

Impact of leadership styles on the price satisfaction of oil and gas companies in United Arab Emirates

Impacto de los estilos de liderazgo en la satisfacción de precios de las compañías de petróleo y gas en Emiratos Árabes Unidos

Suhail Saeed Almuhammad*
Universiti Teknikal Malaysia - Malaysia
suhail4455@hotmail.com

Md Nor Hayati Tahir
Universiti Teknikal Malaysia - Malaysia
mdnortahir@utem.edu.my

ABSTRACT

This paper aims to investigate three leadership styles impact on price satisfaction in the oil and gas industry. The transformational, transactional, and authentic leadership styles were tested toward improving the price satisfaction within the industry. This study adopted the cross-sectional methodology; the questionnaire instrument was used to collect the data from the targeted sample of the paper. Total of 152 participants from the industry were the sample of this paper. The multiple linear regressions were used to examine the constructed hypotheses. This study has found that there is no relationship between transformational leadership style and price satisfaction of oil and gas companies, a positive and significant relationship between transactional leadership style and price satisfaction of oil and gas companies and there is a positive and significant relationship between Autocratic leadership style and price satisfaction of oil and gas companies in UAE.

Keywords: Leadership Styles, Transformational, Transactional, Authentic, Price Satisfaction, and The United Arab Emirates.

RESUMEN

Este artículo tiene como objetivo investigar tres estilos de liderazgo que afectan la satisfacción de precios en la industria del petróleo y el gas. Los estilos de liderazgo transformacional, transaccional y auténtico se probaron para mejorar la satisfacción de los precios dentro de la industria. Este estudio adoptó la metodología transversal; El instrumento del cuestionario se utilizó para recopilar los datos de la muestra específica del documento. Un total de 152 participantes de la industria fueron la muestra de este documento. Las regresiones lineales múltiples se usaron para examinar las hipótesis construidas. Este estudio ha encontrado que no existe una relación entre el estilo de liderazgo transformacional y la satisfacción de precios de las compañías de petróleo y gas, una relación positiva y significativa entre el estilo de liderazgo transaccional y la satisfacción de precios de las compañías de petróleo y gas y hay una relación positiva y significativa entre el liderazgo autocrático estilo y satisfacción de precios de las compañías de petróleo y gas en los EAU.

Palabras clave: estilos de liderazgo, transformacional, transaccional, auténtico, satisfacción de precios y los Emiratos Árabes Unidos.

*Corresponding author.

Recibido: 24/02/2019 Aceptado: 12/06/2019

Introduction

Oil is essential for some tasks, and the progression at present must be maintained in its place, and in this way it is of puzzling importance to many States (Gülen, 2016). Oil is responsible for a wide range of crucial use around the world, consumption volume dropped from a 32% in Europe and Asia to 53% in the Middle East (Klevnäs, Stern, & Frejova, 2015). The outlines used as part of other territories are: Central and South America (44%), Africa (41 percentage) and North America (40 percentage). The United States consumed around 25% of oil quoted in 2007 (Iacoviello, 2016). At all-time of oil exploration, deliver, cleanup and retail address the largest business on the planet with the valuation of the dollar. For example; the Government of the United States provides with huge subsidies to oil associations, along with substantial tax cuts at every stage of oil exploration and extraction, including the cost of leasing oil fields and infiltrating tools. The objective of this section is to provide a basis of oil and gas industry in the UAE where focus will be given to Abu Dhabi National Oil Company (ADNOC).

According to Koryak et al. et al (2015) the leadership has contributed to the development of society by providing guidelines to optimize the use of resources and perform any activity with the highest efficiency, which has multiple connotations in the progress of humanity. Leadership as the set of procedures that are carried out to develop a process or to achieve a specific purpose; another meaning of leadership that as an institutional, global and integrating function of all the efforts and groups of an organization (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012). In accordance with his claims at the present time, the leadership is fundamental for the operation of any company or social group, and logically it is essential to achieve competitiveness in a globalized world. Therefore, through an adequate application of leadership techniques, work is simplified based on the establishment of principles, methods and procedures to achieve greater productivity and efficiency.

