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THE MEDIATING EFFECT OF ETHICAL LEADERSHIP BETWEEN
COMMUNICATION ETHICS AND QUALITY ASSURANCE
AMONG MANAGERS IN ABU DHABI NATIONAL OIL
AND GAS COMPANIES (ADNOC)



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ALHAMMADI JASEM MOHAMED JUMAA EISSA

SULTAN IDRIS EDUCATION UNIVERSITY

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MANAGERS IN ABU DHABI NATIONAL OIL AND GAS
COMPANIES (ADNOC)

ALHAMMADI JASEM MOHAMED JUMAA EISSA



DISSERTATION PRESENTED TO QUALIFY FOR A MASTER IN
MANAGEMENT
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SULTAN IDRIS EDUCATION UNIVERSITY

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ABSTRACT

This study aims to examine the mediating effect of ethical leadership on the relationship between communication ethics and quality assurance in Abu Dhabi oil and gas companies (ADNOC). This research formulated an objective to test the mediating effect of ethical leadership between communication ethics and quality assurance among managers in ADNOC so that the achievement of high-quality security will contribute toward the enhancement of high-quality assurance and the performance of managers in ADNOC. This quantitative approach engages a cross-sectional study involving 369 managers of ADNOC which were sampled using a simple random sampling. This research used Covariance-based structural equation modeling (CB-SEM) as an analytical technique via analysis of moment structures (AMOS) software. The findings have confirmed the positive and significant effect of communication ethics and ethical leadership on quality assurance among ADNOC managers. The direct relationship between communication ethics and quality assurance showed that with a 1% increase in communication ethics, there is a 0.50% increase in quality assurance in ADNOC. The relationship between communication ethics and ethical leadership was again significant. Also, a 1 percent increase in communication ethics leads to a 0.60 percent increase in ethical leadership among managers. The finding indicates that reporting the β value and p-value of each variable for testing the relationship is supported. According to findings in chapter four of this study which are: H1 $\beta = .108$; T-value = 2.745; $P < 0.05$, H2 $\beta = .108$; T-value = 2.745; $P < 0.05$, H3 $\beta = .450$; T-value = 7.536; $P < 0.01$, also H4 mediation of P value 0.002 and a coefficient of 0.469 supported the hypotheses' results. This study implies that communication ethics and ethical leadership are critical to improving quality assurance among managers in the oil and gas industry. Therefore, managers related industry practitioners, and policymakers should emphasize ethical leadership toward improving the ADNOC's quality assurance.

KESAN PENGANTARA KEPIMPINAN BERETIKA ANTARA ETIKA KOMUNIKASI DAN JAMINAN KUALITI ANTARA PENGURUS DI ABU DHABI MINYAK DAN GAS NEGARA SYARIKAT (ADNOC)

ABSTRAK

Kajian ini bertujuan untuk menentukan kesan pengantaraan kepimpinan etika terhadap hubungan antara etika komunikasi dan jaminan kualiti di syarikat minyak dan gas Abu Dhabi (ADNOC). Kajian ini merumuskan objektif untuk menguji kesan pengantaraan kepimpinan etika antara etika komunikasi dan jaminan kualiti di kalangan pengurus dalam ADNOC supaya pencapaian kualiti yang tinggi akan menyumbang ke arah peningkatan jaminan kualiti tinggi dan prestasi pengurus di ADNOC. Pendekatan kuantitatif ini melibatkan kajian keratan rentas yang melibatkan 369 pengurus ADNOC yang telah diambil menerusi persampelan rawak mudah. Penyelidikan ini menggunakan pemodelan persamaan struktur berasaskan Kovarian (CB-SEM) sebagai teknik analisis melalui perisian analisis struktur momen (AMOS). Dapatan kajian mengesahkan bahawa terdapat kesan positif dan signifikan antara etika komunikasi dan kepimpinan etika terhadap jaminan kualiti dalam kalangan pengurus ADNOC. Hubungan langsung antara etika komunikasi dan jaminan kualiti menunjukkan bahawa dengan peningkatan 1% dalam etika komunikasi, terdapat peningkatan 0.50% dalam jaminan kualiti dalam ADNOC. Hubungan antara etika komunikasi dan kepimpinan beretika sekali lagi ketara. Selain itu, peningkatan 1% dalam etika komunikasi membawa kepada peningkatan 0.60% dalam kepimpinan beretika dalam kalangan pengurus [$H_1 \beta = .108$; Nilai-T = 2.745; $P < 0.05$, $H_2 \beta = .108$; Nilai-T = 2.745; $P < 0.05$, $H_3 \beta = .450$; Nilai-T = 7.536; $P < 0.01$]. Dapatan menunjukkan bahawa pelaporan nilai β dan nilai p bagi setiap pembolehubah untuk menguji hubungan adalah disokong. Kajian ini menunjukkan bahawa etika komunikasi dan kepimpinan beretika adalah penting untuk meningkatkan jaminan kualiti di kalangan pengurus dalam industri minyak dan gas. Oleh itu, pengamal industri berkaitan dan penggubal dasar harus menekankan kepimpinan beretika ke arah meningkatkan jaminan kualiti ADNOC.

