Design and Development of a Model for Friendship-Based Leadership

Mehdi Rahmati[1], Akbar Etebarian[2*], Reza Ebrahimzadeh Dastjerdi[2]

1. PhD student, Department of Public Administration, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan (Khorasgan), Iran.
2. Department of Public Administration, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan (Khorasgan), Iran.

Purpose: Friendship-oriented leadership is one of the relatively new methods of leadership to gain a competitive advantage. Therefore, the purpose of this study was to design and formulate a friendship-oriented leadership model.

Methodology: This study was applied in terms of purpose and qualitative in terms of execution method. The research community was experts and experts in the field of broadcasting leadership in 1400. The sample size was determined based on the principle of theoretical saturation of 20 people, and this number was selected by purposive sampling. The data was collected with a semi-structured interview, the validity of which was confirmed by the triangulation method and the reliability was calculated with the Cohen's kappa coefficient of 0.66. The data were analyzed by open, central and selective coding method based on database theory in MAXQDA software.

Findings: The findings showed that 108 indicators were identified in 11 sub-categories and 6 main categories for the friendship-oriented leadership model; So that the friendship-oriented leadership model in the category of causal conditions includes individual abilities and capabilities and follower conditions, in the category of contextual conditions including organizational characteristics, demographic factors and human resources mechanism, in the category of intervening conditions including the organizational environment and extra-organizational factors, in the category of central phenomenon including leadership Friendship-oriented, in the category of strategies included leadership strategies, and in the category of consequences, it included positive consequences and negative consequences. Finally, the paradigm model of friendship-oriented leadership was designed.

Conclusion: Specialists and organizational planners can use the categories and indicators identified for the friendship-oriented leadership model to improve their organization and create a competitive advantage and improve them in their organization.

∗ Corresponding Author Email: etebarian@khuisf.ac.ir

1. Introduction

Leadership style is considered as a combination of characteristics, skills and behaviors of managers in order to interact with their employees. Leadership style in the theory of Hersey and Blanchard (1969) refers to a combination of behaviors based on work relationship and work behavior (Golmoradia & Ardabilia, 2016). Northouse (2007) stated that leadership is the process of influencing an individual and a group of people in order to achieve common goals. Leaders now rely on their legitimate power to persuade people to do assigned tasks and are very interested in interacting with subordinates and promoting the interests of their subordinates. Today, the mostly team-based structures of organizations require leaders who should not only be able to lead and motivate individuals, but should also lead the team. The team leadership includes various challenges such as setting individual goals with a common mission, managing resources, creating a positive atmosphere of trust and support, coordination, transfer of information and completion of tasks. Although researchers believe that "the nature of the study of leadership is inherently multi-level", research on leadership lacks a conscious theoretical and empirical distinction between different levels of analysis (… et al., 2014). It is expected that the current leaders need a better understanding of the methods and behaviors that can lead to more efficiency in their work environment. Providing support to employees in organizations requires identifying and implementing a leadership style that includes leadership characteristics and appropriate behaviors for relevant settings (Rasberry, 2015). Leadership design teams usually spend a lot of time and energy proposing new leadership models, and at the same time, many business leaders attempt to remember these models. As a result, many organizations end up with relatively complex models that do not communicate a clear connection to business goals and existing talent systems, and rarely influence the behavior of leaders. Many organizations expect values and behaviors from leaders that adhere to their "leadership model," thereby referring to "a set of behaviors that are directly linked to business results." Leadership models should be comprehensive and complete and have a detailed description of the key behaviors that comprise good leadership characteristics (Derler, 2019). In this regard, friendship-based leadership is one of the developing and formal leadership methods, especially in the business world, which despite many advantages, many leaders avoid using this leadership method in issues due to uncertainty in its results, uncertainty of the ability to keep everything under control, fear of losing the respect of the team members or losing the efficiency of the team members (Katr, 2018). Many important studies have shown that leadership can increase individual and organizational performance in public organizations (Bellé, 2014; Jacobsen & Andersen, 2015; Oberfield, 2014). Research on leadership in public sector organizations has also contributed to the leadership literature in general. Weber (1947) conceptualized charismatic leadership based on his work in bureaucracies. Burns (1978) proposed transformational leadership in the study of political leadership. Ospina (2017) and Van Wart (2013) mentioned that the study of public sector leadership still has much to offer to other sectors because public managers face with some of the most societal challenges and problems such as global warming, environmental degradation, and migration (Weber & Khademian, 2008). Instead of ignoring democracy and focusing on leadership rather than public leadership (Vogel & Masal, 2015), some researchers have developed new leadership structures to investigate the features associated with public space. Following the earlier work of Fernandez (2005) and Fernandez, Cho, and Perry (2010) on integrative leadership, Tummers and Knies (2016) introduced four approaches to public leadership: accountable leadership (justification of actions to stakeholders), law-following leadership (acting in accordance with laws), political loyalty leadership (promoting the will of politicians) and network governance leadership (relating to others). This was an important step to prove that public sector leaders play different roles than those in the private sector (Schwartz et al., 2020).

A study on friendship-based leadership was conducted by Katr (2018), who investigated friendship-based leadership in modern work teams and reported that this type of leadership had a positive effect on the individual efficiency of work team members.

