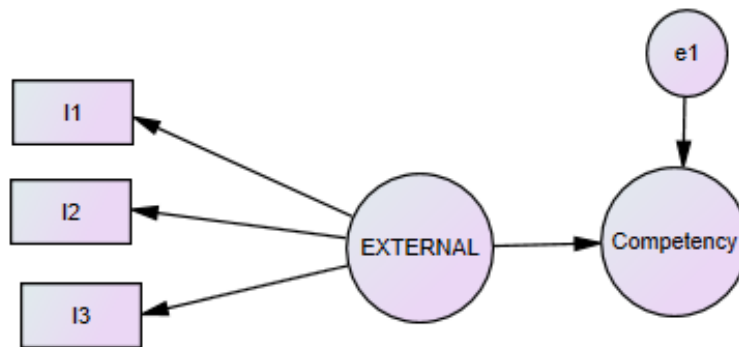

Figure 6: Conceptual Model of the research- Source: (Research findings)

3.3. Question 3: What is the extent of prioritization of components contributing to the competency model of HR managers in crises?

Table 14: Pearson correlation coefficients of sustainability mechanisms

CCj	Extra-organizational component	Interpersonal component	Iranian-Islamic component	Organizational component	Individual-personality component
value	0.5321	0.5803	0.6326	0.6823	0.7330
Rank	5	4	3	2	1

In Table14, the sums of normalized weights for the selection of competency components indicate that the criterion of individual-personality component—with the sum of coefficients at 0.733— is the most important index from consumers' perspective, and the other indicators are organizational, Iranian-Islamic, interpersonal and extra-organizational, respectively.

4.   Discussion and Conclusion

This paper attempts to identify and localize a suitable HRM model to be implemented in public organizations in Iran by exploring the HRM models in a range of Iranian and non-Iranian research.

This subject and its results can help public organizations' managers carry out HR procedures following a well-defined, suitable framework where plans for their execution are predicted and formulated. Development of a local competency model for HR managers in public organizations helps provide a specific framework for young managers to act on, as well as a benchmark for assessment of these managers by the organizations' authorities. Therefore, this study aimed at proposing a competency model for HR managers in crises.

Table 1 shows results from the design of the competency model for HR managers' in crises indicated that the HR managers' competency in crises includes five main components: Iranian-Islamic, individual-personality, interpersonal, organizational, extra-organizational components as well as 18 sub-components. Results showed that the following were accepted as prioritized indices from each component: domination of religious values, Iranian-Islamic morality, and fairness from the Iranian-Islamic components; pragmatism, adherence to morality, and assiduousness from the personality components; strategic leadership, efficient resource allocation, organizational intelligence, citizen orientation, and crisis management from the organizational component; and political intelligence, business acumen, and cultural Intelligence from the extra-organizational components.

A one-sample t-test was used to study the research variables. Results showed that the individual-personality component has a positive test statistic at 28.108; meaning that the mean is higher than average and the hypothesis is rejected. The Iranian-Islamic element has a positive test statistic at 21.194, therefore, there is a significant difference with 3. Therefore, the mean is higher than the median, and the H0 hypothesis is rejected. The interpersonal component has a positive test statistic at 26.264; meaning a significant difference with 3. Therefore, the mean is not higher than the median and the H0 hypothesis is rejected. The organizational component has a positive test statistic at 22.22 and there is a significant difference with 3. Therefore, the mean is higher than the median, and the H0 hypothesis is rejected. The extra-organizational component of the test statistic is positive at 25.24; therefore, the mean is not higher than the median and the H0 hypothesis is rejected.

To propose the superior model, the structural equation method was implemented. Results revealed that out of the factors posed by Iranian-Islamic component, the sub-components of domination of religious values with a coefficient of .16 and a t-value of 19.4, Islamic-Iranian morality with a coefficient of 0.2 and a t-value of 22.8, and fairness with a coefficient of 0.1 and t-value of 1.11 have a significant, positive contribution to HR manager's competence in crises. Also, the Iranian-Islamic variable — with an impact coefficient of 0.66 and a t-value of 11.9— has a positive significant effect on managers' competency. In this context, Asadi Fard et al. [2010], Mosazadeh & Adli (2001), Aghajani (2006), and Ahmadi et al. (2013) can be cited.

Results from the second model revealed that in the individual-personality component, sub-components of pragmatism with a coefficient of 0.047 and a t-value of 5.05, adherence to morality with a coefficient of .06 and a t-value of 10.2, and assiduousness with coefficient 0.1 and t-value of 1.1, the first two factors have a positive, significant impact on the design of HR managers competency model in crises while the third factor is null. Also, an individual-personality variable with an impact coefficient of 0.32 and a t-value of 12.3 had a positive, significant effect on managers' competence. In this regard, Lei & Hu (2010), Olszak & Ziemba (2012), Wallace & Hunt (1995), Asadi Fard et al. (2011), and Mahmudi et al. (2012) can be cited [14, 3, 24, 6, 11].

Among the factors presented by interpersonal component, sub-components of people management with a coefficient 0.093 and t-value of 6.03, coaching with a coefficient of 0.100 and t-value of 3.8, and team-building with a coefficient of 0.31 and a t-value of 4.02 had a positive, significant impact while the social intelligence with a coefficient of 0.08 and a t-value of 1.1 had no effect. Also, the interpersonal variable with an impact coefficient of 0.42 and with the t-value of 4.8 has a positive, significant impact on managers' competency. In this context, Asadi Fard et al. (2010), Mahmudi et

al. (2012), Lee (2010), Raybould & Wilkins (2005), and Boyatzis (1982) can be cited.

Among the factors posed by organizational component, sub-components of strategic leadership with a coefficient of 0.16 and a t-value of 19.4, efficient resource allocation with a coefficient of 0.208 and a t-value of 22.8, citizen-orientation with a coefficient of 0.31 and t-value of 4.02, crisis management with an impact coefficient of 0.16 and a t-value of 18.1 had a positive, significant impact while the organizational intelligence with a coefficient of 0.48 and a t-value of 1.9 was determined null. Also, the organizational variable with an impact coefficient of 0.56 and a t-value of 018 had a significant, positive impact on managers' competence. In that regard, see Ramezani et al. (2009), Whetten & Cameron (1995) [19, 25].

Finally, the factors posed by extra-organizational component include subcomponents of political intelligence with a coefficient of 0.18 and a t-value of 14.8, business acumen with a coefficient of 0.54 and a t-value of 48.7, and cultural intelligence with a coefficient of 0.11 and a t-value of 9.2. Extra-organizational variable—with an impact coefficient of 0.55 and a t-value of 12.3— had a positive, significant impact on managers' competence. In that respect, see Lee [2010], Raybould & Wilkins (2005), Rezaei Aghdam (2010), Spencer (1993), Viitala (2005) [10, 20, 21, 22, 23].

In the end, results of the prioritization contributing components to the competency model for HR managers in crises using fuzzy hierarchy analysis showed that the criterion of individual-personality with the sum of coefficients at 0.733 is the most important index from consumers perspective, and the other indicators are organizational, Iranian-Islamic, interpersonal and extra-organizational, respectively.

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