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LIST OF ABBREVIATIONS

ADNOC	Abu Dhabi oil and gas companies
AMOS	Analysis of a moment structures
CB-SEM	Covariance-based structural equation modelling
IFAC	International Federations of Accountants
ISO	International Organization for Standardization
UAE	United Arab Emirates
US	United States



CHAPTER 1

INTRODUCTION

1.2 Background of the Study

Abu Dhabi was chosen as a case study for this research because since Abu Dhabi's economy relies heavily on the oil and gas sector, the emirate's growth and progress can be attributed to this sector. Thus, quality assurance has remained a necessity for both public and private sector institutions (Alhammadi, Tham, & Azam, 2020). It is mandatory that all Abu Dhabi-based oil and gas companies comply with international quality assurance standards set by the International Organization for Standardization (ISO) (Menachery, 2018). One of the most widely accepted ISO standards is quality management. It places an emphasis on quality standards in order to assist businesses in maintaining and raising their standards of quality in order to satisfy customers. Third-party information can be protected along with the company's intellectual property (IP), financial resources, and employees. In the field of information security, this is the norm.





In accordance with many research studies, ISO 9001:2000 certification has resulted in better quantitative financial performance (Zaramdini, 2007), or better qualitative performances. In light of the above advantages, ADNOC's quality assurance operations are now more critical than ever. There are many ways to ensure quality, some of which focus on increasing productivity, others on increasing employee and customer knowledge of procedural issues, and still others on enhancing management oversight.

ADNOC Managers is representing the Organization in this study. In addition, ADNOC's strategic planning includes ensuring that the company is adhering to the highest quality standards possible (Alhammadi, Tham, Azam, 2020; Chatzoglou, Chatzoudes, & Kipraios, 2015; Murmura, Casolani, Liberatore, & Vicentini 2018). It has been widely discussed in academic literature, but oil and gas industry quality assurance models still have a lot of gaps. A model of quality assurance that incorporates performance and essential ingredients as key factors has been misappropriated by literature (Kotuwege, Jusoh, Azam, & Sudasinghe, 2020).

It is worth note that oil and gas exploration require a significant investment, as well as complex production procedures and activities that span both onshore and offshore production sites as well as supply chains in the upstream as well as downstream supply chains, so keep this in mind (Fogia, 2019). Firms can provide more value to their customers; meet their needs and increase profitability and productivity as a result of this constant advancement (Wang et al., 2019; and Wang et al., 2020). Oil and gas companies place a high value on quality assurance as part of





quality management (Izionworu & Ukeame, 2017). Quality assurance is a comprehensive process or activity that examines the interests of all parties and their exposure to any risk, burden, annoyance, or potential privacy violation (Mazor, Richards, Gallagher, Arterburn, Raebel, Nowell, & Toh, 2017). Quality assurance, like in the oil and gas industry, ensures that everyone in the organization is doing things properly at every level of production and service delivery to prevent errors, faults, or harm and to ensure product and service quality for profitability.

