

The Effect of Chameleon Leadership on Employee Grievances

Hozhin Hiwa Mohammad^{1,a}, Dalia Khalid Faeq^{2,b,*}, Bayad Jamal Ali^{1,c}, Zain Noori Ismael^{3,d}

¹ Department of Business Administration, Komar University of Science and Technology, Sulaymaniyah, Kurdistan Region, Iraq

² Department of Business Administration, Faculty of Humanities and Social Sciences, Koya University, Koya, Kurdistan Region, Iraq

³ Ministry of Higher Education and Scientific Research, Erbil, Kurdistan Region, Iraq

^ahozinn.hiwa@gmail.com,

^bdalia.khalid@koyauniversity.org,

^cbayad.jamal@komar.edu.iq,

^dzeennoori@gmail.com

Received: 27 December 2022

Accepted: 06 July 2023

Published: 11 February 2024

DOI: 10.25079/ukhjss.v7n1y2023.pp28-42

E-ISSN: 2520-7806

Copyright © 2023 Mohammad et al. This is an open-access article with Creative Commons Attribution Non-Commercial No Derivatives License 4.0 (CC BY-NC-ND 4.0)

Abstract

The purpose of this empirical study is to investigate the impact of chameleon leadership style on employee grievances from the perspective of employees in Komar University in Sulaymaniyah, Kurdistan Region of Iraq. The data was gathered from primary sources by using a survey questionnaire from 60 employees, then, statistical analysis has been performed. The results show that, chameleon leadership has a detrimental impact on the number of grievances filed by workers. In accordance with the proposal, the business ought to make it a priority to acquire an understanding of the distinctions between the various types of leadership, focusing in particular on the chameleon leadership style because they will have a better understanding of the positive effects that will be realized as the result of organizational or structural changes, employees will be able to accomplish a variety of tasks without making negative comments. It is important to have a social atmosphere at work in order to improve the level of mutual understanding that exists between the institution and its staff. By examining the relationship between chameleon leadership and employee grievances, this study offers a novel perspective in the field of organizational behavior, filling a significant gap in current research and paving the way for future investigations into this intriguing leadership style.

Keywords: Chameleon Leadership, Employee Grievance, Komar University, Sulaymaniyah, Kurdistan Region, Iraq.

1. Introduction

People generally believe that businesses and other groups benefit from having a strong leader at the helm. A leader of any group fulfils his or her responsibilities by advocating for the group's core principles. Most explanations centre on the concept of leading a team to success. According to Shastri et al. (2013), leadership is defined as "*the relationship between a person and a group based on mutual interest, and they conduct themselves as per the orders of the leader*". Being in a leadership position in a team or organization is a demanding role that demands time and thought. Leadership is the most researched facet of organizations since it is the single overarching issue that determines their success or failure. According to Hersey and Blanchard (1996), one effective method of leadership is to adapt one's approach to the circumstances at hand.

A chameleon is a tiny, sluggish lizard native to the Old World that is distinguished by its prehensile tail and long, forked tongue. Since they are able to alter their appearance and habitat, chameleons stand out among other reptiles. Someone with a chameleon mentality may adapt their demeanor to fit in any given circumstance.

For leaders achieve goals, they may need to adopt a chameleon-like approach in which they change their behaviour, tone of voice, and interpersonal style (Fisher, 2020). Although chameleon leadership has strict criteria, they are not always relevant, and the leadership direction is sufficient for problems and situations that call for diverse leadership strategies (Alvesson & Einola, 2019). A chameleon leader is one who is able to manipulate people via deception and high degrees of sophistication. According to Phillips et al. (2020), chameleon leadership characteristics are required for various business scenarios, particularly when a quick response is required. There is a need for a shift in the leadership paradigm that emphasizes embodiment. Leaders are unable to effect change unless they communicate with their teams (Brown & Osborne, 2012; Gordon & Cleland, 2021).

The people that work for a company are its most valuable asset (Ahmed & Faeq, 2020). In today's fast-paced, competitive business world, organizations know that their workers are their greatest asset (Faeq et al., 2021). Whether the problems reported by employees are real or imagined, they nonetheless stem from the human condition. An employee who feels wronged by their employer will likely submit a complaint (Stewart & Brown, 2014). They are unhappy because they believe that something is unfair or unjust.

Chameleon leadership studies is among the most pressing issues in the business area because it has real-world implications for companies, including consequences for organizations functioning in a strategically uncertain environment and effects on innovative behaviour (Uhl-Bien et al., 2007; Durrah & Kahwaji, 2022). Yet, the impact of chameleon leaders on staff morale has not been fully investigated.

Including the Impact of Employee Grievance Management on Organizational Performance (Obiekwe & Uchechi, 2019) and The Power of Labor to Grieve: The Impact of the Workplace, the Labor Market, and Power Dependence on Employee Grievance Filing, have focused on the topic of employee complaints (Bacharach & Bamberger, 2004). While there is some literature on the rise of chameleon leadership in youth sports (Williams et al., 2011) and on revitalizing performance in organizations, most believe that improving employee performance and achieving goals also requires reducing employee complaints (Sivanandam & Chaturvedi, 2020; Massoudi, 2022). In addition to studies on employee behaviour and complaints, there is also literature on the impact of grievance detection tactics on productivity at work (Klaas & DeNisi, 1989).

The constant technological, economic, social, and political shifts in today's job market and businesses are directly contributing to a rise in employee complaints. According to Feldstein (2019), a chameleon leader may help a company change to suit the current environment. This study aims to define "chameleon leadership" and explore the effects of employee complaints in Komar University.

1.1. Objectives

This study's overarching goal is to learn how "chameleon leadership" in a Komar University in Sulaymaniyah, Kurdistan Region of Iraq, effects employee complaints. Steps for achieving the goal:

- Better understanding staff complaints and chameleon leadership.
- Diagnosing which dimensions of chameleon leadership is the most influential on employee complaints.
- Finding out which factors have the most effect on reducing the number of workers complain.
- Testing the effect of chameleon leadership on employee complaints.

