

Reciprocal Leadership Influence on Organizational Change

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Abstract—The devastating effect of the crisis of 2011 on Syrian tourism industry was enormous; this led the industry's hoteliers to shift their attention to different strategies and organizational change to regain the business lost from such crisis. This research introduces the concept of reciprocal leadership as an effective tool in implementing organizational change in the Dama Rose Hotel post-Syrian crisis of 2011. We presented the research problem in the following question: Do the dimensions of reciprocal leadership have any role in the success of managing the process of organizational change? The research used a qualitative approach; the primary data were composed of a questionnaire distributed to 65 employees working at Dama Rose Hotel located in Damascus, Syria. The secondary data were composed of scientific journals, website, and textbooks. The outcome showed a positive relationship between reciprocal leadership dimensions on the process of managing the organizational change in the hotel, and there was a positive relationship between reciprocal leadership and organizational change.

Keywords—Conditional rewards, Management by exception, Organizational change, Reciprocal leadership.

I. INTRODUCTION

Change is happening everywhere, and its speed, complexity is increasing rapidly, and the future success of organizations in today world depends on the ability of leaders in making changes inside their organizations. Perhaps, leadership, and change are one of the most challenging topics that face organizations these days.

The ability to deal with change in an effective manner requires a suitable style of leadership for the organization to work efficiently and effectively. This is what James MacGregor Burns called the reciprocal leader. Hence, this has become a topic of focus for researchers and scholars in the past decade. There is no doubt that the interest in the concept of reciprocal leadership is an essential element of contemporary organizations, including service organizations that seek to satisfy its clientele and fulfill their need.

The case study of Dama Rose Hotel situated in the heart of Damascus, the Syrian capital, is an excellent example of organizational change. The hotel has been welcoming guests since 1996 and offers all the conveniences of an international five-star Hotel. The 13 stories hotel has 370 rooms and suites managed by 285 employees. The hotel gives visitors up-to-date lodging. The hotel has seven beautiful restaurants with four full bars positioned in different areas of the hotel,

especially the one on the impressive swimming pool. Its rooms are equipped with a contemporary decoration, air-conditioned, free WiFi, a mini-bar, and satellite TV. The marble toilet tailored with a ceramic shower and free toiletries. In addition, the hotel offers other accommodations such as a spa, a barber/hair stylist, a fitness center a tennis court, conference hall, and rental car services (lovedamascus.com, 2018).

A. Research Problem

The topic of organizational change was a growing interest by many writers, researchers, and specialists to research and analyze it for its active role in the sustainability and continues success of organization where to manage change become one essential actor in responding to increased environmental changes (internal and external) and the effect of reciprocal leadership role in the organizational change.

The following questions clarify the research problem and its causes:

1. What are the dimensions of reciprocal leadership and what is the most commonly used dimension in the hotel under study?
2. What is the organizational change and what are its justifications in the hotel under study?

3. Do the dimensions of reciprocal leadership have any role in the success of managing the process of organizational change?
4. What is the correlation between the dimensions of reciprocal leadership and the causes of organizational change?

B. Research Importance

The research importance comes from the following points:

1. Theoretical importance: To contribute to the enrichment of knowledge in the interactive field of leadership and organizational change
2. Scientific importance: To reach the results and offer some recommendations that will contribute to the effectiveness of managing the desired goals in the organizational change.

C. Research Objectives

The objectives are as follows:

1. Description and diagnosis of reciprocal leadership dimensions and the internal and external causes of organizational change in the hotel studied
2. The objectives of the study reflect an attempt to identify the reciprocal leadership dimensions used within the studied hotel
3. Identify the causes of organizational change most influence on the dimensions of reciprocal leadership in the studied hotel
4. Identify the effect of reciprocal leadership dimensions on the organizational change in the studied hotel
5. Identify the extent of the interaction between the elements of reciprocal leadership and the process of change within the hotel.

II. METHODOLOGY

The researchers depended on descriptive analytical approach through what provided to them from books and literature review on the research topic. In the practical section, the researchers depended on field study through the distribution of a questionnaire to the employees of Dama Rose Hotel, Damascus. Therefore, a total population of 285 employees working in the hotel, 65 questionnaires were distributed, 15 invalids were discarded, and thus, the sample was 50 employees.

