

REVIVING PERFORMANCE BY
ADOPTING
CHAMELEON STYLE OF
LEADERSHIP

Presented by

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Abstract

- 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, Homs, Syria. The objective was to show if the adoption of chameleon leadership could improve university performance.

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 Concept of Chameleon Leadership

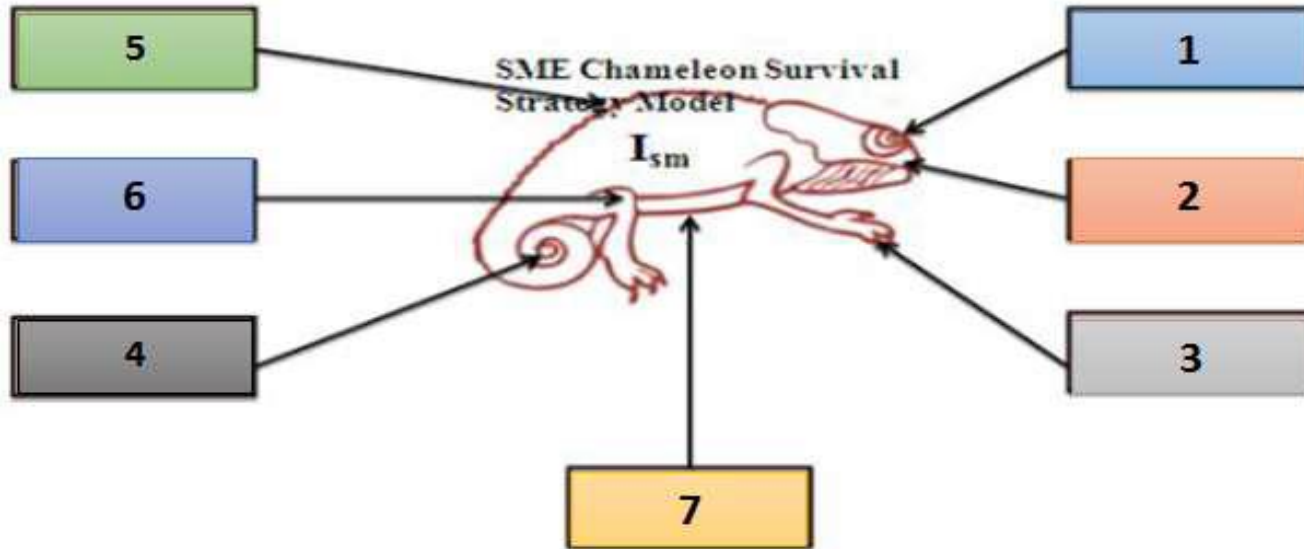
To act like chameleon style requires an analysis of the environment for suitable decision according to each specific case.

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.

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

Characteristics of Chameleon.



#	Characteristics of The Chameleon (the lizard)	Characteristics of Chameleon Leadership
1	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	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	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

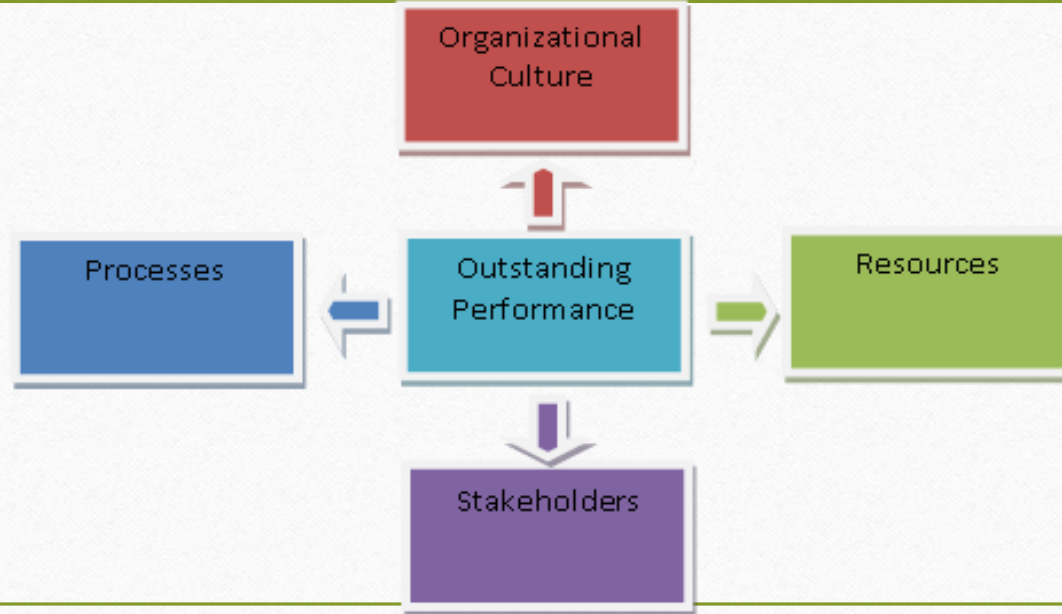
Dimensions of chameleon leadership

1. ***External Locus of Control:*** Indicates the amount of control individuals believe over the consequences and actions affecting their lives. 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:*** Ethical standards are also linked to society, culture, and personal preferences, so they reject these criteria and have a tendency to win at the expense of others because of the loss of moral judgment and their belief that ethics driven by conditions surrounding the events. (Lynch, 2009, P. 19).

