

Examining the influence of leadership styles on customer satisfaction within project-based organizations in the United Arab Emirates (UAE)

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ABSTRACT

Customer satisfaction is critical to project success in the UAE's power sector. Clients are most satisfied when their project objectives are met within the specified timeframe. This study focuses on fostering long-term value and enhancing customer satisfaction in power sector projects by implementing transformational leadership. Since the UAE is the second-largest power sector in the Middle East after Saudi Arabia, transformational leadership is particularly relevant in managing complex, large-scale projects where organizational success hinges on effective project execution. This study investigates the influence of transformational leadership on customer satisfaction by assessing core leadership attributes, including vision, motivation, individualized consideration, and intellectual stimulation. The study explores how transformational leadership cultivates a customer-focused approach, improves service efficiency, and optimizes project outcomes. Data collection was conducted through an online survey distributed via Google Forms to key project stakeholders and managers between July 2024 and December 2024. The collected responses were analysed using a quantitative approach through IBM SPSS, with correlation studies performed to assess the relationship between transformational leadership and three key dimensions of customer satisfaction. The findings indicate that transformational leadership in the UAE extends beyond project delivery, significantly contributing to customer satisfaction. Furthermore, the study underscores the need for leadership development as a strategic priority in project-based organizations. It recommends incorporating transformational leadership principles into project management practices to enhance customer satisfaction and achieve operational excellence within the UAE power sector.

Keywords: Customer satisfaction, Transformational Leadership, leadership style, Organizational position, United Arab Emirates

INTRODUCTION

The United Arab Emirates (UAE) is a rapidly developing nation strategically positioned along the southeastern coast of the Arabian Peninsula, bordering Saudi Arabia to the south and west and Oman to the southeast. Despite its relatively small geographical size of approximately 83,600 square kilometers, the UAE has emerged as a significant economic and political hub in the Middle East. With a population exceeding 9.4 million as of 2023, the country has undergone considerable transformation over the past few decades, evolving from a primarily oil-dependent economy to a diversified economic powerhouse driven by sectors such as finance, tourism, renewable energy, and advanced technology.

The UAE comprises seven emirates, including Abu Dhabi, the capital and largest emirate, and Dubai, renowned for its global business environment, tourism industry, and iconic skyline. The nation's strategic location along the Persian Gulf has made it a key player in international trade and commerce. With a GDP of approximately \$501 billion in 2023 (World Bank, 2025), the UAE ranks among the wealthiest nations per capita, thanks to its robust infrastructure, business-friendly policies, and ongoing investments in innovation and sustainable development. The country continues strengthening its global influence through diplomatic efforts, international collaborations, and hosting major events such as Expo 2020 Dubai and COP28.

As of 2023, the United Arab Emirates (UAE) has achieved a total installed power generation capacity of approximately 51.2 gigawatts (GW) and 155 GW of power generation in the year 2022, with projections indicating a compound annual growth rate (CAGR) of over 3% from 2023 to 2035 (Globaldata,2024). This expansion is driven by increasing electricity demand due to population growth, greater adoption of renewable energy, and ongoing improvements in power transmission infrastructure.

The UAE has made significant strides in diversifying its energy mix beyond traditional hydrocarbons. In 2023, the country achieved a remarkable 70% growth in installed renewable energy capacity, reaching 6.1 GW (MOEI,2024). This progress is largely attributed to large-scale solar photovoltaic projects, such as the Mohammed bin Rashid Al Maktoum Solar Park in Dubai and the Al Dhafra Solar Plant in Abu Dhabi. Additionally, the UAE has invested in nuclear power, with the Barakah Nuclear Power Plant contributing to the nation's low-carbon energy goals.

