Designing a Competency Model for Iranian Red Crescent Society Volunteers

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Original Article

Abstract

INTRODUCTION: The aim of the current research is to design a competency model for volunteers to be used in the RCS and Volunteers' Organization.

METHODS: This research has a mixed approach and was conducted in two qualitative and quantitative phases. The first phase was done using grounded theory and the next phase was based on a researcher-made questionnaire. A total of 11 people including professors and experts of the IRCS who were knowledgeable and experienced about the subject were selected and interviewed using purposeful sampling through semi-structured interviews. Data was analyzed by Maxqda-2022. Then, a researcher-made questionnaire was prepared using the indicators obtained from the qualitative section and given to a number of experts in the IRCS (140 people). Data was analyzed using Smartpls3 and SPSS-26 software.

FINDINGS: According to the findings in qualitative section, causal conditions consist of 2 main categories and 4 subcategories; background includes 1 main category and 2 sub-categories as well as central phenomenon 4 main categories and 20 sub-categories; also, intervening conditions 2 main categories and 4 sub-categories; and the strategies 2 main categories, 5 sub-categories, and finally the consequences are composed of 3 main categories and 3 sub-categories. The results of the quantitative analysis also emphasize the positive and meaningful relationship between each of the strategies and the competence of the volunteers, which means that each of these strategies can be effective in designing and developing the competency model of the volunteers.

CONCLUSION: The results indicated that the competency of RCS volunteers requires various factors such as mental image at the community level and the culture of meritocracy at the level of the RCS and Volunteers' Organization. In the following, the results and its consequences can be observed for the volunteers, IRCS, Volunteers' Organization, and finally for the community, beneficiaries and the affected people. All of which depend on the use of appropriate strategies to design the competency model of IRCS volunteers.

Keywords: Competency model; Volunteers; IRCS; Grounded Theory.

Introduction

Management experts refer to human capital as a strategic partner of organizations and consider its role irreplaceable in the excellence and development of organizations. Any organization that seeks progress and success in its mission field should give the greatest importance to improving the productivity of human capital as well as its cultivation and development. In fact, cultivating competent and capable human resources is one of the distinctive features of a professional organization.

The competency-based approach as a strategic principle is the link between the employees and their organization that the organization can compete with other organizations by considering the competencies of the employees (1).

Competence is a common technique in the

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evaluation of human resources in organizations that allows the organization to evaluate and develop the capabilities of important employees. To manage the competencies of an organization's employees, the principles of competency management and competency models and the use of various competency assessment methods should be based. Therefore, it can be said that the development of competencies and its roles is a factor that helps organizations, especially the Red Crescent Society and the Volunteers' Organization, in facing the changing environment.

Competencies are often defined as the knowledge, expertise, skills, and abilities that individuals need to perform work roles.

The European Commission (EC) has defined competence as "the proven ability to use knowledge, skills and methodological, social and personal abilities in work or study situations and in professional and personal development". The term competency has been defined from different perspectives such as general competencies, soft skills, business skills, and technical competencies. As a result, it reflects a functional view of the skills needed to perform a specific task (2).

According to the mentioned contents, it can be acknowledged that paying attention to human resources and its development and empowerment, which is considered the most valuable organizational assets and is the center of ability and knowledge enhancement in the world class, confirms the fact that human beings are considered as a decisive and effective partner in the organization and nurtured and developed. Human resources competences lead to comprehensive and balanced development of the organization. Therefore, carrying out value-creating and transformational actions in the field of human resources management provides the possibility of expanding core competencies in the business environment (3).

On the other hand, the need for voluntary services is very important in the current era and at the level of human societies. In today's societies, organizations providing social services without the benefit of human resources, especially trained volunteers, have a limited field of activity and are only able to provide a minimum level of their programs. No doubt, the quantitative and qualitative development and expansion of the programs of the organizations providing social services is imaginable in the shadow of the presence of competent, professional and trained

volunteers, and without it, the effectiveness and usefulness of the services of these organizations will not be at the desired level.