Now, according to the introduction of the problem and the existing literature, the gap between the subject of the present study and the existing literature can be seen in the following cases:

1. By reviewing the existing literature, it is clear that researchers have taken less steps towards friendship-based leadership and dealing with its effects on the organization, and even though we are witnessing that many and sufficient studies have been conducted on other styles of leadership,in this style of Lealdership it can almost be said that there is no comprehensive study and this study can be a leading study in this field.

2. Many dimensions and effects of friendship-based leadership are still not clear. To what extent can this leadership style be trusted and what are its main components and what are the practical dimensions of these components? For this purpose, the present study attempted to find and add these cases to the existing literature.

3. One of the reasons for this style of leadership is less effective is that according to what was said, the trust in this style of leadership is low due to the uncertainty of its results and the variability of the answers received. So, the present study by investigating all dimensions of this style of leadership can fill the existing research gap and change the negative opinions about it.

On the other hand, today's leadership crisis and the choice of a leadership style appropriate to the rapid and increasing changes of today's organizations that can meet the needs of the organization and employees and have a positive effect on their individual and group efficiency is one of the concerns of many organizations, especially in Iran. In addition, the literature and operational fields of friendship are institutionalized in our national culture and emphasized in our religious beliefs. In the meantime, the Islamic Republic of Iran Broadcasting (IRIB), which is one of the largest organizations and one of the most influential media, and because of its sensitive media work and communication, has felt this need more, maybe the presence of leaders with a new leadership style can have a good effect on the employees and promises to be an attractive space for both the organization and the audience. Friendship-based leadership in the IRIB can create a friendly, loving and attractive environment, provide the background for creativity, synergy and high efficiency, and inject the vitality of honesty and sincerity in society, and this leadership style can be used in other organizations. Also, the planners can raise many problems and limitations with the leaders and try to solve them while complying with all the rules of the organization with more will and authority as well as having a double motivation. Therefore, the present study, understanding this need, attempted to design and develop a model for friendship-based leadership. It is clear that there is a clear research gap in this field and conducting a comprehensive study that can clarify the ambiguous dimensions of friendship-based leadership style is very necessary. The need for organizations to pay attention to friendship-based leadership comes is due to the fact that researches have proven the positive results of effective and friendly leadership communication in different formats for organizations. The requirement of this type of leadership is the development of ethical standards to govern the behavior of employees and the effective implementation of mutual friendly behavior. Also, a look at the proposed leadership styles shows that some styles are descriptive, some are prescriptive, and practical styles are less used by leaders, and while concepts such as charisma, original, spiritual, moral, servant are sometimes abstract and descriptive concepts, the topic of friendship is completely understandable, operational and attainable for both the leader and the follower

The study results can be very useful in the scientific field for the researchers who are working in the field of friendship-based leadership and related fields and can clarify new dimensions. Also, in the practical field, the study results can have a clear message for the managers of institutions and organizations, especially the IRIB for a sincere and creative environment by the leadership style of friendship. Given that the IRIB is dynamic in terms of the type of organizational activity and needs to actively investigate the environment and cultural developments on the one hand and produce content appropriate to these developments on the other hand, friendship-based leadership can create a friendly environment and transparent relationships among employees. and self-management, to strengthen the atmosphere of creativity and innovation and to help the process of planning and producing cultural content. Also, the study results can facilitate and accelerate the process of implementing friendship-based leadership in organizations and make the managers of these organizations aware of the importance of quickly implementing friendship-based leadership in their organizations. Practically, the implementation of friendship-based leadership at the level of organizations has

results, from which all organizations will benefit over time and the relationships that exist among different organizations. In the rest of the article, an overview of the research literature is presented. In the next section, the research design and data collection are discussed, after the interpretation of the study results, conclusion is drawn.

Theoretical foundations and literature review

Leadership style is a combination of characteristics, skills and behaviors managers use to interact with their employees. Leadership style in the theory of Hersey and Blanchard (1969) refers to a combination of behaviors based on work relationship and work behavior (Golmoradia & Ardabilia, 2016). Northouse (2007) stated that leadership is a process to influence the individual and a group of people, in order to achieve common goals. Leaders now rely on their legitimate power to persuade people to perform assigned tasks, and they are very interested in interacting with subordinates and expanding their subordinates' interests. Since 1990, transformational and transactional leadership styles had been proposed, which are the most important leadership approaches that has been widely used in leadership studies (Saleem, 2015).

These leadership styles are usually classified into different types and methods of leadership that psychologists have found during their scientific research and experiences, such as authoritarian, collaborative leadership, patriarchal leadership, coaching, servant and other leadership styles (Johannsen, 2017). In the real world it is not always black and white. In our real and daily life, we deal with a combination of different leadership styles in an organization. Sometimes even with the same leader, we experience a combined leadership style that combines two or more styles at the same time. It may be impossible to say that one style is the best way leaders can lead, or that a certain behavior is good in all situations. Because every situation and environmental factors require different types of actions, style and behavior depending on the situation, the facts that the leader has on his table and time and place (… 2015).

