

## REVIVING PERFORMANCE BY ADOPTING CHAMELEON STYLE OF LEADERSHIP

## REACTIVANDO EL RENDIMIENTO MEDIANTE LA ADOPCIÓN DEL ESTILO DE LIDERAZGO CAMALEÓNICO

Aram Massoudi

<https://orcid.org/0000-0003-1731-5415> (ORCID iD)

Cihan University-Erbil, Iraq

2022

Vol.5 Num. 1

Language: English

Received: 23 September 2021 / Accepted: 22 December 2021

### ABSTRACT

*With new, diverse, and complicated challenges facing contemporary leaders in today's changing and distinct environment, it is essential for organizations to move away from old and traditional leadership practices and embrace new ones. This study focused on adopting the concept of "Chameleon Leadership", the capacity to be able to amend your tactics, much as a chameleon does to improve organizational performance. The study relied on the descriptive deductive approach; this approach comprises of formulating the hypotheses and tests them during the study process. The sample consists of 126 randomly selected staff from various faculties at Albaath University, Syria. The objective was to show if the adoption of chameleon leadership could improve university performance. The result showed that there is a significant relationship between the chameleon style of leadership and outstanding university performance. Also, the adoption of chameleon leadership characteristics can enable organizations to achieve outstanding performance in their work. For success and development of chameleon operations, the researcher suggested that universities must conduct extensive training about chameleon leadership methods in line with the reality of*

Massoudi. A. (2022). Reviving performance by adopting chameleon style of leadership. *Journal of Management and Business Education*, 5(1), 1-19. <https://doi.org/10.35564/jmbe.2022.0001>

\*Corresponding author: [aram.massoudi@cihanuniversity.edu.iq](mailto:aram.massoudi@cihanuniversity.edu.iq)

<http://www.nitoku.com/@journal.mbe/issues> ISSN: 2605-1044

Published by Academia Europea de Dirección y Economía de la Empresa. This is an open access article under the CC BY-NC license.

*the university despite the existence of laws that hinder the development process.*

## **KEYWORDS**

*chameleon leadership, external locus of control, relativistic beliefs, outstanding performance, dimensions of outstanding performance.*

## **RESUMEN**

Con los diversos y complicados desafíos nuevos que enfrentan los líderes contemporáneos en el entorno cambiante, es esencial que las organizaciones se alejen de las prácticas de liderazgo antiguas y tradicionales y adopten otras nuevas. Este estudio se centró en adoptar el concepto de “Liderazgo camaleónico”, la capacidad de poder modificar sus tácticas, al igual que lo hace un camaleón para mejorar el desempeño organizacional. El estudio se basó en el enfoque deductivo descriptivo; este enfoque consiste en formular las hipótesis y probarlas durante el proceso de estudio. La muestra consta de 126 miembros, seleccionados al azar, del personal de varias facultades de la Universidad de Albaath, Siria. El objetivo era mostrar si la adopción de un liderazgo camaleónico podría mejorar el desempeño universitario. El resultado mostró que existe una relación significativa entre el estilo camaleónico de liderazgo y el desempeño universitario sobresaliente. Además, la adopción de características de liderazgo camaleónicas puede permitir a las organizaciones lograr un desempeño sobresaliente en su trabajo. Para el éxito y desarrollo del liderazgo camaleónico, el investigador sugirió que las universidades deben realizar una amplia capacitación sobre métodos de liderazgo camaleónicos acordes con la realidad de la universidad a pesar de la existencia de leyes que dificultan el proceso de desarrollo.

## **PALABRAS CLAVE**

liderazgo camaleónico, locus de control externo, creencias relativistas, desempeño sobresaliente, dimensiones del desempeño sobresaliente.

---

## **INTRODUCTION**

The devastating effect of the Syrian crisis of 2011 had its toll on all economic sectors, especially the education sector. The substantial damage to Albaath University Campus, the fourth-largest university in Syria. The academic absenteeism and corruption, students' carelessness and reluctance to attend lectures, and the miss management by the university presidential staff, led the board of trustees and community leaders to search for solutions for the dire straight crisis and addressing some of the most important problems facing the university, especially in Homs City Campus. The concept of the chameleon leadership has emerged as a solution to solve these problems. In addition, achieving outstanding performance stood at the forefront of the transformational process. This led the researcher to investigate the possibility of applying the chameleon style of leadership in transforming the status from its current form to

---

a superior educational institution. The study sought to answer the following question: Can chameleon leadership contribute to the achievement of outstanding university performance?

The concept of chameleon leadership highlighted a variety of views and experiences. It indicates that overcoming any institutional problems cannot be accomplished except by the search for innovative methods such as chameleon leadership. The chameleon style of leadership provides the necessary solutions for achieving desirable results.

The researcher believes it is necessary to study the role of chameleon leadership in organizations and bonds it with outstanding performance; this action can improve current and future performance.

The objectives of the study are to understand the concept and the application of chameleon leadership and its role in achieving outstanding university performance. In addition, to verify the level of influence chameleon leadership has on performance. Finally, to utilize the results and employ them in Albaath University, Syria to achieve the desired outcome.