IRCS, taking into account the set of cultural, human and geographical fields and under the condition of creating and developing the bases and fields, prerequisites, organizational and human factors and components, can be among the leaders in this field at the global level. This requires special attention to the issue of human capital, especially the attraction, maintenance and development of volunteer human capital. In fact, the importance of developing services based on volunteers is much more noticeable in a large organization like the RCS, which, along with the Basij, are two organizations that are blessed with volunteers.

On this basis, it is absolutely certain that the higher the level of competence of the volunteers, the better and more effective their participation and services will be for all beneficiaries.

Accordingly, by understanding this issue and the current situation of the RCS, the absence of a suitable executive model for the key competencies of the volunteers is felt. Therefore, the purpose of this research is to try to answer the question, what is the model of key competencies of RCS volunteers.

Methods

This research has a mixed approach and has been conducted in two qualitative and quantitative phases. In the qualitative part, grounded theory method and semi-structured interview with open questions were used to identify important indicators to design the executive model of the skills and behavioral competencies of the volunteers and the data was analyzed with Maxqda-2022 software. A total of 11 university professors and experts and specialists of the RCS and the Volunteers' Organization were selected and studied by purposeful sampling due to their expertise, knowledge and awareness of the research topic from the university and the RCS. Sampling was stopped when the answers became repetitive and reached saturation. Also, library resources, internal and external articles, websites and interviews were used for the qualitative part, and then the researcher-made questionnaire was used to collect data.

In the quantitative part, a total of 140 experts of RCS and Volunteers' Organization were participated and completed the researcher-made

questionnaire. To analyze the data in this section, descriptive and inferential statistics were used. First, the dimensions and components of the model were identified and collected through questionnaire. Descriptive statistics methods, relative frequency distribution table and its graphs was used in the descriptive part, the structural equation modeling (SEM) with the partial least squares (PLS) approach was used in the inferential statistics in order to examine the hypotheses using SmartPLS3 and SPSS-26 software.

Validity and reliability of the research

Considering the novelty of the research and the possible limitations of the data, the triangulation approach was used, which refers to the process of using various approaches and sources to collect data and information in the research. In addition, Table 1 was used to ensure the referred reliability

and validity (4) based on the criteria of Creswell and Miller (2000) (5).

To ensure the reliability of the research in the qualitative part, the interviews and obtained data were recorded by taking notes, in order to achieve the verification criterion, all research steps were fully recorded so that other researchers can follow other steps according to the documentation if needed or desired. In addition, some of the interviews and extracted categories and concepts were provided to experts and professors familiar with the subject to check the correctness of the coding. Finally, with the obtained concepts, the final research paradigm was carried out according to the method of Strauss and Corbin (2008).

In Table 2, participants' information of the qualitative part is mentioned such as gender, age, education, organizational position and work history.

Table 1. Validity assurance methods

Validity assurance methods	Implementation method in the research
Triangulation	Use multiple sources to collect data
Long-term involvement	Increasing theoretical sensitivity, practical participation, and communication with participants to evaluate research perceptions
Re-inspection of the way to obtain information	Carrying out periodic inspection of the obtained information and codes in order to prevent bias and ensure accuracy, by the researcher and an external referee familiar with the subject of the research.
Check with participants	Checking the obtained data with the help of the research group and the interviewees regarding the results
Continuous comparison	Comparing the data obtained from the investigated sources with other sources continuously throughout the research

Table 2. Descriptive statistics of the participants of the qualitative section

Work experience (yrs.)			Organizational position		Age groups			Education		Gender	
Over 30	21-30	10-20	RCS expert	Professor	30-40	41-50	51-60	PhD	MA	Male	Female
1	6	3	8	3	1	7	2	3	8	3	8

Table 3. Investigating the differential validity of the main components of the research by Fornell & Larcker

Variables	Consequences	Intervening conditions	Strategies	Background	Causal conditions	Central phenomenon
Central phenomenon						0/778
Causal conditions					0/746	0/732
Background				0/823	0/497	0/008
Strategies			0/885	0/847	0/204	-0/267
Intervening conditions		0/909	-0/434	-0/452	0/11	0/46
Consequences	0/77	-0/448	0/899	0/889	0/339	-0/159

Convergent validity

The second criterion for evaluating measurement models is convergent validity, which examines the correlation of each factor with its questions. The Average Variance Extracted (AVE) criterion indicates the average variance shared between each factor and its questions. In simple words, it shows the degree of correlation of each factor with its questions; the higher the correlation, the fit is also higher.

