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The role of leadership style in organizational success in the oil and gas sector in Oman

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ABSTRACT:

Leadership is considered as the most crucial element and modern management concept that contributes effectively to enhancing development, improvement and suitability of any organization to fulfil their missions and goals. The purpose of this study to investigate employee perceptions of leadership styles that affect their workplace performance. This study endeavors to show how implementing these tactics can improve workflow, work-life balance, job happiness, and job performance. The study examines employee perceptions of leadership styles and their impact on worker productivity and organizational effectiveness using secondary data sources. The study questions center on to what extent does leadership practices influence employee performance, - What are the most effective leaderships practices /types present in the Omani workplace, - How can various leadership strategies enhance organizational effectiveness. To give a thorough understanding of the role of leadership style and how they are used in functional environments, secondary data sources including reports, studies that have been published, and organizational papers will be gathered and processed. Best leadership style practices have a favorable effect on worker productivity and performance, which will be analyzed. Recommendations for promoting the role leadership style at work will be given in light of the findings. This study aims to aim of this project is to understand employee perceptions of leadership styles that affect their workplace performance of their effective use in real-world settings, and a quantification of their beneficial effects on worker productivity and performance. Recommendations will be made based on the results to encourage efficient time management techniques at the AL MAHA oil company and OMANOIL company.

Keywords: Leadership, productivity, employees' perception

INTRODUCTION:

Understanding leadership styles and their role in the success of organizations is vital to manage the work effectively and achieve the company's goals. Leadership is a directive process aims

to motivate and inspire employees to achieve specific goals, and the leadership style followed by the leader plays a crucial role in determining the organizational culture and overall performance of the organization. The aim of this study is to understand employee perceptions of leadership styles that affect their workplace performance. This research seeks to identify the obstacles that hinder the practice of change leadership among the principals of Oman oil companies from their point of view and the ways to address them.

Problem statement:

Leadership organizations endeavors to follow various styles in order to improve their productivity in workplace. Resistance to change represents one of the most challenges that encounter the implementation of leadership style at Omani organizations particularly at Omani companies. Hence, resistance of change among employees can hinder the process of improvement, performance and empowerment of employees.

Study Questions:

Several questions have been improved that address various areas related to the role leadership styles. Questions of this research try to figure out the effectiveness of leadership styles on employee productivity, recent leadership types among Omani contexts and

The following questions as follows:

- 1- To what extent does leadership practices influence employee performance?
- 2- What are the most effective leaderships practices /types present in the Omani workplace?
- 3- How can various leadership strategies enhance organizational effectiveness?

Aim and Objectives:

The aim of this project is to understand employee perceptions of leadership styles that affect their workplace performance

- 1-To address the role of leadership practices in influence employee performance.
- 2-To identify the types of leadership practiced in the Omani workplace.
- 3-To evaluate the role of leadership strategies in enhancing organizational effectiveness.

Scope of the study:

The scope of this study includes examining the role of leadership styles in the success of organizations and how they affect workers' productivity and performance in a job environment. The study is targeting the Omani Oil Companies; therefore, it will be restricted to one company namely Al-Maha company and Oman oil. This research aims to understand employee perceptions of leadership styles that affect their workplace performance .

Hypotheses of the study:

The most important hypotheses in this study:

1. There are potential differences in leadership styles among male and female leader in Omani workplace.
2. Leadership strategies have positive impact on enhancing organizational effectiveness.
3. Raising awareness among employees about leadership style has positive influence on developing Omani organizations.

Significant contribution of the study:

Previous studies have extensively explored the impact of leadership styles on organizational success. Traditional research often emphasized the dichotomy between autocratic and participative leadership, highlighting their respective effects on employee morale and productivity. In more recent times, a shift towards transformational and servant leadership has gained attention, focusing on fostering employee growth and well-being. To contribute to this field, we will explore the integration of adaptive leadership strategies, considering the dynamic nature of modern work environments. Emphasizing the role of emotional intelligence in leadership and its influence on team dynamics could also offer a contemporary perspective. Additionally, investigating the implications of remote work and digital leadership could provide valuable insights into the evolving landscape of organizational success.

BACKGROUND, EXISTING WORK & LITERATURE REVIEW:

Introduction:

Leadership is vital for the success of any organization, influencing productivity, employee morale, and overall performance. This review is based on previous studies which will build knowledge and guide for the study. Through reading previous studies, findings reveal that effective leadership styles have positive influence on productivity, communication, innovation and creativity. Furthermore, previous studies indicate that companies benefit greatly from the following of influential leaderships. Existing Work

The role of leadership styles is an important topic in the workplace and their impact on jobs and employees' performance. To understand these effects, the research relies on previous studies related to this field. Previous research can be summarized as follows.

Existing Work:

- **“The role of leadership styles in encouraging and improving team performance in one of the biggest oil & gas group of companies in Abu Dhabi, UAE” by (Abudaqa et al., 2020)**

The current study aims to investigate how several leadership styles—transformational, transactional, and participative—affect the team performance of one of the largest oil and gas group firms in the United Arab Emirates. In addition, the goal considers how perceived organizational culture influences the relationships between team performance and transformational leadership, transactional leadership, participatory leadership, and team performance. The respondents are current

employees of one of the largest oil and gas group firms who have at least one immediate manager. Data was collected through the use of questionnaires, and Smart-PLS was used for analysis. Based on the findings, team performance is positively correlated with transformational leadership, transactional leadership, and participatory leadership. The findings also showed a positive moderating effect of perceived organizational culture on the relationships between team performance and transformational leadership, team performance and transactional leadership, team performance and participatory leadership. The primary users that wish to create policies around the leadership style that enhances team performance are the companies' regulators.