The researcher chose organizational change as dependent variable and the dimensions of reciprocal leadership represented by driving conditional reward and management by exception as independent variables. Reciprocal leadership dimensions are considered independent variables (conditional reward five statements), (management by exception five statements), and organizational change as dependent variable seven statements. The respondents were asked: Please circle your answer to each statement using 5-Likert scale ([1] = Strongly Disagree, [2] = Disagree, [3] = Neutral, [4] = Agree, [5] = Strongly Agree). The data were analyzed by SPSS 20.

The researcher used applied statistics such as frequencies and percentage to analyze the demographics. Furthermore, Pearson Correlation Coefficient was used to test the hypothesis.

A. Research Hypothesis

Main hypothesis: There is no statistically significant relationship between reciprocal leadership and organizational change

- Sub-hypotheses 1: There is no statistically significant relationship between management by exception and the organizational change
- Sub-hypotheses 2: There is no statistically significant relationship between conditional reward and organizational change.

III. LITERATURE REVIEW

A. The Concept of Change

Change is a common reply to some substantial threat or opportunity that happened outside of the firm. According to Richards (2018), any commercial entity in today's rapidly changing environment not looking for change is likely to suffer dire consequences. In fact, organizations must adapt to change. Change is essential to all businesses since, without change, firms would probably lose their competitive advantage in meeting the wants of its devoted customers. Therefore, it is vital that business constantly watch what is happening around it; by creating a logical consciousness that appears from knowing the need to changes, which will retain its advantage or place it ahead of its competitions. It is apparent that for management must implement a firm to last, change at all levels. It is also required to study what the reasons for change and what is really needed for change.

Change Management: Change management is the concept that leads, trains, and support individuals and effectively adopts change to determine the success of the firm and achieving its objectives (Prosci Inc., 2018). Therefore, it is vital to realize what this concept is and how to implement effectively and efficiently. Change management is an organized method for confirming that changes are implemented carefully and easily for attaining permanent aids of change. Change management emphasis on the broader effects of change, mainly on individuals and groups and also how to transfer from the present condition to the future state. The change can be a simple procedure or complex one; total organizational change exists to attain the firm's goals. Change management is two types: Regular business-wide change that contains a broad and comprehensive change. Furthermore, a precise interior change that includes: Providing gears and procedures to monitor daily operation or department-detailed changes. The two of these programs have similar tools but have dissimilar objectives and urgencies. They are likewise vital for the firm's success.

B. Understanding Change

The word "change" denotes to any modification that happens in the overall work environment of a business. Planning for change can make the results attainable, and help control the procedures, guide decision-making, and provide security when faced by uncertainties (Stroh, 2005). This

change contains a classification of business procedures that happens over time.

C. Change Management Perspectives

It is vital to know that business does not change, but people inside the business do. Consequently, the accomplishment of the project eventually is measured by the variance in work done by each individual multiplied by the number of employees impacted by the change. Therefore, actual change management needs an understanding for, and gratitude of how one individual makes a change successfully. Without an individual standpoint, change management leads to activities performed without goals or outcomes.

D. ADKAR Model

Organizational change begins by knowing how to manage change with one individual. One of the many available tools to drive individual change is the ADKAR model established by Prosci Inc., a well-known institution specialized in change management research. ADKAR is an abbreviation for Awareness, Desire, Knowledge, Ability, and Reinforcement. For change to be successful, knowledge of the necessity for change is necessary, the agreement between staff, contribution and backing the change wholeheartedly, information on how to change, aptitude to implement vital skills and performances, finally, reinforcement and fortification to withstand the process of change. ADKAR defines positive change at the personal level and summarizes the objectives or results of an effective change. It is a real instrument for planning change management actions, identifying gap-holes, developing remedial action, and supporting executives and administrators.

E. Change Theories

The change theory is considered one of the fundamental tools needed to attain long-term objectives. Plenty of theories known on how to implement change; nevertheless, the researcher will shed the light on the two of the most important theories: John P. Kotter 8 steps model and Kurt Lewin model of organizational change.

F. Kotter's 8-Step Change Model

In his book "Leading Change" 1996, Kotter presented an eight-step process for change in organizations. Kotter proposed that for an organization to be successful, the majority of the firm's management should be interested seriously into change. He expanded the scope of the 8-Step Process from its original version in "Leading Change" to the version outlined in his 2014 book, "Accelerate" The eight-step process are presented in Table I below.