Furthermore, the high standards of the Abu Dhabi oil and gas industry are reflected in the products and services that they provide. In the era of globalization, traditional quality assurance practices that focus solely on shareholder interests at the expense of the environment and social responsibility are no longer sustainable. The Abu Dhabi oil and gas industry must consider the interests of all its stakeholders.

Recent years have seen a rise in oil and gas-related environmental and marine wildlife concerns because of drilling operations. On a social and environmental level, protests about oil and gas extraction are at an all-time high. As a result, the industry's reputation is at risk. These issues must be addressed if the oil and gas industry is to survive and thrive (Comyn & Tiller, 2019).

In connection with the above, Abu Dhabi oil and gas set a standard to meet with the needs of the 4th industrial revolution in oil and gas by activating technology, empowering people, operating sustainably, and taking advantages of partnership opportunities. Abu Dhabi oil and gas energy production implemented a lot of sustainability programs in order to archive the 4th industrial revolution program. The





global economic landscape has become increasingly dynamic and ambiguous (Alhammadi, Tham, & Azam, 2020; Mohamed, Aziz, Masrek, & Daud, 2014; Matoug, Frefer, & Omer, 2018). In the oil and gas industry, ensuring quality has become increasingly difficult to accomplish (Matoug, Frefer, & Omer, 2018). Crude oil prices have a wide range of influences on the price of crude, which exacerbated the global financial crisis. Aside from supply and demand, short-term fluctuations in crude oil prices are influenced by economic and financial factors such as the business cycle and financial market speculation, which contribute to the volatility of oil markets. Among other things, the need for quality assurance was sparked (Alhammadi Than & Azam, 2020).

Moreover, as a rule, quality assurance in the oil and gas industry is tasked with establishing internal quality standards and specifications, conducting investigations, and establishing quality and safety benchmarks. In addition, they collaborate with the operations team to create policies, guidelines, standards, and systems. They are also in charge of formulating company guidelines (Ismail, Rahman, & Hezabr, 2018). To determine whether the oil and gas provider's standards are acceptable, ADNOC relies on external quality assurance as much as possible (Hu, Obaid, Witte, Mahgoub, Neves, & ADNOC, 2015; and Strong, 2017).

Therefore, to assist the UAE's Vision 2030 National Agenda and ADNOC's strong internal management, the quality assurance team at the company was always looking for new and innovative ways to do their work (Rawazik & Carroll, 2009). For the maximum benefit to Abu Dhabi, ADNOC's comprehensive 2030 strategy prepares



the way to maximize value from every barrel (Ruquality assurance ishi & Bashir, 2015). The four pillars of our integrated strategy - people, performance, profitability, and efficiency - will remain a focus of my efforts and will continue to work with key stakeholders to ensure that our integrated strategy is developed and implemented effectively.

Adaptable policies designed to support the UAE's economic climate have allowed the country to remain heavily dependent on oil for several decades (Mills, 2016). The United Arab Emirates (UAE) and other oil-dependent regions, such as Abu Dhabi, have been affected by the decline in oil prices. Despite the efforts of major oil producers like Iran and Saudi Arabia, there are no strict enforcement measures in place. Due to a lack of research, these positions have been largely unsuccessful (McDonald, et al., 2016).

In relation to the above, the Murban Bab Oil Field in Abu Dhabi was discovered in 1958 after a 30-year search, making it the country's first discovery of oil. The Murban-3 well, with a capacity of 3,674 barrels of oil per day, was completed in May 1960. Islamabad: Alhamdulillah University of Science and Technology (Al-Thami et al., 2020) The Abu Dhabi National Oil Company was established in 1971 by the late Sheikh Zayed bin Sultan Al Nahyan because of an increase in oil production revenues (ADNOC).

It is estimated that the ADNOC Group is responsible for managing 95% of the UAE's proven oil reserves and 92% of the UAE's proven gas reserves. The group has



a daily production capacity of around 3 million barrels equivalent to oil and gas (Alhammadi, Tham, & Azam, 2020; Adnoc, 2020). An important pillar of the UAE's success as a nation, ADNOC has played and will continue to play a key role in its future progress under the leadership of Sheikh Khalifa bin Zayed Al Nahyan, according to Ahmed al Jaber (2019). Abu Dhabi's global rise was helped by their efforts, which resulted in thousands of jobs and a diverse knowledge-based economy. They also promised to maximize the value of their oil and gas assets and to maintain their status as a reliable and trusted global energy supplier for the benefit of their customers and the country.