## **LITERATURE REVIEW**

### **The Concept of Chameleon Leadership**

Chameleon leaders act like the chameleon, an animal where it resorts to coloration when faced with danger. Instead of confrontation, escape or surrender, it seeks deception and masking to hide its real face. The behavior of the chameleon leader usually begins as an attempt to repel competitors and protect himself as a result; his mindset turns into unconscious automatic behavior. According to Psychology Today Therapist Ronald Riggio (2017), the chameleon person is described as a belligerent person, inconsistent and changeable. Therefore, his behavior is different from the dinosaur behavior, which refers to the person who does not adapt and does not change.

In general, chameleon people try to satisfy any person who is beside them, whether they are adversaries or friends, hoping to blend into the group (Lynch, 2009). When a pledge to moral principles and attitudes is constant and uniform, staff can depend on self-regulatory techniques to conquer their often-self-interested feeling, which leads to the elimination of decision-making. The personal characteristics of chameleon behavior may increase the ability of staff to external influence and hinder their commitment to selected ethical values (Day, 2006). Merely perceiving other people's attitudes, personality or ethics creates a strong desire to engage instinctively in related behaviors as a chameleon, but individual differences may also result (Lynch, 2009). For example, if staff promotes chameleon-like influences such as external appearances and relativistic beliefs, staff can be motivated to apply chameleon-like methods in making their decision. Thus, these self-interest characteristics are more related to chameleon behavior. We say that they are more likely to be motivated by this behavior for several reasons and to act like chameleon style requires an analysis of the environment for suitable decision according to each specific case. This approach is not in itself opportunistic, which is described as self-centeredness in quest of stigmatization but can promote decision-making processes that mirror practical adjustments designed to meet the expectations of others. This practical approach tends to include behaviors that are used in a particular context and govern a consecutive method of reply based on ethics (Ruiz & Gomis, 2017).

According to Ruiz & Gomis, (2017) chameleon behavior is the best behavior that can be followed in organizations because of the high level of self-control and his time and effort in smooth flow of work, which contributes to the achievement of organizational goals. In addition, a human being who espouse chameleon behaviors can only be taken up by a set of behaviors such as personality and values and changing his color like the chameleon is to fit with the current environment. Therefore, Individual behavior changes to match the standards and values of the group in which he is currently involved. Williams, et al., (2011) see chameleon leadership as a camouflage behavior that has a set of characteristics that can be in harmony with its internal and external environment to ensure survival in unfamiliar environments Finally, (Ruiz & Gomis, 2017) see chameleon's behavior as an individuals' ability to change their behavior and adapt to different environments in order to achieve their personal or subjective goals. Therefore, the researcher sees chameleon leadership as a collection of actions, behaviors, or practices that can adapt to the environmental needs, while his core remains the same. Chameleons only change colors not shapes.

### **The Philosophy of Chameleon Organizations**

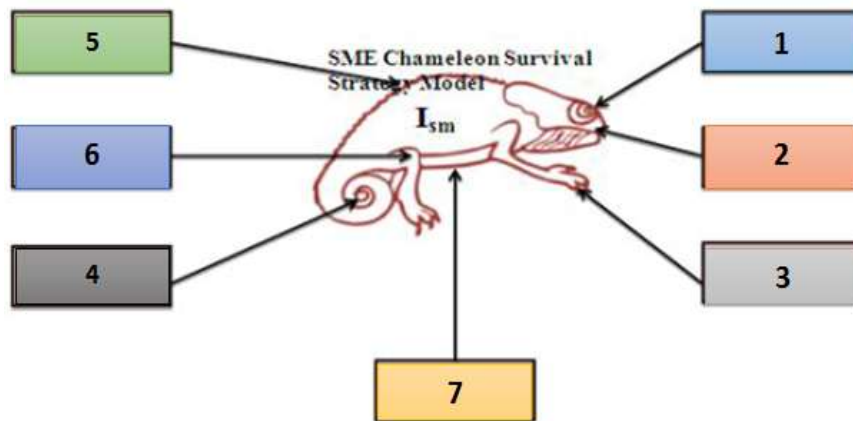
When we talk about chameleon organizations, we must consider the resistance of its top leadership and management to internal and external factors of change. We believe that such leadership should have leaders and managers with a range of colors, flexibility and strategies to achieve their personal goals and the objectives of the organization. According to Massoudi and Hamdi (2019) Effective leadership is needed in complex and diverse organizations today because today's organizations face many issues related to working individuals and external emergencies. Therefore, chameleon leadership provides participants with the tools to advance their leadership skills with the confidence to manage change within the organization successfully. Good communication is believed to have increased the diversity of leaders when interacting with individuals who exhibit different personalities and different learning styles (Williams, et al. 2011).

### **Characteristics of Chameleon Leadership**

Chameleon leadership is the leadership that changes rapidly and continuously with the effects of the environment and has the ability to simulate the strategies of competing organizations. This type of leadership takes its characteristics from one type of lizards called the chameleon (Yousef & Baqer 2015). As shown in Table 1 and Figure1 below.

---

Figure 1. Characteristics of Chameleon.