Kotter's model was founded on effective communication, empowerment, and attention. After the change, it is imperative to implant novel methods so that staff does not return to previous behaviors. Controlling, response, and involvement are needed for a period after the changes have been implemented (Kotter International, 2014).

TABLE I
8-STEP CHANGE BY KOTTER

Step Name	Explanation
Creating immediate action	Aid others see the necessity for change, and they will be persuaded of the urgency to act fast
Forming the supervisory alliance	Create a team with adequate authority to lead the change
Evolving a change idea	Develop a vision to lead the change, put plans for attaining that vision
Collaborating the vision	Make your staff recognize and approve the vision and its strategy
Allowing a broad-based plan	Eliminate difficulties to change, inspire risk-taking, and new philosophies and actions
Producing short-term successes	Encourage visible accomplishments, follow-up with those attainments, identify and recompensed employees who were involved
Never give up	Use reliability to change arrangements, assemblies, and rules that are not associated with the vision
Integrating changes into organizational culture	Lucid contacts between new behaviors and business success. Inspire leadership development

Source: (Kotter, 2014)

G. Kurt Lewin's Iceberg Model

Lewin developed his model in 1947, and it is considered the cornerstone of organizational change. Lewin identifies a three-phase process of behavior modification to achieve organizational change as Unfreeze–Change–Refreeze these words refer to the change process. He labeled organizational change using the altering form of an iceberg as an illustration (Mullins, 2014).

Lewin's model is a very simple three-step framework for managing change, these easy steps are: First, unfreezing by recognizing the driving forces that divert worker's behavior from the current situation and restraining forces, which delay movement from the existing status quo, second, the implementation of change and third, refreezing by establishing a new balanced state (Rubbins and DeCenzo, 2008).

All three steps promote certain actions that support enthusiasm, application, and devotion to organizational changes.

H. Causes of Change

The core reasons for change are external and internal forces. External forces resulted from changes in the technology, economic, consumer's needs and wants, competition, products "quality, government laws, or political events. Companies react differently based on their ambitions and goals. In addition, internal forces of change are based on organizational mission, centralization or decentralization, chain of command, and span of control (Wilson, 1994, p. 164).

I. Barriers to Change

Change officials must have knowledge concerning staff resistance to change, and what are the obstacles that prevent change from happening? The reasons can be attributed to complications in the firm, its hierarchy, authority and command, and culture. These barriers must be realized before the unfreezing step. Individuals may become persistent and

protect the status quo. They may violently test the reliability of any change suggestions. Otherwise, staff might pretend collaboration while secretly looking for eliminating change program. Woodcock and Francis, p. 1994 identified some barriers that are impeding change: Unsuitable management attitude, uncertain standards, lack of staffing, ambiguous objectives, jumbled structure and hierarchy, insufficient communication, lack of training, insufficient control, and deficiency in management development.

J. Reciprocal Leadership

According to Romig, 2009, "Leadership is made up of reciprocal relationships." Reciprocal leadership has two features, positive and negative. Leadership can be positive when leaders and subordinates have mutual agreement and cooperation about the benefits for both sides. The second feature of reciprocal leadership happens when the subordinate's behavior is the opposite of the leaders concerning performance. Many autocratic leaders take their own approach to problem-solving without involving their subordinates; in this case, subordinates have difficulties in solving the problems themselves.

Reciprocity is the processes of social interaction between people, the "pattern of exchange through which the mutual dependence of people, brought about by the division of labor, is realized" (Gouldner, 1960, p 169–170).

Reciprocity leadership refers to the daily exchanges that arise between leaders, subordinates who are routinely respect the duties, and these exchanges are the foundation to provide potential reward. The main characteristic of the reciprocal leadership is power, and wherever there may be power, there is a reciprocal relationship. In this style, leaders focus on efforts to motivate subordinates by linking the efforts of subordinates and the return they get. Thus, we conclude that the reciprocal leader determines the ways and methods of work of subordinates by watching and looking for deviations from the rules and sets standards to correct these deviations.

K. Dimensions of Reciprocal Leadership

We can identify two dimensions of reciprocal leadership; these dimensions are:

Conditional Bonuses

It represents the amount of financial support the subordinates get from their leaders in case of exceptional performance that is suitable to the functional behavior of the organization. It refers to the exchange function between leaders and subordinates, which is an exchange effort for a certain reward linking this reward to good work and performance. Subordinate does not have the right to discuss or cross leader decision with respect to the proceeds given to them because this return gives them their achievement at a particular job.