According to Table 5 and Fornell and Larker's method, which introduced the appropriate value for AVE above 0.5, for all research variables, the value of AVE is greater than or equal to 0.5. In the above table, the coefficients of factor loadings related to research factors are more than 0.4. After running the model, questions with factor loadings less than 0.4 should be removed. Since the appropriate value for Cronbach's alpha is 0.7, for composite reliability is 0.7, and for AVE is 0.5,

and all the criteria in the measurement of factor loadings have an appropriate value, therefore, the appropriateness of the reliability and convergent validity of the research can be confirmed.

Divergent validity

The third criterion for assessing the fit of measurement models is divergent validity, which covers several issues such as:

A) Comparison of the correlation between the questions of one factor with that factor versus the correlation of those questions with other factors

In this method, if it is determined that the correlation between a question and factors other than its own factor is higher than the correlation of that question with its own factor, the divergent validity of the model is questioned. According to Table 3, the rows belong to the questions and its columns belong to the factors of the model. The values in the cells of the table indicate the degree of correlation between the questions and the relevant factors. The main model of this research consists of factors that each have one or more questions and according to the table, the questions related to each factor are more correlated with that factor than with other factors.

B) Comparing the correlation of a factor with its questions against the correlation of that factor with other factors

Another important criterion that is characterized by divergent validity is the relationship of a factor with its questions in comparison with the relationship of that factor with other factors. So that acceptable divergent validity of a model means that one factor in the model interacts more with its questions than with other factors. Divergent validity is acceptable when the AVE for each factor is greater than the shared variance between that factor and other factors in the model. Fornell and Larcker method suggests a matrix for investigating divergent validity that is similar to the matrix of variable correlation coefficients, with the difference that the main diameter of this matrix contains the square root of the AVE values for each of the factors. According to the table, the places marked with dark color, the root value of AVE of each factor is higher than the correlation value of two factors. Therefore, the divergent validity of the research is confirmed by Fornell and Larcker method.

Findings

In this section, the findings obtained from the coding of the interviews of specialists and experts of the RCS, including the competency model of the volunteers, were expressed. In the qualitative part, the foundation's data theory method was used to design the model, and the data collection continued until reaching theoretical saturation, and in the quantitative part, a researcher-made questionnaire using the indicators obtained from the qualitative part was prepared and given to a number of RCS experts and volunteers.

Open coding

Based on the results obtained from the interviews of the participants, the results were extracted in the form of concepts, sub-categories and categories and were focused on the separation of Granded Theory such as causal, background, intervention conditions, strategies and consequences. After extracting the concepts, similar and common items are placed in a single category in the secondary coding by comparing the concepts (Table 2). As can be seen, 14 main categories and 56 sub-categories of this research were identified.

Axial coding

In this part, the researcher selects a category from the open coding stage and puts it in the center of the process under investigation as a central phenomenon and relates other categories to it. According to the subject of the research, the central phenomenon of this research is perceptual and mental, interpersonal, individual and executive competencies. In the meantime, the causal conditions are the categories that affect the central phenomenon, which in this research are personal and organizational motivation, the factors that are among the infrastructures and requirements for the development of the competencies of the volunteers, and have been coded as central in the causal conditions.

The development of merit-based organization and synergy and merit-oriented culture building are two main categories which have been chosen as the main strategies for developing competencies of volunteers in this research. In other words, volunteers should improve these competencies.

External and Internal organizational challenges are two categories that influence strategies as interventionists and affect the evaluation and

feedback of volunteers' competencies. The consequences are the result of employing appropriate strategies in order to develop the competencies of volunteers and its continuous and effective evaluation. In this research, the value created for the volunteers, the value created for IRCS and Volunteers' Organization, and the value created for the beneficiaries are among the consequences of employing appropriate strategies in evaluating and developing the competencies of the volunteers.