In due to Abu Dhabi's reliance on the energy sector, numerous negative effects on the environment, wildlife, and marine life have been documented (Axon & Hewitt, 2019; Edwards et al., 2014; Pitchel, 2016). Complex and diverse are the activities of the oil and gas industry, from exploration to extraction. Recently, concerns have been raised about these products' negative effects on the environment and society (Carpenter & Wagner, 2019). The oil and gas industry, on the other hand, is vital and as such must be subject to extremely strict regulations and the scrutiny of regulators (Bento, 2018).

It was noted that, every time one thing goes awry in a system, it causes havoc on the local economy and threatens future generations' access to clean water and healthy soil (Omamuyovwi, & Akpomuvire, 2017). The rising costs of incidents and fossil fuel use are putting public health and safety at risk (Mora, Spirandelli, Franklin,





Lynham, Kantar, Miles, & Hunter, 2018). In the future, researchers need to maintain and constantly improve our quality standards.

Furthermore. Oil and gas extraction is a complex process, and it generates a lot of waste, according to numerous studies. Abu Dhabi's oil and gas industry generates enormous amounts of waste, some of which are potentially harmful to the environment (Shareefdeen, Youssef, Taha & Masoud, 2019). The gas and oil industry's management practices are critical when it comes to implementing generally accepted business practices. The management is responsible for devising waste disposal plans for a variety of materials. Thus, the oil and gas industry have a significant effect on the costs and benefits of society. There is a limit to how many times a company can meet the demands of its customers (Hahn et al., 2014, 2017).

Abu Dhabi's oil and gas industry, which is experiencing rapid economic growth and social and environmental progress, is likely to face productivity challenges if this trend continues (Hahn et al., 2015). To assess and improve communication ethics, the quality assurance processes used by Abu Dhabi's oil and gas industry require qualified organizations. An organization's environmental stewardship, public perception of its brands, and social progress are all influenced by the ethics of communication within its ranks. "(Ferrell, Harrison, Ferrell, & Hair, 2019; Saha, Cerchione, Singh, & Dahiya, 2020)." As a result, long-term profitability is realized.





1.3 Problem Statement

Many studies have been done on the implementation of quality assurance practices in various industries, as shown by quality assurance research in the previous findings. However, the quality assurance system differs from company to company depending on the population and the overall volume of activities they are involved in (Harthy, Oo, Al-Saqri, & Karim, 2018). Therefore, UAE must have a quality assurance framework for oil and gas companies to operate the business.

Despite the importance of communication ethics and ethical leadership in ensuring quality assurance, there is a lack of research on the relationship between these factors in the context of Abu Dhabi's national oil and gas companies.

Specifically, it is unclear whether ethical leadership mediates the relationship between communication ethics and quality assurance among managers in these companies. (Alhammadi, Ab Wahid & Adnan 2021). Therefore, the problem statement for this study is: What is the mediating effect of ethical leadership between communication ethics and quality assurance among managers in Abu Dhabi's national oil and gas companies? (Alhosani, & Yaakub 2021).

In the highly competitive oil and gas industry, maintaining quality assurance is essential for achieving organizational goals and maintaining a positive reputation. Communication ethics plays a vital role in ensuring that employees communicate effectively and ethically, (Permana, Purba, & Rizkiyah, 2021) which can significantly affect the quality of products or services. Ethical leadership is essential in promoting





ethical behavior and ensuring that quality assurance standards are met. (Arshad, Abid, & Torres 2021).

Despite the importance of these factors, there is a lack of research that has explored the relationship between communication ethics, ethical leadership, and quality assurance in the context of Abu Dhabi National Oil and Gas Companies. (Alhammadi, Ab Wahid & Adnan 2021). Therefore, this study aims to address this gap in the literature by investigating the mediating effect of ethical leadership between communication ethics and quality assurance among managers in these companies.