Management by Exception

It represents a management style that is based on mutual understanding between the leader and his subordinates about non-interference in the implementation of any task, except in cases where problems occur, especially when the work is going according to plans by the management there is no need for the subordinates to inform their superiors on the progress of work and is reported only in exceptional cases, to take the right decision. The preoccupation of the leaders with small detail and simple procedures will take the leader away from more important tasks that cannot be delegated to subordinates.

L. Characteristics of Reciprocal Leader

What distinguishes a reciprocal leader from others are:

1. Reward performance and estimated completion
2. Looks for deviations and take action to correct them
3. Cooperate with his subordinates in exchanging their performance with reward and by avoiding punishment
4. Setting goals for the group and determines the goals and procedures for implementation
5. Designing work structure, procedures, and assign tasks to workers.

As a result, we find that the reciprocal leadership style uses commitment and compliance with laws and maintain stability in the organization, rather than change. This leadership follow a cost and return approach based on the relationship between the manager and the subordinate; this approach does not change the habits and values of subordinates but affect the behavior of employees.

M. The Role of Reciprocal Leadership in Organizational Change

Studies indicate that there is a correlation between the reciprocal leadership and many variables driving organizations, including the change. Kotter (1996, p. 166) reaffirms that finding, "a caring environment that adapts change depends on the provision of administrative leadership, which is an indication of the distinction between successful cultural variables and the failed one as the reciprocity leadership inspires and motivates followers and interested in individual feelings and help them adapted to the changes that occur in the organization."

To achieve change, a fundamental characteristics of the reciprocity leadership determine the change that brings transformative leadership and are based on two methods of changes: The change in the behaviors of the followers and change in organizational culture, but the primary focus of transformational leader is to motivate followers and can consider the changes in the behavior of personnel associated with one of the fundamental requirements of organizational change. This requires the availability of a set of core competencies those competencies are listed below:

1. Participation and integration of all employees in the organization to build commitment to the process of change
2. Execution and maintaining the changes where you must build and develop an effective plan to implement change and ensure a follow-up plan

3. Ensure the development of the capacity of individuals to work by facing change and support the requirements through all the stages of change.

IV. DATA ANALYSIS AND DISCUSSION

The researcher distributed 65 questionnaires randomly to the employees at the Dama Rose Hotel in Damascus, the Syrian Capital. Fifteen of the questionnaires were rejected, and 50 were accepted fully. We applied the statistical program SPSS to analyze the data and test the hypothesis.

A. Descriptive Analysis

Table III shows that the sample of this research is 50 employees, chosen randomly and the result of this survey shows that 38 are male employees (65%) and 18 are female employees (36%).

Table IV shows the age distribution among respondents where it varies between 15 respondents between the ages of 37 and 42 was the highest at about 30%. Moreover, 12 respondents between the ages of 27-32 (24%), and 11 respondents between 32-37 (22%).

In Table V, we can see that 20 respondents have bachelor degree (40%) and 16 respondents have high school diploma (32%) and rest between higher education (8%) and elementary school respondents were 20%.

Table VI shows that most experienced respondents have between 3 and 6 years (36%) followed by 6 and 10 years (24%) and more than 10 years (16%).

TABLE II
LEWIN'S CHANGE MANAGEMENT MODEL

Stage	Description
Unfreeze	Persuade the institution to agree that change is needed Eliminate the status quo to implement a new method for staff to follow Establish convincing messages for staff to why the change is needed Contest the organizational views, standards, defiance, and actions Assume that high risk is expected.
Change	Staffs start to determine their doubt and look for new ideas in doing their work Staffs begin to trust and perform their tasks in accordance with the new path drawn by their leader Patience is needed to execute the new path and contribute positively to the change Staffs have to know the outcome of the change
Refreeze	Changes commence to shape up and staff supports the new direction Changes are adopted or established through integration into daily tasks Credit of staffs works and support their trust in future changes Celebrating the change achievement aids staff to forget the past

Source: (Connelly, 2016)

TABLE III
GENDER

Variable	Frequency (%)
Gender	
Female	18 (36)
Male	38 (64)
Total	50 (100)

B. Testing the First Hypothesis

Testing first hypothesis used Pearson correlation for reciprocal leadership and organizational change and the dimensions of reciprocity leadership and organizational change are illustrated in Tables VII and VIII.