Selective coding

It is called the process of integrating and improving categories. At this stage, a theory is written from the relationships between the categories in the axial coding model. Personal and organizational motivations are essential principles in achieving the key competencies of IRCS volunteers, which should be achieved by improving and developing perceptive and mental, interpersonal, individual and executive competencies with effective evaluation and appropriate feedback. And correcting and improving external and internal organizational challenges leads to a smoother or more difficult path.

Description of questionnaire variables and questions

In order to better understand the nature of the studied society and get more familiar with the research variables, the data must be described before analysis. Table 3 shows the demographic status of the selected statistical samples.

Description of studied variables and questionnaire questions

In order to better understand the nature of the studied society and get more familiar with the research variables, it is necessary to describe the data before analysis. Table 5 shows the education status, age, work history and organizational post of the selected statistical samples.

According to Table 5, 140 experts and specialist participated in this study, which the highest frequency of respondents with 112 people is related to women. Next, it should be said that the age-group of 41 to 50 years (38%) has the highest and the age-group of 25 to 30 years has the lowest frequencies. The highest frequency of the education variable belongs to master's degree (59%). Regarding job experience, the highest frequency is related to people with work records of 21 to 25 years and the lowest frequency is related to people with between 5 to 10 years. Regarding the position and organizational post, the most frequency is related to specialists.

Table 4: Categorization and integration of codes

Axes	Main category	Concepts
Central phenomenon	Perceptual & mental competencies	Strategic thinking and attitude/analytical thinking (perception skill/system thinking/logical insight)/ problem solving (decision making/risk taking)/creative thinking (innovation/ new thinking/ creativity)
	Interpersonal competencies	Cooperation and empathy/team building/effective communication/networking
	Individual competencies	Self-confidence (self-management)/responsibility/honesty & integrity (professional ethics)/ professional perfection (continuous learning)
	Executive competencies	Motivating/change leadership (transformation management/organizational transformation)/ cultivation & human development/action initiative (planning and organization) organizational awareness (organizational awareness)/ professional competence/ resource management (results orientation/ monitoring and control)
Causal conditions	Personal motivation	Commitment to self/commitment to others
	Organizational motivation	Necessity of volunteers' empowerment /commitment to development of Volunteers' Organization
Background	Mental image & culture of meritocracy	At the community level/ at the level of RCS and Volunteers' Organization
Intervening conditions	External organizational challenges	At the societal level/at the individual level
	Internal organizational challenges	From the point of view of laws and regulations/ from an executive and operational viewpoint
Strategies	Synergy and cultivation based on competence	Promoting a culture of meritocracy
	Development of meritocracy organization	Development of strategic infrastructures/recruitment and retention of volunteers/development and empowerment of volunteers /Compensation for volunteer services
Consequences	Creating value for volunteers	Results for volunteers
	Value created for the Volunteers' Organization & IRCS	Results for RCS & Volunteers' Organization
	Value created for stakeholders	Results for the Community, beneficiaries and the affected ones

Table 5. Frequency distribution of respondents based on demographic variables (Total=140)

Variables	Organizational position				Job experience					Education			Age					Gender	
	Professors	Senior manager	Expert	Specialists	Over 25 yrs.	21-25	16-20	11-15	5-10	PhD	Master	Bachelor	Over 60	51-60	41-50	31-40	25-30	Male	Female
Frequency	4	23	54	59	25	50	32	18	15	16	82	42	20	46	53	18	3	28	112
Percentage	2/857	16/429	38/571	42/143	17/857	35/714	22/857	12/857	10/714	11/429	58/571	30	14/286	32/857	37/857	12/857	2/143	20	80

Table 6: Description of respondents based on research indicators

Variable	Kurtosis	Skewness	Standard deviation	Mean	Max	Min
Central phenomenon	-0/477	0/676	0/886	2/596	4/5	1/5
Casual conditions	-0/92	0/376	0/889	2/871	4/556	1/556
Background	1/053	-1/184	0/691	3/494	4/8	1/6
Strategies	3/249	-1/781	0/914	3/644	4/6	1
Intervening conditions	-1/915	-0/023	0/502	4/486	5	3/75
Consequences	2/739	-1/644	0/638	3/595	4/667	1/667