Source: Yousef & Baqer 2015

Table 1. Characteristics of Chameleon Organizations

#	Characteristics of The Chameleon (the lizard)	Characteristics of Chameleon Leadership
1	The ability for the eyes to move independently	A continuous and multi-pronged observation of the environment, accompanied by a capacity to respond effectively to the environment.
2	The tongue can be launched to catch the prey	Employ unique attributes and abilities in order to gain a competitive advantage, and then work to maximize the capabilities that competitors lack.
3	Special feet able to hold things	Strengthen the organization's position in the market and make the organization resistant to vibrations in its area of operation
4	The long tail supports body balance and is capable of maneuverability	Strength and stability of operations, which gives them the ability to establish their own market presence.
5	Skin cells are able to change their color	Adapting to changes and developments in the environment, this adjustment must focus on staying and reforming the strategic vision.
6	Cautious and deliberate movements	Effective strategic formulation and implementation, by taking caution when the organization conducts its calculations in order to ensure a successful future.
7	Strategic positioning capabilities	Strategic positioning for survival, Therefore, the system cannot be working in isolation from the environment and this highlights the role and importance of strategic positioning in the success of the organization

Source: Yousef & Baqer 2015

**Dimensions of Chameleon Leadership**

Two dimensions of the chameleon leadership were identified, namely, relativistic beliefs and the external locus of control:

1. **External Locus of Control:** Indicates the amount of control individuals believe over the consequences and actions affecting their lives. Persons who have this attribute believe that destiny and luck determine their decisions and the results of these decisions, so they evade the responsibility of their decisions and depend on situational signals instead of their values in determining the right course of action (Joelson, 2017).
2. **Relativistic Beliefs:** According to people who believe in relativity, right and wrong are relative concepts. Ethical standards are also linked to society, culture, and personal preferences, so they reject these criteria and tend to win at the expense of others because of the loss of moral judgment and their belief that ethics are driven by conditions surrounding the events. (Lynch, 2009, P. 19).

### **Outstanding University Performance**

The concept of performance is one of the most important concepts related to business management because it appeared at the beginnings of administrative theories. Therefore, it has gained wide interest from researchers in this field.

Also, there was enormous attention to the concept of high performance or as some researchers call it outstanding performance because management concepts have received great attention at a high level of interest by organizations because they aim at the success of the organization in the changing competitive environment (Abadi and Abadi, 2007, P. 221). Performance is also one of the basic concepts for managers at all organizational and administrative levels, and all types of organizations because the outputs of this performance may have a negative impact on the profitability and performance of the organization or may be a basis for survival and enhance competitiveness in this environment (Yusuf, 2005).

Outstanding performance is the highest level of output that can be achieved by individuals working in an organization (Shaaban & Al-Abadi, 2009) or the ability of the organization to achieve its goals through the use of available resources efficiently and effectively (Yusuf, 2006). While the researcher believes that outstanding university performance is the connection between cohesive group variables that interact with each other to gain a competitive advantage that surpasses its competitors in order to achieve its objectives. Finally, (Robins & Wiersema, 1995) have defined outstanding organizational performance as the firm's capability to attain its longstanding goals and the action that exceeds average performance.

### **Dimensions of Outstanding Performance**

Organizations that seek excellence in performance are characterized by different characteristics from traditional organizational performance. The distinction of the organization in its performance is a reflection of individual performance. Arther Consulting Agency has provided a model for the characteristics of outstanding performance organizations and noted the need for four dimensions as keys for this type of performance. These keys are stakeholders, processes, resources, and organizational culture (Kotler, 2000).

#### *Stakeholders:*

Organizations should identify stakeholders and recognize their needs. Stakeholders are those who have an interest in the organization. They are

---



beneficiaries, employees, suppliers, and distributors. The organization must satisfy the minimum expectations of these groups to be distinct in their activities.

*Processes:*

Organizations that seek stakeholder satisfaction can achieve this only by effectively managing their operations. The organization carries out its work through its sub-divisions. A department works to maximize its own objectives that may not match the organization's objectives. The high-performance organizations are increasingly focused on managing core competencies such as developing a new product, attracting and retaining stakeholders, re-engineering their business and building work teams.

*Resources:*

Organizations need resources to carry out their operations, and organizations should own or control these resources in order to maintain and distinguish them from competing organizations. Organizations may use these resources from outside the organization because some of the internal resources do not perform efficiently in the same way as resources from outside the organization, and the most important resources to be addressed are human resources.

*Organizational Culture:*

The organization is composed of structures, policies and cultures. These components are entangled in rapidly changing environments. Structure and policies are difficult to change, but organizational culture is more difficult to change. Organizations' interest in providing a high culture supports employees to reach outstanding performance levels. Figure 2 illustrates the dimensions of outstanding performance.