The UAE aims to further increase its renewable energy capacity, with projections estimating it will reach 21 GW by 2035, growing at a CAGR of 10% between 2023 and 2035 (Energymonitor, 2024). The United Arab Emirates' (UAE) commitment to expanding renewable energy sources is a central component of its broader strategy to achieve net-zero emissions by 2050. This initiative, known as the UAE Net Zero by 2050 Strategic Initiative, positions the UAE as the first nation in the Middle East and North Africa (MENA) region to set such an ambitious target. The utility sector in the United Arab Emirates (UAE) is categorized into residential, commercial, and industrial segments, with key entities overseeing power distribution and management. Prominent organizations in this sector include the Dubai Electricity and Water Authority (DEWA), Abu Dhabi National Energy Company PJSC (TAQA), Etihad Water and Electricity, Sharjah Electricity and Water Authority (SEWA), and Emirates Water & Electricity Company (EWEC). As electricity demand continues to grow, the sector remains dynamic, with ongoing projects aimed at expanding capacity, enhancing infrastructure, and improving overall reliability.

In the highly competitive power sector, organizations continuously strive to improve efficiency, ensuring projects are completed on schedule and profitability is maximized. Senior management must implement leadership models that best suit their organizational requirements to achieve these goals. Different leadership styles adopted by managers in the power industry play a crucial role in influencing project success and overall customer satisfaction. The impact of leadership effectiveness is commonly evaluated through key performance indicators such as revenue growth, profit margins, increased project orders, return on investment, and overall cost reduction.

Achieving complete customer satisfaction requires that every key organizational stakeholder fully understands customer expectations and requirements (Asher, 1989). Customer service is vital to business success, directly impacting overall sales and profitability. Like other industries, the power sector must prioritize continuous improvements in service quality to enhance customer experiences. According to (Gorst et al.,1998), customer satisfaction is a dynamic, evolving process that unfolds over time through a series of interactions between customers and service providers. Initially, customers form expectations based on prior experiences and communications. These expectations serve as benchmarks against which actual service experiences are evaluated. When the perceived performance aligns with or exceeds expectations, customers experience satisfaction; conversely, a mismatch can lead to dissatisfaction.

While leadership and customer satisfaction have been extensively researched separately in industries such as construction, hospitality, oil and gas, telecommunications, banking, and aviation, they have received comparatively less attention in the power sector. However, effective leadership is crucial in this industry, where meeting stringent deadlines is essential for ensuring the reliable delivery of electricity. This study examines leadership style within the power sector, particularly emphasizing transformational leadership and its direct impact on customer satisfaction.

LITERATURE REVIEW

This study investigates the importance of transformational leadership and its impact on customer satisfaction within the United Arab Emirates (UAE) power sector. The UAE has experienced rapid development and transformation over the past four decades, primarily attributed to its leaders' leadership styles and decision-making capabilities. As noted (Davidson, 2008), the nation's remarkable growth is closely linked to the visionary and effective leadership that has guided its evolution. (Northouse, 2020) defines leadership as a process by which an individual influences a group of individuals to achieve a common goal. According to (Christie et al., 2011), leaders who engage in intellectual

stimulation encourage their followers to participate actively in decision-making processes and to voice their opinions. In their 2017 study, Naeem and Azam conducted a qualitative analysis to identify and examine various leadership styles prevalent in the United Arab Emirates maintenance industry. Through focus group discussions with senior officers from reputable maintenance companies, they found that top-level management often employs an autocratic leadership style, which does not yield the desired results regarding employee motivation and satisfaction. Middle-level management tends to practice various leadership styles, with team leadership being the most common and generally well-received by subordinates. Lower-level management often adopts an autocratic approach to control field staff, leading to dissatisfaction among workers who feel their suggestions are overlooked.