- **The relationship between leadership styles and organizational innovation: A systematic literature review and narrative synthesis“ by Alblooshi, M., Shamsuzzaman, M., & Haridy, S. (2021).**

Through a survey of multiple articles that address the connection between different leadership philosophies and innovation, this study investigates the role of leadership in organizational innovation. Using a descriptive research methodology, the study examined 64 journal articles about the connection between different leadership philosophies and innovation. Different leadership philosophies have a beneficial effect on organizational innovation, either directly or indirectly, through changing the culture of the organization, the behaviors of leaders and employees, or other organizational factors like learning and information exchange. Organizational innovation was impacted by some leadership philosophies in both direct and indirect ways. The present research adds to the extant literature on innovation and leadership by providing a thorough analysis of the ways in which different leadership philosophies impact organizational creativity. The analysis shows that earlier research was heavily restricted and only examined particular leadership philosophies. The research goes one step further and explains the relationship between leadership and innovation, categorizing different leadership philosophies based on whether they have a direct, indirect, or combined effect on organizational innovation.

- **The Effect of Leadership Styles on Employee’s Productivity in the Nigerian Oil and Gas Industry” by (Olayisade & Awolusi, 2021)**

Using Chevron Nigeria Limited as a case study, this research aims to investigate the impact of leadership style on worker productivity in the Nigerian oil and gas sector. A questionnaire with forty questions covering transactional, charismatic, democratic, bureaucratic, laissez-faire, and autocratic leadership styles as well as staff productivity characteristics was utilized in the study. The survey was distributed to a total of 125 respondents, and 93 valid responses were obtained. The results show that the autocratic leadership style is the most common in Nigerian Oil and Gas, with laissez-faire, bureaucratic, transactional, democratic, and charismatic leadership styles following in order of preference. The study concludes that while different leadership philosophies have differing

effects on worker productivity and can coexist within the same firm, they nevertheless have a major impact on staff productivity. The analysis emphasized a number of recommendations and policy implications. In addition to contributing to the body of knowledge already available on leadership practice, this study is meant to serve as a resource for academics and researchers looking to delve deeper into the topic of leadership practices in the oil and gas sector.

- **Examining the effectiveness of various leadership styles in Indian companies during the Covid-19 pandemic” by (Geddada Sagar & Chauhan, 2021).**

Finding out which leadership philosophies work best in India during the COVID-19 pandemic is the aim of this research. The efficacy of a certain leadership style in the context of the COVID-19 pandemic is defined in this study using the term "effective leadership styles." The positive outcomes that businesses could achieve as a result of a particular leadership style are referred to as efficiency level. Surviving in the market is the primary positive outcome during the pandemic. We have all seen with great sadness how horrible COVID-19 ended up becoming. The entire world has been impacted. The global economy as a whole suffered greatly following the severe recession that COVID-19 brought about. It has been observed that surviving is a challenge for every firm. To do this, leadership was essential. The onus was on the leaders to steer both their organization and their followers in the proper directions, or the other way around. Numerous reputable businesses have been observed to be downsizing in order to reduce expenses. The proposed study seeks to understand the leadership role in this critical COVID-19 period. Online platforms like LinkedIn and WhatsApp were used to disseminate 120 structured surveys with 14 statements to Indian IT companies. Seven leadership philosophies have emerged as the theoretical cornerstone of our investigation after a review of the literature on the subject.

Based on the seven styles, the questionnaire was created. According to the research, Instruct-style, Transformational, Autocratic, and Strategic leadership philosophies are highly effective during pandemics and are assisting organizations in managing the challenges posed by the Covid-19 pandemic. In the meantime, the investigation revealed that the democratic, laissez-faire, and transactional models are not very effective in times of crises. Thus, the research found that in times of crisis, managers must adopt a more authoritarian approach and provide employees with extremely precise orders. This research offers valuable insights for scholars and marketers to design tactics by comprehending the elements that illustrate how leaders can guide their staff during critical periods such as the COVID-19 pandemic.

Literature review:

Types of leadership:

In order to shape company culture, motivate employees, and improve performance, leadership styles are essential. A variety of leadership philosophies have been recognized by

academics, each having unique traits and effects on the efficiency of organizations. The purpose of this essay is to investigate various leadership philosophies, highlighting their salient characteristics, benefits, and disadvantages.

Transactional Leadership:

Transactional leadership is defined as an exchange-based relationship between leaders and followers, with rewards and punishments utilized to promote performance (Bass, 1985). Clear expectations, performance goals, and rewards for achieving goals are all established by leaders, who also enforce corrective measures for noncompliance.

Although transactional leadership can guarantee job completion and efficiency, its emphasis on compliance and control may stifle creativity and innovation (Avolio et al., 1999).

Transformational Leadership:

According to Bass (1985), transformational leadership is motivating and enabling subordinates to put aside their own interests and perform at a higher level. According to Bass and Riggio (2006), transformational leaders create a memorable vision, inspire and motivate others with their charm and charisma, and encourage thoughtful thought and personalized attention. According to Avolio et al. (1999), this approach stimulates employee involvement, innovation, and organizational change and adaptation. Nonetheless, in highly structured or stable workplaces where repetitive duties are the norm, transformational leadership could be less effective.