Over the past few years, friendship-based leadership as individual leadership has been used in different organizations, companies, situations, management plans and industries. The more friends we are with our team members, the more success and achievements we will have together, and the closer team members are to each other, the better results they will achieve. This is mainly because close relationships between each team member and their colleagues, and between team members and leaders, strengthen the relationship between all of them and increase trust, which according to Sinek (2014) leads to freedom from fear; fear of misunderstanding, fear of losing benefits or jobs, and fear of making mistakes. As a result, the rate of creativity automatically increases and the motivation to work together and succeed together is created (Sinek, 2014). On the other hand, friendship-based leadership may lead to some organizational problems in the real world. Since people are different, cultures are different, and responses to action always vary from person to person. Also, team members react to friendship-based leadership in different ways, which can be beneficial or detrimental to the team, teamwork efficiency, and the accomplishments the team wants to achieve. Abusing the benefits of anything turns them into a disadvantage, and misrepresenting these benefits and misrepresenting them can lead to disastrous situations (Katr, 2018).

Friendship-based leadership concludes that during setting a workplace that includes friends first, not teammates, not based on power, but a setting based on trust and commitment, a group in which the flow of communication does not follow strict rules, and the flow does not move in one direction. The friendship-based leadership setting includes a group of people who have similar views and thoughts. A friendly leader is someone who can be a true friend to every member of his team equally, not because of work needs but because of personal needs first. A friendly leader is one who creates a long-lasting friendship between him and his team members that does not end when the working relationship ends. In addition, creating an environment that encourages all his team members to have the same spirit among themselves. He should be able to increase transparency and trust between them. He should be able to understand, listen and empower. And above all, he should be able to work well. Friendship-based leadership is about creating an environment where trust is the foundation of the group, friendships are the building blocks, and commitment is the glue

between these blocks with transparency, equality, responsibility, respect and rules there to strengthen this building and prolong it and the skills of the leader to build, balance and maintain it (Katr, 2018).

One of the most important success factors of any team is the number of team members. However, it used to be said that two managers are better than one manager, i.e., the more people a team has, the more likely it is to be successful and useful, and the more people on the team, the faster they do the work. But recently it has been proven that this is not the right way to form a team. Instead, increasing the number of people working together causes less efficiency, in addition to increasing social avoidance, complicated work flow, and increased political struggles, as well as created a sense of disconnection for a team member due to high communication within a team. Therefore, on a larger scale, stress increases and the internal isolation of each team member increases, leading to loss of efficiency, and in the meantime, the team is collapsing (Threlfall, 2016).

A study by Professor Jennifer S. Mueller, Pennsylvania also proved that individuals perform worse in larger teams. This study was conducted on 238 people from 26 teams, each of which consisted of 3-20 members. However, he mentioned that performance loss depends on the type of work; If the organization mainly deals with motivational and coordination issues, large teams - more than five factors - reduce motivation. Otherwise, in a more practical way, larger teams are better (Wharton School, 2006)

Then, Amazon CEO Jeff Bezos introduced the concept of "two pizzas". Bezos stated his rule that if two pizzas aren't enough to feed the team, then the team isn't a productive team because it's not the right size. it's too big. He believed that "communication is terrible! Later, a survey-based study by Sheila Margolis suggested that the two-pizza concept provided even more if there were about 7 members on a team. According to the study, the team will not have more than 4.6 members (Molavi, 2015).

Friendship in the workplace is another important element of strengthen positive behaviors in the workplace. When working together, employees interact with each other, which can foster a caring attitude. But this has been overlooked in recent published studies (Methot et al., 2016). Friendship in the workplace is an important element to deal with workplace bullying and related aggressions. Also, it helps people to deal with work-related stress and depression (Rai & Agarwal, 2018). However, friendship in the workplace is not very natural and requires some rationalizations and strategies to instill this spirit among employees (Chang et al., 2016).

Different societies suggest that children learn friendship skills and expectations in a completely surprising way. However, along with learning the common norm of providing mutual help, there is plenty of room for differences in how we learn the art of creating and loving. The difference between people in society is different in how to create and make friends with each other. The difference in gender and personality can affect this. In the United States and Europe, babies develop attachments to specific friends with whom they prefer to play and interact. Over time, children learn that some of the attachments differ. People's choices in dilemmas reflect value differences that social scientists call particularism and universalism. In addition, friendships differ across cultures in other ways, including the extent to which partners support and expect different types of support and how to resolve the loyalty of other people, for example, relatives and friends (… 2012). According to Carnegie (2016), the way to influence employees through friendly leadership is as follows:

Start with honest praise and gratitude. Employees do arrogant things to criticism and an iron-fisted leader, but they do wonders when praised and appreciated.

Indirectly notice people's mistakes. No one likes to make mistakes, especially in front of others. Blaming is just humiliation. If we gently and indirectly point out mistakes to employees, they appreciate us and are more likely to improve.

Talk about your mistakes before criticizing the other person. When something goes wrong, taking responsibility can turn others on your side. Employees don't like to take all the blame, and taking credit for mistakes takes the sting out of our criticisms of others.

Ask questions instead of direct orders. No one likes to take orders. If we make suggestions instead of orders, it increases the confidence of employees and allows them to quickly learn from their mistakes.

Let the other party maintain his dignity. Nothing lowers a man's dignity like insulting his pride. If we do not condemn our employees in front of others and allow them to maintain their dignity, they will be motivated to do better things in the future and will be confident that they can.

Praise any progress. Employees love receiving praise and admiration. If we really want someone to improve at something, we should praise every improvement they make. "Abilities wither under criticism, they blossom under encouragement" (Carnegie, 1998).