**Figure 2.** Dimensions of Outstanding Performance

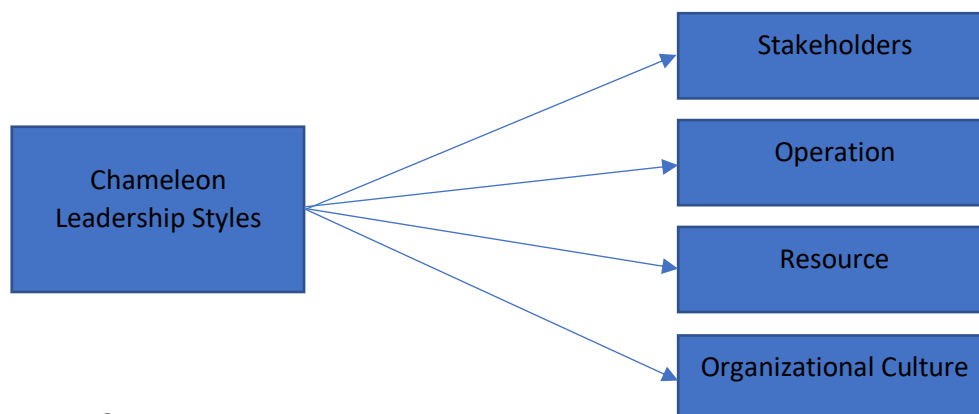


### Outstanding Performance in University Education

The educational institutions are considered service organization and very different from other businesses or service organizations. This depend on the nature of the work of these organizations, which is represented by the provision of services such as science, knowledge and creativity in the scientific process and the conduct of scientific research that promote the achievement of outstanding university performance. It is also the responsibility of these institutions to provide the academic community with qualified and distinguished cadres through institutional performance, which represents the intellectual capital to occupy these positions in the organizations. Also characterized by the mental and intellectual character that exceeds performance standards by the management of this institution. In addition to providing higher performance from its staff through a series of traditional activities such as lectures and supervision of students, especially the graduate students, and the completion of scientific research that will enhance and achieve outstanding performance. Finally, the process of raising the intellectual capital capacity at the university is not limited to only official training hours within the university, but through continuous learning to acquire the necessary skills and knowledge that enable them to participate in the information and expertise that student acquires from inside the university (Ali et al., 2010).

### Hypothesis Development

Figure 3 illustrates the study model by showing the relationship between the study variables. First, independent variable: (chameleon leadership) includes (external locus of control, relativistic beliefs). Second, dependent Variable (outstanding university performance) Includes (stakeholders, operations, resources, organizational culture).



**Figure 3.** Conceptual Model

### The chameleon style of leadership and performance

Previous studies have exposed that contradictory relationship between chameleon leadership style and organizational performance. leadership styles may correlate positively or negatively to organizational performance (FuJin et al., 2011; Widayanti & Putranto, 2015; Dalluay & Jalagat, 2016). Other studies such



as (McGrath and MacMillan, 2000) resulted in significant relationship between leadership styles and organizational performance.

Abiso et al. (2016) posited that organizational performance reflects the productivity of employees in terms of revenue, return, progress, and development. The researcher stressed that examining the effect of the chameleon leadership on organizational performance is needed because leadership is perceived by many scholars as among the determinants of firm performance. Therefore, leadership efficiency signifies a potent source of organizational development and sustainable competitive for every firm (Abiso et al., 2016). From the above discussion, the author postulates the following main hypothesis:

*H1: There is a significant relationship between the chameleon style of leadership and outstanding university performance*

### **Chameleon Leadership and Stakeholders**

According to Massoudi & Hamdi, (2019) leaders proactively communicate with all organizational stakeholders in a manner that value different perspectives, and nurtures information/knowledge sharing and collaboration in attaining results that benefit all organizational stakeholders.

On the other hand, Akpa et al. (2021) stated that firm's performance is measured based on how well a stakeholder is led. Thus, as far as this work is concerned, the level of influence a leader can exert amongst his subordinates will go a long way to improving the performance of the organization. Boyd et al. (2007) showed that advancing commitment and trust within leader-supplier relationships leads to good performance. Also, Ebeid, (2010) indicated that leader- customer's feedback can be one of the most effective ways in measuring firm's performance. From the above discussion, the author can postulate the following hypothesis:

*H1a: There is a significant relationship between chameleon style of leadership and stakeholders .*

### **Chameleon Leadership and Operations**

Chameleon leader does learn from outside the business arena, his role is critical when it comes to operational stability, growth, and efficiency. Chameleon leaders apply whatever tools are available to improve revenue, customer value, and operational efficiency (Smith, 2019). According to Blackett et al. (2014) leaders have huge impact on operations, they bring together diverse and geographically distributed disciplines and teams in a collaborative setting for the purpose of achieving a common goal. Mhizha, (2014) concluded that for any business to survive, there is a need to respond positively to improvements in its operating environment. Any form of naivety or disregard of the requirements of the environment, can lead to all sorts of problems to the firm. From the above discussion, the author proposes the following sub-hypothesis:

*H1b: There is a significant relationship between chameleon style of leadership and operations.*

---

### **Chameleon Leadership and Resources**

A study by Mhizha (2014) opine the importance of chameleon leadership in managing its resources. Through the effective use of unique resources and competences at one's disposal, which others do not have, a business can enhance its competitive advantage as does the chameleon. Leaders' concentration on organizational resources were found to be positively and significantly influence the achievement of organizational performance (Mwai et al., (2018). From the above discussion, the author postulates the following sub-hypothesis:

*H1C: There is a significant relationship between chameleon style of leadership and resources*

### **Chameleon leadership and Organizational Culture.**

Because organizational culture is the foundation of the firm's effectiveness and productivity, a chameleon leader in an ongoing institution must endeavor to understand the business' norms (Pisani, 2019). According to Shinkel & Yustantio, (2021) employees need to be like chameleons to survive certain corporate cultures, despite the best efforts of diversity and inclusion initiatives. From the above discussion, the author proposes the following hypothesis:

*H1d: There is a significant relationship between chameleon style of leadership and organizational culture.*

## **METHODOLOGY**

This study relied on a descriptive deductive approach; this approach comprises of formulating the hypotheses and tests them during the study process (Snieder & Lerner, 2009). The variables used in this study are: Independent variable, the Chameleon leadership two characteristic (External Locus of Control and Relativistic Beliefs) and the dependent variable university performance represented by 4 dimensions (stakeholders, production, resources, and organizational culture).