A questionnaire with a five-point Likert scale (1 to 5) was set for the variables with a number of questions, and to make these variables, the questions related to them were averaged in SPSS software. According to the change of the Likert scale between 1 and 5, the numerical range of all variables should be variable in the range (5, 1). In Table 6, the descriptive statistics, research indicators including variable, lowest value (min), highest value (max), mean, standard deviation, Kurtosis and skewness coefficients are reported. As it is clear in the table, due to the skewness and kurtosis coefficients, the data related to the research variables are not normal. Therefore, SmartPLS software has been used to check research hypotheses.

Fit of the research model

The partial least squares modeling method has been used in order to analyze data. The first stage includes the determination of the measurement model through reliability and validity, and the second stage is the determination of the structural model by analyzing the fit indices, determination coefficients and path analysis. In order to fit the variance-based structural equation modeling or the partial least squares method, is used which include: A) evaluation of the measurement model (external model) reflective or combined; B) structural equation model test (internal model); C) general model test.

A) Evaluation of the measurement model

The measurement model is related to a part of the general model that includes a component along with questions related to that component. Three criteria of reliability, convergent validity and divergent validity are used to examine the fit of measurement models.

In the research model, the factor loading coefficients of each question of the research factors have been examined. Then, Cronbach's alpha coefficients and composite reliability of the factors were calculated. Cronbach's alpha higher than 0.7 indicates acceptable reliability. Of course, in some cases, the value of 0.6 is also used as a criterion. Since Cronbach's alpha criterion is a traditional criterion for determining factor reliability, the Partial Least Square (PLS) method uses a more modern criterion than Cronbach's alpha called Composite Reliability. As Table 5, the value of these criteria, i.e. Cronbach's alpha and the combined reliability of research factors in all factors is higher than 0.7, which indicates the appropriate reliability of the model.
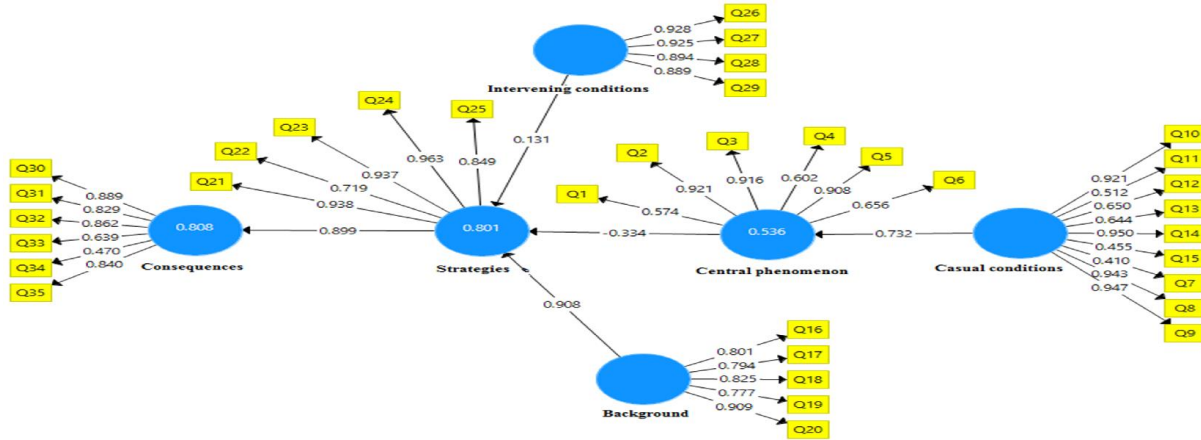
Figure 1. Research model with standardized factor loading coefficients (measurement model evaluation)

B) Structural model test

After examining the fit of the measurement models, it is time to fit the structural model of the research, which examines only the hidden factors along with the relationships between them. One of the most basic criteria of model fit is t-values, if it exceeds 1.96, it indicates the correctness of the

relationship between the factors and as a result, the research hypotheses are confirmed at the confidence level of 0.95%. Of course, it should be noted that the numbers only show the accuracy of the relationship and the intensity of the relationship between the factors cannot be measured with it.