Give the other person a good reputation to live on. If we give people too much credit for life, they tend to imagine the qualities we describe them with. If people believe that they can have a better situation, they will work with cheerfulness and self-confidence.

Use encouragement. It seems easy to fix the problem. If the desired outcome of a task seems important, people give up and lose heart. But if a fault seems easy to correct, they will easily recover in time. If we set goals as small, easy improvements, we will see a dramatic increase in desire and success in our employees.

Make the other party happy to do what you suggest. Most of the time, people will respond well when they are inclined to perform a behavior. If we want to influence people and become effective leaders, we should learn to adjust our desires to the desires of others (Carnegie, 2016).

Creating and developing close friendships is not as easy as people think, but requires a lot of effort and attention. Maybe it's not that hard to have good relationships with colleagues, strangers and acquaintances. But to develop these good relationships into close and true friendships requires patience, honesty and genuine interest in the people you select to be friends with. For this reason, it's so important to select who can be your friend. Benjamin Franklin advised: "be slow to select a friend, be slow to change. Leadership style, work flow, relationships between employees, departments, cultures and work orientation, each of these factors affect the organizational structure and workplace." For example, in a society that forms a group work and group work can be more practical than in individual societies, while in dispersed cultures it is much more difficult to use a hierarchical structure than specific structures. At the same time, leadership styles have a great effect on organizational structure. Leadership that focuses more on work than on employees is different from collaborative leadership that focuses on employees. Each leadership style requires a different organizational structure to which this leadership style fits. Each leadership style creates a completely different workplace. In this regard, Kebu et al. (2020) in a study on leadership styles, work interaction and results among information and communication technology professionals showed that transformational leadership style had a significant positive relationship with employee employment and creative work behavior. While transactional leadership style had a significant positive relationship with employee task performance. Cakiroglu et al. (2020) on how multinational senior officers provide shared leadership for military teams, highlight a final framework of five main dimensions that emerge from the experience of multinational military officers: drivers of change, building shared leadership, special cases of collaborative leadership, operational team environment and operational team characteristics. Michinov et al. (2018) in a study on the multi-level effects of team identification and interactive memory on team effectiveness showed that the components of coordination and communication lead to better team recognition and team effectiveness. Katr (2018) in s study on friendship-based leadership in modern work teams showed that friendship-based leadership has a significant effect on the performance of work teams. Also, the results have shown the significant effect of this type of leadership on the individual efficiency of work team members. Leadership, as a phenomenon that plays a role in the economic success of large companies, is a worthy focus in economic theory. Scientists and researchers are constantly interested in questions such as, whether this phenomenon is achieved, how much of it is related to education, experience, and how much of it is the individual talent of a person. In an age where employees connect on different social media platforms (a space once reserved for private friends), the borders between boss and friend are slowly blurring. On the one hand, strong friendships with the team can strengthen company culture and workplace satisfaction. On the other hand, being too close to your team can

lead to doubts about interest and make it difficult to give honest feedback. Leadership is beyond being appointed as a "manager". Leadership is about those people follow. Leaders influence the behavior of others. To be more effective, leaders should learn how to influence others with effective motivation. Leaders have qualities that make others follow them. The standard definition of leadership is the process of influencing the behavior of others to achieve a predetermined goal. Leadership traits include physical or personality traits that distinguish leaders from subordinates. Over the years, many attempts have been made to define these traits, and perceptions of what distinguishes leaders have changed.

2. Methodology

This study was conducted to design and develop a model for friendship-based leadership with participation of the university professors in the field of management and organizational behavior and managers and employees with at least ten years of work experience in the IRIB and the executive field. In terms of objective, this study is exploratory for the following reasons: 1) no study has been conducted in the country on developing a model for friendship-based leadership by the method of this research (grounded theory); 2) the study results lead to the presentation of a model; 3) the study results develop the existing knowledge in the field of friendship-based leadership. In terms of the implementation process (type of data), this study is qualitative. Because in this research method, the first part (data) is collected from various sources such as interview, library study and participation, and in this study, data is also collected through interview. Also, in the qualitative research method, the second part includes analytical and interpretive methods that are used to reach findings or theories. These methods include methods of conceptualizing data, which is called "coding". In this study, open, axial and selective coding methods have been used. The third part of the qualitative research method consists of written reports or drawing graphs and figures or oral presentation, which in this study, the graphical method was used. Also, this study is inductive in terms of of implementation logic (or type of reasoning). Because in this study, the interviewees provide explanations regarding the results of the phenomena according to their experiences. The meaning of the inductiveness of the foundation data theory is that in this method, the hypothesis is not tested, but the theory is developed as a result of the simultaneous collection and analysis of data (Golding, 2002; Nouri & Mehramohmadi, 2012).

As mentioned earlier, this study is qualitative and data analysis was used to conduct it. This method allows the researcher to develop a new theory instead of using predefined theories in cases where it is not possible to develop a hypothesis or there is no theoretical coherence in relation to the subject. The new theory, not based on the researcher's personal opinion, is actually formulated based on the data collected from the real environment under real conditions. For this purpose, relying on grounded theory and the emergence approach (Glaser, 1992), in the first step, it was attempted to determine and classify the issues related to friendship-based leadership through interviews with university professors, and experts. For this purpose, snowball sampling was used, and sampling and interviewing continued until the concepts and categories were saturated.