The sample consists of 133 randomly selected staff from various faculties at Albbath University, Syria. The data were collected by a questionnaire. An analytical questionnaire was developed to explore and explain relationships between the variables of the study and to test the hypothesis.

The number of distributed questionnaires were (133) forms, (7) invalid forms were excluded, and the number of valid ones were (126) with a rate of return of (88.6%), which is suitable for the required number.

The respondents' demographics analysis showed that the majority of respondents are males (65%). Most of respondents are educated (35%) of respondents have post-graduate degree, and (60%) of respondents have bachelor's degree.

Finally, the author used SmartPLS Software to analyze the data and test the hypothesis.

## RESULTS AND DISCUSSION

Table 2 shows the descriptive analysis of the variables Chemelon leadership represented by 2 deminsions (External Locus of Control and Relativistic Beliefs) and university performance represented by 4 diminsions (stakeholders, production, resources, and organizational culture). The researcher used the arithmetic mean to measure the central tendency. In addition, the standard deviation was applied as a measure of data dispersion. The results showed that all the statements exceeded the average mean of 3 (when using the five-dimensional Likert scale), indicating the spread of all the statements and variables in the organization studied, And the results of the descriptive analysis showed a low percentage of standard deviation, indicating the accuracy of respondents' replies and their understanding of the questionnaire statements.

**Table 2.** Descriptive Statistics

Statement	Mean	Min	Max	Standard Deviation
External Locus of Control 1	4.48	2	5	0.71
External Locus of Control 2	4.06	2	5	0.70
External Locus of Control 3	4.40	2	5	0.79
Relativistic Beliefs 1	3.92	2	5	0.79
Relativistic Beliefs 2	4.47	2	5	0.87
Relativistic Beliefs 3	4.31	2	5	0.72
<b>Chameleon Leadership</b>	<b>4.27</b>	<b>2</b>	<b>5</b>	<b>0.76</b>
Stakeholders 1	4.01	2	5	0.89
Stakeholders 2	3.98	2	5	0.79
Stakeholders 3	4.15	2	5	0.85
Productions 1	4.27	2	5	0.74
Productions 2	3.91	2	5	0.68
Productions 3	3.81	2	5	0.88
Resources 1	4.05	2	5	0.85
Resources 2	3.95	2	5	0.72
Resources 3	4.05	2	5	0.89
Organizational Culture 1	3.86	2	5	0.82
Organizational Culture 2	3.95	3	5	0.66
Organizational Culture 3	4.59	3	5	0.65
<b>Distinct College Performance</b>	<b>4.04</b>	<b>2</b>	<b>5</b>	<b>0.78</b>

The assessment of the quality of the scale or so-called measurement model is one of the basic steps of the analysis that precedes the hypothesis testing process. The measurement model is evaluated in the lower squares modeling according to (Hair et al., 2016) through four criteria and as shown in Table (3) below.

**Table 3.** Criteria for evaluating the measurement model

Standard	Purpose	minimum threshold value
Cronbach Alpha Coefficient	Test the consistency	0.7
Internal consistency-reliability	Test the consistency	0.6
Statement Consistency	Test of Reliability	0.7
Average variance obtained	Test of validity	0.5

Source: Hair et al. (2016)

**Table 4.** Result of Measurement Model

Variable	Statement	Constants	Cronbach Alpha	Consistency	AVE
<b>Chameleon Leadership</b>	External Locus of Control 1	0.746	0.787	0.842	0.318
	External Locus of Control 2	0.675			
	External Locus of Control 3	0.527			
	Relativistic Beliefs 1	0.758			
	Relativistic Beliefs 2	0.563			
	Relativistic Beliefs 3	0.622			
<b>Exceptional College Performance</b>	Stakeholders 1	0.468	0.747	0.765	0.423
	Stakeholders 2	0.485			
	Stakeholders 3	0.657			
	Productions 1	0.593			
	Productions 2	0.631			
	Productions 3	0.651			
	Resources 1	0.534			
	Resources 2	0.446			
	Resources 3	0.438			
	Organizational Culture 1	0.567			
	Organizational Culture 2	0.639			
	Organizational Culture 3	0.498			

Table 4 shows the results of the measurement model test, which showed a deficiency in the implication of some of the statements. This requires deletion. In addition, the values of Cronbach Alpha and Average are not acceptable according to the criteria in Table 3. This led the researcher to adjust and delete some statements such as (Stakeholders 1, Stakeholders 2, Resources 2, Resources 3, and Organizational Culture 3) because their variations are less than the acceptable values, so the model has been modified as illustrated in table 5 below.