Servant Leadership:

According to Greenleaf (1970), servant leadership prioritizes the growth and well-being of followers and places an emphasis on empathy, humility, and service to others. Actively listening, empowering staff, and fostering a climate of trust and cooperation are all characteristics of servant leaders (Liden et al., 2008). Servant leaders develop loyalty, improve employee satisfaction, and create a sense of community in their organizations by putting others' needs first (van Dierendonck, 2011). On the other hand, detractors contend that servant leadership could be interpreted as being too permissive or passive, which could jeopardize organizational performance and decision-making (Sanjaya et al., 2008).

Authentic Leadership:

According to Avolio and Gardner (2005), leaders that practice authentic leadership prioritize honesty, transparency, and self-awareness. They also make sure that their behaviors are consistent with their primary values. According to Walumbwa et al. (2008), authentic leaders are dependable, show moral courage, and cultivate relationships of trust with their subordinates. This approach encourages social responsibility and ethical behavior in addition to strengthening organizational resilience and staff commitment (Hannah et al., 2010). However, situations where a leader's sincerity is called into question or where personal ideals clash with organizational rules can provide

difficulties for true leadership.

Digital leadership:

Leadership methods are altering dramatically in the quickly changing digital context to accommodate new technology and shifting organizational structures. Digital leadership has become a crucial skill for negotiating the challenges of the digital age. It is defined by the skillful application of digital technologies to motivate, involve, and empower people and groups. According to Kane et al. (2014), digital leadership is the strategic application of digital platforms and technology to promote creativity, teamwork, and organizational goals in a digital setting. It entails utilizing digital tools to improve performance results, decision-making, and communication, such as social media, data analytics, and virtual collaboration platforms. Digital leaders embrace technology innovations to add value and promote long-term growth in their companies. They exhibit flexibility, agility, and a forward-thinking attitude (George, et al., 2016)

Impact of leadership on productivity:

Leadership has a significant impact on employee motivation, engagement, and performance, which in turn shapes corporate productivity. The connection between productivity outcomes and leadership behavior in many organizational settings has been the subject of numerous research. To improve organizational performance, previous studies examine empirical data regarding the influence of leadership on productivity and pinpoint critical elements that support effective leadership.

Impact of leadership on creativity:

Organizational innovation, adaptability, and competitive advantage all depend on creativity. Through encouraging, empowering, and supporting workers' creative pursuits, leadership plays a critical role in fostering a creative work environment. To provide light on the mechanisms via which leadership affects creative results, previous studies review empirical research that investigates the relationship between leadership behavior and creativity in organizational settings.

Impact of leadership on innovation:

In today's dynamic and cutthroat corporate world, innovation has emerged as a critical component of organizational success. Initiating innovation projects and fostering an atmosphere that encourages experimentation and creativity are important tasks for leaders. To better understand how leadership affects innovation, this article will examine the ways in which leaders empower, inspire, and encourage their people to come up with creative solutions and ideas.

Challenges that face leadership organizations:

Due to the intricacies of the contemporary corporate environment, leadership in organizations is challenged on many different fronts. It is the responsibility of leaders to guide their organizations through choppy times while juggling a variety of internal and external demands.

Globalization, which is defined by the interconnection of markets, heightened competitiveness, and the growth of international corporations, is one of the main issues facing leadership in companies (Bartlett & Ghoshal, 1989). The challenge of negotiating multiple cultural, political, and economic environments while preserving organizational competitiveness and sustainability is one that globalization throws at executives (Ghemawat, 2001). To take advantage of global opportunities and minimize risks, effective leadership in the face of globalization requires a global mentality, cross-cultural competency, and strategic agility (Osland et al., 2001).

In today's fast-paced business world, organizational change is unavoidable, but it is still one of the most difficult jobs for leaders to accomplish. Overcoming opposition to change, overcoming inertia, and cultivating a culture of adaptation and resilience are all challenges faced by leaders (Kotter, 1996). Organizational politics, employee resistance, and communication breakdowns are a few possible problems in change management (Armenakis & Bedeian, 1999). Engaging stakeholders, articulating a compelling vision, and offering the required resources and support are all essential components of effective change leadership (Cameron & Green, 2015).

Solutions to achieve effective leadership:

Any organization that wants to succeed must have effective leadership since it affects worker motivation, output, and overall performance. However, in the fast-paced, intricate economic world of today, developing effective leadership presents difficulties. Leadership plays a pivotal role in shaping organizational culture, fostering innovation, and driving success in today's competitive business landscape. Nonetheless, the notion of proficient leadership is complex, incorporating an array of abilities and conduct. The corporate world is becoming more complex and changing at a rapid pace, which presents many problems for leaders trying to navigate uncertainty and guide their teams toward common objectives. There are plenty of ways that foster effective leadership such as transformational leadership, emotional intelligence and organizational culture.

The focus of transformational leadership is on encouraging and pushing subordinates to reach greater heights of productivity and creativity. Four essential elements of transformational leadership are suggested by Bass and Avolio (1994): intellectual stimulation, customized concern, inspirational motivation, and idealized influence. Leaders that possess these qualities are better able to empower their staff, create a culture of continuous improvement, and develop a shared vision. Leaders has the ability to craft a captivating vision, communicate proficiently, and offer guidance to enable staff members to achieve success in their positions.