1.2. Significance

According to Feldstein (2019), chameleon leadership is crucial because it can teach you how to modify an organization to the situation. Employee complaints are a major issue facing businesses today (Jacques et al., 1995). Although most earlier researchers suggested linking these variables, there was not any way to do so until now. Since it is crucial to connect these two variables, it was decided to fill in the gaps and discuss them. As a result of ongoing developments and shifts in the labor market and organizations in terms of technology, economy, society, and politics, employee complaints are rising daily.

2. Background and Related Work

This section briefly describes chameleon leadership and employee grievance including their related work.

2.1. Chameleon Leadership

Studies of leadership may trace their roots back to both the ancient Egyptians and the Greek philosophers Plato, Socrates, and Aristotle. However, it was not until the 1930s that a social scientific approach to investigating leadership emerged (House & Aditya, 1997; Ozer & Tinaztepeb, 2014). Chowdhury (2014) states, "*Leadership is perhaps the social phenomenon that has been written about the most throughout history*". Lamenting that this is due to the fact that the notion of leadership is quite complicated and covers several different variables.

The common theme throughout these definitions is that of steering a team towards an objective. To rephrase what Yukl (1994) stated, "*leading is the process of influencing followers*". Leaders contribute significantly to the success of an organization by creating conditions that encourage people to think, feel, and act in ways that further the company's goals. Although the idea of chameleon leadership has been around for a while, there is not much of research to back up the claims that effective leaders can switch styles on the fly (Williams et al., 2011). People who want to be liked by everyone around them are called chameleons because they adapt to their surroundings (Lynch, 2009). One way that people might stay hidden and succeed in their environments is through what has been called "chameleon leadership" (Williams et al., 2011). You can quickly take on the attitudes, personalities, and morals of the people around you just by watching them (Lynch, 2009).

Chameleon behaviour is the ability to change one's ways of behaving and adapting to new situations so as to attain one's goals (Palomino & Gomis, 2017). Adapting to the needs of every given circumstance with ease, chameleon leaders are able to lead in a variety of ways. Described leaders who are chameleons as those who are able to rapidly adjust to new situations. Most of the time, managers just think about their own survival while designing the workplace (Bahrami & Evans, 2014). Conflict between leaders and their teams may be avoided if leaders do not engage in chameleon-like behaviour (Linsky & Heifetz, 2002). Individuals that take part in chameleon leadership programs have the resources necessary to develop as leaders and gain the self-assurance to effectively implement changes within their organizations (Williams et al., 2011).

The advantages of chameleon leadership can be summarised in three points: First, leaders with chameleon-like abilities are highly sought after because of their ability to successfully navigate shifting conditions and get support from members of a varied team (Feldstein, 2019). Second, organizations that have leaders who can change like chameleons can take advantage of outside opportunities in their field (Durrah & Kahwaji, 2022). Third, the Chameleon Leadership Profile explains in detail how a leader's style affects their performance in the workplace (Feldstein, 2019).

Alongside the advantages, the challenges of chameleon leadership can be summarised as follows:

- Some argue that the chameleon leadership style is harmful because it lacks sincerity and consistency (Feldstein, 2019).
- To fit in or be accepted, it may be necessary for some leaders, especially those from underrepresented groups, to completely change their personalities so that they fit into the organization's ideal model of a leader (Yustantio, 2021).
- The problem with being a chameleon is that your popularity may depend less on your own unique qualities and more on how well you can copy the qualities of your peers (Yustantio, 2021).

Despite the challenges, this study proposes that chameleon leadership is a sound strategy that is taking into account the realities of the external world, including its risks and opportunities. This leads to a breakdown of the components that make up chameleon-like leadership into external control and relativistic beliefs.

2.1.1. External Control

In economics, the term "control locus" refers to the belief that individuals have some influence over their lives and the outcomes that have an impact on them (Alabadi & Al-Khakani, 2021; Rotter, 1966). It is indicative of how much individuals believe they can influence their own destinies. People who exhibit this

trait relinquish responsibility for their judgments and rely on situational signals rather than their principles to choose the optimal course of action because they believe that fate and chance influence their decisions and the results of these decisions. Those who lean toward an internal locus of control view themselves as the masters of their own destinies, while those who lean toward an external locus of control view their choices as being predetermined by external forces like chance and luck (Adams et al., 2008). These people do not consider the consequences of their acts and instead use external indicators, such as social pressure, to determine what they should do (Beu et al., 2003). They just care about themselves and their own interests, not the consequences of their actions (De Dreu & Nauta, 2009; Piff et al., 2012).

2.1.2. Relativistic Beliefs

Cultural relativists believe that ethics are shaped by the setting in which they are used. Therefore, they claim that morality is affected by factors such as conventions, cultural standards, and personal preferences (Napal, 2005). Proponents of relativity argue that ideas like right and wrong may change depending on the context. Since they have lost any sense of right and wrong and have come to believe that ethics are determined more by individual experience than by normative social or cultural norms or personal preferences, they reject these standards and often gain at the expense of others (Lynch, 2009). Furthermore, they believe that moral judgments are affected by the context in which they are made, and they adhere to the moral norms that value their interests above the rights of others (Kish-Gephart et al., 2010). According to Woodbine et al. (2013), because of their immorality, they often engage in dishonest behaviour and look out only for their own interests, even if it means hurting those around them (Al-Khatib et al., 2011). It follows that relativists are likely to engage in immoral behaviour in light of this (O'Fallon & Butterfield, 2005).

2.2. Employee Grievance

In the service sector, where workers often have direct contact with customers and are relied upon to deliver exceptional service, employees rank high among a company's most important asset (Faeq et al., 2022). The term "grievance" is used to describe an employee's expression of unhappiness with his employment, the nature of his work, or the management's rules and processes (Juneja, 2018). According to Rose (2004), a formal grievance occurs when an employee expresses displeasure to his direct supervisor about any aspect of his job or environment. She states that employees are one of the organization's most valuable assets since they are in charge of managing the company's resources and may help firms save money in two ways: directly through resource and energy conservation and indirectly through environmental protection (Faeq et al., 2021).