Outstanding University Performance

- Outstanding performance is the highest level of output that can be achieved by individuals working in an organization
- 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

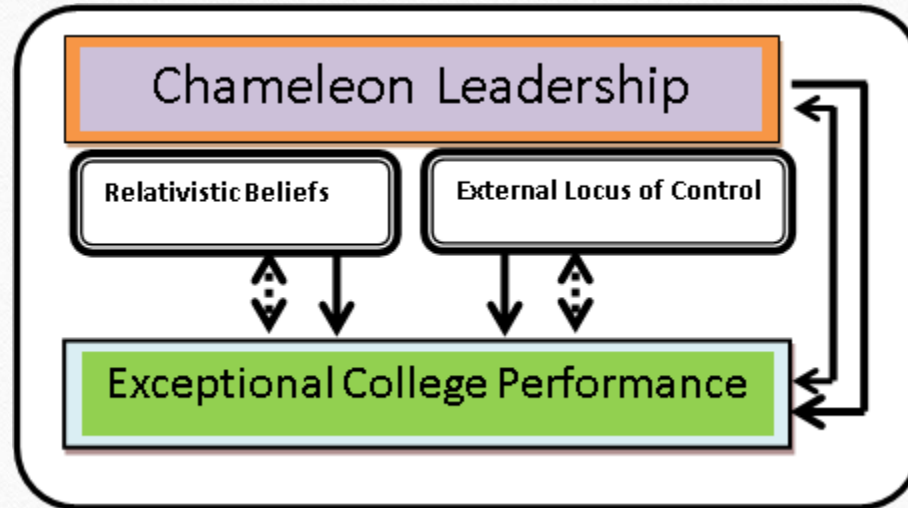
Dimensions of outstanding Performance



Methodology

- This study relied on descriptive deductive approach
- The sample consists of 133 randomly selected staff from various faculties at Albbath University, the number of valid ones were (126) with rate of return of (88.6%), which is suitable for the required number.
- The researcher used SmartPLS Software to analyze the data. Figure 1 illustrates the study model by showing the relationship between the study variables.

Study model



Hypothesis

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- The key hypothesis of this study: There is a significant relationship between chameleon style of leadership and outstanding university performance. Four sub-hypotheses: have emerged from the main hypothesis, they are:
 1. There is a significant relationship between chameleon style of leadership and stakeholders.
 2. There is a significant relationship between chameleon style of leadership and operations.
 3. There is a significant relationship between chameleon style of leadership and resources.
 4. There is a significant relationship between chameleon style of leadership and organizational culture.

Testing the Hypothesis

- The hypotheses are tested by the path coefficient in the structural model. The structural model is evaluated by R² modeling (Hair et al., 2014).

	Standard	Limit
Significance of Path Coefficient	t value	≥ 1.96
	value p	≤ 0.05
Coefficient of Determination	R ²	average, 0.5 weak, 0.25 high 0.75

Structure Model Analysis

- The results in table (7), showed that the path coefficient (direct effect) reached 0.717 and with the R² (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 accept the main hypothesis.

The Path	Path coefficient	R ²	Value t	P Value
Outstanding University Performance → Chameleon Leadership	0.717	0.517	12.155	0.000

The tables below indicated that the path coefficient (coefficient of influence) reached (satisfaction) and the coefficient of determination (interpretation) (R²) (satisfied) and to verify the significance of the coefficient, the value of (t) was (satisfactory) and this value is acceptable, thus the researcher accepted all sub-hypothesis

The Path	Path coefficient	R ²	Value t	P Value
Operations → Chameleon Leadership	0.832	0.687	10.551	0.000

The Path	Path coefficient	R ²	Value t	P Value
Resources → Chameleon Leadership	0.575	0.309	4.262	0.000

The Path	Path coefficient	R ²	Value t	P Value
Organizational Culture → Chameleon Leadership	0.663	0.405	8.211	0.000

The Path	Path coefficient	R ²	Value t	P Value
Stakeholders → Chameleon Leadership	0.918	0.815	9.511	0.000

Conclusion

- The use of chameleon leadership can enable organizations, especially universities, to achieve outstanding performance in their work
- 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
- In addition, the statistical analysis proved that the sample members of the study agree 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.