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Designing a Qualitative Model for Critical Conditions of Covid-19 in Helal Houses in the Red Crescent Society

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Original Article

Abstract

INTRODUCTION: Lack of a comprehensive classification of crisis and emergency management in Helal houses has caused many losses in the Red Crescent Society of Iran. Therefore, the root of these problems can be identified and investigated with a thorough investigation.

METHODS: This applied research was conducted using a hybrid design. In this research, field and library methods were used. The data were collected by using questionnaire and conducting in-depth interviews with managers, specialists, and experts of the country's crisis management organization and professionals until theoretical saturation. In the first stage, 24 interviews were conducted and we reached theoretical saturation in the 20th interview. In the second stage, relying on inferential statistics methods, 422 questionnaires were distributed. The statistical population of the research is the Red Crescent Society of Iran and its time domain is the second half of 2022.

FINDINGS: After performing the three stages of open, central, and selective coding, the final research model was obtained in which, 6 general categories, 15 subcategories, and 49 main concepts are mentioned.

CONCLUSION: The results demonstrated that the categories of human resources, organizational communication, and government policies are among the effective factors on crisis management in Helal houses in the Iranian Red Crescent Society in the critical condition of Covid-19 and the consequences of these categories have a significant impact. There are other problems and crises in the formation.

Keywords: Covid-19, Crisis management, Emergency, Grounded theory, Helal houses.

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Introduction

Due to the emergence of tensions and differences of interests and views of managers and employers and decision makers with plaintiffs, the phenomenon of dissatisfaction in urban populations appears in the form of protests and unrest (1). Security is a category that has been of interest in different historical periods and in all human societies, leading to the development of security institutions. In general, it can be stated that all kinds of crises have always had important effects on security (2). In recent years, the public crisis has been happening continuously and has led to serious losses to the environment and people, as well as numerous negative effects on social and economic development (3). Crisis management has emerged as a global issue, and the government has drawn more attention to destructive types of natural disasters, such as earthquakes and nuclear leaks (4).

In recent years, unconventional emergencies have occurred around the world (5). Crisis management agencies share a common goal of preparedness, prevention, response, disaster mitigation, and recovery. Therefore, there should always be coordination between local departments, the central government, and private organizations (6). In late December 2019, a series of unexplained cases of pneumonia were reported in Wuhan, China (7). In general, due to the

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emerging nature of the Corona crisis, little research has been performed on this crisis. The majority of studies revolve around such crises as floods and earthquakes (8-13). This pandemic has posed great challenges to governments across the globe. During the Corona crisis, smart crisis management can guarantee survival.

According to the principles of crisis management, planning should be performed before an accident turns into a crisis as much as possible; nonetheless, in relation to the Covid-19 pandemic, basic measures in the field of prevention in Iran were taken into consideration after the disease turned into a biological crisis (14). Due to its humanitarian function, the Red Crescent Society is a special institution for people's activities based on self-belief, and due to the requirement of predictions in its activities, it relies on foresight in risks. Therefore, flexibility in aid knowledge and skills is one of the requirements of this aid-service organization. Consequently, by comparing the "opportunities" of the environment with the "strengths" of the organization, we can determine the influence of the organization, which is important for the Red Crescent community.

Sustainability for relief operations requires addressing quantitative factors, such as human capabilities, organizational capacities, storage locations, inventory management, infrastructure facilities, coordination between partners, government, and local authority support to create a transparent, efficient, effective, and sustainable process (15). It can be stated that the forces of Red Crescent Society are among the self-employed or self-acting and independent people, and their working relationships are regulated by arrangements based on human beliefs and values rather than employment law. They are not employees and do not employ others to provide their labor, skills, and knowledge (16), and they draw organizational citizenship behavior in the real sense. Therefore, the focus is on the actors who are neither under the control of the organization's instructions nor subject to mutual obligations and do not have an eye on their actions that are based on the protocol of human resource assumptions, and their independent action is primarily related to relationships between individuals and organizations (17).