Table 7. Examining relationships within the structural model

| Investigating relationships within the structural model of research	P-value	T-value	Standard error	Standard coefficients
Direct relation				
Central phenomenon → Strategies	0/000	8/748	0/038	-0/334
Causal conditions → Central phenomenon	0/000	16/923	0/043	0/732
Background → Strategies	0/000	33/815	0/027	0/908
Strategies → Consequences	0/000	34/908	0/026	0/899
Intervening conditions → Strategies	0/004	2/902	0/045	0/131
Indirect relation				
Causal conditions → Central phenomenon → Strategies	0/000	6/609	0/037	-0/245
Central phenomenon → Strategies → Consequences	0/000	9/86	0/03	-0/301
Causal conditions → Central phenomenon → Strategies → Consequences	0/000	7/472	0/029	-0/22
Background → Strategies → Consequences	0/000	23/261	0/035	0/817
Intervening conditions → Strategies → Consequences	0/003	2/966	0/04	0/118
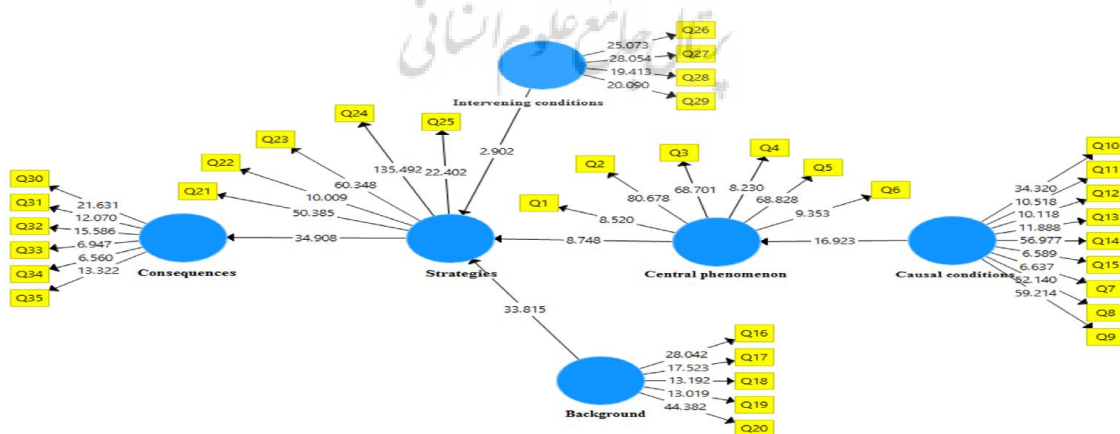
Figure 2: Research model with t-values coefficients (measurement model evaluation)

According to the contents of Table 8, which is shown for all relationships, there is a significant relationship between the variables that the t value for these relationships is more than 1.96.

R2 and Q2 criteria

In a research, R2 coefficients are related to endogenous (dependent) hidden factors of the model. R2 is a standard that shows the effect of an exogenous factor on an endogenous factor and three values of 0.19, 0.33 and 0.67 are considered as criteria for weak, medium and strong values. R2 value for exogenous or independent factors is equal to zero. In order to check the quality or validity of the model, the validity check including the validity check index of padding or redundancy has been used. The filling index, which is also called Stone-Geisser's Q2, measures the quality of the structural model for each endogenous block, taking into account the measurement model. If the values of these indicators become zero or less than zero in the case of a dependent factor, it means that the relationships between other factors of the model and that dependent factor are not well explained, as a result of the model, it needs to be modified. These criteria determine the predictive power of the model, and if the value of this index for one of the endogenous factors is 0.02, 0.15, and 0.35, it indicates weak, medium, and high predictive power, respectively. Strong has an exogenous factor or factors related to it.