Research by (Toor and Ofori, 2008) highlights the critical role of participative and transformational leadership styles in enhancing safety performance across all management levels, especially as equipment, systems, and infrastructure become increasingly complex. (Balasubramanian, 2012) It posits that an individual's leadership style is intrinsically connected to their organizational role, rendering it inseparable from their leadership approach. (Randeree and Chaudhry, 2012) Suggests that individuals with excellent professional experience are more likely to adopt a transformational leadership style effectively. (Holzmann, 2020) In the creative industry, transformational leadership is identified as the most effective style for achieving project success, with transactional leadership also playing a significant positive role in project outcomes. Traditionally, project success has been gauged by evaluating whether specific objectives—such as adherence to budget, schedule, and scope—have been met. However, contemporary project management perspectives have expanded this definition to encompass stakeholder satisfaction, long-term value realization, and benefits beyond immediate project deliverables. This broader view acknowledges that while meeting initial constraints is essential, true project success also involves delivering sustainable outcomes and value to all stakeholders. (Al Hammadi, 2016) concludes that transformational and transactional leadership styles are essential for enhancing team and organizational performance within the UAE's construction industry. Transformational leadership is particularly effective in power industries where projects are typically large-scale and complex.

In any industry, ensuring client satisfaction is paramount, achieved by delivering projects that meet their objectives, align with expectations, and offer optimal value for investment. This principle is especially critical in the construction sector, where the briefing process serves as a cornerstone for understanding and fulfilling client requirements. Effective client briefing is crucial to successfully delivering construction projects, ensuring that the project outcomes align with the client's vision and needs. (Barrett and Stanley, 1999).

Ensuring client satisfaction is essential throughout a project's life cycle. The post-completion phase is particularly critical, identifying design shortcomings and construction defects. Despite being perceived by some as one of the less appealing aspects of the construction industry, this stage is vital for achieving client satisfaction, a key indicator of project success. As noted (Chan 2004), the construction industry is dynamic due to technological, budget, and development process uncertainties. In the construction industry, maintaining a competitive edge necessitates prioritizing customer satisfaction as a key indicator of project success. Managers are continually challenged to adapt and thrive amidst the industry's dynamic landscape. Clients increasingly demand higher service standards and innovative solutions, compelling managers to enhance performance to ensure ongoing viability and profitability. Understanding and aligning these factors are crucial for delivering optimal value to clients (Pasquire & Maruo, 2001).

The growing acknowledgment of clients as the foundation of the industry and a key driver of progress made it essential to ensure their satisfaction (Latham, 1994). According to (Ahmed and Kangari, 1995), satisfaction results from a process where actual outcomes are compared to initial expectations. According to (Othman, 2004), client satisfaction is highest when they receive high-quality products or services that fulfil or surpass their expectations within a set timeframe and at the most economical cost. The transition from viewing financial figures as the primary basis for performance measurement to considering them as just one metric among a broader range of indicators—such as quality and client satisfaction—marks a significant shift in the modern business landscape (Eccles & Pyburn, 1992). Furthermore, while a competitive selling price is essential in today's workplace, it should not come at the expense of quality or service (Goetsch & Davis, 2010). Providing post-completion services, such as addressing snag issues or offering warranty support, is one of the key strategies for enhancing client satisfaction (Othman, 2007).

Customers continuously seek products or services that fulfil their needs and desires (Li & Green, 2011). With their purchasing power, they can choose the company they prefer. To remain competitive against other businesses offering similar products, companies must find ways to sustain customer satisfaction. Customers tend to spend more when they receive high satisfaction and reduce their consumption with companies that fail to meet their expectations (Hafeez & Muhammad, 2012). Additionally, expectations are a key measure of customer satisfaction (Sephton, 2013), as customers often evaluate service performance based on how well it aligns with their expectations (Shukri, 2017).

According to (Hernon, 1999), Customer satisfaction can be broadly categorized into two distinct types: transaction-specific satisfaction and cumulative satisfaction. Transaction-specific satisfaction refers to a customer's immediate evaluation of a particular project/service upon completion. On the other hand, cumulative satisfaction often termed overall satisfaction, encompasses a customer's aggregated experiences over time. Rather than focusing on a single interaction, it reflects the customer's holistic perception of the company, shaped by multiple service encounters. In power sector projects, customer satisfaction is primarily transaction specific.

Building upon the insights from the literature review, this study proposes the following hypotheses for empirical testing:

H1a: Transformational leadership is the predominant leadership style adopted in UAE power sector projects.