According to the researcher's interest in the activities of the Red Crescent Society and the follow-up of news and in-depth relationships with the horizontal dimensions of the collections, it can be stated that the long management period of some managers has caused an umbrella of immunity and a safety margin to be provided to the competent employees, who are also few in number. They do not have enough motivation to accompany, attach, and depend. In fact, the lack of a comprehensive and integrated investigation in the field of crisis and emergency management in Helal houses in the Red Crescent of the country (especially in the critical situation of Covid-19) is the main necessity of the current research. The review of the literature in this field demonstrates that there is a paucity of studies on this issue the works that have been performed are scattered. Despite the various opinions that have been raised in this field, a complete classification that describes this category can be observed. By observing this problem, it was decided to use the grounded theory method to design a model that, for the first time in this field, solves this problem in a precise and classified manner with complete details. According to the aforementioned issues, the objectives of the current research are as follows:

-Providing a conceptual and operational classification of crisis management for Helal houses

-Determining the relationships between factors and indicators in crisis management for the conceptual model

-Since crises in organizations, especially Helal houses, cause negative growth and instability, scientific investigation of this issue assumes critical importance.

The distinguishing point of the classification proposed in this research, with previous studies, is the focus on the treatment of the event before it occurs. Previous studies introduce the formation of the crisis in the direction of a step-by-step process in which a solution is proposed for each step. Inside the country, no scientific study has been performed in this field and its impact on Helal houses and outside the country. As illustrated in the background of the research (Table 1), few studies have been conducted in this field. Therefore, the innovation of the current research is to identify suitable solutions to reduce and eliminate effective factors in this area. Since the identification of these

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Table 1. Research Background

Researcher	Title	Results
(30) (2022)	Linking relational coordination and employees' wellbeing through psychological capital	In their research, they have reached mental wellbeing through the sharing of psychological capital to achieve mental wellbeing; They say that daily activities that result from interpersonal coordination can be effective in having a good feeling.
(31) (2022)	Resilience and post-traumatic stress disorder in the Swiss alpine rescue association	In their research, they have come to the conclusion that resilience has a positive correlation with work experience. Low levels of stress and a high sense of coherence predict resilience. The sense of belonging and sufficiency of cohesion mediates the interaction between resilience in aid delivery and thus covers the assessment of demographic variables (gender, age, civil status, and education) and psychosocial variables. Resilience covers and reflects the five core characteristics of resilience (purpose, persistence, self-reliance, poise, and authenticity).
(32) (2022)	Model analysis of effective factors on the implementation of crisis management Policies	This research was conducted with the aim of identifying and analyzing the factors affecting the implementation of crisis management policies. A total of 33 factors in the form of 10 main structural, organizational, environmental, managerial, financial, and human resources, uniform methods, communication, information and inter-organizational coordination, regulations and policy implementers are effective in the implementation of crisis management policies.
(19) (2022)	Exploring three post-COVID pathways	They have come to the conclusion that the type of communication and solidarity between managers and employees in times of crisis leads to trust and trust building, and this process provides an attitude of trust in the organization, compliance with norms, and a feeling of gratitude towards each other.
(33) (2019)	Crisis management in public administration: a three-phase model for safety incidents	The results demonstrated that crisis management with a strong focus on the public sector needs structural and cultural restructuring. In this context, in all three phases before, during, and after the crisis, solutions are provided that focus more on increasing internal and external communication in the informational and collaborative dimension and empowering crisis managers to become leaders with the power to make optimal decisions in emergency situations.
(5) (2018)	Analysis of critical success factors in crisis management	The analysis of these factors illustrated that the emergency response plan, social awareness, and regulation are the most effective factor, and the participation and support of the army is the most effective factor in the DEMATEl method.
(34) (2020)	Forecasting the trend of tourism services businesses in the post-corona era and presenting a strategic model	Based on domestic and international reports related to tourism, reports on dealing with Corona, suggestions made in speeches and interviews of officials and experts, and pathology of the current situation, strategic proposals, and strategic models have been presented.

solutions can be an initial step towards compensating the losses inflicted to this industry and will help to manage this critical event.