STUDY METHODOLOGY:

Introduction:

This section presents an overview of desk research methodology, which entails the analysis of pre-existing data from documents and previous studies, also referred to as secondary data. The

objective is to gain insights into a specific topic and conduct an analysis based on this information. Desk research involves the collection and assessment of data from readily available secondary sources, such as archives, academic journals, and online resources, accessible via libraries or the internet. Its purpose is to validate existing knowledge or contribute new perspectives to the subject under investigation. Desk research proves particularly beneficial for theoretical inquiries and examinations of historical events or processes.

Study design:

Since the data encompasses details regarding leadership styles and their impact on workplace operations, the utilized approach is content analysis. The author focuses on interpretation and rhetoric in their writing. They examine the content of the research, aiming to depict discourse content, particularly the utilization of leadership style strategies and their influence on employees' job performance.

Data collection:

We undertook a comprehensive approach to gather information, drawing from a diverse array of sources to ensure the depth and accuracy of our findings. Our primary source of information was the esteemed Scientific Researcher website, renowned for its meticulous vetting process and reputation for providing authoritative and credible content. Recognizing the importance of corroborating our online research with real-world observations, we also conducted firsthand observations within the work environment. This entailed meticulously recording and analyzing behaviors, interactions, and events as they unfolded. By combining data acquired through both online research and direct observation, we were able to create a robust and nuanced understanding of the subject matter. This multifaceted approach not only enriched our research process but also facilitated a more comprehensive and insightful analysis of the topic at hand.

Limitations of the study:

One of the main limitations of the study is its limited potential for generalization. The study's use of small or non-representative samples may not fully capture the broader population of interest, potentially resulting in inaccurate depictions of characteristics and behaviors. Consequently, drawing overarching conclusions about the entire population or the banking sector as a whole may be challenging, with the findings primarily applicable to specific individuals or groups within the sample.

Data Analysis and Interpretation:**Introduction:**

This chapter includes 3 topics: To what extent do leadership practices influence employee performance? What are the most effective leaderships practices /types present in the Omani workplace? And also - How can various leadership strategies enhance organizational effectiveness?

The research has presented many studies for each topic and provided explanations for these studies. From the annual reports, the research has presented plenty of illustrative, graphics and some tables to show the impact of leadership styles on

AlMaha Company and OMANOIL company.

Data Collection:

The procedure of gathering data is considered an essential element since it provides the basis for analysis, interpretation, and drawing conclusions. To put it succinctly, the process of gathering data and information needed to complete the project or research include utilizing a variety of tools and strategies to ensure the capture of reliable and important information. Primary and secondary sources are used in this process:

Primary sources: entail obtaining data and information from new, direct sources. This data was collected specifically for the study and comes from a variety of sources, including field observations, surveys, interviews, questionnaires, and real-world experiments.

Secondary data:

Material Review: Look through scholarly databases like Science Direct, JSTOR, and Google Scholar for relevant material. Use search terms such as "oil industry success factors," "leadership in the oil sector," or "role of CEOs in oil companies." This will assist you in locating academic papers and research that investigates the connection between success and leadership in the oil industry.

Industry Reports: Seek out reports on the oil and gas sector that have been released by market research firms, industry associations, or consultancy firms. These papers frequently offer insights into the sector's success factors, obstacles, and leadership techniques. Reports from institutions such as the International Energy Agency (IEA), Deloitte, and McKinsey & Company may be a good source of information.

Examine and evaluate the annual reports of the largest oil firms. These reports frequently include sections on management discussion and analysis (MD&A), in which executives talk about the success of the business, its plans, and the role that leadership plays in accomplishing goals. Pay attention to what CEOs and other top executives have to say about their leadership philosophies and how they affect the performance of their companies.

Background about Al Maha oil Company:

There was an establishment of the Al-Maha Oil Marketing Company. In 1993, was founded as a limited liability business. A public stock corporation in Oman called the Al-Maha Oil Marketing corporation acquired the business in February 2004. In a signed stock exchange, In order to honor the uncommon Arab Muha sign, the company chose this name. Throughout the previous thirty years, the Maha Oil Marketing Company has been a key contributor to the infrastructure development and upkeep of the Sultanate by supplying oil products for several

significant projects across the Sultanate.

With capital investments and commercial growth, al Maha has created service stations from maximum to maximum throughout the Sultanate, aiming to provide clients with assistance even in difficult-to-reach locations.

Oil product marketing is another goal of the Al-Maha Oil Marketing Company, S.A. Maintaining our client-centered approach while expanding on our track record of dependability, sustainability, and innovation, renewing and supplying our goods and services to every societal group.

“A study on the impact of corporate leadership on the performance of oil companies“ by (Olayisade & Awolusi, 2021)

The study invested that the success of oil enterprises is largely linked to the ability of leadership to make the right strategic decisions, motivate employees and effectively guide operations. These studies also analyze the key leadership qualities that contribute to the success of these institutions.

Interpretation:

The study Another area of analysis could be operational performance indicators, including production efficiency, exploration success rates, project execution timelines, and health, safety, and environmental (HSE) performance. Effective leadership associated with improved operational efficiency, optimized asset utilization, and effective risk management practices. explore how leadership influences the company's ability to innovate, adapt to technological advancements, and capitalize on emerging trends in the oil and gas industry. Leaders who foster a culture of innovation and embrace technological disruption may position their companies for long-term success and sustainability.