The loyalty of customers increases when they expect and receive certain rewards, which can be fast transactions, attention, reliability, cohesion or even excitement. Offering products or services is meaningless if there is no clear understanding of the needs to be met. According to Svensson et al., (2012) quality is considered as one of the principles of industry. The State, in coordination with the different actors of the industry activity, must promote and encourage the quality of services and products provided destinations for satisfaction of customers, as well as actions and mechanisms that allow the protection of their rights. According to Dabholkar (2015) quality is the set of properties of a service both behavioral (personal presentation, courtesy, attitudes) and technical (infrastructure, work system, procedures), which confer the ability to meet the needs of a customer. Then, the quality of a service depends on three elements: clients, their needs and the aptitude to satisfy such needs. The concept of "Quality" has undergone a profound change until reaching what is known as "Total Quality", or also called "Excellence" (Oakland, 2014). Initially, the focus was on the quality of the product, then on the clients and then on all the interest groups of the organization (clients, shareholders, payroll, suppliers and society in general). The focus, therefore, has been progressively extended. Consequently, Total Quality (Excellence) is an organizational management strategy that aims to satisfy in a balanced way, the needs and expectations of all its stakeholders (Goetsch & Davis, 2014).

At 2016, the government of Abu Dhabi has decided to improve the oil and gas sector, one of the main decisions by the government was by appointing a new leadership. The new leadership has set a new optimization strategy, which is mainly strived to lower the oil and gas production cost, as well as maintaining the provided services quality. In this regard, many questions are raised, which are concentrating more on the role of the new leadership to lead this transformation. Along to the changes in 2016, a new initiation of a merger between three companies that OPCO, ZADCO, and ADMA. These three companies represent the main pillars of oil and gas industry within the UAE. Later in completing the merger process, a slowdown of work process and efficiency is expected in the short term as addressed by Galpin & Herndon (2014). Based on this issue, the benefits of the merger may overcome this issue, which emphasize the role of the new leadership in carrying out the merger progress safely.

Literature review

The UAE is one of the biggest oil and gas producers in the Gulf region and globally, and plays an inevitable role in the settlement of the world's oil supply through its positive and moderate role in the Organization of Petroleum Exporting Countries (OPEC) (Anwar & Saadi, 2017). The oil and vitality strategy of the UAE is based on the order of basic standards in the light of the abundant of oil in the country to achieve a wide improvement in the nation, which has been accomplished over the past years and is clearly rising in the expansionary boom in various fields (Kashwani & Nielsen, 2017). Crude oil and gas have been the most important factor in the development and progress of the UAE since the UAE federation was established in December 1971. Since the oil ignited in the familiar place of the UAE in the mid-1960s and the beginning of its initial shipment in 1962, His Highness Sheikh Zayed Sultan Al-Hneih understood that oil must be misused rationally to create a broad system of the evolving foundation that is the cause of progress Monetary and social renaissance (Harhara, Singh, & Hussain, 2015).

- **Leadership Styles**

Leadership style has received an extensive attention over the last decades, as studying the different styles of leadership from different approaches; it would lead to provide the optimal-based model of leaders, which maximizes the effectiveness of those leaders. Leadership has been an important topic in the social sciences for many decades. Recently there has been a renewed interest in leadership. Northouse (2018) notes that this recent resurgence of interest in studying the topic of leadership appears to be accompanied by an acceptance of the distinction between transactional and transformational leadership, with an emphasis on the latter. Baškarada, Watson, and Cromarty (2017) compare transactional and transformational leadership with other differentiations in leadership such as relations of oriented leadership, consideration-initiating structure, and directive-participative or autocratic-democratic leadership (Willis, Clarke, & O'connor, 2017). Bass and Stogdill (1990) claim that the transactional-transformational model is a new paradigm, neither replacing nor explained by other models such as the relations oriented-task oriented leadership model. Some authors describe concepts similar to transformational leadership as charismatic, inspirational or visionary leadership. Bass and Riggio (2006) suggested that transformational leadership's popularity might be due to its emphasis on intrinsic motivation and follower development, which fits the needs of today's work groups, who want to be inspired and empowered to succeed in times of uncertainty. Clearly, many scholars are studying transformational leadership, and it occupies a central place in leadership research. As its name implies, transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals. It includes assessing followers' motives, satisfying their needs, and treating them as full human beings. Transformational leadership involves an exceptional form of influence that moves followers to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership.