The present research seeks to answer this question: what are the components and dimensions of the crisis and emergency management of Helal houses in the Red Crescent Society of the country in the critical conditions of Covid-19? The general goal is to first identify and determine the components and dimensions of the crisis and emergency management of Helal houses in the Red Crescent Society of the country in the critical conditions of Covid-19 in Iran. The beneficiaries of this research are managers and experts of the Red Crescent in the country, managers of related jobs of the Red Crescent, and students of management, rescue, and relief. It can be used for all industries throughout the country, including the Red Crescent Society, which can use the factors provided to increase the security of the organization.

Crisis Management

Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens the organization or its stakeholders. The study of crisis management originated with major industrial and environmental disasters in the 1980s (18). A crisis is a series of sudden and unpleasant events that harm the organization. The art of dealing with such incidents is called crisis management. Crisis management is an approach based on the organization's process and strategy to identify and respond to a threat which is an unforeseen event (19). Crisis management is a process in which an organization deals with a destructive and unexpected event that threatens to harm the organization (20).

Diagnosis

The level of preparedness in crisis management should not be forgotten since the nature of the crisis is unpredictable and rare (2). Emergency response teams are the basis for distributing human resources and conducting search and rescue operations (21). To increase

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skills and confidence, items related to emergency response preparation are necessary for planning (22). Therefore, managers must have the necessary training and experience or knowledge to control emergency situations and respond (23). Emergency response requires multidisciplinary information and knowledge, and acculturation has been significantly emphasized in the field of emergency response since culture improves emergency response (24). Therefore, managers should be aware of the influence of online collective behavior that results from published information in order to achieve a high level of citizen participation to improve disaster response at the national level and in social media (25).

In the organization development process (for the purpose of organizational transformation), the first activity is the entry of the organizational team and signing of a contract for the development of the organization, followed by identifying or recognizing the complications, helping the organization to understand its current function and discovering the effective factors in progress, as well as providing a model that helps in this complication diagnosis (26).

Helal houses

For all people, the name "house" evokes peace, comfort, family, and the gathering of a number of people together with a common goal, promoting people's dynamism and reliability. The performance of the Red Crescent has been in such a way that hearing its name reminds people of peace and security, especially those affected by accidents. In the recent years, Red Crescent has tried to bring peace and services of Red Crescent to all parts of the country by creating Crescent houses in small areas of villages and urban areas in order to prepare people to face disasters by increasing the resilience of communities.

The multi-dimensional tasks of the Red Crescent Society in providing domestic and foreign services and aid are self-evident in three broad currents in the literature: 1) Intra-organization: which is an internal event and refers to the trust between employees and supervisors or managers or among colleagues, 2) Inter-organizational: in this flow of trust, it can be interpreted as organizational and interdepartmental interaction and communication since such convergences definitely originate from the trust, and 3) between organizations and their clients: which is proposed as a concept of attracting clients in the direction of honoring clients and organizational socialization (27).

Therefore, it is crucial to prioritize the establishment of organizational trust among employees (both salaried and voluntary workers) by taking into account human resource factors, such as quality and communication skills, motivational aspects, including content and processes, definitions and perceptual functions, organizational structures, and socialization objectives. In addition, addressing accidents and environmental risks at both domestic and international levels further emphasizes the necessity of fostering organizational trust (28).

Covid-19

The novel coronavirus-2019 is very closely related to the coronavirus isolated from a certain type of Chinese bat. Their research supports the theory that the transmission chain started from bats to humans (29). The review of domestic and foreign texts and backgrounds indicates that these backgrounds do not cover all the dimensions and objectives of this research; therefore, it seems that conducting such research can help the Red Crescent Society of this country in the post-crisis era to be immune from internal and external crises or to suffer less damage.