H1b: Transformational leadership is more commonly practiced by senior leaders in UAE Organizations.

H1c: There exists a significant positive correlation between transformational leadership and customer satisfaction in UAE power sector projects.

These hypotheses aim to explore the prevalence of transformational leadership within the power sector and its impact on customer satisfaction, mainly focusing on the context of the United Arab Emirates.

Leadership style in UAE Power Projects

The different leadership styles impact employees and subordinates in various ways, each focusing on specific outcomes. Effective leaders must evaluate their team and determine the most suitable goals. While some leaders emphasize daily operations, others concentrate on long-term strategic objectives. Although multiple leadership styles are present in UAE power projects, a literature review has identified five dominant styles in the region: authoritarian (autocratic), participative (democratic), delegative (laissez-faire), transactional (managerial), and transformational (visionary). Each style presents a distinct leadership approach with its advantages and limitations. This study builds upon the well-established leadership theory introduced initially by (Bass, 1985), which differentiates between two key leadership types: transformational and transactional.

The autocratic leadership style is characterized by a strong focus on job requirements and task completion, viewing employees as instruments for achieving organizational goals (Bass, 1990). Leaders who adopt this approach establish strict rules and directly communicate expectations, resulting in a structured and rigid work environment where decision-making authority is solely concentrated in the leader's hands. Subordinates are excluded from the decision-making process, as leaders rely solely on their judgments without seeking input from others (Goleman, 2002). In an autocratic setting, collaboration is neither encouraged nor rewarded, as tasks and hierarchies are strictly defined (Cherry, 2021). Communication between leaders and employees is predominantly directive, with instructions focused on task execution rather than discussion or feedback (Bass & Bass, 2009). This leadership style often results in leaders being perceived as controlling and authoritarian, frequently monitoring subordinates while offering little to no mentorship or support (Northouse, 2020).

The democratic leadership style, participative leadership, prioritizes team involvement by encouraging members to express their ideas and opinions (Goleman, Boyatzis & McKee, 2002). Leaders employing this approach actively listen to their subordinates and incorporate their input into decision-making. Although the final decision remains with the leader, every team member can contribute during discussions, fostering a sense of inclusion and shared responsibility (Bass & Bass, 2009). This collaborative approach often enhances group performance, as members feel more engaged and committed to collective goals (Northouse, 2020). Distributing responsibilities across the team empowers individuals to participate meaningfully, strengthening their sense of ownership and motivation.

Democratic leadership is particularly effective in promoting open dialogue and creativity, ensuring that diverse perspectives are acknowledged and valued (Cherry, 2021). This leadership style is especially beneficial for generating innovative ideas or executing a shared vision, as it encourages active collaboration and engagement within the team.

Delegative, or laissez-faire, leadership involves leaders assigning responsibilities to subordinates while making minimal efforts to support meeting their needs. In this leadership style, there is little interaction to foster growth or development among followers (Judge & Piccolo, 2004). Delegative leaders place significant trust in their employees, allowing them to complete tasks independently without micromanagement or regular feedback. Instead, these leaders empower employees to rely on their skills, experience, and resources to achieve their goals. Employees are given the freedom to work autonomously, with the expectation that they will take full responsibility for their duties and actions. This approach promotes a strong trust between the leader and the team, often resulting in autonomous teams with minimal oversight from leaders. Essentially, laissez-faire leadership is defined by a lack of active engagement, with leaders avoiding decision-making, delaying action, and often being unavailable when support is needed (Bass, 1990).