This paper depends on three leadership styles which are Transformational Leadership Style, Transactional Leadership Style, and Authentic Leadership Style.

1- Transformational Leadership Style

Leadership is defined as the process of influencing, guiding and directing the members of a group or organization, who follow the leader voluntarily in the search for success in the achievement of objectives. There have been extensive studies on the subject and researchers have differentiated several types of leadership, the transformational being one of the most attention received. The concept of transformational leadership was originated and introduced by the leadership expert James MacGregor Burns. This was defined as the type of leadership held by those individuals with a strong vision and personality, thanks to which they are able to change expectations, perceptions and motivations, as well as lead change within an organization. He also determined that such a typology of leadership was observable "when leaders and followers work together to advance to a higher level of morals and motivation." Later it was the researcher Bernard M. Bass who developed the original concept, elaborating the Theory of Bass Transformational Leadership. He considers that transformational leadership is defined based on the impact it has on followers since these leaders earn their trust, respect and admiration. Supervision of the organization, especially of human assets, is central to achieving organizational efficiency and aggression. On this, a positive workplace can immunize a large organizational leadership that adds to the effectiveness of organizations. Organizational culture and leadership styles are critical regulatory fulfillment of the occupation (Moin, 2018). Then again, according to De Jong and Den Hartog (2007) & Yukl (2013) consider leadership a key indicator in accomplishing administrative work in social cooperation and inspiration in organization. In the advanced period, it became clear that the achievement of transformational leadership is well known among scientists. Burnes (2004) and Laohavichien, Fredendall, and Cantrell (2009) considered that the adoption of transformational leadership behavior contributed fully to the effectiveness of organizations. As Roy and Gupta (2015) suggested, transformational leadership is a process of building a sense of duty in terms of organizational goals and then enabling followers to achieve those goals and improve the implementation of supporters. Besides, Schaubroeck, Lam, and Peng (2016), organizations have the ability to reduce work anxiety and consume the use of transformational leadership. Previous studies have shown the importance of transformational leadership of fulfilling work, management and implementation methods.

2- Transactional Leadership Style

Transactional Leadership, also known as institutional leadership, focuses on the role of supervision, organization and all group performance. Transactional leadership is a style of leadership in which the leader promotes the compliance of his followers through rewards or punishments. Unlike transformational leadership, leaders use the transactional approach not to change the future, but are seeking to maintain the same things but with an improvement. Leaders who use transactional leadership as a model should pay attention to their followers in order

to find faults and deviations. This type of leadership is effective in crisis and emergency situations, as well as for projects that need to be carried out in a specific way. In the context of Maslow's hierarchy of needs, transactional leadership works with the basic levels of satisfaction of needs, where transactional leaders are concentrated in the lower levels of the hierarchy. Transactional leaders use an exchange model, giving rewards for good work or positive results. On the contrary, people with this leadership style can also punish for bad work or negative results, until the problem is solved. Transactional leaders are effective in achieving specific tasks performed individually.

Transactional leaders focus more on processes than ideas with a vision to the future. These types of leaders focus on contingent reward (also known as contingent positive reinforcement) or contingent penalty (also known as negative contingent reinforcement). Contingent rewards (such as praise) are given when the established objectives are carried out on time, ahead of time, or to keep subordinates working at a good pace at different times. Contingent penalties (such as suspensions) are given when the quality or quantity of performance falls below production standards or goals and tasks are not met at all. Often, contingent punishments are transmitted in the form of management by exception. Within the management by exception, there are active and passive routes. Management by active exception means that the leader continuously observes the performance of each subordinate and makes changes in the work of the subordinates to make corrections throughout the process. Leaders with management by passive exception expect problems to arrive instead of taking preventive measures.