In the Abu Dhabi National Oil and Gas Companies (ADNOC), conflict of interest is another unethical leadership because most managers and employees are only concerned with their own personal interests, and thus cannot work together to achieve the company's goals and objectives (Elsayed, 2021). Also, poor performance is more often the result of structural factors than anything else. This includes an inadequate management culture that has yet to be fully established and that is severely constrained by a host of structural factors such as high levels of waste, an ineffective management style, low levels of commitment to the environment, and weak training and development programs (Wilkins & Balakrishnan, 2013; Salih, 2013).

All of one's actions, no matter where they take place, are guided by the fundamental values and principles outlined in ethics. An organization's ability to produce accurate results and maintain high levels of performance is critically



dependent on its values (Hussain, Rigoni, & Orij 2018; Petcu, & Dinu, 2014). Abu Dhabi National Oil and Gas Companies (ADNOC) need quality assurance to take advantage of strategic paths that can benefit the institution and the UAE economy in general (Kashwani, 2017). Because of increased competition and lowered quality standards, ADNOC's quality assurance model predicts that the company will face some challenges soon, and the inefficient performance of these firms will be seen from a global competition perspective (Wilkins & Balakrishnan, 2013). All over the world, there have been a lot of oil company professionals moving around (Al-Hosani, 2011).

Abu Dhabi National Oil and Gas Companies (ADNOC) must successfully implement quality management initiatives, such as quality assurance models, to enable and empower their entire workforce, raise performance, and improve their competitive position to meet these challenges and increase their efficiency and competitiveness (Alhammadi, Ab Wahid, & Adnan, A2021). Various ethical standards are also expected of employees in the workplace. The ethics of research demand that participants be treated fairly, that their privacy be respected, that their communications be kept confidential, and that they use methods of structured communication. As stated by IvyPanda, (2019) that bribery is common and unethical in the organization. Employees and managers of the business are well-known for accepting payments from customers in exchange for favors or favoritism (Elsayed, 2021). Corruption is often used to speed up transactions or obtain illegal contracts for the supply of products. bribes (Elsayed, 2021).



In addition, Quality control, communication, coordination and assurance in the oil and gas industry are all dependent on ethical leadership; quality assurance and sustainability in the oil and gas industry are heavily dependent on ethics (Yukl, 2006). Many oil and gas companies have been entangled in ethical dilemmas because of their organizational structure and operations, as stated by Ershaghi, and Paul, (2020). The oil and gas industry, according to Gupta (2017), is more likely than any other to engage in unethical practices for profits, to beat competitors, or to gain unfair advantages. According to environmentalists, it is the world's most polluting industry (Chowdhury, Choi, Ennis & Chung, 2018). Abu Dhabi's energy sector has attracted public attention and influenced public perceptions of ethical business practices, even as the sector continues to grow.



society's well-being rank at the very top. Environmental degradation, human rights abuses, low-quality gas and oil products, a lack of social responsibility on the part of corporations, and a lack of management transparency are just a few of the issues that have been revealed by oil and gas operations (Jaworska, 2018). For a variety of reasons, the oil and gas industry in Abu Dhabi has gradually lost public confidence and shown little regard for people, the environment, or product quality (Ghoble, 2011; OPEC, 2017). Business ethics and the Ethical leadership of industry leaders have a significant effect on quality assurance issues (Ferrell, Harrison, Ferrell, & Hair, 2019; Saha, Cerchione, Singh, & Dahiya, 2020).



Indeed, government and management are tested as stakeholders in the oil and gas industry struggle with ethical practices that lead to a disregard for environmental and quality assurance concerns (Cotton, 2016). For years, the UAE's oil and gas industry has been plagued by unethical practices and a general disregard for the negative effect of oil and gas waste on the environment (Cotton, 2016; Gupta, 2017). Ethics in the workplace can be broken down into two categories: internal and external. A company must adhere to both internal and external ethical standards when it comes to communicating with its employees and its customers. It's a major challenge for Abu Dhabi National Oil and Gas Companies to communicate ethically and make poor decisions (Eberwein & Porlezza, 2016; Miike, 2019). This means that the quality assurance models used by Abu Dhabi National Oil and Gas Companies (ADNOC) must be tied into the company's ethics and communication practices.