Hence, due to the importance of the topic, it was necessary to interview experts who, while having multiple specialties, are fully familiar with the theoretical foundations of student friendship-based leadership and are themselves experts in the field of friendship-based leadership. Hence, in the present study, people who previously or currently, while having experience in their work, were specialized in other fields and employed (such as experts who were or are working in the field of organizational leadership), were included in the statistical population of faculty members, and members working in IRIB and university. Some sample people were decision-makers in their field, and the interview started with them. Then, with the progress of the research and data collection and analysis, an interview was conducted with other IRIB experts to better understand the concepts and categories. Finally, in 2021, 20 experts were interviewed according to the guideline.

In practice, after conducting each interview, the text of the interview was analyzed in detail to infer and extract concepts from each sentence. Then, the next interview was conducted. In this way, this process

continued until the research reached the theoretical saturation. Theoretical saturation means that recent interviews do not result in any new data and are all repetitions of previous data (Strauss & Corbin, 1998). Therefore, from interview 15 onwards, there was no new data in the conducted interviews, and in interview 18, a reasonable assurance of theoretical saturation was achieved. It should be noted that most of the interviewees had more than 15 years of professional experience in their field of work, and those who had a doctorate degree or were studying for a doctorate degree. The average time of each interview with each expert was about 70 minutes.

The second step is the data coding process based on three levels of open coding, axial coding and selective coding. During open coding, the data are divided into individual parts and examined to obtain similarities and differences. Then, these "concepts" are classified based on their similarities, which is called "categorization" and "category" is a concept that is more abstract than other concepts and the foundation of the theory is formed from them. In short, the result of open coding is a set of conceptual categories created from the data. In axial coding, internal relationships are established between the categories that are expanded in open coding, at the level of features and dimensions. At the end of this step, the categories are divided into causal conditions, intervening conditions, contextual conditions, strategies and consequences according to the conditions. In selective coding, the theorist writes the theory based on the model by relationships between the central category and other categories (Abdi et al., 2019). The topic in this study is "friendship-based leadership". Strauss and Corbin (1998) proposed two methods to express the model and the study result; chart and story line method (Danaei Fard, 2015). The simplest and most concise methods is the diagram method, which is also used in this study.

Grounded theory is a systematic and qualitative method to create a theory that can be used at a broad level to explain the action or interaction of a subject with a specific identity. According to Strauss and Corbin, grounded theory is a theory that is directly extracted from the data that has been regularly collected and analyzed during the research. In this method, data collection, analysis and final theory are closely related. Although each of the different research events place different importance on data interpretation, data interpretation is at the heart of qualitative research. In grounded theory, data interpretation plays a central role in the research process. The most important reasons for selecting this method are as follows:

- When there are almost few known samples about this field;
- When the researcher understands the perceptions and experiences of the participants on a particular sample;
- When researchers are interested in challenging existing theories;
- When there is no underlying theory to explain the fit of specific psychological constructs to the studied behaviors;
- When the goal of the researcher is to develop a new theory.

Grounded theory is implemented in the 2 following steps:

Step 1
Data collection
The initial data of this study was collected by the unstructured interviews with experts and an exploratory approach given the general questions raised above.

Step 2
Coding and theorizing
The data coding process includes three levels: open coding, axial coding and selective coding, which are explained below:

Open coding
During open coding, the data is broken down into separate parts and examinrevieweded to obtain their similarities and differences. Then, these "concepts" are classified based on their similarities, which is called

"categorization" and "category" is a concept that is more abstract than other concepts and the foundation of the theory. In short, the result of open coding is a set of conceptual categories created from the data.

Axial coding

In axial coding, internal relationships are established between the categories that are expanded in open coding, at the level of features and dimensions. At the end of this step, categories are divided into causal conditions, intervening conditions, contextual conditions, strategies and consequences. The topic in this study is friendship-based leadership. In this method, Maxqda is used for qualitative data analysis and theorizing.

3. Findings

In grounded theory, the analysis method is such that each part of the data was analyzed in parallel immediately after the collection of that part. Then, the researcher had guidelines from the initial data analysis to access the subsequent data. The guideline can be obtained from undeveloped categories, information gaps, or people who have sufficient insight into the phenomenon. After obtaining the guideline, the researcher entered the research environment to collect other data. This process of data collection and analysis continued until the researcher reaches the saturation of classes (Danai Fard & Islami, 2011). In grounded theory, analysis consists of three types of coding, which are:

1. Open coding

In open coding, meaningful units of data were first labeled using a conceptual name, and then, using more abstract names, the obtained concepts are categorized, and these are called categories. Next, by analyzing the data, the features and dimensions of the obtained categories were developed. Of course, these steps are not linear and usually take place simultaneously and with a lot of interference. Then, the researcher attempted to recognize the hidden concepts in the interviews by reviewing the collected data. This coding is called open coding, because the researcher named the concepts with an open mind and did not set any limits for determining the codes. The objective of open coding was to break down the collected qualitative data set into the smallest possible conceptual components. The result of open coding was a set of conceptual categories created from the data. After extracting the concepts from the interviews, the concepts were categorized based on similarities and differences and categories were formed. 107 open codes were identified among 813 parts of the interviews.