3- Authentic Leadership Style

Authentic leadership is an approach to leadership that highlights the building of a leader's health through true associations with worshipers who value their knowledge and are based on an ethical foundation. In general, the authentic leaders are certain people with sincere self-ideas that will enhance their progress. By building confidence and creating enthusiastic help from their subordinates, authentic leaders can promote individual and collective implementation. This approach has been fully assimilated by many leading leaders and leaders who see inherent leadership as a paradoxical choice for leaders who emphasize benefits and provide a cost to individuals and morals (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2014). Authentic leadership is a growing area of focus in scientific research on leadership that has developed late in quality indefinitely into the beginnings of a fully developed idea. Everything in mind, many founding papers on the subject have been withdrawn late or raised doubts about the outcome of issues that include disclosure of information and the inability of creators to provide unique information (Ahmad, Zafar, & Shahzad, 2015).

The idea of "authenticity" can trace its history to ancient Greecethinkers that focused on authenticity as an inevitable state by emphasizing that they are responsible for the individual's own life and global reproduction: "Know yourself." Authentic leadership as were probably aware that today it was developed from the historical background of these conditions (Wong & Laschinger, 2013). It began in the 1960's as a way to portray how the association itself is fundamentally reflected through leadership. Some of them trust that the whole assembly can act independently as a solitary individual through commitment, responsiveness to weakness, and innovation. Others acknowledged that genuine leadership is actually more about how leaders describe their own part of the assembly (Avolio & Gardner, 2005). Until late, authentic leadership has accumulated more consideration among researchers and experts in light of the distributions of Harvard educators and former CEO Medtronic Bill George and various calls to consider. The past decade has seen an increase in distributions of genuine leadership, the creation of new models, definitions and theories (Gardner, 2017). The focus on calculated improvement suggests that the idea is still at the basic stages of building development, but with the advance of insightful research on this subject, the types of production delivered give the impression that they move from the most reasonable parts to an increasing number of base materials (Romager, Hughes, & Trimble, 2017). This may be a feature of the early development of construction from the phase of acquaintance and the transformation phase with one group separated by evaluation and increase.

Despite the fact that the idea of authentic leadership as a relatively interesting model is relatively recent to the theory of leadership and practice, there have been some basic explorations regarding the general relevance of the model, as well as the internal work of the model within groups and associations. This exploration has been used to illustrate what is happening before the existence of authentic driving practices, which makes authentic leadership compelling, the results of receiving the authentic driving style. These elements add to why indigenous leadership operates within groups and associations (Laschinger & Read, 2016). Looking at the theory of leadership emergency, which suggests that leaders control their methods and practices in order to be able to survive through different circumstances, some progress leaders have drawn attention to the fact that the exclusivity enjoyed by most command leaders can enhance the requirements of circumstances And unique followers in its hidden estimation to stay authentic, in addition to being convincing across different driving settings (Read & Laschinger, 2015).

- **Price Satisfaction**

As Bansal and Taylor (1999) distinguish the apparent barriers to exchange as requirements for the exchange of activity. Keaveney (1995) examines the limits of exchange as a determinant of the conduct of client exchange, so Gremler and Brown (1996) model a cost-sharing model for customer loyalty. In our examination, exchange barriers are used as part of a request to explore the issue, in which a homogeneous evaluation strategy by diversified business results into behavior of the client's behavior in the Greek market. Specialists often rely on one-dimensional self-determination measures to capture ideas, and therefore they should expect common effects among shoppers (Jacoby & Kyner, 1973).

According to Herrmann, Xia, Monroe, and Huber (2007), price differences directly affect the fulfillment provisions. According to Xia and Monroe (2010), the rate of reasonableness refers to customer evaluations of whether a trader's price is reasonable, satisfactory or legitimate. In a different report on factors affecting consumer loyalty, creators found that "imposing a reasonable price creates consumer loyalty and dedication." This was conveyed by another investigation of Herrmann et al. (2007), which assumes that consumer loyalty is directly affected by price superiority, albeit implicitly, by the impression of price reasonableness. Although the buyer's impression of price, quality, and respect is seen as fundamental determinants of shopping behavior and the title of the item (Chen, Yan, Fan, & Gordon, 2015; Mallapragada, Chandukala, & Liu, 2016; Pappas, Kourouthanassis, Giannakos, & Chrissikopoulos, 2016), it considers these ideas and their links given a couple of undisputed discoveries. A conflicting estimation methodology (Monroe & Krishnan, 1985), and methodological issues, one of the major issues that restrict the work in the region is the importance of ideas, quality and respect are vaguely and accurately developed regularly and are confused with unconfirmed rates such as good, extravagance, gloss, or weight (Tarrahi, Eisend, & Dost, 2016). Quality and appreciation are not very separate from each other, and from a similar development, for example, saw value and usefulness.