Transactional leadership is a task-oriented leadership style in which leaders drive motivation by offering rewards, incentives, and recognition to achieve predefined objectives. Leaders using this approach closely oversee employee performance, ensuring that goals and responsibilities are clearly understood. A fundamental aspect of transactional leadership is the establishment of clear expectations through structured policies, procedures, and objectives, with positive reinforcement provided upon successful completion. This leadership style is defined by three key components: contingent reward, management-by-exception (active), and management-by-exception (passive). Developed in the 1970s, transactional leadership emphasizes routine interactions between leaders and subordinates (Berry & Cartwright, 2000). In active management-by-exception, leaders proactively monitor their team, identifying potential issues and taking corrective action before they escalate. In contrast, passive management by exception involves leaders intervening only after a problem has already occurred. Unlike transformational leadership, which focuses on people and their potential, transactional leadership ensures tasks are completed efficiently. While transformational leaders inspire followers to surpass expectations and prioritize the collective interests of the Organization, transactional leaders emphasize structure, order, and adherence to established objectives (Bass & Avolio, 1990).

Transformational leadership is an evolving process that drives change and enhances individuals' performance and capabilities. Leaders who adopt this style are visionary and open to change, emphasizing ethics, values, emotions, standards, and long-term goals. They consistently evaluate and inspire their followers, addressing their needs holistically and treating them as complete individuals. By encouraging input from their team members, transformational leaders create an environment that fosters increased productivity. This leadership approach often relies on the leader's charisma and vision to motivate followers to surpass expectations and reach higher levels of success. Transformational leadership is characterized by four fundamental components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence, or charisma, refers to a leader's personality and behaviour that earn admiration from followers. Inspirational motivation involves articulating a compelling vision that energizes and engages the team. Intellectual stimulation challenges followers to question assumptions, embrace risk-taking, and foster creativity. Individualized consideration reflects the leader's personalized attention to each follower, often demonstrated through mentorship, coaching, or guidance (Judge & Piccolo, 2004). Transformational leadership inspires employees to exceed their expectations in pursuit of shared objectives.

Customer Satisfaction

Customer satisfaction is vital in UAE power sector projects' success, operational efficiency, and long-term viability. The sector's rapid growth, fuelled by rising energy demands and ambitious national initiatives like the UAE Energy Strategy 2050, requires a focus on delivering high-quality services and adopting customer-centered strategies. The primary factors influencing customer satisfaction in power sector projects involve optimizing the relationship between three key elements: achieving project objectives, meeting customer requirements and expectations, and delivering post-project benefits (Othman, 2007). Transformational leadership has proven especially effective in industries such as power generation, where projects are often large and complex. Previous research indicates that

transformational leadership is linked to higher customer satisfaction, improved quality of deliverables, and better realization of post-project benefits. These results suggest that transformational leadership drives successful project completion and enhances long-term value and customer satisfaction. Hence, ensuring customer satisfaction in the UAE power sector requires a comprehensive approach that combines effective leadership, strategic project management, and innovation. This approach is essential to meeting project objectives, fulfilling stakeholder expectations, and realizing post-project benefits.

While the definition of customer satisfaction may differ based on the project's nature, the stakeholders involved, and the specific goals, this study identifies three key factors as essential:

1. Achieving Project objective
2. Meeting customer expectation
3. Post-project benefit realization

METHODOLOGY

Integrating theoretical frameworks with real-world field studies is crucial for enhancing academic research and applying academic insights to improve power sector processes and better meet industry clients' needs. This section presents a noteworthy field study conducted in the United Arab Emirates. Satisfaction may not be a one-dimensional concept, but it is more effectively measured through a series of questions that address various forms of satisfaction. The research involved a random sample of 81 professionals from the UAE power sector. This study is also causal, aiming to uncover the causal relationships between transformational leadership style and customer satisfaction in UAE power sector projects.

The study employs a descriptive and quantitative research approach. It uses a questionnaire to explore the significance of transformational leadership compared to other leadership styles and their relationship with customer satisfaction and organizational roles. The questionnaire was designed to collect data from participants at the executive level and above within power sector projects. The online questionnaire is divided into three sections. The first section gathers personal information such as age, years of experience, and organizational position. The second section identifies leadership styles, utilizing a Likert scale from 1 (strongly disagree) to 7 (strongly agree). Second section includes 15 statements related to leadership style, with respondents answering based on their behaviors and operational practices. The third section evaluates customer satisfaction because of leadership characteristics using a Likert scale from 1 to 7. Third section includes three statements describing the key dimensions of customer satisfaction: Achieving project objectives, meeting customer expectations, and realizing post-project benefits.