A grievance can be *"any discontent or displeasure, whether voiced or not, genuine or not, coming from anything linked to the business that an employee regards as unfair, unjust, or inequitable"* (Bemmels & Foley, 1996). In this context, "grievance" refers to any feeling of discontent with a situation because of pain or loss that was brought on in an inappropriate or unlawful manner (Ahuja, 1988). He says that in the context of labour-management relations, a "grievance" is any written complaint about something at work, such as working conditions, unfair treatment by management, or a breach of an agreement or standing instruction.

An employee has a grievance if he or she is experiencing or has experienced any type of unfairness as a result of his or her work. Thus, in the context of labour relations, a grievance is a complaint about working conditions, and in the context of employee relations, it is a statement of displeasure. An employee grievance is *"any unhappiness or sense of unfairness regarding one's job position that is brought to the attention of management"* (Sundaram & Saranya, 2013). According to Lewin (1983), grievance processes serve as a forum for the exchange of information and as a mean for employees or unions to contest management decisions about pay and working conditions. A prompt and effective reaction to employee concerns can increase staff engagement and productivity.

Cases of dissatisfaction voiced by workers are referred to as "grievances". Human beings are the building blocks of organizations and the fuel that keeps them running (Sundaram & Saranya, 2013). Organization members collect, organize, and deploy human, financial, material, and mechanical assets. The success of any group relies on its members collaborating towards a shared objective. When people cooperate, they can optimize their use of resources, including materials and finances, to effectively achieve their aims and purposes.

The capacity to be an active listener is too frequently overlooked, yet it is a necessary skill for resolving employee complaints. Human resources are essential to the success of any business. By addressing employees' complaints and boosting their morale, they inspire trust and cooperation throughout the organization. Whether or not a worker's complaint is justified, it still involves a human being (Sharma & Sharma, 2011). According to Bemmels and Reshef (1991), managers' approach to resolving employee complaints might be influenced by their own conduct and outlook.

Bean (1994) indicates that most workplace complaints stem from unhappiness with some aspect of the workplace itself, be it policies, conditions, or practices. Some advantages and disadvantages of filing an employee complaint are listed below.

The advantages of grievance are: First, one of the most important parts of fixing management's blunders and failings is establishing a system for dealing with employee complaints (Obiekwe & Uchechi, 2019). Second, organizations benefit from having a grievance mechanism in place for their employees since silence on the part of disgruntled workers can have repercussions such as lower productivity, absenteeism issues, defiance of superiors, a lack of discipline, and shoddy work (Obiekwe & Uchechi, 2019). Third, companies may benefit from grievance processes because they may encourage their employees to do a better job and provide better service (Bagraim, 2007).

The disadvantages of grievance are (Stephens, 2017): First, complaints detail the wrongdoing and include accusations and threats of legal action, such as those involving bullying, discrimination, whistleblowing, and injustice. The complaint should be written as though you had a legal claim, regardless of whether it is relevant or not as things might be more nuanced in reality. Second, resentment typically serves to deepen the debate or escalate the situation. Both parties are unlikely to modify their positions without intervention. Both parties were too preoccupied with defending their own viewpoints to work together to reach a compromise. The two parties remain stuck in the past, never looking forward to how they may fix the situation. Third, the filing of a formal complaint is the first stage in an adversarial legal process, ultimately leading to an employment tribunal and not to a satisfactory resolution of the dispute.

Thus, this study proposes the following two hypotheses:

H1: There is a significant negative correlation between chameleon leadership and employee grievance.

H2: Chameleon leadership has a negative significant effect on employee grievance.

3. Methodology

This section briefly outlines the research design, data collection methods, and data analysis techniques employed in the study to address the research objectives.

3.1. Research Design and Data Collection

Primary data were acquired by a survey questionnaire from a population of 70 Komar University workers, and the sample size is 60 Komar University employees, which are 60 out of 70; it could be 0.85%. Table (1) displays the respondents' demographic information that is provided in the first portion of the questionnaire. The next section focuses on the independent variable with six questions (chameleon leadership). Finally, seven inquiries concerning the study's dependent variable (employee grievance) were received. The participants were asked to rate their level of agreement on a scale from 1 (strongly disagree) to 5 (strongly agree), with 1 being the least favorable. SPSS V.26 and AMOS were used to test the hypothesis and analyse the data, as well as to look for patterns in the data and determine the connections between the variables.

Table 1. Design of Questionnaires and Sources.

No.	Items	Source	No. of Questions
1	Demographic Information	Authors	4
2	Chameleon leadership	A research article by Alabadi and Al-Khakani (2021)	6
3	Employee Grievance	Website by Gandhi (2011)	10

3.2. Population Sample Demographic Information

Data from a cross-section of respondents that was meant to be representative was looked at to draw conclusions about larger trends. All of the survey participants had their demographic information collected. Age, gender, level of education, and marital status were among the demographics requested of respondents. Respondents were asked to select an answer from a list of possible options rather than provide detailed responses. Using SPSS V.26, the demographics of the sample population are displayed in Table (2).

Table 2. Population Sample Demographic Information.

Category	Range	Frequency	Percent (%)
Gender	Male	33	55.9
	Female	27	44.1
Age	21-30	19	32.2
	31-40	24	40.7
	41-50	9	15.3
	> 50 years	8	11.9
Education	Bachelor	52	88.1
	Master	4	6.8
	Doctorate	4	5.1
Marital Status	Single	18	30.5
	Married	35	59.3
	In a relationship	5	8.5
	Divorced	2	1.7
Total		60	100.0

3.2 Normality Assumptions

The bell-shaped curve that represents a normal distribution of sample data is symmetrical, with the largest frequency range in the middle and a decreasing frequency range toward the extremes (Gravetter & Wallnau, 2000). Skewness and kurtosis are the two primary tests that are utilized more frequently in order to support normality assumptions (Pallant, 2007). When the standard error for the skewness and kurtosis ratios is between 0 and 2 at a significance level of 0.05, then normality has been established (Hair et al., 2017). According to the information shown in Table (3), all of the skewness and kurtosis ratios fall between the range of the normal distribution and 2. As a result of this, the presumption of normality can be satisfied.