Methodology

This study aims to identify the role of leadership styles on the price satisfaction by studying the relationship between the three main leadership styles (Transformational, Transactional, and Authentic) and the Price Satisfaction of Oil and Gas in the UAE.

The quantitative approach used in the study will use the questionnaire technique as an instrument in collecting the data from the samples of the research. In this regard, adopted questionnaires' items will be used as measurement for the current study. The followings explain the sources of the items adoption in the questionnaire.

1. Transformational leadership style, transactional leadership style, and authentic leadership style items were adopted from (Northouse, 2015).
2. Price satisfaction items were adopted from (Matzler et al., 2006).

The research will use the random sampling method in distributing the questionnaires to the samples. This method is required by the quantitative approach to make sure that all the population members have equivalent opportunity to be a sample. As mentioned above that the research will carry a quantitative approach, using questionnaire technique to collect data from the research samples. This section aims to explain the designing of the questionnaire and where it was adopted. The questionnaire items are certain number of statements used under each one of the research variables. These statements are used as criteria measurements express the respondent's feedback regarding the variable. All of this process is applied to achieve the research objectives. As the unit of analysis of this study is industrial level, the total population of this study is 250 managers from 50 oil and gas company in the UAE. Respondents are selected from each company based on its authority toward taking the crucial decisions within the company. According to the commercial law in Emirates, the minimum board size for the limited companies is five managers. According to Krejcie and Morgan (1970) sample size formula, the sample size for the current research is 152 respondents.

Findings

Several tests have been conducted to the collected data from the study's sample such as the respondent profile, KMO and Bartlett's Test, Factor loading, Collinearity Test, Descriptive Statistics, Reliability test, Correlations test, and Regression test. The following tables will show the findings as well as the discussion.

According to the gender characteristic, gender had two key categories, which are male and female. The obtained results are as follows:

- The Male category had 74.3% with n=113 respondents.

- The Female category had 25.7% with n=39 respondents.

According to the age characteristic, age had five key categories, which are the 17-25 years old, 26-30 years old, 31-35 years old, 36-40 years old, and above 40 years old. The obtained results are as follows:

- 17-25 years old category had 15.8% with n=24 respondents.
- 26-30 years old category had 32.2% with n=49 respondents.
- 31-35 years old category had 17.1% with n=26 respondents.
- 36-40 years old category had 10.5% with n=16 respondents.
- Above 40 years old category had 24.3% with n=37 respondents.

According to the educational level characteristic, educational level had three key categories, which are the Diploma, Bachelor, and Master. The obtained results are as follows:

- The Diploma category had 22.4% with n=34 respondents.
- The Bachelor category had 64.5% with n=98 respondents.
- The Master category had 13.2% with n=20 respondents.

According to the income level characteristic, income level had three key categories, which are the USD500 - USD750, USD751- USD1,000, and USD1,001 and above are as follows:

- USD500 - USD750 category had 3.9% with n=6 respondents.
- USD751- USD1,000 category had 10.5% with n=16 respondents.
- USD1,001 and above category had 85.5% with n=130 respondents.

According to the experience characteristic, experience had three key categories, which are the 1 - 3 years, 4 - 6 years, and 7 - 9 years. The obtained results are as follows:

- 1 - 3 years category had 14.5% with n=22 respondents.
- 4 - 6 years category had 10.1% with n=61 respondents.
- 7 - 9 years category had 45.4% with n=69 respondents.