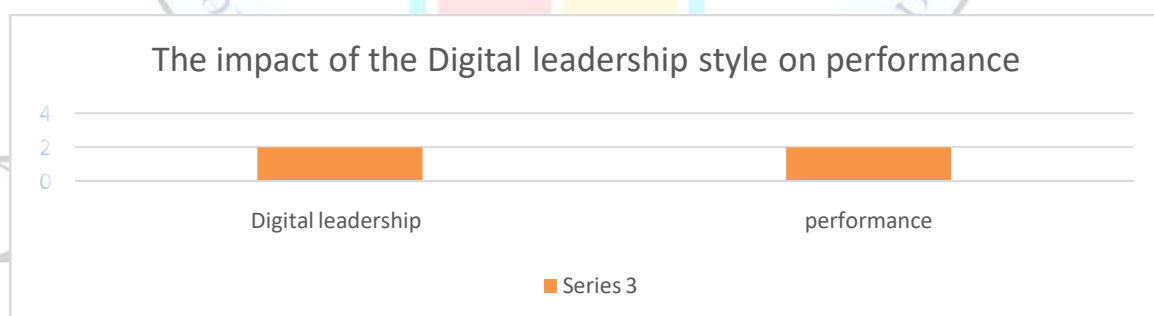


Figure 4.2.1

Interpretation:

The study underscores the critical role of digital leadership in navigating the complexities of Industry 4.0. Effective digital leadership not only drives innovation in business models but also ensures that organizations remain customer-focused in a digitally driven marketplace. By embracing digital leadership principles, companies can position themselves for success in the fast-paced and

highly competitive landscape of Industry 4.0. This graph would demonstrate how organizations with strong digital leadership capabilities tend to outperform their peers in terms of innovation and customer-centricity in the context of Industry 4.0.

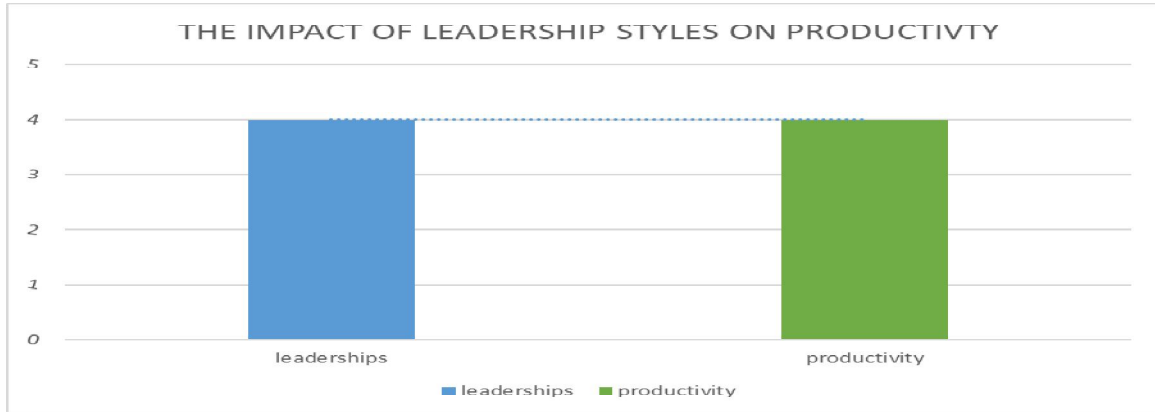


Figure 4

Interpretation:

The interpretation of this strong relationship between leadership styles and productivity clarifies that leadership style in AlMaha company adopt influential leadership practices that prioritize motivation, communication, adaptability and empowerment. Leaders within the company endeavor to create suitable atmosphere where employees can work conformably with their colleagues and heads.

According to annual report of AL-Maha Company, results indicate that there is a noticeable awareness of leadership among male and female employees as shown the chart below.

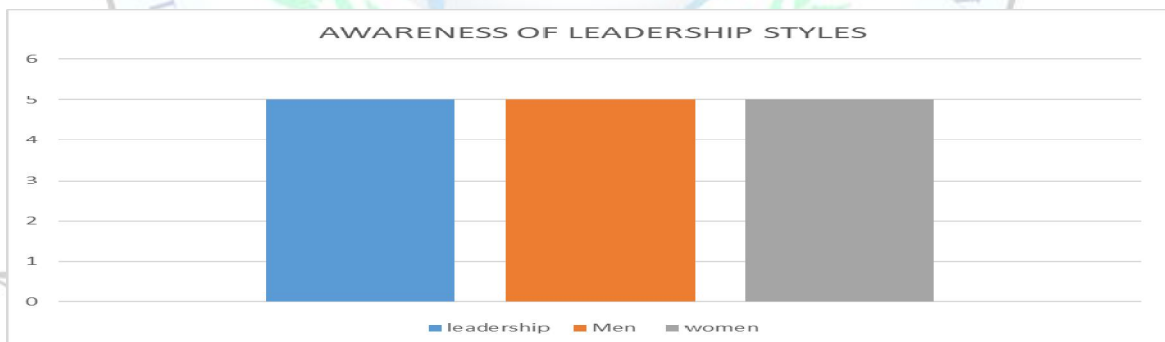


Figure 5

Interpretation:

Overall, the awareness of leadership among female and male employees in AlMaha company indicates that employees within the organization have gone through various practices and initiatives that provide them with great opportunities equally. Through adopting gender equality, challenging stereotypes, providing opportunities for skill development, and fostering inclusive organizational cultures are main steps which are followed by Al Maha company to raise awareness among individuals.