The review of the literature indicates that no comprehensive research has been presented to investigate the components and dimensions of the crisis and emergency management of Helal houses in the Red Crescent Society of the country, especially in the critical conditions of Covid-19. Nevertheless, regarding crisis management and its complications and providing a crisis management model in other industries and organizations, studies have been conducted, some of which are mentioned in Table 1.

Methods

The present study aimed to investigate the components and dimensions of the crisis and emergency management of Helal houses in the Red Crescent Society of the country during the transition period from the Covid-19 crisis and to provide useful solutions for the Iranian Red Crescent Society. According to the purpose, the current research is a type of applied research, and in terms of the method of data collection, it is also included in the category of non-experimental research. In order to answer the research problem and formulate the model, two qualitative and

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quantitative research methods were used, and specifically, the systematic foundation data method was used in the construction of the theory, and the obtained results were then confirmed with statistical approaches. The foundational data theory is derived from the data that have been systematically collected and analyzed during the research process (35). In this method, instead of the research being based on some theories whose function is not known, the researcher starts an exploratory journey with an open mind. The extensive study of literature before the emergence of the main category questions the basic principle of the foundational theory. This principle states that "theory arises from data, not from existing theories" (36).

The current research has two study groups, which were assigned to two sections: experts and model validation. The section of experts includes scientific experts and professionals who are described below:

1) The scientific experts' department included university professors in the Red Crescent and Nejat departments, with the rank of assistant professor and above and with 10 years of experience. The statistical population of the first group is equal to the number of samples since the number was limited and the sampling method was available and census. Among these, 24 experts were selected using a systematic sampling method, and theoretical saturation was achieved in 20 interviews.

2) The section of professionals includes the managers of the country's Red Crescent headquarters, the experts of the rescue organization department who are working all over the country, and the Iranian Crescent Higher Education Institute. Considering the random sampling method without placement, 422 questionnaires were collected.

The statistical sample is the Red Crescent Society of the country, which is based on the theoretical saturation method. A systematic sampling method was used for sampling. In a comprehensive view, the researcher intends to conduct the research, which consists of taking steps to reach the final goal. In the first stage, the researcher uses library and field studies to collect any information that can be related to the research subject in whole or in part. In the second step, a list of broad dimensions related to the research is extracted. This list, which is called the reservoir of indicators, is made up of all the unfiltered dimensions related to the research topic, which are somehow prepared based on the researcher's personal opinion. The third step, which is the most important step of the research, is dedicated to the Delphi process. In this stage, the indicators are monitored in three stages until the final indicators are extracted. In this step, the dimensions are directly prepared by the experts, and based on that, in the fourth step, the questionnaire is prepared and given to the statistical sample. Respondents specify their opinion based on a 5-point Likert scale.

This research was collected based on face-to-face interviews with experts, and in-depth interviews were used as the main data collection tool. Experts are people who are effective, famous, and knowledgeable in their field of work. Therefore, in the current research, based on the systematic sampling method, experts were interviewed who had sufficient knowledge and experience in the field of Helal houses and crisis management in this sector. All the interviews were recorded and used for coding, correction, and feedback. About 24 people have been interviewed in the collection. In addition, after preparing the index reservoirs to obtain the final factors and indices, the members of the Delphi group were selected. For this purpose, the researchers were able to access 422 managers and experts of the Red Crescent Society through virtual space and conduct the Delphi process through virtual means. In this process, a number of professors from crisis management groups and rescue organizations participated.

Findings

The research findings were collected based on face-to-face interviews with experts, and in-depth interviews were used as the main data collection tool. Experts are people who are effective, famous, and knowledgeable in their field of work. Therefore, in the current research, based on the theoretical sampling method, experts who had sufficient knowledge and experience in the field of Halal houses and crisis management in this sector were interviewed. All the interviews were recorded and used for coding, correction, and feedback. A total of 24 subjects were interviewed during the research.

In the conducted interviews, the time of which varied between 20 and 70 minutes, the topics of the conversation were provided to the interviewee in advance so that he could provide the desired

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information with proper preparation. Each of the interviews was sent to the interviewee after re-implementation and received final approval. The questions were designed in a general and completely open-ended manner and in three categories of stimuli, main, and final, in such a way that the main questions of the research can be reached. In the supplementary stage, they were asked to express additional information based on their creativity and according to the topic if they consider it necessary. Below is an example of the interview and the extracted codes in each section.