Indicator	Sub indicator	Scale
Transformational leadership	<ul style="list-style-type: none">• Motivate my team for increased productivity.• Go beyond self-interest for the good of the group.• Concerned with ethics and goals while making decisions.	1 2 3 4 5 6 7
Delegative leadership	<ul style="list-style-type: none">• Provide freedom to my team members.• Expect my team members to make decisions.• Let my team do their work.	
Transactional leadership	<ul style="list-style-type: none">• Reward people for their performance.• Manages by exception by watching subordinates closely.• Anticipates problems and takes action before they end up into major issues	
Autocratic leadership	<ul style="list-style-type: none">• Make all decisions without involving team members.• Make a choice based on Judgment without considering advice from the group experts.• Establish rules, clearly outline them, and communicate them to the team.	

Participative leadership	<ul style="list-style-type: none"> • I take suggestions and feedback from my subordinates. • Encourage team participation. • Give a chance to all members of the group to voice their opinions. 	
Customer satisfaction	<ul style="list-style-type: none"> • Achieving project objective • Meeting customer expectation • Post-Project Benefits Realization 	

Table 1: Study Indicators and Sub indicators**RESULTS & DISCUSSION**

Eighty-one professionals participated in the survey, including 19 junior-level managers and 62 middle—and senior-level managers. The survey employed the Multifactor Leadership Questionnaire (MLQ) to evaluate leaders' traits across transformational, transactional, delegative, participative, and autocratic leadership styles, along with three key statements related to customer satisfaction. The questionnaire was designed to identify the leadership behaviors that organizations should adopt and to determine the most appropriate leadership style for implementation within the Organization (Bass, 2000). Of the respondents, 45 had over 20 years of organizational experience, while the remaining 36 had fewer than 20 years. Notably, 66% of the respondents were aged 41 or older, and 33% were between 31 and 40.

Variable		Frequency	Percentage
Age	31-40	27	33.33
	41-50	45	55.56
	51 and above	9	11.11
Organizational level	Junior Manager	19	23.45
	Middle and Top managers	62	76.55
Years of Experiences (YOE)	20 years and above	45	55.55
	Less than 20 years	36	44.44

Table 2: Respondent characteristics

Internal consistency reliability is a measure used to evaluate how consistently the items within a test assess the same underlying concept. This is often assessed using Cronbach's alpha, a statistical tool that indicates the degree of correlation between the test items. A high Cronbach's alpha value suggests that the items are strongly internally consistent and reliably measure the same construct. This type of reliability is crucial in psychological and educational assessments, where each item must contribute consistently to the overall score meaningfully. Cronbach's alpha precisely gauges how closely related a set of items is as a unified group.

The formula for Cronbach's Alpha is:

$$\alpha = \frac{N}{N-1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

Where:

- α is Cronbach's Alpha.
- N is the number of items (questions) in the test.
- σ_i^2 Is the variance of each item.

- σ_t^2 It is the variance of the total score formed by summing up all items.

Cronbach's Alpha	N of Items
.707	6

Table 3: Reliability Statistics

The calculated Cronbach's alpha is 0.707, indicating strong internal consistency among the survey items. This level of correlation suggests that the items effectively measure the same underlying construct. The survey utilizes the Multifactor Leadership Questionnaire (MLQ) to identify transformational, transactional, delegative, participative, and autocratic leadership characteristics and three key customer satisfaction indicators. A summary of the descriptive statistics is provided in Table 4.