**Table 5.** The modified measurement model

Variable	Statements	Constants	Cronbach Alpha	Complex Stability	AVE
<b>Chameleon Leadership</b>	External Locus of Control 1	0.761	0.736	0.847	0.505
	External Locus of Control 2	0.681			
	External Locus of Control 3	0.531			
	Relativistic Beliefs 1	0.752			
	Relativistic Beliefs 2	0.560			
	Relativistic Beliefs 3	0.626			
<b>Exceptional College Performance</b>	Stakeholder 3	0.732	0.778	0.19	0.532
	Production 1	0.638			
	Production 2	0.622			
	Production 3	0.652			
	Resources 1	0.505			
	Organizational Culture 1	0.625			
	Organizational Culture 2	0.648			
	Organizational Culture 3	0.573			

Table (5) shows the results of the modified measurement model test, which showed that all the statements achieved the acceptable level of the consistency. The variables also achieved the acceptable levels for the Cronbach alpha, and the average variance obtained.

### Testing the Hypothesis

The hypotheses are tested by the path coefficient in the structural model. The structural model is evaluated by  $R^2$  modeling (Hair et al., 2014). By the standards presented in Table 6 below

**Table 6.** Structural model evaluation

Standard		Limit
Significance of Path Coefficient	t value	$\geq 1.96$
	p value	$\leq 0.05$
Coefficient of Determination	$R^2$	0.25 weak, 0.5 average, 0.75 high

Source: created by the researcher based on Hair, J. (2014).

To test the main hypothesis, table 7 shows the analysis result of the structured model.

**Table 7.** Structure model analysis

The Path	Path coefficient	R <sup>2</sup>	t Value	P Value
Outstanding College Performance → Chameleon Leadership	0.717	0.517	12.155	0.000
Stakeholders → Chameleon Leadership	0.918	0.815	9.511	0.000
Operations → Chameleon Leadership	0.687	0.832	10.551	0.000
Resources → Chameleon Leadership	0.575	0.309	4.262	0.000
Organizational Culture → Chameleon Leadership	0.663	0.405	8.211	

Source: SmartPLS Software Outputs

The results in table (7), showed that the path coefficient (direct effect) reached 0.717 and with the R<sup>2</sup> (interpretation) parameter of 0.517. To verify the significance of the coefficient of the path, the value of t and p satisfies the permissible limits in Table (6), which indicates a significant relationship of influence and thus accepts the main hypothesis.

In regard to the relationship between chameleon leadership and stakeholders, the results of table (7) showed that the path coefficient (coefficient of influence) reached (0.918) and the coefficient of determination (interpretation) (R<sup>2</sup>) (0.815) and to verify the significance of the coefficient, the value of (t) was (9.511) and this value is acceptable. Thus, the researcher accepted the sub-hypothesis 1,

In regard to the relationship between chameleon leadership and operations, table 7 also indicated that the path coefficient (coefficient of influence) reached (0.832) and the coefficient of determination (interpretation) (R<sup>2</sup>) (0.687) and to verify the significance of the coefficient, the value of (t) was (10.551) and this value is acceptable, thus the researcher accepted the sub-hypothesis 2.

In regard to relationship between chameleon leadership and resources, the results of table (7) also showed that the path coefficient (coefficient of influence) reached (0.575) and the coefficient of determination (interpretation) (R<sup>2</sup>) (0.309). To verify the significance of the coefficient, the value of (t) was 4.262, this value is acceptable. Thus, the researcher accepts sub-hypothesis 3.

In regard to the relationship between chameleon leadership and organizational culture, table (7) also showed the indicating significance where the path coefficient (coefficient of influence) reached (0.663) and the coefficient of determination (interpretation) (R<sup>2</sup>) (0.405). To verify the significance of the coefficient, the value of (t) was 8.211, this value is acceptable. Therefore, the researcher accepts sub-hypothesis 4.

The use of chameleon leadership style can enable organizations, especially universities, to achieve outstanding performance in their work in a way that is reflected in the sample members of the study. The development of leadership skills and the use of chameleon methods in the university will lead to the achievement of the university's objectives in a way that paints a bright image of



the university, which is reflected through the provision of outstanding performance for individuals and their faculties. The study conforms with (Fawzi, 2018; Bedeian & Day, 2004). In addition, the statistical analysis proved that the sample members of the study agreed about the use of chameleon methods that enhance the achievement of the university performance. This means that the use of such methods will enable the university to achieve outstanding performance and knowledge. Finally, the statistical analysis also showed that the respondents of this study agreed on the characteristics of the organizations with outstanding performance. This means that if these characteristics are used by the university; it will be able to achieve excellence in the performance of its work.

## **CONCLUSION**

The concept of chameleon leadership highlighted a variety of views and experiences. It indicates that overcoming any institutional problems cannot be accomplished except by the search for innovative methods such as chameleon leadership. The outcome of this study showed that the chameleon style of leadership has a significant effect in achieving organizational performance.

This study finding have practical implications for managers working in Syrian firms. In spite of the commonly known negativities surrounding the chameleon style of leadership. This study proves the importance of implementing such style. Therefore, managers are encouraged to perform this style to increase productivity and performance among employees.