Open coding: is part of the data analysis process and consists of breaking, comparing, conceptualizing, and categorizing data. Open coding is carried out in two stages: first level coding, which leads to the generation of concepts, and second-level coding, which results in the creation of categories. For a better understanding, an example of open coding from the interviews is presented in Table 2.

Axial coding: The process of linking categories is called axial coding. Since this coding is based on category, linking categories at the level of dimensions and features of the paradigm. In axial coding, a strong form of relationship around the category axis should be formed, and the following categories should be identified:

➢Causal conditions: events and happenings that lead to the occurrence or spread of the phenomenon. The categories related to causal conditions are displayed in Table 3.

➢Phenomenon (main category): The central idea and thought, incident, or event to which a series of interactions/actions are directed to manage or deal with or to which a series of behaviors are related. In fact, it is the core of the study in this research (Identifying the components and dimensions of crisis management in Helal houses).

Table 2. Example of open coding

Open coding from a sample obtained from interviews	
-Implementation of new crisis management systems and their basic implementation for Helal houses in Iranian Red Crescent Society	- Organizational abilities and capabilities should be used appropriately in order to develop the performance of organizations. - Helal houses must have a lot of flexibility to maintain the continuity of their activity. - Government policies and executive guidelines help Helal Houses to provide services with minimum cost, high quality, and timely delivery.
-Excellent service -Training the personnel of Helal houses	- If the service and training are practical and during training, it will be much more effective than theoretical and academic training. As a result, Helal houses can have an educational aspect and become an important scientific department. - Manpower plays a vital role in the successful delivery of Red Crescent services. In fact, the people who work in this organization are considered one of the success indicators of this business.

Table 3. Categories and concepts related to causal conditions

Paradigm Model	Categories	Concepts
Causal conditions	Crisis Management	- Detailed description of duties and their transparency - Using experts in the field of epidemic and crisis management - Accurate organization - Accurate monitoring of events
	Human Resources	- Creating the necessary incentives to encourage cooperation between Helal houses and the crisis management organization - Using the expertise of executives and experts - Participation of volunteers and charities in the implementation - Welcoming new ideas and designs
	Financial Resources	- Implementing policies and reducing the effects of the crisis - Checking the required budget

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Table 4. Categories and concepts related to the central conditions

Paradigm Model	Categories	Concepts
Axial category	Identifying the components and dimensions of crisis management in Helal houses	•Supporting the Red Crescent Society and the activists of Helal houses •Continuous review of crisis management indicators in this organization •Identifying and employing executive managers and experts in the crisis management department of Helal Houses •Applying individual and organizational level strategies in Helal houses

➢Underlying: A series of special features that indicate the phenomenon: the context represents a series of specific situations in which action/interaction strategies take place. The categories related to contextual conditions are illustrated in Table 5.

➢Mediator conditions: Structural conditions that belong to the phenomenon and affect action/interaction strategies. They facilitate or limit strategies within a particular context. The categories related to intervening conditions are presented in Table 6.

➢Strategy: Action/Interaction: Strategies developed to control, manage, and deal with the phenomenon under specific observed conditions. The categories related to strategic conditions are demonstrated in Table 7.

➢Outcome: The result of the interaction. The categories related to consequential conditions are exhibited in Table 8.