Variable	N	Min	Max	SD	Mean
Transformational leadership (TRL)	81	6.33	7	0.28	6.74
Delegative leadership (DL)	81	1.33	7	1.76	5.56
Transactional leadership (TSL)	81	5.67	7	0.53	6.56
Autocratic leadership (AL)	81	2.67	6	1.26	3.81
Participative leadership (PL)	81	5.67	7	0.47	6.56
Customer satisfaction (CS)	81	5.80	7	0.54	6.56

Table 4: Descriptive statistics of the survey data

The survey results indicate that Transformational leadership achieved the highest average mean score of 6.74.

Relationship between Transformational Leadership and Organizational position

Junior-level leaders typically use a combination of transformational, transactional, and delegative leadership styles, each with a mean score of (M=7). In contrast, senior management predominantly prefers a transformational leadership style, with a mean score of (M=6.67). High-level leaders in organizations are more likely to apply a transformational leadership approach effectively, as they are better positioned to make reliable and impactful decisions.

Organizational Level	Nos	TRL	DL	TSL	AL	PL
Junior Managers	19	7	7	7	5	4.2
Middle and Top Managers	62	6.67	5.17	6	4	3.83

Table 5: Organizational level vs. leadership style (Mean scores)

(TRL-Transformational Leadership, DL-Delegative leadership, TSL-Transactional Leadership, AL-Autocratic Leadership, PL-Participative Leadership)

A correlation analysis was conducted using IBM SPSS statistical software to explore the relationship between transformational leadership style and organizational level. The results showed a positive correlation, suggesting that higher organizational-level individuals are likely to adopt a transformational leadership style.

Pearson correlation	Organizational Position
Transformational Leadership	0.403

Table 6: Correlations between Transformational Leadership style and organizational level.

Relationship between Transformational leadership and customer satisfaction

A Pearson correlation analysis was performed using IBM SPSS software to investigate the relationship between transformational leadership style and the three customer satisfaction measures. The findings from this analysis were subsequently presented in Table 7.

	Achieving project objective	Meeting customer expectation	Post-Project Benefits Realization
Transformational Leadership	.354**	.354**	.354**
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 7: Correlation between Transformational leadership style and customer satisfaction

The study's findings indicate a strong positive correlation between transformational leadership and three key aspects of customer satisfaction: Achieving the Project objective, meeting customer expectations, and realizing post-project benefits.

H(x)	Hypothesis	Finding
H1a	Transformational leadership is the predominant leadership style adopted in power sector projects.	Accepted
H1b	Senior leaders within the industry more commonly practice transformational leadership.	Accepted
H1c	Transformational leadership and customer satisfaction in UAE power sector projects have a significant positive correlation.	Accepted

Table 8: Summary of the Main Findings of the Study

CONCLUSION

The study examining the influence of transformational leadership on customer satisfaction in UAE power sector projects underscores the substantial influence of leadership style on customer satisfaction, particularly among those with over 20 years of experience. The study further establishes that transformational leadership has the strongest positive correlation with three key customer satisfaction measures. Transformational leadership, defined by visionary thinking, inspiration, and individualized attention, is positively linked to higher levels of customer satisfaction. The findings suggest that senior-level leaders who embrace a transformational approach are more successful in building strong client relationships, ensuring high-quality outcomes, and aligning project goals with customer expectations. This leadership style's focus on innovation, long-term objectives, and employee motivation proves particularly effective in the power sector, fostering enhanced customer experiences and project success. This research is consistent with the work of (Bass,1990), who highlighted the importance of transformational leadership for achieving outstanding performance and customer satisfaction. In conclusion, organizations within the UAE power sector benefit from adopting transformational leadership practices to enhance customer satisfaction, improve project outcomes, and ensure long-term sustainability.

Like all research, this study has limitations that need to be acknowledged. One of the primary limitations is the lack of resources, particularly time and finances. If the researcher had more time and financial support, a larger sample

could have been surveyed, offering incentives to participants to increase response rates and minimize response errors. Furthermore, this would have allowed for more advanced research methods, such as combining qualitative and quantitative approaches. This would have enabled the study to incorporate qualitative methods alongside the quantitative approach, providing a more comprehensive understanding of the topic.

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