Table 8. Review of R2 and Q2 criteria

Variable	Q2		R2	
Central phenomenon	Medium	0/287	Strong	0/536
Strategies	Strong	0/592	Strong	0/801
Consequences	Strong	0/441	Strong	0/808

F2 criterion

This criterion determines the intensity of the relationship between the model construct. This measure takes help from the R2 index to analyze the relationship between structures. Cohen's formula presented the impact size criterion in the form of the following formula, where the values of 0.02, 0.15 and 0.35 respectively indicate the size of small, medium and large influence of one structure on another structure. (Table 10)

$$f^2(x \rightarrow y) = \frac{R_y^2(X\ included) - R_y^2(X\ excluded)}{1 - R_y^2(X\ included)}$$

which in this formula:

$f^2(x \rightarrow y)$: The size of the influence of x on y

$R_y^2(X\ included)$ R2 value of construct y when construct x is present in the model and
$R_y^2(X\ excluded)$: R2 value of construct y when construct x is removed from the model.

Table 9. Review of f2 Criterion

Variables		f²	
Central phenomenon → Strategies		Strong	0/411
Causal conditions → Central phenomenon		Strong	1/157
Background → Strategies		Strong	3/060
Strategies → Consequences		Strong	4/211
Intervening conditions → Strategies		Medium	0/050

C) General model test

The overall model includes both the measurement model and the structural model, and by confirming its fit, the fit study is completed in one model. The GOF standard is related to the general part of structural models. This means that with this standard, the researcher can control the fit of the overall part after examining the fit of the measurement part and the structural model part of his research. The GOF standard, its formula is as follows:

Communality= this value is obtained from the average of the squared factor loadings of each factor.

GOF= is obtained from the average of the common values of each endogenous factor of the model.

The average value of R Square of endogenous factors of the model.

Considering the three values of 0.01, 0.25 and 0.36, which are introduced as weak, medium and strong values for GOF, and obtaining a value of 0.694 for GOF, it shows the appropriate fit of the model. In general, considering the results and steps that were taken to confirm the measurement model and construct validity and diagnostic calculations, followed by the test of the relationships between the research constructs, it must be said that the model presented by the researcher is confirmed.

Discussion and Conclusion

Since the mid-eighties, the evaluation and development of human resources' competencies have been the focus of organizations. The main reason for such attention was the belief that the development of human resources brings countless benefits to organizations, and this belief is still valid (6).

At this time, human resources managers have paid more attention to the issue of quality,

flexibility and unique competencies as the main sources of competitive advantage. In today's highly competitive environment, human capital is one of the main assets of any organization and its role in the success of that organization is undeniable (7).

According to the opinion of Padmasiri et al. (2018), it is necessary to equip this unique asset with information, knowledge and skills in order to maximize job performance (8). And undoubtedly, the education and development system as one of the main methods of competence development has a strategic role in this field (9).

Competence and its role as a contributing factor of the RCS in facing the changing environment is one of the emerging issues in recent years. In this regard, the competency-based approach has made people in the center of attention and highlights the importance of human power to achieve organizational goals.

In the analysis of the organizational level of competences, it can be said achieving the goals of every organization and gaining a competitive advantage depends on having volunteers and human capital that are strong, capable, cheerful, creative and transformative. Therefore, according to this research, in order to empower the volunteers, their skills should be improved with the necessary training.

In line with this research, Karimi and Ahmadi (2022) also believe in the existence of a suitable platform and organizational structure for the development of special competencies of volunteers (10). Therefore, considering the importance of human resources and competencies, especially volunteers, special attention should be paid to this important category in organizations and one of the organizations that are not exempt from this rule is the IRCS. In this context, and especially about volunteers, no special action has been taken in the RCS, while the RCS obligated to focus most of its activities on first aid training and preparation in disasters.

On the other hand, the RCS has a heavy responsibility in dealing with the affected people of disasters and accidents, and the importance of this is increasing day by day with the development of science and industry, as well as the rapid development of technology and the increasing growth of the world's population (11).

Therefore, in the IRCS, as an organization that

plays an important role in providing relief and assistance to the people of the society, the competence of the existing people should be improved so that they can perform their activities in the best way.