Consequently, this study aims to fill in some of the gaps in research on quality assurance in Abud Dhabi oil and gas companies. There hasn't been enough research into how human and Ethical leadership affects business quality assurance, so more research is needed (Chen & Chou, 2016; Tsalikis, Seaton, Shepherd & van Solt, 2018). Oil giant ADNOC has partnered with IBM to develop an automated accounting and fast transaction settlement system based on the Hyperledger Fabric platform for sales of oil-based products. Ethical leadership will be used as a mediator in this study to examine how quality assurance in Abu Dhabi's gas and oil industry is affected by Ethical leadership. This study's purpose is to further research and demonstrate the importance of communication ethics in business and operations.



1.4 Objectives of the Study

The primary goal of this study is to examine how Ethical leadership mediates the link between communication ethics and quality assurance among managers in Abu Dhabi oil and gas companies. The following specific research goals are established to fulfill the following objectives:

- 1.To determine the level of communication ethics, ethical leadership, and quality assurance among the managers of oil and gas companies in Abu Dhabi.
- 2.To examine the effect of communication ethics on quality assurance among the managers of oil and gas companies in Abu Dhabi.
- 3.To examine the effect of communication ethics on ethical leadership among the managers of oil and gas companies in Abu Dhabi.
- 4.To examine the effect of ethical leadership on quality assurance among the managers of oil and gas companies in Abu Dhabi.
- 5.To analyses the mediating effect of ethical leadership on the relationship between communication ethics and quality assurance of oil and gas companies in Abu Dhabi.

1.5 Research Questions

The following research questions are posed in response to the issue identified in the problem statement and considering the research goals:

- 1.What is the level of communication ethics, ethical leadership, and quality assurance among the managers of oil and gas companies in Abu Dhabi?
- 2.What is the effect of communication ethics on quality assurance among the managers of oil and gas companies in Abu Dhabi?
- 3.What is the effect of communication ethics on ethical leadership among the managers of oil and gas companies in Abu Dhabi?



4. What is the effect of ethical leadership on quality assurance among the managers of oil and gas companies in Abu Dhabi?
5. What is the effect of ethical leadership as the mediator between communication ethics and quality assurance among the managers of oil and gas companies in Abu Dhabi?

1.6 Research Hypothesis

The following hypotheses are developed for testing in this study based on the research questions posed and the goals established for the study.:

H1: There is a significant effect of communication ethics on quality assurance among the managers of Abu Dhabi National Oil and Gas Companies (ADNOC).

H2: There is a significant effect of communication ethics on ethical leadership among managers of Abu Dhabi National Oil and Gas Companies (ADNOC).

H3: There is a significant relationship between ethical leadership on quality assurance among the managers of oil and gas companies in Abu Dhabi.

H4: Ethical leadership mediates the relationship between communication ethics and quality assurance among managers of Abu Dhabi National Oil and Gas Companies (ADNOC).

H5: There is significant effect of ethical leadership as the mediator between communication ethics and quality assurance among the managers of oil and gas companies in Abu Dhabi.

1.7 Conceptual Framework

The conceptualization of the study refers to a demonstration of reality, explaining in depth the real-world elements (variables) that the researchers think are connected to the issue at hand and demonstrating the close relationship between them (Rahi, 2017).

Using a conceptual framework that shows the theoretical connections between all the constructs, hypotheses for this study were developed. Armstrong and Taylor (2014) contend that an organization's ethical leadership can have both a positive and a negative effect on the communication ethics, ethical leadership, and quality assurance of oil and gas industry managers in Abu Dhabi. The researcher draws on rights ethical theory to make sure that people's rights and liberties are protected (Jones, Felps & Bigley, 2007)

A crucial element of any organization's overall strategy is to ensure the quality of its goods and services (Nicholas, 2014). The application of quality assurance is influenced by several factors. By fostering ethics in the workplace, increased employee satisfaction and retention enhance quality assurance (Blanchard, et al., 2010). Pimentel and Major (2016) found that when there is strong manager support and widespread employee participation, quality assurance is more likely to be implemented successfully. According to Blanchard, et al. (2010), leadership directly affects employee behavior, engagement, and satisfaction.