All the result are shon in Table 1

Table 1: Respondents' profile

Category	Frequency	%	Category	Frequency	%
Gender			Education level		
Male	113	74.3	Diploma	34	22.4
Female	39	25.7	Bachelor	98	64.5
			Master	20	13.2
Age			Income level		
17-25 yrs	24	15.8	USD500 - USD750	6	3.9
26-30 yrs	49	32.2	USD751- USD1,000	16	10.5
31- 35 yrs	26	17.1	USD1,001 and above	130	85.5
36- 40 yrs	16	10.5	Experience		
> 40 years	37	24.3	1 to 3	22	14.5

		4 to 6	61	40.1
		7 to 9	69	45.4

As for the KMO, it gives a value of 0.659, which allows us to affirm that the sampling is adequate for the analysis, since it exceeds the value of 0.5, but it must be cautious in the interpretation of the results since it does not reach a value close to 1, which would denote a total adequacy as shown in Table 2.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.659
Bartlett's Test of Sphericity	Approx. Chi-Square	987.121
	df	105
	Sig.	0.000

Factor analysis is a data reduction technique used to find homogeneous groups of variables from a large set of variables. The homogeneous groups are formed with the variables that correlate a lot with each other and trying, initially, that some groups are independent of others. The Factorial Analysis is, therefore, a technique to reduce the dimensionality of the data. Its ultimate purpose is to find the minimum number of dimensions capable of explaining the maximum information contained in the data. In accordance to Table 3, its found that all the variables items got the values above 0.5, which means that all the variables are correlated. The values were ranged between 0.655 and 0.902.

Table 3: Factor loading

	Component			
	1	2	3	4
ALS4	.871			
ALS3	.834			
ALS5	.798			
ALS2	.767			
TRS4		.812		
TRS1		.810		
TRS2		.787		
TRS3		.730		
PS1			.902	
PS4			.738	
PS3			.734	
PS2			.655	
TRF1				.838
TRF3				.831
TRF2				.816

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The process or term of collinearity in econometrics is a situation in which there is a strong correlation between explanatory variables of the model. The correlation must be strong, since there will always be correlation between two explanatory variables in a model, that is, the non-correlation of two variables is an idyllic process, which could only be found under laboratory conditions. This test is applied to the independent variables. As the maximum level of VIF is supposed to be less than 10 so the VIF for transformational leadership style, transactional leadership style, and authentic leadership style are 1.010, 1.074, and 1.064 respectively as shown in Table 4.

Table 4: Collinearity Test

	Tolerance	VIF
TRS	.990	1.010
TRF	.931	1.074
ALS	.940	1.064

In the case of descriptive statistics, the set of data obtained is replaced or reduced by a small number of descriptive values, such as, the average, the median, the geometric mean, the variance, the standard deviation, etc. The aim of the descriptive statistics is to find out the mean and standard deviation of the study's variables. According to Table 5 the mean statistics for the variables transformational leadership style, transactional leadership style, authentic leadership style, and price satisfaction are 3.0022, 3.2648, 3.4671, 4.0954 respectively. Therefore, the standard deviation for these variables are 0.86080, 0.82802, 0.64405, 0.59030 respectively as well. These results means that respondents are in average agreement with the items stated for each variable in the questionnaire.

Table 5: Descriptive Statistics

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TRF	3.0022	.86080	-.092	.197	-.360	.391
TRS	3.2648	.82802	-.234	.197	-.277	.391
ALS	3.4671	.64405	.118	.197	-.112	.391
PS	4.0954	.59030	-.258	.197	-.185	.391

The reliability is a psychometric property that refers to the absence of measurement errors, or what is the same, to the degree of consistency and stability of the scores obtained through successive measurement processes with the same instrument. The measurement value for this test is the Cronbach's Alpha, and the acceptance value is above 0.7. The findings of this study illustrate that all the variables are reliable. The obtained results states that the Cronbach's Alpha value for the variables transformational leadership style, transactional leadership style, authentic leadership style, and price satisfaction are 0.797, 0.803, 0.790, and 0.783 respectively as shown in Table 6. The following table 6 shows the obtained findings.

