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ORIGINAL ARTICLE

Designing a Functionalist Model of Employee Behavior from the Perspective of leadership

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EXTENDED A B S T R A C T

Introduction

Functional behavior is the cornerstone of a positive corporate culture. Behaviors such as mutual respect, effective communication, trustworthiness, and ethical conduct promote a supportive and motivating work environment. This positive atmosphere has a significant impact on employee morale, job satisfaction, and commitment. As Schneider (1987) theorized in his famous ASA model (Attract-Select-Attrition), companies attract and retain people with similar characteristics, which means that functional behavior can reinforce itself. A culture characterized by functional behavior reduces toxicity, politics, and turnover, creating a place where people enjoy working. Employees, on the other hand, are the face of the organization to its customers. Functional behaviors such as politeness, empathy, competence, and helpfulness are directly experienced by customers and clients and shape their perception of the brand. Studies in the service industry confirm that employee performance behaviors are important factors in customer satisfaction and loyalty. Positive customer interactions with a high-performing employee can lead to repeat business and generate positive word of mouth. On the other hand, leadership effectiveness depends heavily on employee performance. Managers can implement strategies more effectively when their teams are cooperative, open, and trustworthy. Performance behavior creates a foundation for psychological safety, in which employees feel secure in taking risks and expressing ideas without fear of retaliation. This makes the role of managers less about coercion and more about encouragement and strategic leadership, which increases the overall effectiveness of the leadership structure. The main reason for researching performance behavior is its direct link to business performance. Performance-oriented behaviors, such as task competence, conscientiousness, and exceeding the formal job description, are critical factors for effectiveness. This research enables managers to identify which specific behaviors lead to success and then to train and reward those behaviors. The reason for choosing the topic "Functionalism Model of Employee Behavior from Imam Khamenei's Perspective" is his emphasis on the issue of management and employee behaviors based on Islamic values and jihadi culture and trust in God. This approach causes employees to be more motivated to perform their duties and show better performance in achieving organizational goals. Therefore, given the importance of the present topic and the existence of a research gap, the need to address the present topic was strongly felt.

Methodology

This study is qualitative in terms of method and fundamental in terms of purpose, and the grounded theory method was used to derive the theory. This theory is designed as a precise and systematic approach to examining individuals and their experiences in relation to a social issue. First, keywords related to the functionalism of employee behavior were searched for using Hadith Encyclopedia software and coded in three steps

according to the approach of Strauss and Corbin. In this method, the researcher attempts to develop a theory that explains the process of action and interaction in the subject under study. Strauss and Corbin's paradigm model was used for data analysis, which is based on the identification of the central phenomenon, causal conditions, contextual factors, intervening factors, strategies, consequences, and the relationships between them. According to (Strauss and Corbin, 1998), qualitative data analysis for theory building requires the use of open coding, axial coding, and selective coding. Open coding involves data conception and information analysis so that the data can be classified into specific categories. In the open coding phase, concepts are brought to the surface from the depths of the data. In axial coding, the researcher selects a concept from the series of concepts in the open coding phase as a category and links other synonymous concepts to it through a process until the relationship of other categories to it is finally determined. Other categories include causal conditions, enabling conditions, intervention, strategies, and consequences. This coding is considered crucial because it is carried out around a research category. Selective coding is the main phase of theory formation, in which a theory is developed based on the results of the two previous phases. The scope of the present research covers the books and statements of the Supreme Leader. Using the "Hadith Encyclopedia of Leadership" software, words and concepts related to the functionalism of employee behavior in organizations were extracted and coded using the Strauss and Corbin approach. The sampling method is a theoretical type of sampling based on the idea that, in the research process of collecting information, the researcher should pay attention to where the theory is to be developed. The researcher should choose sampling methods to achieve maximum efficiency. Therefore, statements on the functionalism of employee behavior were extracted from the Hadith encyclopedia on the subject of leadership, and to ensure the theoretical saturation of the data, all statements were conceptualized and categorized. Due to the citation of data from books and statements by the leader, consistency with the Leader's website, the transferability index, and the fact that the Leader is the Supreme Leader and Imam of Muslims for all researchers, as well as the reliability and validity of the Leader's words among scholars, which indicate the reliability of the research. Several experts familiar with management sciences were also consulted for the conceptual interpretation of the Leader's statements, and the concepts extracted from the coding were reviewed and approved.