Based on the findings of this research, it can be said that the necessities, motivations, goals, reasons and causes such as increasing the commitment of volunteers to improve their skills, increasing their commitment towards others including the affected ones and other beneficiaries, volunteer services (individual motivations) as well as the need to empower volunteers by the RCS and the Volunteers' Organization and the commitment of the RCS to the development of the Volunteers' Organization (organizational motivations) require a commitment to design the competency model of the volunteers of the RCS.

Accordingly, the competency framework of RCS volunteers includes four main dimensions: *perceptual & mental, interpersonal, individual, executive* competencies. At the same time, the realization of this purpose and the achievement of volunteers whose competencies are improved in these four main dimensions depend on: advancing the main strategies of promoting the culture of meritocracy; development of strategic infrastructure, recruitment and retention of volunteers; development and empowerment of volunteers and compensation for volunteers' services. However, two groups of individual challenges at the level of volunteers and social challenges outside the RCS have a negative impact on the advancement of these strategies and although the challenges related to the laws and executive and operational matters within the RCS also have a negative impact on the implementation of strategies as hindering and disturbing factors. The benefit of the RCS from the meritocratic system in the field of volunteers faces many problems.

However, the formation of a suitable mental image towards volunteering and the development and strengthening of the culture of meritocracy at the community level as well as at the level of the RCS and Volunteers' Organization has a very important role in the implementation of the mentioned strategies and is the most important platform and context for exploiting the competencies volunteers of RCS.

In the following, it should be said that as a result of the promotion and implementation of

these strategies, the volunteers have benefited from the created value, and along with excellence, their skills, abilities, capacities and competences have been developed, and their safety and health coefficients increases. Both the RCS and the Volunteers' Organization benefit from the created value and become a value-adding, productive, efficient, meritocratic, inspiring and exemplary organization in the field of merit at the national and global level. And finally, the community and beneficiaries also benefit from the created values and the national culture of meritocracy is strengthened at the community level and the affected ones and people exposed to disasters and incidents benefit greatly from the valuable services of competent and developed volunteers.

The results obtained from the analysis of the model using SmartPLS3 software show that there is a positive and significant relationship between individual motivations and the competence of volunteers. It should also be said that the results obtained from the analysis of the model using SmartPLS3 software show that there is a positive and significant relationship between organizational motivations and volunteers' competence. In the following, the results also emphasize the positive and meaningful or desirable relationship between each of the strategies and the competence of the volunteers; this means that each of these strategies can be an effective and influential step in the direction of design and developing the competency model of RCS volunteers.

Further, in order to achieve the volunteers' competence, there should be synergism and creation of a meritocracy based volunteering culture, such as promoting a culture of meritocracy, appreciation and support for volunteers, indicators for monitoring and evaluating the performance of volunteers, as well as development of a meritocracy organization such as strategic infrastructure development, recruitment and retention of volunteers, development and empowerment of volunteers should be done in line with the key competence of the volunteers. By implementing these strategies, steps can be taken to create value and results for volunteers such as personal and behavioral competencies and skills, appropriate support and appreciation for voluntary services and the value created for the RCS and Volunteers' Organization such as creating a platform for the optimal use of volunteers, the efficiency of volunteer and expert

manpower, attracting and retaining volunteers, and finally the value created for the Society, beneficiaries and the affected people and this shows the validity of our paradigm model.

Finally, it should be kept in mind that giving importance to the competence of the volunteers and its evaluation will undoubtedly have favorable consequences and positive results for the RCS. One of the consequences of which can be mentioned is the creation of value for the volunteers as well as for the RCS and Volunteers' Organization; finally for the beneficiaries, including the members of the society and the injured, etc. which indicates that by improving the competence of the volunteers, all the mentioned groups will benefit from its results.

In the end, it should be said that in order to use competency models, it is important to determine who the key educational designers and subject experts are in the RCS and the Volunteers' Organization, and who will be effective in creating models, but also in distributing them and ensuring their correct and principled implementation. If the Volunteers' Organization wants to have social diversity and powerful presence in the national and international arenas, it must be aware of the background of its volunteers and to know that the participating people are from different background, in other words, it does not work exclusively with one type of person.

Conflict of Interests

The authors declare no conflict of interest.

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