Previous studies have focused on the negative behavior of chameleon leadership in regard to his performance in the organization (Ruiz-Palomino & Banon-Gomis, 2016). Other focused on the chameleon leadership role in modern organizations (Sultan & Alhadrawi, 2015). The finding of this study can have some theoretical implication to scholars and researchers in the field of leadership where this article deepens the understanding of the essential role of chameleon leadership in advancing employee's performance and productivity.

Based on the finding of this study, the researcher suggested the following points: The researcher recommends conducting extensive and in-depth studies on a continuous basis about the mechanisms and strategies of the chameleon methods in organizations or universities in order to adapt to the changes of academic reality. ,Secondly stressing the need to develop and benefit from the use of the chameleon leadership methods in order to achieve outstanding university performance by implementing strategies and approaches that promote the achievement and adaptation in the university work environment. Thirdly, it is a necessity to employing the chameleon leadership objectives in the university and in the academic learning environment. Forthly, for the purpose of success and development of chameleon operations, universities must conduct perpetual training in line with the reality of the university despite the existence of laws that slow the development process. ,Finally When using chameleon leadership methods, it is necessary to provide a conducive climate to its application, which creates cooperation and love in the decision-making processes and reflecting on the achievement of outstanding university performance, which suits the university as one of the leading universities in Syria.

The topic of chameleon leadership can unlock prospects of studies to both businesses and academics by monitoring the organizational environment in a

---

new and contemporary way by simulating some features of humans and animals alike in order to face any ambiguous circumstance in a way that seize every opportunity to survive.

This study examines the reviving of performance by adopting chameleon style of leadership, other topics such as comparison between chameleon and paradoxical style of leadership are subject to future study.

## REFERENCES

- Abiso, K., Okuboyejo, S., Ilori, G., & Adeogun, O. (2016). Influence of organizational leadership on organizational performance in the service sector in Nigeria. *Int'l Journal of Economics, Commerce and Management*, 4(12), 574-590.
- Akpa, V., Asikhia, O., & Okusanya, A. (2021). Leadership Styles and Organisational Performance in Nigeria: Qualitative Perspective. *International Journal of Engineering and Management Research*, 11(1), 46-53.
- Al-abbadi, A., & Al-Abbadi, H. (n.d.). Using the Reference Copmarosopn Method in the Evaluation of University performance. *Qadisiyah Journal of Administrative and Economic Science*, 11(3), 221-222.
- Ali, L., Zuwain, A., & Jabouri, H. (2009). The Role of Organizational Learning Tools In Achieving Outstanding University Performance. *Qadisiyah Journal of Administrative and Economic Science*, 11(2), 15-16.
- Ali, L., Zuwain, A., & Jabouri, H. (2010). The Role of Value Chain Model in Achieving Outstanding University performance. *Administrative Study*, 3(6), 15-16.
- Blackett, C., Larsen, S. & Rindahl, G. (2014). Leadership in Integrated Operations. Institute for Energy Technology, IFE/HR/F-2014/161.
- Bedeian, A & Day, D. (2004). Can chameleons lead? *The Leadership Quarterly*, 15, 687 - 718
- Casadeaua-Masanell, R., & Ricart, J. (2011). How to Design a Winning Business Model. *Harvard Business Review*, 89(1), 100-107.
- Dalluay, D. V. S. & Jalagat, D. R. C., (2016). Impacts of leadership style effectiveness of managers and department heads to employees' job satisfaction and performance on selected small scale businesses in cavite, Philippines. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB)*, 2(2), 734-751.
- Day, D. (2006). Self-Monitoring at Work: A Motive-Based Perspective. *Journal of Personality*, 74(3), 686-689.
- Ebeid, A.Y.H. (2010). Corporate social responsibility and its relation to organizational commitment, *Problems and Perspectives in Management*, 8 (2), pp. 76-93.
- Fawzi, H. (2018). Adopting chameleon leadership behaviors based on strategic uncertainty - applied study in the Department of State Real Estate Najaf Branch. University of Kufa / Faculty of Management and Economics. Iraq.
- Fu-Jin. W, Shieh .C & Tang. M. (2011). Effect of leadership style on organizational performance as viewed from human resources management strategy. *African Journal of Business Management*, 4(18), 3924-3936.
- Green, R. (2011). *Innovation the Key to Recovery*. Sydney: The Australian Higher Education Supplement.
-