Table 3. Skewness and Kurtosis Test of Normality Distribution (n=59).

Item	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
CL1	-0.661	0.311	-0.513	0.613
CL2	-0.449	0.311	-0.874	0.613
CL3	0.428	0.311	-1.034	0.613
CL4	-0.952	0.311	-0.459	0.613
CL5	-0.301	0.311	-0.021	0.613
CL6	-0.082	0.311	-0.962	0.613
EG1	-0.322	0.311	-1.057	0.613
EG2	-0.151	0.311	-1.109	0.613
EG3	-0.255	0.311	-1.135	0.613
EG4	-0.186	0.311	-1.013	0.613
EG5	0.000	0.311	-0.836	0.613
EG6	-0.357	0.311	-1.041	0.613
EG7	-0.090	0.311	-1.195	0.613
EG8	-0.270	0.311	-1.043	0.613
EG9	-0.275	0.311	-1.011	0.613
EG10	-0.374	0.311	-1.209	0.613

3.3. Exploratory Factor Analysis

In order to demonstrate the degree of connection that exists between each characteristic and each score, the factor loadings that are generated by factor analysis are utilized. When analysing the factor matrix, the significance of a characteristic is proportional to the factor loading; a larger factor loading indicates more significance. In order to make use of factor analysis, it is necessary to fulfil a number of prerequisites. Tests such as the Kaiser Meyer Olkin (KMO) Measure of Sampling Adequacy Test and the Bartlett's Test of Sphericity can be carried out in order to determine whether it is prudent to move on with factor analysis or not. The fact that the KMO test yielded a low result suggests that the factor analysis is probably not the best choice. In addition, in order to continue with the factor analysis, the KMO value must be greater than 0.50 (Hair et al., 2017). The KMO and Bartlett tests were the first ones carried out in the process of determining whether the study variables were suitable for factor analysis or not. Table (4) presents the findings of the study.

Table 4. Kaiser-Meyer-Olkin of the Chameleon Leadership (n=59)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.897
Bartlett's Test of Sphericity	Approx. Chi-Square	861.515
	df	120
	Sig.	0.000

According to the results shown in Table (4), the KMO measure for the variables revealed a value of 0.897. This number denotes "meritorious" adequacy, making it suitable for the use of factor analysis. The observed value of Bartlett sphericity is similarly quite high (861.515), despite the fact that the significance level that is linked with it is somewhat low (0.000).

In addition to this, the rotated component matrix serves to simplify the columns of the factor matrix, which in turn contributes to making the pattern of the things that are linked with a certain factor clearer. After that, an investigation was carried out to find out which components had to be grouped to make measurements. The criteria for cross loading that were created by Igbaria et al. (1995) were utilized in the current investigation. These criteria stipulate that a certain item should load 0.50 or higher on a particular factor. Table (5) demonstrates the outcome of a component matrix that has been rotated.

Table 5. Rotated Component Matrix of Research Variables (n=59).

Item	Component	
	1	2
CL1		0.792
CL2		0.815
CL3		0.571
CL4		0.542
CL5		0.679
CL6		0.802
EG1		0.735
EG2	0.601	
EG3	0.592	
EG4	0.525	
EG5	0.515	
EG6	0.818	
EG7	0.778	
EG8	0.676	
EG9	0.639	
EG10	0.688	

In accordance with the findings in Table (5), all of the items have a factor loading that is greater than 0.50, which suggests that the items correlate very significantly to the factor itself, with factor loadings ranging from 0.515 to 0.818. The results also show that the factor loadings for the items range from 0.515 to 0.818. This study provides more evidence that the same set of items measure the same concept. Figure (1) further demonstrates that the plot slopes sharply downhill from one factor to two factors before gradually becoming almost horizontal. This may be seen in the progression of the plot.

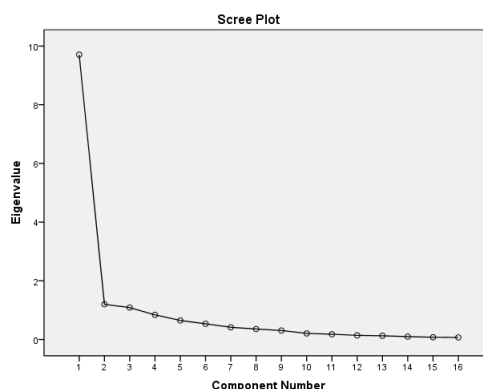


Figure 1. The Research Variables.

3.4. Reliability of the Measuring Instrument

Cronbach's alpha may be regarded as a totally acceptable indicator of the intermediate consistency's dependability, as stated by Sekaran and Bougie (2016). Those with a reliability that is less than 0.6 are regarded as having poor reliability; a reliability test value that falls within the range of 0.7 which is mean it it strong , also it is regarded as acceptable; those with a reliability that is more than 0.8 to 0.9 are regarded as having very good reliability; and the closer the Cronbach's alpha is to 1, the higher the level of internal consistency. As a direct consequence of this, the threshold value for Cronbach's alpha is set at 0.70. The findings of the reliability test that was performed on the measuring device using SPSS V.26 are presented in Table (6).

Table 6. Reliability Test Results of the Measuring Instrument (n=59).

Variable	No. of Items	Cronbach's alpha Value ≥ 0.70
Chameleon Leadership	6	0.823
Employee Grievance	10	0.961

As can be seen from Table (6), the Cronbach's alpha value indicates high reliability for the research variables.

3.5. Descriptive Statistics of the Variables

The results of the investigation into the most important factors are described via descriptive analysis. The mean, the standard deviation, and the variance of both the independent variable and the dependent variable are included in the descriptive analysis. Here is a list of how each variable did in the descriptive analysis done with SPSS Version 26.