Table VII shows that there is a correlation between the reciprocal leadership and organizational change, where the value of Pearson correlation coefficient is 0.684, and this leads us to study the dimensions of reciprocal leadership and its relationship to organizational change to see which dimension has greatest influence.

Table VII shows the outcomes of the correlations between the dimensions of reciprocal leadership individually and organizational change: Table VII indicates the existence of a significant positive correlation between conditional reward and organizational change, where the correlation coefficient reached (0.514) and this means reciprocal leadership has a role in the organizational change inside the hotel.

The Pearson correlation between management by exception and organizational change reached (0.452), this mean there is a relationship between management by exception and the desired organizational change.

TABLE IV
AGE

Variable	Frequency (%)
Age	
18-23	3 (6)
23-37	7 (14)
27-32	12 (24)
32-37	11 (22)
37-42	15 (30)
42 above	2 (4)
Total	50 (100)

TABLE V
EDUCATION

Variable	Frequency (%)
Education	
Elementary school	10 (20)
Secondary school diploma	16 (32)
Undergraduate degree	20 (40)
Postgraduate degree	3 (6)
Doctorate degree	1 (2)
Total	50 (100)

TABLE VI
EXPERIENCE

Variable	Frequency (%)
Experience (year)	
<1	4 (8)
1-3	8 (16)
3-6	18 (36)
6-10	12 (24)
10 or more	8 (16)
Total	100 (100)

TABLE VII

CORRELATION FOR RECIPROCAL LEADERSHIP AND ORGANIZATIONAL CHANGE		
Variables	Reciprocal leadership	Organization change
Reciprocal leadership		
Pearson correlation	1	0.684**
Sig. (two-tailed)		000
N	50	50
Organizational change		
Pearson correlation	0.421**	1
Sig. (two-tailed)	000	
N	50	50

**Correlation is significant at the 0.01 level (two-tailed)

TABLE VIII

CORRELATION BETWEEN DIMENSION OF LEADERSHIP AND ORGANIZATION CHANGE			
Variables	Conditional reward	Management by exception	Organization change
Conditional rewards			
Pearson correlation	1	0.550**	0.514**
Sig. (two-tailed)		0.000	0.000
N	50	50	50
Management by exception			
Pearson correlation	0.421**	1	0.552**
Sig. (two-tailed)	0.000		0.000
N	50	50	50
Organization change			
Pearson correlation	0.514**	0.452**	1
Sig. (two-tailed)	0.000	0.000	
N	50	50	50

**Correlation is significant at the 0.01 level (two-tailed)

Through the study of Tables VI and VIII, we find that the value of a statistical test is 0.00, which is smaller than 0.05 and thus we came with the following result:

The invalidity of the null hypothesis and acceptance of the alternative hypothesis, this means that there is a significant relationship between reciprocal leadership styles and organizational change.

C. Testing the Second Hypothesis

To test this hypothesis, the researcher calculates the correlation between the reciprocal leadership and the justifications for organizational change. Table VII illustrates the correlation between reciprocal leadership and justifications for internal and external organizational change; the correlation coefficient reached (0.514) (0.684), this means that reciprocal leadership is affecting the causes of organizational change.

It is evident from the preceding tables that there is a significant effect between reciprocal leadership and the external and internal justifications for organizational change at the level of 5%, in the hotel.

This confirms the invalidity of the null hypothesis and the acceptance of the alternative hypothesis.

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

The outcome of the data analysis and correlation showed a positive significant relationship between the reciprocal

leadership and organizational change, and in spite of a positive relationship. In addition, the outcomes of the statistical analysis showed the presence of significantly positive effect between reciprocal leadership and organizational change, and the biggest impact is on the external justification for the change. Finally, according to the respondents' answers, we found out that there is no clear indication that the reciprocal leadership in the hotel had implemented other dimensions that support change.

B. Recommendations

1. Management should increase their interest in the process of organizational change, especially when administrative leadership wanted to make a real change in the operations of the organization
2. Applying all reciprocal leadership dimensions to thrive in the process of organizational change and be able to achieve company's goals
3. Delegation of powers to enable reciprocal leaders of motivating employees and attention must be given to reciprocal leadership approach which has a positive impact on the achievement of organizational justice in the business climate
4. Management should pay attention to those who have the experience and leadership qualities and characteristics because they can affect their subordinates in smoothing the way toward positive change.

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