Table 5. Categories and concepts related to contextual conditions

Paradigm Model	Categories	Concepts
Underlying conditions	Government Policies	- Granting insurance and tax installments - Loan granting by the banking system
	Corporate Communications	- Creating joint meetings of crisis managers - Creating the necessary infrastructure for inter-organizational cooperation - Meetings to transfer the experiences of managers and experts
	Management Factors	- Organizational leadership and management style - Correct and targeted planning - Continuation of service - Marketing Strategies

Table 6. Categories and concepts related to intervening conditions

Paradigm Model	Categories	Concepts
Interfering conditions	Implementation instructions	- Implementing the regulations of the country's crisis management organization - Policymakers - Control policies
	Regulations	- Legal requirements - Collaborating organizations of policymakers - Managers and experts implementing crisis management principles
	Internal and external conditions	- Environmental factors - The economic situation of the country is in crisis Sanctions

Selective coding: In this step, the categories must be related to each other to form a theory. In fact, after relating the categories to each other on a more abstract level and a detailed explanation of each of the main categories in the form of a storyline to draw a diagram that shows the relationship between the concepts and categories of research. The main point at this stage, which is the basis for naming the final model of the foundation data theory, is the core category. The kernel category is a category that is related to other major categories and is frequently mentioned in the data. This category must also be abstract enough to produce a theory.

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Table 7. Categories and concepts related to strategic conditions

Paradigm Model	Categories	Concepts
Strategic conditions	Individual level strategies in crisis management of Helal houses	- Formation of creativity and innovation groups and registration of new ideas - Development of knowledge and intellectual capital in Helal houses - Conducting training to acquire the necessary skills
	Organizational level strategies in the crisis management of Helal houses	- Employing expert human resources to do things - Using knowledgeable consultants and managers for crisis management during the Covid-19 crisis - Paying the facility with a small interest

Table 8. Categories and concepts related to consequential conditions

Paradigm Model	Categories	Concepts
Consequences	Customer Implications	- Motivation and satisfaction of people - Creating a sense of trust in Helal houses due to the critical conditions of Covid-19 - Through a deep relationship with people
	Organizational Consequences	- Identify opportunities and threats in the crisis - Correct understanding of managers and experts in Halal houses - Exchange and classification of information for crisis management - Increase job performance - Greater cooperation between Helal houses at the country level
	Implications for community level	- Explaining the duties of officials - Independence of the Red Crescent Society of the country - Knowing the target market and community

Crisis organization, human resources, and financial resources are among the events that create situations, discussions, and issues related to the phenomenon and explain to some extent why and how people and groups deal with this phenomenon. In fact, these conditions mean the events that affect the phenomenon and lead to its occurrence. These three factors were identified as the causal conditions of the present study. Research-oriented category (identification of components and dimensions of crisis management in Helal houses) is a mental form of a phenomenon that is the basis of the research process. Individual and organizational level strategies in the crisis management of Helal houses were special actions that resulted from the central phenomenon. These strategies are strategies, actions, and plans that help to design the model.

Executive instructions, regulations, as well as internal and external conditions were identified as the intervening conditions of the research. These factors facilitate and accelerate the implementation of strategies, and as an obstacle, they cause delays and, finally, individual and organizational consequences. At the community level, they were identified as visible and invisible effective outputs, which are the outputs of employing strategies.

Discussion and Conclusion

The presence of more than 13,000 employees (salaried) in the Red Crescent community and nearly 2 million volunteers under different titles (helpers, volunteers, and trainers) highlights the importance of human resources management. Examining the real data of the organization and also during the interviews revealed other statistics in this research, including 31 centers in all provinces of the country, 11 subsidiary organizations in the capital, more than 400 branches across the country, the presence of more than 4 thousand specialized trainers across the country, and the presence of more than 270 thousand volunteers in the fields of (skills, support, guidance, and participation). Nearly 30,000 aid workers, the presence of more than 1,500 Helal homes throughout the country according to provincial distribution, connection with more than 360 non-governmental organizations and 400 economic enterprises in the country, the presence of capacity of the country's youth in the number of more than 500,000 people in nearly 13,000 centers, including students,

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youths, Red Crescent buds, university students, as well as rural and seminary students, adds to the importance of trust and trust building in this service institution.