Table 6: Reliability test

Variables	No of Items	Cronbach's Alpha
Transformational Leadership Style	3	0.797
Transactional Leadership Style	4	0.803
Autocratic Leadership Style	5	0.790
Price satisfaction	4	0.783

In statistics, the correlation coefficient Pearson is a linear measurement between two random variables quantitative. Unlike covariance, the Pearson correlation is independent of the scale of measurement of the variables. Based on the correlation test as in Table 7, this study has found out the following:

- There is no relationship between transformational leadership style and price satisfaction.
- There is a positive and significant relationship between transactional leadership style and price satisfaction, with correlation ($P \leq 0.01$), ($r=0.252$) and ($p=0.002$).
- There is a positive and significant relationship between Autocratic leadership style and price satisfaction, with correlation ($P \leq 0.01$), ($r=0.259$) and ($p=0.001$).

Table 7: Correlations test

		TRF	TRS	ALS	PS
TRF	Pearson Correlation	1			
	Sig. (2-tailed)				
TRS	Pearson Correlation	.101	1		
	Sig. (2-tailed)	.217			
ALS	Pearson Correlation	.246**	.026	1	
	Sig. (2-tailed)	.002	.750		
PS	Pearson Correlation	.189*	.252**	.259**	1
	Sig. (2-tailed)	.020	.002	.001	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The regression tests essentially check if the previous functionality of the application is working coherently and that the new changes executed have not introduced new errors in the application. Since there may be many dependencies on the newly added and existing functionalities, it is essential to verify that the new code conforms to the previous code and that the unmodified code is not affected in any way. In agile development, regression tests become more relevant as there are continuous changes that are added to the application. For the current study, the regression test is conducted to test the predilection of the three independent variables (transformational leadership style, transactional leadership style, and authentic leadership style) contribution to the dependent variable (price satisfaction). By looking at Table 8, it is found that the $R^2 = 0.121$, which confirms that this model explains the relationship with 12.1% and the rest of 87.9% is explained by other variables. The regression shows a regression equation as to $[2.605 + 0.168 + 0.075 + 0.207]$ unit for the price satisfaction. That means when transformational leadership style, transactional leadership style, and authentic leadership style are measured in units, the price satisfaction of oil and gas companies in United Arab Emirates is equal to (0.168) for each unit of transformational leadership style, as well as decreased to (0.075) for each unit of transactional leadership style, and lastly it increased to (0.207) for each unit of authentic leadership style. The following table 8 shows the obtained results.

Table 8: Regression test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
B					
1 (Constant)	2.605	.312		8.352	.000
TRS	.168	.055	.235	3.066	.003
TRF	.075	.054	.109	1.382	.169
ALS	.207	.072	.226	2.873	.005
Adjusted R ²	0.121				
F	7.928				

Discussion

In light of the previous researches, this paper's results seemed to be similar to the results of the previous results. This paper has found out that there is no relationship between transformational leadership style and price satisfaction. There is a positive and significant relationship between transactional leadership style and price satisfaction, with correlation ($P \leq 0.01$), ($r=0.252$) and ($p=0.002$). There is a positive and significant relationship between Autocratic leadership style and price satisfaction, with correlation ($P \leq 0.01$), ($r=0.259$) and ($p=0.001$). This paper also shows a regression equation as to $[2.605 + TRS0.168 + TRF0.075 + ALS0.207]$ unit for the price satisfaction.

These results are similar to the study of Pantouvakis and Patsiouras (2016) that investigated the linkage between leadership styles and service quality in business-to-business environment, also if the leadership style moderates the relationship between service quality and customer satisfaction. The finding revealed a significant direct impact of service quality on the transformational and transactional leadership styles, besides a significant moderating from these leadership styles on customer satisfaction. Also the study of Broughton (2012), this study investigate the relationship between authentic leadership style and project effectiveness. The finding of this study showed a significant relationship between authentic leadership style and project effectiveness in delivering the project in time and planned cost and quality

In the light of the cross-disciplinary writing and examining the features of the importance of leadership methods in both the management of customer contact representatives and the upgrading of public service experience. The investigation focuses on the communication between service supervisors, representatives and customers in delivering service quality and how to receive leadership patterns by service heads. The quality of this organization can be extended in giving customers more remarkable levels of quality of service. Although representatives are in-depth responsible for the customer's impression of the quality of the service experience because they are talking to the organization for clients over service experiences, all officials are considered ready (Cheng, Bartram, Karimi, & Leggat, 2016). Therefore, the effects of labor attitudes, for example, ambiguity or individual inspiration will

undoubtedly affect their practices, for example, their ability to adapt to different clients. Thus, the customer's view of the quality of service experience consists of components, for example, stress, compassion and responsiveness (Pahi & Hamid, 2015a).