The terms "communication ethics" refer to the rules that control communication as well as the advantages and disadvantages that come with it. The framework also demonstrates how ethical leadership directly affects human behavior, which includes a motivated workforce, managers' feedback on complaints, individual cultural factors, and beliefs about various people's values and attitudes. The three elements of this conceptual framework are represented in Figure 1 as independent variables in

communication ethics, mediating variables in ethical leadership, and dependent variables in quality assurance. the following: -

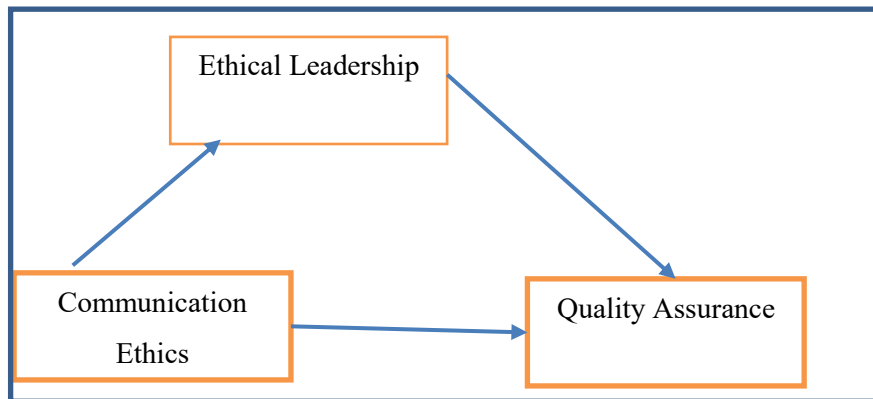


Figure 1.1. Conceptual Framework of the Study

Researchers build their research hypotheses by examining how the various constructs are connected in the conceptual framework outlined above (as depicted).

1.8 Scope of the Study

This study focuses on Abu Dhabi, the capital of the United Arab Emirates (UAE); When it comes to oil and gas production, Abu Dhabi is the Emirate's most oil- and gas-dependent state; therefore, research is concentrated only on oil and gas industry managers in Abu Dhabi while they will be interviewed for this study. Therefore, the study's top ex-managers' activities have no influence over it in the previous findings. Employing managers is a means of obtaining objective data that has not been tampered with.



1.9 Significant of the Study

A major benefit of research is that it advances the body of knowledge in the field of study in which it is conducted. Because of this, this research contributes theoretically, practically, and methodologically to the body of knowledge. The study is important from a theoretical standpoint because it sheds light on the concepts of quality assurance, communication ethics, and ethical leadership. Ethics in the oil and gas industry and throughout the United Arab Emirates are all addressed, including quality control, ethical communication, and ethical leadership in UAE.

The researcher also hopes to learn more about the role of communication and ethical leadership in ensuring quality. Management can be improved by adhering to the highest standards of honesty, integrity, and respect through communication ethics. Consequently, the concept of ethics will aid organizations in the future in maintaining their workplace integrity. Management benefits from the in the previous findings of this study because they will have a better understanding of how ethical and human behavior within a company affects quality control. As a result of this study, businesses will better understand how to deal with managers from other nations, as UAE ethics are very different from those in the UK and US, which makes this study even more important. As a result of globalization and the rapid growth of the UAE economy, many companies in Abu Dhabi's gas and oil industry employ managers from around the world. Managers' ability to remain in their positions will be improved because of this study.





Furtherance, numerous studies have taken place around the world to examine quality assurance as well. It's a problem that many of these studies focus on manufacturing, human resources management, and other business entities. Empirical studies on quality assurance in the oil and gas industry are scarce, despite its complex operational processes. This study will focus on quality assurance in the oil and gas industry, which is critical and will add to our understanding. Also noteworthy is that the oil and gas industry in Abu Dhabi will now be included in this study's scope. Empirical studies are uncommon in the Abu Dhabi oil and gas industry. Using ethical leadership as a mediator between communication ethics and quality assurance is also critical and will add to the body of knowledge. A connection between communication ethics and quality assurance will be explained in terms of ethical leadership. In the oil and gas industry, this is a rare occurrence.