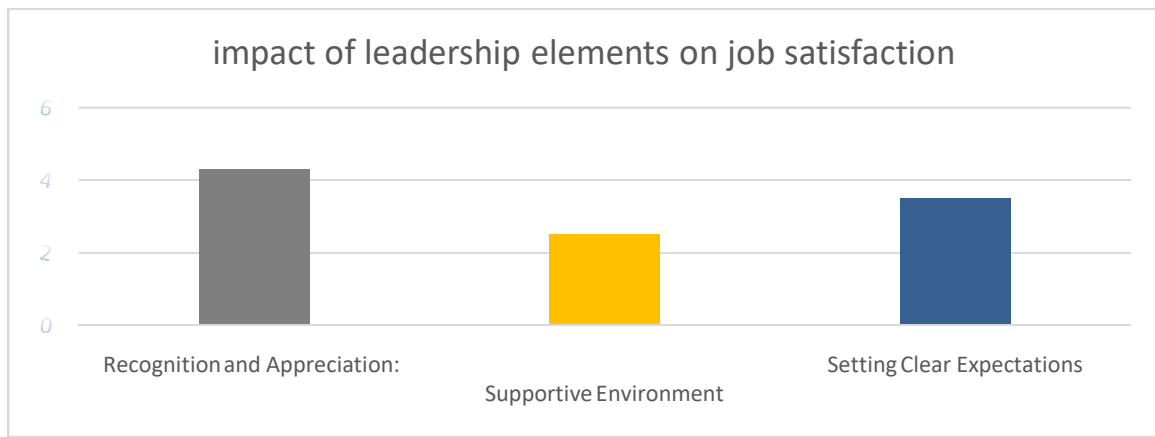


Figure 6

Interpretation:

It is obvious that the existence of the above elements contributed to employees’ satisfaction. This means that successful leadership should make sure that these elements should be activated in work atmosphere

4.2.9 Profitability from annual report of AL Maha company:

Due to the AL MAHA successful strategy and effective leadership style.

Sales have increased to RO 492.7 million in 2022 (2021: RO 372.5 million), an increase of RO 120.2 million (32%). The increase in sales is mainly attributed to the increase in retail and aviation sales volume and fuel prices.

Expenditures increased by RO 2.2 million (9%) mainly due to the increase in fuel stations’ operating expenses, fuel transportation costs, employees’ costs, and income tax.

Net profit after tax increased to RO 6.192 million in 2022 (2021: RO 2.76 million), an increase of RO 3.432 million (124%) mainly due to the increase in sales.

Return on equity increased in 2022 compared with 2021 due to an increase in net profit in 2022.

Below is a chart that indicates the net profit, dividend, and net equity since 2017:

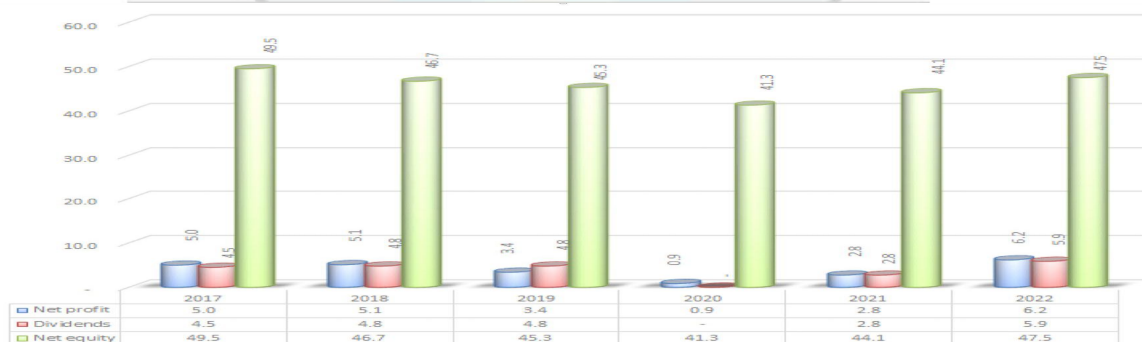


Figure 7

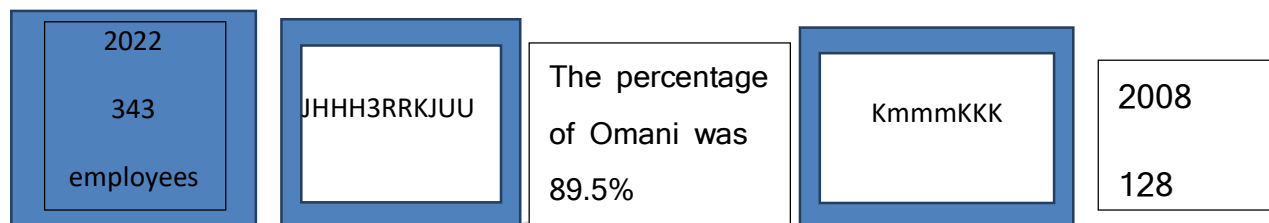
Interpretation:

The rise in net profit shows how well the company's initiatives are working and how much

more money it can make in the stumble leadership style. AL MAHA was able to take advantage of opportunities and improve its financial performance by effectively managing its time and resources.