3.6. Descriptive Statistics of the Chameleon Leadership

The outcomes of chameleon leadership are shown in Table (7), together with their means, standard deviations, and variances. The mean (3.429), standard deviation (1.179), and variance of the frequency distribution for the six items are displayed below (1.417). As a result of this, the data from the sample is absolutely necessary for accomplishing the goals of this research. In addition, it has been concluded that the majority of respondents had the opinion that chameleon leadership is extremely important to the success of their business.

Table 7. Descriptive Statistics of the Chameleon Leadership (n=59).

Item	Mean	SD	Variance
CL1	3.898	0.995	0.989
CL2	3.627	1.113	1.238
CL3	2.644	1.362	1.854
CL4	3.763	1.418	2.012
CL5	3.508	0.989	0.978

CL6	3.136	1.196	1.430
Average	3.429	1.179	1.417

3.7. Descriptive Statistics of the Employee Grievance

The findings are summarized in Table (8), which contains the mean, standard deviation, and variation for employee complaints. The mean value of the frequency distribution for the 10 items is revealed to be 3.214, while the standard deviation comes in at 1.292 and the variance is 0.402 (1.673). Thus, the sample data is required in order to accomplish the goals of this research. In addition, it has been concluded that the majority of respondents had the opinion that employee complaints play an important part in their business.

Table 8. Descriptive Statistics of the Employee Grievance (n=59).

Item	Mean	SD	Variance
EG1	3.254	1.183	1.400
EG2	3.051	1.265	1.601
EG3	3.203	1.362	1.854
EG4	3.153	1.229	1.511
EG5	3.000	1.232	1.517
EG6	3.305	1.316	1.733
EG7	3.237	1.331	1.770
EG8	3.322	1.265	1.601
EG9	3.288	1.314	1.726
EG10	3.322	1.420	2.015
Average	3.214	1.292	1.673

3.8. Hypothesis Testing

The testing of research hypothesis are as follows:

3.8.1. Correlation Test

In order to verify the validity of the hypothesis, a Pearson correlation analysis was carried out to examine the degree to which the variables are related to one another. The purpose of this study is to investigate the ways in which absorptive ability and technological compatibility are related to one another. When the value is 0, it indicates that there is no relationship, while a correlation of 1.0 indicates that there is a perfect positive or negative relationship. According to Pallant (2007), the following method can be used to determine the strength of the relationship between variables: when the correlation coefficient value is 0, it indicates that there is no relationship between the variables. Higher values (both positive and negative) suggest a stronger relationship, with values closer to 1 or -1 indicating a stronger correlation. Figure (2) shows the results of the analysis of the relationship between the independent variable (chameleon leadership) and the dependent variable (employee grievance).

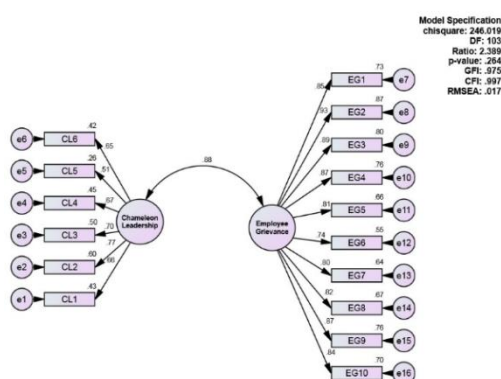


Figure 2. Correlation Matrix between the Study Variables.

Table 9. Correlation Matrix between the Study Variables.

	Emplo yee Grieva nce	Chamel eon Leaders hip	E G 10	E G 9	E G 8	E G 7	E G 6	E G 5	E G 4	E G 3	E G 2	E G 1	C L 6	C L 5	C L 4	C L 3	C L 2	C L 1
Emp loyee Grieva nce	1.000																	
Cha mele on Lead ershi p	0.881	1.000																
EG10	0.837	0.737	1. 0 0 0															
EG9	0.872	0.768	0. 7 3 0 0	1. 0 0 0														
EG8	0.818	0.720	0. 6 8 4	0. 7 1 3	1. 0 0 0													
EG7	0.801	0.705	0. 6 7 0	0. 6 9 9	0. 6 5 0	1. 0 0 0												
EG6	0.744	0.655	0. 6 2 3	0. 6 4 9	0. 6 0 9	0. 5 9 6	1. 0 0 0											
EG5	0.810	0.713	0. 6 7 8	0. 7 0 7	0. 6 6 2	0. 6 4 9	0. 6 0 3	1. 0 0 0										
EG4	0.871	0.767	0. 7 2 9	0. 7 6 0	0. 7 1 2	0. 6 9 8	0. 6 4 8	0. 7 0 5	1. 0 0 0									
EG3	0.892	0.785	0. 7 4 6	0. 7 7 8	0. 7 2 9	0. 7 1 4	0. 6 4 4	0. 7 2 2	0. 7 7 6	1. 0 0 0								
EG2	0.933	0.822	0. 7 8 1	0. 8 1 4	0. 7 6 3	0. 7 4 8	0. 6 5 5	0. 7 5 6	0. 8 1 3	0. 8 3 2	1. 0 0 0							
EG1	0.852	0.751	0. 7 1 3	0. 7 4 3	0. 6 9 7	0. 6 8 3	0. 6 3 4	0. 6 9 0	0. 7 4 2	0. 7 6 0	0. 7 9 6	1. 0 0 0						
CL6	0.569	0.646	0. 4 7 6	0. 4 9 6	0. 4 6 5	0. 4 5 6	0. 4 2 4	0. 4 6 1	0. 4 9 6	0. 5 0 7	0. 5 3 1	0. 4 8 5	1. 0 0 0					
CL5	0.453	0.514	0. 3 7 9	0. 3 9 5	0. 3 7 0	0. 3 6 3	0. 3 7 7	0. 3 6 7	0. 3 9 4	0. 4 0 4	0. 4 2 3	0. 3 8 6	0. 3 3 2	1. 0 0 0				
CL4	0.593	0.673	0. 4 9 6	0. 5 1 7	0. 4 8 5	0. 4 7 5	0. 4 4 1	0. 4 8 0	0. 5 1 6	0. 5 2 9	0. 5 5 3	0. 5 0 5	0. 4 3 5	0. 3 4 6	1. 0 0 0			
CL3	0.620	0.704	0. 5 1 9	0. 5 4 1	0. 5 0 7	0. 4 9 7	0. 4 6 1	0. 5 0 2	0. 5 4 0	0. 5 5 3	0. 5 7 9	0. 5 2 8	0. 4 5 5	0. 3 6 2	0. 4 7 4	1. 0 0 0		
CL2	0.680	0.772	0.	0.	0.	0.	0.	0.	0.	0.	0.	0.	0.	0.	0.	0.	1.	