Findings

Results of open coding: Statements on the functionalism of employee behavior were selected and, after open coding, an initial concept was derived from them, which was reviewed several times and also assessed by several experts in Islamic management and religious studies. Among these, the sense of responsibility of managers and employees was the most frequent topic among the categories, with 140 mentions, indicating the interest of managers in this category. This was followed by initiative and innovation with the most repetitions, showing that in addition to a firm belief in this statement, we must also have a plan and a program for it. In the meantime, the categories resulting from open coding were examined and the axial phenomenon was first determined from the categories obtained. Subsequently, causal, contextual, and intervening conditions were identified, taking into account the relationship of the categories to the central phenomenon. In addition, the axial coding was completed by determining strategies and consequences from other categories. Among the identified categories, the sense of responsibility of the manager and employees with the highest frequency was selected as the central phenomenon (axis) and the relationship of other categories to it was examined. By measuring the relationship of the categories to the central phenomenon and presenting the axis categories and related categories in the form of a model, it is possible to represent the functionalism model of employee behavior from the perspective of the supreme leader.

Based on his statements, a number of cases of initiative and innovation, faith and divine piety, simplicity and avoidance of extravagance, managerial role modeling, fairness and avoidance of discrimination, discipline, positive personality and temperament, on-site presence and direct supervision, creating motivation and self-confidence, and acting on the basis of expertise and commitment as causal factors in the discussion of functionalism. Some factors were selected as contextual factors, such as training and development, selection and recruitment, performance rewards, and fairness in the compensation system from a leadership perspective. Meanwhile, avoiding favoritism and emphasizing spiritual motivations were identified as disruptive factors, while solidarity and teamwork, striving for work, avoiding unnecessary bureaucracy, perseverance and seriousness at work, adherence to professional standards, jihad and

revolutionary culture, and order and planning were identified as functionalist strategies. The factors of sincerity and sacrifice on the part of employees, cost savings, adherence to standards, the feeling of being useful, and responsibility and accountability were identified as consequences from the perspective of leadership.

Discussion and Conclusion

An important causal factor is initiative and innovation. This category is also emphasized by the leadership, and from their point of view, innovation has no end but is necessary at every moment. The spirit of creativity, initiative, and innovation in all industries is a principle for the life of the nation and is considered a prerequisite for the country's progress. Another important principle is simplicity. From Ayatollah Khamenei's point of view, simplicity and the avoidance of extravagance are synonymous with a reduction in the tendency toward luxury and a focus on contentment and thrift, which leads to increased efficiency, responsibility, and optimal performance among employees and is a recipe for reforming their consumption habits and social behavior. Another important causal factor is the sincerity and self-sacrifice of employees. The issue of self-sacrifice conceals a greatness that no society can achieve without this important and decisive point. On this basis, sincerity and self-sacrifice are, in Ayatollah Khamenei's view, decisive factors for the development of genuine pragmatism and effective functionalism among employees and form the basis for success at the individual and organizational levels. One of the fundamental factors for the development of functionalist behavior among employees, from the leadership's point of view, is training and development. The training and development of human resources is the cornerstone of pragmatism and functionalism. Training that leads to action creates a force that not only accomplishes the assigned tasks, but also promotes the progress of the respective apparatus and ultimately the progress of the entire country with initiative and creativity. Therefore, investing in practical training and skills that lead to practical and tangible results is one of the main pillars of his view of human resource management. In summary, the views of senior management on the functionalism of employee behavior and the need for the Supreme Leader to pay particular attention to this issue make it clear that the factors influencing the functionalism of employee behavior cannot be ignored. The functional behavior of employees therefore goes far beyond mere compliance with rules. It is a strategic advantage that fundamentally drives performance, creates a culture that attracts and retains talent, builds strong customer relationships, enables leadership, and fosters innovation. It is recommended that companies integrate performance characteristics into their hiring processes by considering the above components and applying these criteria to invest in their most valuable resource: their employees.

KEY WORDS

Functionalism, Employee Behavior, leadership, Hadis Velayat Software