Annual report Refining the Display of Corporation:

As well as human resources that contribute to improving role of leadership and the functional environment, as well as the role the employee plays in achieving these short and long -term strategies. The number of employees was from 128 employees in 2008 to 343 employees in 2022



Interpretation:

The AL MAHA oil firm had 128 employees in 2008, the Company believes in comprehensive and meaningful employee participation, which empowers their capabilities. Therefore, the Company has developed various policies for the development of human resources along with the strategic vision of the Company. Several new initiatives have been implemented during the year, aimed at - employee engagement and making employees 'future ready.' Our Omanization level was 89.5%, and the number of employees stood at 343 at the end of 2022.

Background about Oman oil Company:

Oman oil, established in 2003 as a subsidiary of Oman Oil Company, stands as a cornerstone of Oman's energy sector, embodying a robust integrated approach across upstream, midstream, and downstream operations. With a state-of-the-art refinery in Muscat boasting a refining capacity of 106,000 barrels per day, Oman oil is a key player in refining, distribution, and marketing of petroleum products, ensuring a stable supply of gasoline, diesel, jet fuel, and LPG to meet the nation's energy needs. Complemented by a widespread retail network spanning service stations, convenience stores, and car care centers, Oman oil is renowned for its commitment to quality and customer service, offering a comprehensive range of products and services. Anchored by a strong ethos of corporate social responsibility, the company actively engages in initiatives focused on education, healthcare, and environmental conservation, driving positive impact within communities. Guided by a vision of excellence, innovation, and sustainability, Oman oil continues to shape Oman's energy landscape, fostering economic growth, energy security, and societal well-being while upholding the highest standards of integrity, safety, and environmental stewardship.

Interpretation:

The Oman Oil Marketing Company's brand, reputation and success were founded on personal

and professional integrity and the company has also become a preferred employer due to the distinguished job opportunities it offers as well as professional development opportunities for a large segment of people. To continue improving our performance, we devote our efforts to developing our human capital capabilities across our businesses; We provide them with opportunities to enhance their knowledge regarding specialized and specific competencies in addition to a wide range of applied skills and creative technical skills. As a young, enthusiastic Omani company that is proud to be one of the leading companies in the energy sector in the Sultanate of Oman and an important partner in developing its infrastructure, the company constantly seeks to strengthen its current workforce. As one of the key factors in the company's long-term goals, the company employs the right Omani talent in the right jobs at the right time to become the entity that everyone wants to work for in the fuel marketing sector.

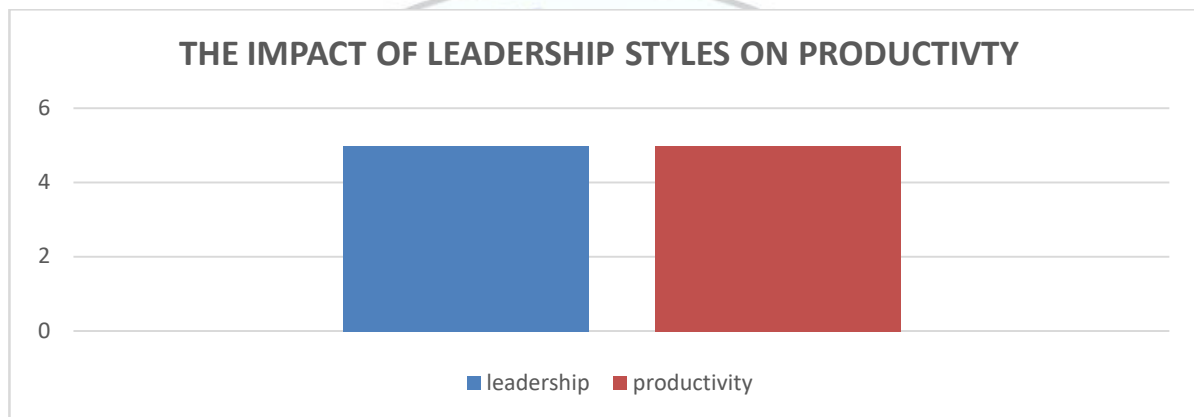


Figure 8

Interpretation:

The analysis of the significant correlation between leadership styles and productivity underscores that leadership practices in Oman oil company emphasize influential approaches centered around motivation, communication, adaptability, and empowerment. Leaders within the organization strive to cultivate an environment conducive to collaborative work among employees and their supervisors, aiming to foster comfort and cohesion.

Raising awareness of the leadership role among the staff is critical to enhancing the performance and effectiveness of the Oman oil company, a task force.

Increasing awareness of the leadership role among the staff is crucial for enhancing the performance and effectiveness of Oman oil Company. This requires a dedicated task force to implement strategies aimed at educating employees about the importance of leadership at all levels within the organization. By emphasizing the significance of leadership in driving innovation, teamwork, and organizational success, employees can be empowered to take ownership of their roles and contribute to the company's objectives more effectively. This heightened awareness can foster a culture of accountability, collaboration, and continuous improvement, ultimately leading to

enhanced performance and competitiveness for Oman oil.