	Employee Grievance	Chameleon Leadership	EG10	EG9	EG8	EG7	EG6	EG5	EG4	EG3	EG2	EG1	CL6	CL5	CL4	CL3	CL2	CL1
			5693	5933	5566	5544	5506	5511	5592	6066	6334	5799	4999	3997	5200	5433	0400	
CL1	0.580	0.659	0.086	0.054	0.077	0.046	0.037	0.070	0.051	0.041	0.054	0.094	0.022	0.033	0.044	0.066	0.090	1.000

Table (9) includes correlation matrix between the Study Variables, also Figure (2) presents the findings that validate the hypothesis that all 16 components of the research variables were preserved. The reason for this is that the findings from the SEM indicate that the sample data had a good match to the correlation model (GFI = 0.975, CFI = 0.997, and RMSEA = 0.017). In addition, the Chi-square index showed that there was a significant difference between the groups ($\chi^2 = 246.019$, $df = 103$, $\chi^2/df = 2.389$). Figure (3) results, which show a correlation of $r = 0.88$ and a significance level of 0.01, show that there is a strong and substantial link between chameleon leadership and employee complaints.

3.8.2. Regression Test

The primary objective of doing a linear regression analysis is to provide a deeper insight into the extent to which the independent variable will explain the variation in the dependent variable. Figure (3) displays the structural equation modeling (SEM) that was performed on the regression hypothesis by utilizing AMOS version 26.

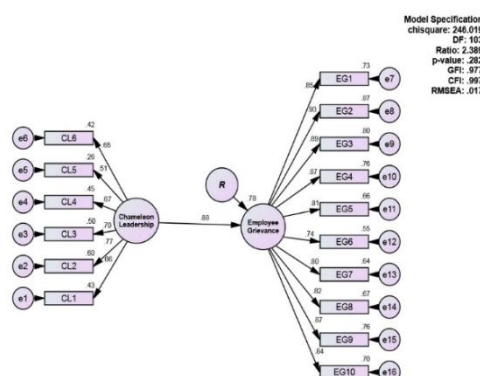


Figure 3. Structural Equation Modeling on the Regression Hypothesis.

Table 10. The Regression Analysis Between the Study Variables.

Path		Estimate
Employee Grievance	<---	Chameleon Leadership
CL1	<---	Chameleon Leadership
CL2	<---	Chameleon Leadership
CL3	<---	Chameleon Leadership
CL4	<---	Chameleon Leadership
CL5	<---	Chameleon Leadership
CL6	<---	Chameleon Leadership
EG1	<---	Employee Grievance
EG2	<---	Employee Grievance
EG3	<---	Employee Grievance
EG4	<---	Employee Grievance
EG5	<---	Employee Grievance
EG6	<---	Employee Grievance
EG7	<---	Employee Grievance

Path			Estimate
EG8	<---	Employee Grievance	0.818
EG9	<---	Employee Grievance	0.872
EG10	<---	Employee Grievance	0.837

The retention of all sixteen items constituting the research variables was verified by Figure (3). The reason for this is that the findings from the SEM indicate that the sample data had a good fit to the regression model (GFI = 0.977, CFI = 0.997, and RMSEA = 0.017). In addition, the Chi-square index showed that there was a significant difference between the groups ($\chi^2 = 246.019$, $df = 103$, and $\chi^2/df = 2.389$). It can be seen in Figure (3) that the beta value is 88, which indicates that chameleon leadership has a considerable influence on employee complaints.

As evident in Table 10, all results of standardized regression weight (SRW) estimations of the correlation and regression models indicated that all 16 items were at a proper level. This is because all SRW values were greater than 0.50. Moreover, all the C.R. values were greater than 1.96, and all the 16 item loadings and structural relationships are significant at the $p > 0.001$ level. Table (11) includes SRW Estimates of the Research Variables.

Table 11. SRW Estimates of the Research Variables.

Item	Estimate	S.E.	C.R.
CL1	0.659	0.118	4.682
CL2	0.772	0.119	4.140
CL3	0.704	0.200	4.603
CL4	0.673	0.228	4.748
CL5	0.514	0.138	5.121
CL6	0.646	0.173	4.741
EG1	0.852	0.078	4.810
EG2	0.933	0.050	4.053
EG3	0.892	0.081	4.624
EG4	0.871	0.075	4.764
EG5	0.810	0.102	5.022
EG6	0.744	0.148	5.127
EG7	0.801	0.125	4.999
EG8	0.818	0.106	4.926
EG9	0.872	0.086	4.719
EG10	0.837	0.120	4.930

4. Conclusion, Recommendations, Study Limitations, and Suggestions for Future Studies

The section culminates by proposing recommendations for subsequent research endeavors, delineating imperative tasks for the research's advancement, elucidating the constraints inherent in the study, and proffering prospects for prospective research undertakings.

4.1. Conclusion

The researchers have expressed the hope that increased attention to the writer's worker dissatisfaction variable will result in a deeper comprehension of the processors' ability to affect change in organizations and improve their capacity to create a happy work environment. Furthermore, the presence of employee grievances contributes to the establishment of a negative atmosphere within the company. Because it turns the previously friendly relationship between employees and the company into a hostile one. The chameleon leadership that exists within the organization may be one of the causes of organizational unfairness.

Having the capability of identifying, analysing, and managing the conduct of its leaders leads to fewer employee complaints being lodged against the business. This will be reflected in developing administrative work and improving performance by directing its employees to adopt practices that lead to generating,

implementing, and promoting ideas that contribute to achieving success. This will be done by telling its employees to use methods that help them come up with, implement, and spread ideas that help the company succeed.