2. Axial coding

In axial coding, the theorist selects a category of the open coding and places it in the center of the process (as the central phenomenon) and then relates other categories to it. These other categories are "causal conditions", "strategies", "contextual conditions", "intervening conditions" and "consequences". This step includes drawing a diagram called "coding model". In this model, there are six boxes (or categories) of information:

- Causal conditions: categories related to the conditions that affect the central category.
- Context conditions: special conditions that affect strategies.
- Core category: a mental form of a phenomenon that is the basis of the process.
- Intervening conditions: general contextual conditions that affect strategies.
- Strategies: specific actions or interactions that result from the central phenomenon.
- Consequences: outputs resulting from sing strategies.

In the axial coding, explaining and logically expressing the categories is vital. This is done through the story line. The story line is a detailed explanation of the categories with reference to notes, summaries, citing the quotes of the people (Mohammadpour, 2013:103)

According to the results of the axial coding, 108 initial codes were categorized in 11 categories and 6 subcategories. The category of positive consequences ranks first with 196 code repetitions, leader strategies ranks second with 170 codes, and the components of friendship-based leadership are in the third rank with 137 codes. Out of the total 20 interviewees, 20 interviewees, equivalent to 100%, have mentioned the

categories of leader strategies, positive consequences and components of friendship-based leadership. Therefore, the category of positive consequences was prioritized in terms of the number of repetitions of codes and generality and comprehensiveness among the respondents, indicating the importance of this category. The category of demographic information was also mentioned by 2 of the interviewees, equivalent to 10%, which has the lowest frequency percentage.

The core category is the main phenomenon of this study, i.e., friendship-based leadership, which is the basis and axis of the process to which all other categories are related, and according to the study results, the factors affecting this phenomenon and strategies can be identified and the consequences and results of these strategies are provided below.

Table 1. Core category

type of category	category	open code
core	components of friendship-based leadership	freedom, maintaining dignity, openness, promoting others, not hypocrisy, freedom of action, honesty, sadness, ensuring the interests of employees, ethical behavior, respect, good manners, love and affection, chivalry, trust, and sincerity

Causal conditions include cases of categories that directly affect the central phenomenon or are the creators and developers of this phenomenon, which can often be found by regularly looking at the data and reviewing the events. The results showed that individual abilities and capabilities, follower conditions, can be causal conditions.

Table 2. Causal conditions

type of category	category	open code
Causal conditions	individual abilities and capabilities	interest in others, self-criticism, spirit of collectivism, patience and tolerance, resilience, emotional intelligence, acceptance of personality by the follower, good at conversation and social communication, individual knowledge of the leader, agreeableness and adaptability
	follower conditions	capacity and maturity of followers

Contextual conditions are generally specific factors that organizations cannot control, but our strategies are affected by. In relation to these factors, organizational characteristics and demographic information have been emphasized during the interviews.

Table 3. Contextual conditions

type of category	category	open code
contextual conditions	organizational characteristics	affected organization, organizational leadership executive strategies, organization life cycle, team structures, organization size, organization type, organizational technology features, organizational bureaucracy, organizational structure type, and human resources mechanism
	demographic information	education, gender, and age

Strategies are the actions that are presented in response to the central category or phenomenon, selected purposively, using which the central phenomenon can be implemented. It is very important that the interviewees of this study mentioned the strategies of the leader, human resources mechanism more than others to be considered.

Table 4. Strategies

type of category	category	open code
strategies	strategies of the leader	implementation strategies and communication strategies

Intervening conditions, which adjust the causal conditions and affect the strategies, during the conducted interviews, the majority pointed to the organizational environment, extra-organizational factors, indicating how these factors facilitate the implementation of the adopted strategies.

Table 5. Intervening conditions

type of category	category	open code
Intervening conditions	organizational environment	leader's organizational stress management, contingencies and conditions, intimate organizational atmosphere, and organizational culture
	extra-organizational factors	Economic factors, ruling politics, and socio-cultural factors

Consequences come from the adoption of strategies that, in a successful state, will lead to the realization of the central category. As a result, the interviewees of this study have mentioned positive and negative consequences.

Table 6. Consequences

type of category	category	open code
Consequences	positive consequences	positive consequences for followers, positive consequences for outside the organization, positive consequences for the leader, and positive consequences for the organization
	negative consequences	procrastination, overflow of expectations, and abuse of employees

3. Selective coding
In selective coding based on the model provided in the previous step, propositions or explanations were provided that connect the model classes to each other or form a story that connects the model classes to each other. Next, the researcher finishes the work by presenting the situation matrix (Creswell, 2012: 88). In grounded theory, it should be noted that the literature review is neither indicative of concepts nor presenting hypotheses. Rather, the literature review indicates the existence of a gap or a kind of bias in the existing knowledge and thus provides a rationale for the study (Creswell, 2012:231). For this reason, it is suggested that the researcher put aside his ideas and thoughts as much as possible. (Creswell, 2012: 92). Literature review can provide references to the background while presenting data to provide external support for the theoretical model (Creswell, 2012: 231). Selective coding is the process of theory integration (Strauss & Corbin, 1998). Finally, in the selective coding step, according to the results of the previous coding steps, the core category was selected and connected to other categories in an orderly manner, the relationships were validated and the categories that needed further development, improved. It should be noted that the above