- Hair, J. (2014). *A primer on Partial Least Squares Structural Equations Modeling (PLS-SEM)* (Second Edition ed.). Los Angeles: SAGE.
- Hair, J. (2016). *A Primer on Partial Least Squares Structural Equations Modeling (PLS-SEM)*. Los Angeles: SAGE.
- Heinrich, L., & Gullone, E. (2006). The Clinical Significance of Loneliness: a Literature Review. *Clinical Psychology Review*, 26(6), 695-718.
- Joelson, R. (2017). Locus of Control. *Psychology Today*. Retrieved from: <https://www.psychologytoday.com/intl/blog/moments-matter/201708/locus-control>.
- Kish-Gephart, J., & Harrison, D. (2010). Bad Apple, Bad Cases, and Bad barrels: Meta-analytic Evidence about Source of Unethical Decision at Work. *Journal of Applied Psychology*, 95(1), 1-31.
- Kotler, P. (2003). *Marketing management*. (E. Edition) New York: Prentice-Hall.
- Lynch, D. (2009). *The Chameleon Factor: The Mental Management of Multiple Roles and what it Reveals about the Organizatin of Culture*, Ph.D Dissertation, Rutgers University.
- Massoudi, A & Hamdi, S. (2019). Reciprocal Leadership Influence on Organizational Change. *Cihan University Erbil Journal of Humanities and Social Sciences* 3(1), 20-26. DOI: 10.24086/cuejhss.vol3n1y2019.pp20-26
- Michaelides, P., & Kardasi, O. (2010). Schumpeter's Theory of Leadership: a Brief Skitch. *Journal of Philosophical Economics*, 6(2), 122-133.
- Mhizha, A. (2014). Application of the Chameleon Survival Strategy Model in the Study of Strategic Management in Small and Medium-Scale Enterprises. *International Journal of Innovative Research and Development*, 3(6), 216-225.
- Mwai, G.M., Namada, J.M., & Katuse, P. (2018). Influence of Organizational Resources on Organizational Effectiveness. *American Journal of Industrial and Business Management*, 8, 1634-1656.
- Pisani, A. (2019). Culture Chameleon: Scholars examine the impact of new leadership on an organization. *Pepperdine Magazine*. <https://www.pepperdine.edu/magazine/2019/04/culture-chameleon/>
- Riggo, D. (2017). Are you a Social Chameleon or a Zebra? Available online: <http://www.psychologytoday.com/intl/blog/cutting-edgeleadership/201704/are-you-social-chameleon-or-zebra.htm>.
- Robins, G., & Wiersema, O. (1995). *Organization and Behavior*. Upper Saddle River, New Jersey: Pearson/ Prentice Hall.
- Rotter, J. (1992). Cognates of Personal Control: Locus of Control, Self-efficacy, and Explanatory Style. *Applied and Preventive Psychology*, 1(2), 127-129.
- Ruiz, P., & Gomis, A. (2017). The Nigative Impact of Chameleon-inducing Personality on Employees' Ethical Work Intentions: The Mediating Role of Machiavellianism. *European Management Journal*, 31(1), 102-115.
- Ruiz-Palomino, P., & Banon-Gomis, A. (2016). The negative impact of chameleon-inducing personalities on employees' ethical work intentions: The mediating role of Machiavellianism, *European Management Journal*, <http://dx.doi.org/10.1016/j.emj.2016.02.010>
- Seiler, M., & Gurewitsch, S. (2005). *Marketing Master: How High Performance Business are Using Effective Marketing to Drive Profitable Growth*. New York: Accenture.
-

- Shaaban, A., & Abadi, A. (2009). Leadership Style and their Role in Evaluating Performance. *Qadisiyah Journal of Administrative and Economic Science*, 11(5), 27-30.
- Shinkle, G. & Yustantio, G. (2021). Why the workplace chameleon is a paradox for diversity and inclusion. *Human Resource*. <https://iby.imd.org/human-resources/why-the-workplace-chameleon-is-a-paradox-for-diversity-and-inclusion/>
- Smith, C. (2019). What Is Operational Leadership? *Change Management*. <https://change.walkme.com/operational-leadership/>
- Snieder, R., & Larner, K. (2009). *The Art of Being a Scientist: A guide for graduate Students and Their Mentors*. London: Cambridge University Press.
- Sultan, y& Alhadrawi, B. (2015). The Chameleon Organization assumptions and Futures digital age. *International Journal & Magazine of Engineering, Technology, Management and Reseach*, 2(1), 190-199.
- Torvald, G., Svein, L., & Einar, M. (2005). Organizational Culture and Performance Evidence from the Fast Food Industry. *Food Service technology*, 5(1), 23-34.
- Training, E. C. (2011). *Exploring Leadership in Vocational Education and Training*. Luxembourg: Publication Office of European Union.
- Wang, H., Tsui, A., & Xin, K. (2011). CEO Leadership Behaviors, Orgaizational Performance, and Employees' Attitudes. *The Leadership Quarterly*, 22(1), 92-105.
- Widayanti, A. T. & Putranto, N. A. R. (2015). Analyzing the relationship between transformational and transactional leadership style on employee performance. *Journal of Business and Management*, 4(5), 561-568
- William, J., Roberts, C., & Bosselman, R. (2011). Youth Sports and the Emergance of Chameleon Leadership. *Journal of Leadership Studies*, 5(3), 6-12.
- Wuensch, K. (2016). *An Introduction to path Analysis*. Available Online: <http://core.ecu.edu/psyc/wuenschk/MV/SEM/Path.pdf>.
- Yousef, A. (2005). *The effect of Information Technology and Intellectual Capital in Achieving Distinguish University Performance*, Master Thesis, Mosel University.
- Yousef, S., & Baqer, K. (2015). The Chameleon Organization Assumptions and Future Digital Age Organization. *International Journal and Magazine of Engineering Technology*, 2(1), 190-199.
-

## **FUNDING**

The authors received no financial support for the research, authorship, and/or publication of this article.

## **DECLARATION OF CONFLICTING INTERESTS**

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

---

## **Cite**

Massoudi. A. (2022). Reviving performance by adopting chameleon style of leadership. *Journal of Management and Business Education*, 5(1), 1-19. <https://doi.org/10.35564/jmbe.2022.0001>

---