According to the findings of the statistical study, chameleon leadership had a constructive and substantial association with employee complaints. The findings demonstrated that there is an undeniable manifestation of the employee complaint impact within the corporation. According to the findings of the study, there is a favourable and substantial influence that chameleon leadership has on the number of grievances filed by workers. This highlights the fact that employee complaints might change their appearance at any moment. The findings provide more evidence that the chameleon's leadership style contributes to a rise in the number of employee complaints.

4.2. Recommendations

It is important for the organization to make an effort to appreciate how diverse leadership philosophies, namely the chameleon leadership style, affect the attitudes, values, and behaviours at the workforce.

It is important for the organization to improve its ability to comprehend the various aspects that contribute to the behaviour of its various executives. In order for a company to embrace a style of leadership that has a positive influence on the internal environment of the organization, the organization should take advantage of the distinctions that exist between the various leadership philosophies. It is recommended to be continuing lectures and workshops in order to educate future leaders who will be able to direct the organization to achieve its goals. Hosting seminars and workshops to raise employees' levels of awareness and motivating them to refrain from voicing unwarranted complaints and instead transforming such concerns into ideas that may be put into action.

It is essential to develop a culture of social interaction in the workplace in order to facilitate better communication between the employer and the staff. When workers are made more aware of the positive effects of organizational or structural changes, they will be better equipped to carry out a variety of jobs without making negative comments or complaints.

4.3. Study Limitations

One limitation of this study is the reliance on self-reported data, which may introduce biases and limitations in terms of the accuracy and reliability of the findings. Future research could consider employing mixed-method approaches, such as incorporating objective measures or observations, to obtain a more comprehensive understanding of the phenomenon. Another limitation is the focus on a specific organizational context or industry. The findings may not be generalizable to other settings, and thus, future studies should strive to include a diverse range of organizations to enhance the external validity of the findings.

4.4. Suggestions for Future Studies

- i. Explore mitigating factors or interventions: This study primarily examines the negative consequences of chameleon leadership on employee grievances. Future research could explore potential mitigating factors or interventions that could counteract the detrimental effects of this leadership style. For instance, investigating the role of effective communication strategies, leadership development programs, or organizational policies in reducing employee grievances and improving employee well-being.
- ii. Incorporate multiple perspectives: Furthermore, this study primarily focuses on the perspectives of employees. Future research could incorporate the viewpoints of leaders, managers, and other organizational stakeholders to gain a more holistic understanding of the dynamics between chameleon leadership and employee grievances.
- iii. Comparative studies across different leadership styles: To further understand the unique impact of chameleon leadership, future studies could compare it with other leadership styles. Examining the differences and similarities in employee grievances and organizational outcomes under different leadership styles would provide valuable insights into the specific consequences of chameleon leadership.

- iv. Longitudinal studies: Conducting longitudinal studies would allow researchers to observe the long-term effects of chameleon leadership on employee grievances. This would provide a deeper understanding of how grievances evolve over time and help identify potential patterns or trends.

References

- Ahuja, K.K. (1988). *Industrial Relations: Theory and Practice*. New Delhi: Kalyani Publishers.
- Alabadi, H. & Al-Khakani, D. (2021). The role of strategic uncertainty in the adoption of behavior chameleon leadership - an applied study in the department of real estate state Najaf branch. *IUG Journal of Economics and Business*, 28(1), 96–113
- Al-Khatib, J. A., Malshe, A., Sailors, J. J. & Clark, I., III (2011). The impact of deceitful tendencies, relativism and opportunism on negotiation tactics: a comparative study of US and Belgian managers. *European Journal Marketing*, 45, (1/2), 133e152.
- Alvesson, M. & Einola, K. (2019). Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *The Leadership Quarterly*, 30(4), 383-395
- Bacharach, S. B. & Bamberger, P. A. (2004). Abusive supervision and subordinate's organizational citizenship behavior. *Journal of Applied Psychology*, 89(6), 1069-1081. DOI:10.1037/0021-9010.89.6.1069.
- Bagrami, J. (2007). Motivating the South African workforce. In Werner, A. (Ed.) *Organizational Behavior, a Contemporary South African Perspective*. Pretoria: Van Schaik.
- Bahrani, H. & Evans, S. (2014). *Super-flexibility for knowledge enterprises: A toolkit for dynamic adaptation*. Springer.
- Bean, R. (1994). *Corporate industrial relations: an introduction to cross-national perspectives*, London: Routledge.
- Bemmels, B. & Foley, J. R. (1996). Grievance procedure research: A review and theoretical recommendations. *Journal of Management*, 22(3), 359-384.
- Bemmels, B. & Resney, Y. (1991). The Roles of Supervisors, Employees and Stewards in Grievance Initiation. *Industrial & Labor Relations Review*, 45 (1), 15-31.
- Beu, D. S., Buckley, M. R. & Harvey, M. G. (2003). Ethical decision-making: A multidimensional construct. *Business Ethics: A European Review*, 12(1), 88–107.
- Blanchard, K. H., & Hersey, P. (1996). Great ideas revisited. *Training & Development*, 50(1), 42-48.
- Brown, K. & Osborne, S. P. (2012). *Managing change and innovation in public service organizations*. Routledge.
- Chowdhury, R. G. (2014). A study on the impact of leadership styles on employee motivation and commitment: An empirical study of selected organisations in corporate sector. *Navi Mumbai: Padmashree Dr DY Patil University*.
- De Dreu, C. K. W. & Nauta, A. (2009). Self-interest and other-orientation in organizational behavior: Implications for job performance, prosocial behavior and personal initiative. *Journal of Applied Psychology*, 94(4), 913–926.
- Durrah, O. & Kahwaji, A. (2022). Chameleon Leadership and Innovative Behavior in the Health Sector: The Mediation Role of Job Security. *Employee Responsibilities and Rights Journal*, 35, 247–265.
- Feldstein, S. (2019). *The global expansion of AI surveillance* (Vol. 17). Washington, DC: Carnegie Endowment for International Peace.
- Fisher, G. (2020). Why every business professor should write practitioner-focused articles. *Business Horizons*, 63(4), 417-419.
- Gordon, L. & Cleland, J. A. (2021). Change is never easy: How management theories can help operationalise change in medical education.
- Gravetter, F. J., & Wallnau, L. B. (2000). *Statistics for the Behavioural Sciences* (5th ed.). Belmont, CA: Wadsworth.
- Hair, Jr. J. F., Black, W. C., Babin, B. J. & Anderson, R. E. (2017). *Multivariate data analysis: A global perspective*. London: Pearson.
- House, R. J. & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis? *Journal of Management*, 23(3), 409–473.
- Igbaria, M., Guimaraes, T., & Davis, G. B. (1995). Testing the determinants of microcomputer usage via a structural equation model. *Journal of management information systems*, 11(4), 87-114.
- Jacques, R. S., Green, S. G. & Thomas, C. S. (1995). Test of a tripartite model of intrinsic motivation using self-determination theory. *Journal of Applied Psychology*, 80(3), 379-395. DOI:10.1037/0021-9010.80.3.379.
- Juneja, P. (2018). Employee grievance - effective ways of handling grievance. MGS. Retrieved on 01 June 2022 from URL: <https://www.managementsstudyguide.com/employee-training.htm>.
- Kish-Gephart, J. J., Harrison, D. A. & Treviño, L. K. (2010). Bad apples, bad cases, and bad barrels: Meta-analytic evidence about sources of unethical decisions at work. *Journal of Applied Psychology*, 95(1), 1–31. DOI: <https://doi.org/10.1037/a0017103>.
- Klaas, B. S. & DeNisi, A. S. (1989). Managerial reactions to employee dissent: The impact of grievance activity on performance ratings. *Academy of Management Journal*, 32(4), 705–717. DOI: <https://doi.org/10.2307/256565>.
- Lewin, D. (1983). Theoretical perspectives on the modern grievance procedure. *New Approaches to Labor Unions*, 2, 127.
- Linsky, M. & Heifetz, R. A. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Harvard Business School Press.