The information gleaned from this study will be put to good use. Those involved in the oil and gas industry will benefit from the previous study's findings, which include the Abu Dhabi government and the United Arab Emirates as a whole, the UAE's oil and gas regulatory authority, as well as the heads of oil and gas companies and their employees. Finally, the study's recommendations will be of interest to researchers, potential researchers, and students because they will fill a void in the field. As a result, quality assurance, communication ethics, and ethical leadership can be applied to new fields. Therefore, this study can gain a better understanding of how an organization's unique code of ethics governs relationships, and how human leadership plays a crucial effect on the communication ethics, ethical leadership, and quality assurance of oil and gas industry managers in Abu Dhabi.



1.10 Operational Definition

This section explains the meanings of some of the terms used in this study. The definitions are based on the context of the study for which they are intended. In this study, the independent variables (IV) are Communication Ethics. This study uses Ethical Leadership as a mediating variable (MV). This study uses Quality Assurance as a dependent variable (DV). Communication Ethics, Ethical Leadership, and Quality Assurance, all fall under the umbrella of these three terms. The following are the terms defined in this manner:

1.10.1 Communication Ethics

This study defines communication ethics as a set of rules when it comes to making moral judgments about what has been said or written (Ballard, et al., 2014). Trust between governments, citizens, organizations, and individuals are based on ethical communication. A deeper knowledge of ethics is also required for communicators so that their work can be guided in a variety of settings, from societal institutions to corporations, and (Zhang, Zhong, & Ozer, 2020). During this study into communication ethics, managers at the Abu Dhabi National Oil and Gas Companies (ADNOC) in the United Arab Emirates debated ethical issues like right and wrong (UAE).



1.10.2 Ethical Leadership

This study defines ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making” (Koay, & Lim, 2022). Therefore, ethical leadership in this refers to the practice of leading by example and making decisions that are guided by a set of moral and ethical principles.

1.10.3 Quality Assurance

Quality assurance is a process of monitoring and evaluating the performance and reliability of a product or service, to ensure that it meets or exceeds the expectations of customers. (Studer et al., 2021). In addition, quality assurance refers to the process of ensuring that a product or service meets specific quality standards and expectations (Okpala & Korzeniowska 2021). Also, it involves the development and implementation of processes and procedures to ensure that products and services are free from defects, errors, and other quality issues. (Okpala & Korzeniowska 2021) The goal of quality assurance is to identify and address quality problems early in the development process before the product or service is released to customers. This helps to ensure that the result meets the expectations of the customer and is of a high standard of quality (De & Vijayakumaran 2019). Therefore, the quality assurance standards help work more efficiently and reduces product failures (ISO 9000 Family). Conduct that is in accordance with the Abu Dhabi National Oil and





Gas Companies' morals and principles is referred to as "Ethical Leadership" (ADNOC). In this study, quality assurance is a set of activities and processes that are designed to ensure that a product or service meets certain standards of quality (Studer, Bui, Drescher, Hanuschkin, Winkler, Peters, Müller, 2021).

1.11 Summary

The goal of this chapter, as summarized below, is to look at the relationship between communication ethics and quality assurance in the Abu Dhabi oil and gas sector. The study's introduction and background were also discussed in this chapter. This section discussed the study's problem statement and objectives; research questions; operational definition; theoretical framework; significance; hypothesis development; and limitations. The following section will review prior studies on Abu Dhabi's oil and gas industry, which are summarized; Chapter two emphasizes on literature review and discuss the major issue with theoretical review of the previous studies and related material the study which ease in the previous findings of the research. Chapter three emphasizes on methodology of the study (the collection of data, the population, sampling technique, and unit of analysis) all the methodological collection research results will be transmitted for discussion. Chapter four will comprehend the findings and statistical analysis and statistical tool used for analysis. Chapter five will comprehend discussion of findings, implications, limitation, and recommendation of the study.