steps are done in a back and forth process. Therefore, the steps of selective coding are not clearly separated from each other, and it is done through an interactive process, along with open coding and axial coding. The experts received the paradigm model and its development process via email. The experts were asked to give their opinions about the process of developing the model and the final model, and most of them approved the model, and some of them had correction opinions, which were applied in a back and forth process, and the final expert opinion was taken. To integrate and present the friendship-based leadership model, using grounded theory, after identifying the core category and relating other categories in the form of a systematic paradigm of grounded theory, to modify the designed model and develop the factors of the model, the final result of the research is as follows (Figure 2).
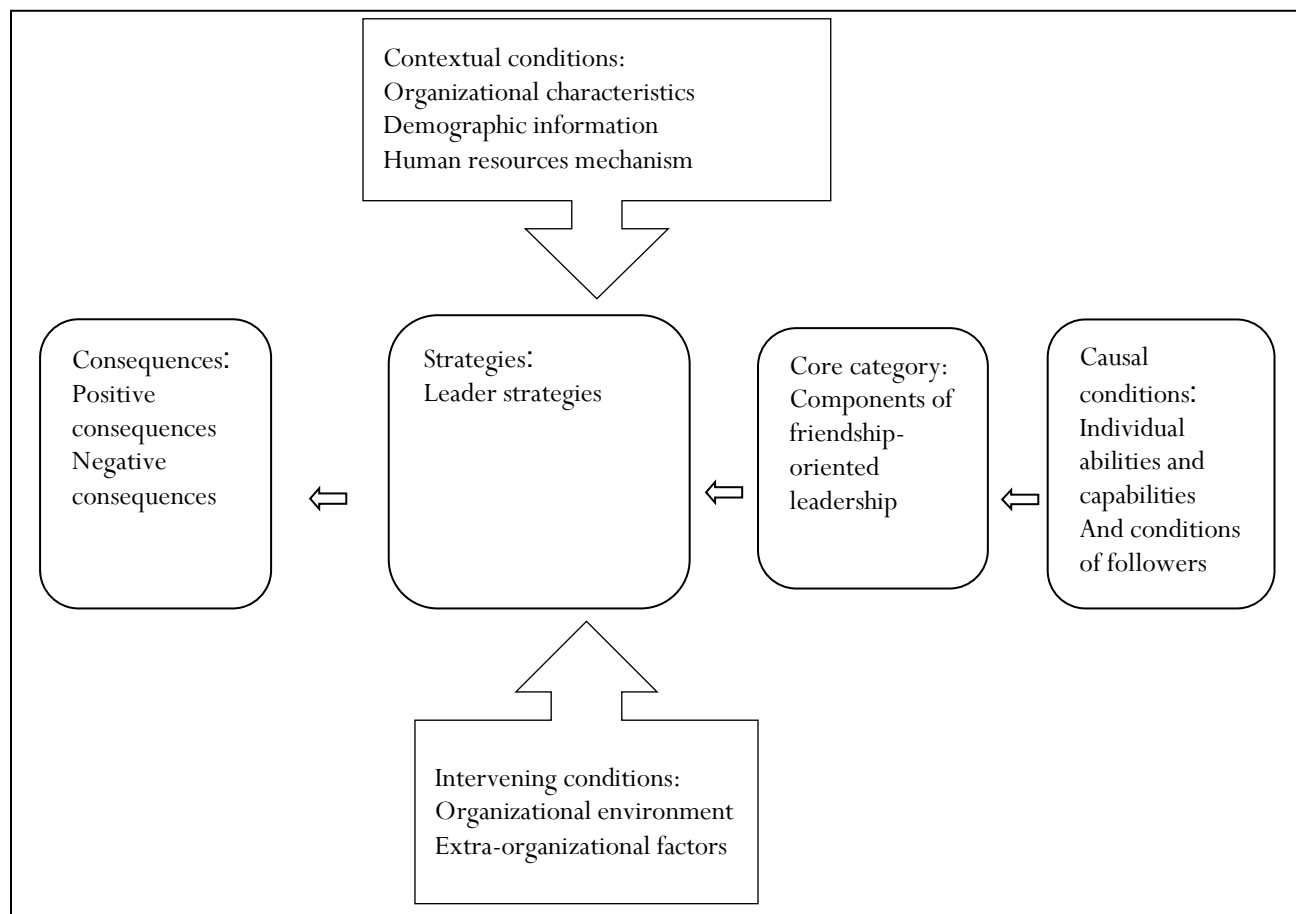

Figure 1. Paradigmatic model of designing and explaining the model for friendship-based leadership

Validation of grounded theory

Although some qualitative researchers consider the reliability and validity of data and results to be traditionally related to quantitative research (Johnson & Christensen, 2008), the fact is that in qualitative research, the validity and reliability of data and results are an important part of the research process (Creswell, 2012). Cases like the sensitivity of the researcher, the integrity of the methodology, the appropriateness of the sample, the simultaneous collection and analysis of data, ensure the scientific accuracy of qualitative research to a great extent. In the present study, two reviews by the participants and non-participating experts in this study (4 faculty members and one doctoral student in organizational behavior management) were used and after receiving corrective comments and consulting with supervisors and advisors, the necessary revisions were made and the final model was presented.