- 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. (2022). REVIVING PERFORMANCE BY ADOPTING CHAMELEON STYLE OF LEADERSHIP. *Journal of Management and Business Education*, 5(1), 1–19. DOI: <https://doi.org/10.35564/jmbe.2022.0001>.
- Napal, G. (2005). An assessment of power abuse under ethics philosophies. *Electronic Journal of Business Ethics and Organization Studies*, 10(1), 29–34.
- Obiekwe, O. & Uchechi Eke, N. (2019). Impact of employee grievance management on organizational performance. *International Journal of Economics and Business Management*, 5(1), 1-10.
- O'Fallon, M. J. & Butterfield, K. D. (2005). A review of the empirical ethical decision-making literature: 1996e2003. *Journal of Business Ethics*, 59(4), 375e413.
- Ozera, F. & Tinaztepeb, C. (2014). Effect Of strategic leadership styles on firm performance: A study in a Turkish SME. *Procedia - Social and Behavioral Sciences*, 150, 778–784. DOI: <https://doi.org/10.1016/j.sbspro.2014.09.059>.
- Pallant, J. (2007). *SPSS survival manual: A step by step guide to data analysis using SPSS for Windows* (3rd ed.). Maidenhead, England; New York: McGraw Hill/Open University Press.
- Phillips, A., Caldas, A., Cleetus, R., Dahl, K., Declet-Barreto, J., Licker, R., ... & Carlson, C. (2020). Compound climate risks in the COVID-19 pandemic. *Natural Climate*, 10, 586–588. DOI: <https://doi.org/10.1038/s41558-020-0804-2>.
- Piff, P. K., Stancato, D. M., Cote, S., Mendoza-Denton, R. & Keltner, D. (2012). Higher social class predicts increased unethical behavior. *PNAS*, 109(11), 4086–4091.
- Rose, E. (2004). *Employment Relations* (2nd ed.). England: Prentice Hall.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, 80(1), 1–28.
- Sekaran, U. & Bougie, R. (2016). *Research methods for business: A skill building approach* (7th ed.). UK: John Wiley & Sons.
- Shastri, R. K., Mishra, K. S. & Sinha, A. (2013). Charismatic leadership and organizational commitment. *Global Journal of Business Management*, 7(4), 001-008. URL: <https://www.internationalscholarsjournals.com/articles/charismatic-leadership-and-organizational-commitment-an-indian-perspective.pdf>.
- Sivanandam, D. P. & Chaturvedi, M. S. (2020). A study on impact of managing employee grievances on employee productivity. *The Journal of Contemporary Issues in Business and Government*, 26(2), 414–418. URL: <https://cibgp.com/au/index.php/1323-6903/article/view/278>.
- Stephens, S. (2017). Tragedy of the Commonality: A Substantive Right to Collective Action in Employment Disputes, 67 Emory L. J. 157. URL: <https://scholarlycommons.law.emory.edu/elj/vol67/iss1/4>.
- Stewart, G.L. & Brown, K.G. (2014). *Human Resource Management: Linking Strategy to Practice* (3rd ed.). Hoboken, NJ: John Wiley & Sons, Inc.
- Uhl-Bien, M., Marion, R. & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly*, 18(4), 298-318. DOI: <https://doi.org/10.1016/j.leaqua.2007.04.002>.
- Williams, J. A., Roberts, C. & Bosselman, R. (2011). Youth sports and the emergence of chameleon leadership. *Journal of Leadership Studies*, 5(3), 6-12.
- Woodbine, G. F., Fan, Y. H. & Scully, G. (2013). How Chinese auditors' relativistic ethical orientations influence their love of money. *Electronic Journal of Business Ethics and Organization Studies*, 18(2), 20–29.
- Yukl, G. A. (1994). *Leadership in organizations* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.
- Yustantio, J. (2021). Unpacking the 'Bamboo Ceiling' Effect from an Emotions Perspective and Examining Potential Solutions through Mentors and Role Models. Doctoral dissertation, University of New South Wales.