Failure to identify crisis management factors in the Red Crescent Society causes social (demographic factors, education, and health), economic (micro and macro-economic factors), and organizational vulnerability. Therefore, presenting a crisis management model for this organization has a penetrating effect in this category. The promotion of social capital based on people's trust, sustainability of cooperation, and attracting the participation of the target community (volunteer members, cooperating popular institutions, economic enterprises), creating the legal mechanisms needed to realize people's participation in the four dimensions (guidance, support, participation, and skills), media management in compliance with information policies, transparency in collecting cash and non-cash donations in order to cooperate with public institutions, municipalities, non-governmental groups, and associations are among the main vulnerable factors in the Red Crescent Society which make the necessity of this study even more obvious.

On the other hand, during the Cocid-19 pandemic, intelligent crisis management can guarantee survival. The spread of the coronavirus has shown its negative effects on various dimensions, including the economy, and has caused serious problems in many organizations, including Halal Houses. In this research, the components and dimensions of the crisis and emergency management of Halal houses in the Red Crescent Society of the country were investigated in the shadow of the Covid-19 pandemic with the help of the grounded theory method. The data were collected and analyzed based on in-depth interviews with CEOs, presidents, and supervisors of the Red Crescent Society of the country. By analyzing the interviews, open coding was performed. The comparison of the factors found in this research with previous research demonstrates that the factors found in this research have a multiple process approach, and its consequences and causal relationships between the variables have also been discussed.

➢The results show that the categories of human resources, organizational communication, and government policies are among the effective factors on the crisis and emergency management of Helal houses in the Red Crescent Society. In terms of executive instructions and other intervening factors, the research results are consistent with previous studies

➢In the context of the crisis of the Covid-19 pandemic, the research results are in accordance with another study (37). In a research by another organization, entitled "Tourism after Corona, the effects of the Covid-19 pandemic and the way forward for the tourism and hotel industry in Sri Lanka", they investigated the ways out of the current conditions in hotel and tourism.

➢In the context of the central category, the research results are in line with research (24), which indicates that managers should have the necessary training and experience or knowledge to control emergency situations.

➢Furthermore, in line with the phase of financial resources, Patel et al. (38) used the sign extraction approach and logit, Markov-switching, and continuous BMA models to identify factors affecting financial crises in the group of advanced, emerging, and low-income economies in time frames. The indicators examined by them are the variables related to 1) the financial and public sector (including internal and external debt, government expenditure growth, and government budget balance), 2) Economic activity (economic growth, GDP gap from trend, unemployment rate, credit growth, interest rate), 3) the foreign sector (foreign aid, current account, exchange rate, oil price, global GDP growth). In addition, in this section, the research results are in line with the findings of Cenciarelli et al. (39). They investigated various aspects of the epidemic and its effects on the structure of its organization.

➢Andreou et al. (40) found that bankrupt companies are involved in the management of incremental profits in the year before bankruptcy and in the year of bankruptcy. They demonstrated that profit management measures increase the prediction accuracy of bankruptcy models. This study is consistent with the results of the current research in the context of the financial crisis phase and the phase of the facilitating condition.

➢Henderson et al. (41) concluded that companies with higher management ability make more investments during the crisis period. Moreover, companies with higher management ability during the crisis period are less vulnerable to financial constraints and can invest more. They concluded that capable managers increase the

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value of the company by reducing investment problems during the crisis period.

➢ Ganji et al. (12) indicated that, unfortunately, the prevention approach of planning and effective measures before the crisis still does not have a place in the operational issues of crisis management in Iran. In addition, their results show that the centralization of the crisis management system, the lack of necessary forecasts for funding for crisis management measures and equipment, and the lack of modern crisis management equipment are among the weak points of crisis management in Iran. In addition, the divergence of the crisis management system is one of the important threats in the political dimension of crisis management. These results are also consistent with the results of the effective management phase and the financial crisis phase, and the facilitating conditions of the current research.

The practical perspective of the current research can be a good way for the managers of Helal houses and the Red Crescent Society of this country and other countries of the world to examine their current situation and take a step towards reducing and eliminating crises, especially in the critical situation of Covid-19.

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Conflict of Interests

The authors declared no conflict of interest regarding the publication of the present study.

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