Kappa coefficient has been used to onfirm the reliability of the designed model. In this way, another person (one of the experts of this field) has classified the codes into concepts without knowing how to integrate the codes and concepts created by the researcher. Then, the concepts provided by the researcher have been compared with the concepts provided by this expert. Finally, according to the number of similar concepts and different concepts, Kappa coefficient has been calculated. As shown in Table 7, the researcher has created 11 concepts and the expert has created 9 concepts, out of which 8 concepts are common.

Table 7. Turning codes into concepts by the researcher and an expert

		Opinion of researcher		
		yes	no	total
Opinion of an expert	yes	A = 8	B = 1	9
	no	C = 3	D = 0	3
	total	11	1	12

Observation = A + D / N = 8 / 12 = 0.667

Chance = A + B / N × A + C / N × C + D / N × B + D / N = 9 / 12 × 11 / 12 × 3 / 12 × 1 / 12 = 0.014

K = chance − observation / 1 − chance = 0.667 − 0.014 / 1 − 0.014 = 0.662

Table 8. Kappa coefficient

value	agreement
Below 0	low
0-02	unimportant
0.21-0.4	moderate
0.41-0.6	good
0.61-0.8	high
0.81-1	very high

As shown, Kappa coefficient was calculated to be 0.662, as shown in Table 8, and acceptable.

4. Conclusion

In this study, to investigate the design variables and explain the friendship-based leadership model, based on interviews with research experts, related models and variables have been identified. Finally, based on the identified final criteria, the model derived from the foundation's data analysis method is proposed. The results of the open coding of the qualitative data collected using the interview show that 107 open codes have been identified among 813 interviews. 108 initial codes are categorized into 11 categories and 6 subcategories.

Over decades, organizations have attempted to determine the values, principles, behaviors, and mindsets that matter most to the organizations and their leaders. They spend months and sometimes years proposing leadership models that should serve as both a guide, steadying the organization in times of struggle, and a map to guide it into the future. Studies have shown that many leadership models may be too long and comprehensive, requiring leaders to memorize a long list of key phrases and desired behaviors to adhere to. The success of an organization depends on having an optimal combination of people who cooperate sincerely with each other in a desired, pleasant and loving atmosphere while achieving the goals of the organization, both the leader and the follower reach the peak of their competence. While in many theories, the role of the leader is a mythical role and is presented regardless of the reaction of the followers, or in some, due to the abstractness or unavailability, many of the competences required in leaders are not able to be implemented. Considering this two-way communication, highlighting this interaction and using the tangible, obvious, understandable and accessible word of friendship, while emphasizing the key role of the leader and paying

attention to the follower, friendship-based leadership has analyzed this interaction. A friendly leader is trusted by his followers due to his honesty, sincerity, love and affection, and due to his moral characteristics and open and uniform personality, he can support the followers and create justice, fairness and benevolence, and a sense of peace, value and honor in the followers, while at the same time humility, tolerance, tolerance and self-sacrifice, which is caused by a pleasant personality and high emotional intelligence. He can use the individual abilities and capabilities that are rooted in his individual knowledge and charismatic personality, which has been accepted by the followers to minimize the negative consequences of any abuse, overflow of expectations and neglect of the followers, which are the possible consequences of this leadership style. The implementation of this leadership style first has brought peace, popularity, obedience, obedience and sacrifice to the leader; and then cohesion, unity, increased citizenship behavior, belonging and organizational trust, a friendly and intimate atmosphere, and most importantly, speeding up and facilitating the achievement of goals of organizations, leaders and people. At the same time, it has a great effect on reducing absenteeism, conflict, displacement and consequently cost reduction.

This leadership style can leave a deeper and more effective effect on organizations that have a flexible and flat structure and are at the early stages of their life cycle, while a suitable organizational culture can be affected by the choice and effect on this style.

A friendly leader, while revising human resource mechanisms, especially the recruitment and training of human resources, while facilitating the employment of people with a healthy and mature personality, paves the way for the development of these people and the strengthening of this style, knowing that the cultural, economic and political conditions governing society have a compound and direct effect on this style and its components and will take them into account for the implementation of any strategy.

According to the study results, the following suggestions are provided:

- Reviewing and implementing the performance evaluation system based on qualitative evaluation instead of quantitative, and human-based instead of task-based and based on authenticity and philanthropy
- Recruiting and training of human resources with the emotional stability, the center of internal control, emotional maturity and altruism
- Redefining and modifying communication systems for intimacy
- Modifying communication channels between managers and employees to reduce the distance, increase the interaction and communication, and horizontalize communication channels
- Accurate monitoring of the extra-organizational environment and awareness and countermeasures to neutralize the negative impacts and strengthening the positive effects of social, economic and cultural conditions
- Organizing external and internal programs in a way that increases interactions and creates an atmosphere of friendship and intimacy outside the organization
- Modifying and optimizing the organizational structure based on less formality, standardization and hierarchy
- Drawing organizational goals, expectations, evaluation criteria and feedback clearly
- Strengthening the leader's communication and behavioral skills based on transparency, respect, determination and courage
- Creating an atmosphere and value system based on honesty, transparency, empathy and companionship
- Investigating the culture of friendship in different cultures and extracting a suitable model of friendship-based leadership in each culture

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