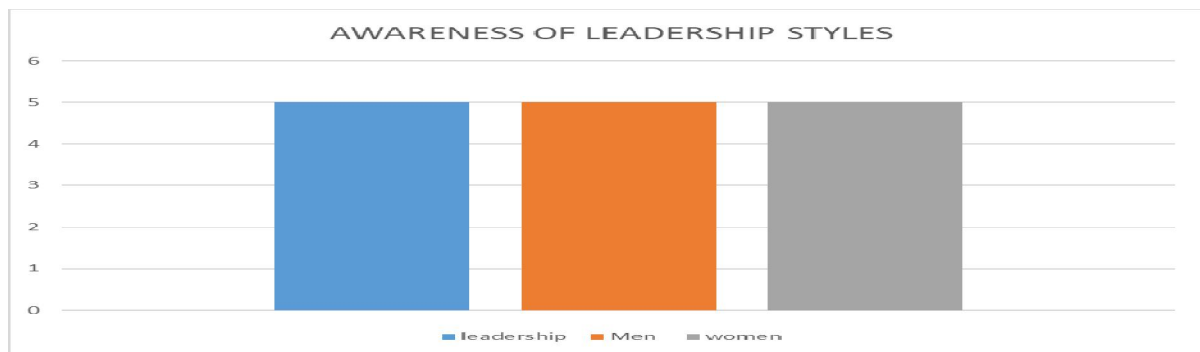


Figure 9

Interpretation:

In general, the recognition of leadership among both female and male employees at Oman oil company suggests that individuals throughout the organization have been exposed to a range of programs and efforts offering equal opportunities. Oman oil company has taken significant steps such as promoting gender equality, challenging stereotypes, offering skill development opportunities, and nurturing inclusive organizational cultures to heighten awareness among its workforces.

Comparison between AL MAHA OIL COMPANT AND OMANOIL COMPANT

According to the annual report 2022, we found theses different elements between AL MAHA OIL COMPANY AND OMANOIL COMPANY

Main Elements	AL MAHA OIL COMPANY	OAMAOIL COMPANY
Types of leadership	transformative leadership	democratic leadership
Revenues	492,731	484,300
Employees number	343	423
Total liabilities	104,015	205,035
Net profit	6,192	3,774
Total equity	47,528	80,170

To compare Al Maha Oil Company and Oaman oil Company based on the provided data:

FINDINGS, CONCLUSION AND RECOMMENDATIONS

FINDINGS:

1. Vision and Strategy: Establishing a distinct vision and strategy for the company is essential to effective leadership at the oil sector. In order to guide their companies towards success, leaders need

to be able to predict changes in the market, changes in geopolitics, and developments in technology. This entails making long-term choices that guarantee the company's viability and profitability.

2. Innovation and Adaptation: The oil sector company's executives must promote an innovative and adaptable culture. This can entail funding the creation of new technologies through research and development, such as improved extraction methods or renewable energy sources. Long-term success requires the ability to adjust to shifting consumer tastes, environmental rules, and market situations.

3. Risk Management: Because of things like price volatility, unstable geopolitics, and environmental problems, the oil sector Company is inherently dangerous. Recognizing and controlling these risks to reduce their influence on the business's operations and financial results is a necessary component of effective leadership. This could involve putting strong safety and environmental procedures in place, diversifying the company's holdings, and hedging against market changes.

4. Stakeholder Management: The oil sector company's executives must manage intricate interactions with a wide range of stakeholders, including local people, investors, government regulators, and environmental organizations. Establishing and preserving trust with these parties is essential to getting approvals, funding, and keeping your social license to operate.

5. Talent Development: Success in the oil sector company depends on attracting and keeping outstanding talent. To guarantee that their staff members have the abilities and know-how required to flourish in their positions, leaders must fund training and development initiatives. Hiring engineers, geologists, and other technical specialists as well as developing internal leadership potential could be part of this.

RECOMMENDATIONS:

Our study on the application of modern leadership style and its impacts on improving work performance leads us to offer the following RECOMMENDATION to improve the role of leadership in success organization and productivity in oil companies:

1. Develop a Clear Vision and Strategy A clear future vision for the organization and a strategic plan to get there should be developed by effective oil sector leaders. This entails defining important priorities, laying out the procedures necessary to reach them, and setting ambitious but doable goals. A clearly defined strategy unifies the organization around shared goals and offers direction for decision-making.

2. Embrace Innovation and Technology: Employers should be encouraged to experiment with new concepts, tools, and methods to increase productivity, cut expenses, and improve environmental performance. Leaders should cultivate an innovative culture within their companies. To optimize operations throughout the value chain, this may entail making investments in R&D, forming partnerships with technology suppliers, or putting digital solutions into place.

3. Prioritize Safety and Environmental Sustainability: Leadership in the oil industry should place a high priority on environmental stewardship and safety. To reduce risks and avoid accidents, leaders must establish a strong safety culture throughout the company by enforcing strict adherence to safety regulations and putting best practices into action. In a similar vein, a dedication to environmental sustainability entails cutting carbon emissions, limiting ecological damage, and making investments in renewable energy alternatives...

CONCLUSION:

In the end, it be said that leadership styles play crucial role in achieving success in any organization. By following various styles of leadership, fostering employees' skills, using updated techniques and giving equal opportunities, this leads to the creation of a comfortable atmosphere. This study reveals that improving leadership styles can cause increase of productivity, overall performance of employees and organizations. Increasing awareness among employees, encourage innovation and fostering open-minded leaders with high skills, can contribute to organize work, planning time and achieving goals effectively.

In addition, organizations should take in consideration the importance of the role of leadership. leadership is essential for providing direction, motivation, decision-making, innovation, and fostering a positive organizational culture. Without effective leadership, organizations may struggle to achieve their goals and thrive in today's competitive business landscape.

To conclude, leadership is a skill that can be learned and improved with continuous practices and training. Organizations and individuals can enhance their skills in leadership to achieve balance and control in their professional and personal sides.

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