Burns (1978) distinguished leadership style transactions involving inspiration and coordination to accomplish followers of self-enthusiasm through awards and discipline of trade. This mode of leadership is very useful when the organization is in a steady state and learning objectives are aimed at revision and reconciling (Popli & Rizvi, 2015). The transaction leader can build the performance of the workers, particularly when the performance of the representatives is quantified and bonuses or controls are properly assessed. The method of driving transactions is very useful when the organization is in a steady state and the goals of learning aim to refine and re-establish harmony (Manz, Skaggs, Pearce, & Wassenaar, 2015). Satisfaction is described as to how much a man like their activity or mission they do, does not determine price satisfaction with how well a job should be, or how much effort the worker put into it (Pantouvakis & Patsiouras, 2016). Customer satisfaction can be more beneficial, innovative, and committed to keeping up with quality services provided to the customer. Bharadwaj and Mitra (2016) noted that price satisfaction has been widely regarded as having a significant impact on efficiency and firm service, especially in the oil and gas industry where employment is the bleeding edge of quality services.

The authentic leadership theory suggests that the leaders who rely on their backgrounds and mental boundaries (i.e. trust, idealism, strength, and self-efficacy), a good perspective and a supportive regulatory environment to create a more remarkable mind - guide positive practices. This in particular encourages their own health and the authenticity of their supporters and improves them, thereby achieving prosperity and reliable performance (Avolio, Wernsing, & Gardner, 2017). In less complex terms, genuine leadership is "an example of key behavior that stimulates the ability to participate in the exchange of data that is expected to be based on options while allowing the participation of individuals who are still taking part." According to Laschinger and Fida (2015) the authentic pioneers build confidence and more meaningful workplaces through four main parts: adjusted engagement, social orientation, good persuasive view and mind. Dealing with Modification by asking his followers enough information, both positive and negative, that precedes the settlement of critical choices, demonstrates a level of integrity and sincerity that urges others to be close to their thoughts, difficulties and feelings.

The leadership style of medical care supervisors has been distinguished as an inevitable contribution to the satisfaction of attendance activity. Authentic leadership emphasizes the key part of the authentic pioneers in encouraging the advancement of supporters by giving opportunities to find new abilities in this way enabling self-sufficiency, fitness, and job satisfaction (Cashman, 2017). Pilot and improved practices have been associated with improved outcomes of improved work capacity and job satisfaction. So far, to inquire about linking the inherent leadership to the states of positive labor of mind, for example, work satisfaction and targeted performance in a few studies, it is nevertheless consistent to expect that authentic leadership may affect job satisfaction and performance through its impact on the help of reinforcement.

Conclusion

Oil and gas industry forms one of the main sources to the UAE, despite the government trend to lower the contribution of the oil and gas to the gross domestic production of the country. Oil continues to remain important to the UAE. This paper aimed to identify the role of leadership styles on the price satisfaction by studying the relationship between the three main leadership styles (Transformational, Transactional, and Authentic) and the Price Satisfaction of Oil and Gas in the UAE. The quantitative approach used in the study used the questionnaire technique as an instrument in collecting the data from the samples of the research. The population of this paper were 250 employees in 50 managers from 50 oil and gas company in the UAE, and the sample were 152 respondents of them.

This paper has found out that the $R^2 = 0.121$, which confirms that this model explains the relationship with 12.1% and the rest of 87.9% is explained by other variables. The regression shows a regression equation as to $[2.605 + TRS0.168 + TRF0.075 + ALS0.207]$ unit for the price satisfaction. That means when transformational leadership style, transactional leadership style, and authentic leadership style are measured in units, the price satisfaction of oil and gas companies in UAE is equal to 0.168 for each unit of transformational leadership style, as well as decreased to 0.075 for each unit of transactional leadership style, and lastly it increased to 0.207 for each unit of authentic leadership style.

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