

The Effect of Transformational Leadership on Job Performance Through the Mediating Role of Organizational Culture and Employee Motivation in Oil And Gas Companies

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ABSTRACT

The aim of this study is to examine the relationships between transformational leadership, organizational culture, employee motivation, and job performance in ADNOC. A quantitative methodology was applied to test the hypothesized relationships and validate the proposed conceptual framework. A structured questionnaire was used to collect data from a sample of 422 employees across various departments of ADNOC. A simple random sampling technique was applied in the survey procedure to ensure representation and minimize bias. In this study, data analysis is based on Structural Equation Modeling (SEM) using AMOS software. The results showed that transformational leadership has a significant effect on job performance. In addition, the results reveal that both organizational culture and employee motivation partially mediate this relationship. These findings confirm that transformational leadership does not only have a direct impact on performance, but also indirectly influences it by enhancing internal organizational dynamics such as culture and motivation. The outcome of this paper contributes to the theory of organizational behavior and leadership by providing novel empirical evidence on the substantial role of transformational leadership in fostering employee performance, especially through the interaction of organizational culture and motivation. Therefore, organizations and policymakers in the oil and gas sector should consider the findings of this paper in developing strategic leadership and HRM plans. One of the principal recommendations is to invest in leadership development programs that focus on transformational skills, while simultaneously strengthening the cultural and motivational environment, to drive sustainable performance and operational excellence in high-demand sectors like oil and gas.

Keywords: Transformational Leadership, Organizational Culture, Employee Motivation, Job Performance.

INTRODUCTION

Today, leadership is part of the success of organizations in a variety of industries, including O&G companies. Effective leadership is crucial in ensuring that companies can survive in a competitive market and face the challenges of crises in the market (Katsamba, 2023), and driving adaptive innovation in an uncertain environment (Lin & Yi, 2023). With the right leadership styles in place, organizations can make strategic decisions to hire the leader who fits the type of work, manage risks, and drive innovation to stay ahead of the competition. As the O&G industry continues to evolve and face new challenges, the importance of leadership approaches could be decisive. The changing landscape of industry management in the smart digital era requires that leaders can shift the entire work and achieve dramatic success by transforming the work to a new horizon (Behie et al., 2023). As such, O&G companies consider hiring transformational leaders to improve performance or workforce and maintain success in the oil and gas market. To that end, modeling transformational leadership, organizational culture, employee motivation, and job performance could help O&G companies to face the challenges of the business world and market crises. When O&G companies adopt transformational leadership, they inspire and motivate their employees to perform at their best, establish a productive organizational culture, and boost the performance of the workforce.

If there is a lack of motivation among the employees, the leader's task becomes even more difficult because he must determine what is causing the lack of motivation in his/her employees, which may be the result of the leader's leadership style or behavior. Thus, organizational leadership must be well structured by ensuring that

leaders use appropriate leadership styles and models, such as transformational leadership, to create the necessary motivation and work environment, as well as a culture that may, in turn, result in effective job performance in the organization. It is unavoidable that strong leadership results in effective employee performance, with some underlying variables mediating this relationship (Al Dahnahani & Abdullah, 2019). With respect to employee motivation; several researchers found that motivation influences employees to take their jobs seriously and give their best performance in O&G companies (Arifin et al., 2021; Lestariningsih et al., 2021; Al Mansoori et al., 2020). However, promoting motivation needs a leader who can inspire the followers and show special traits such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Only transformational leaders have these skills. Yet, evidence of this role in the UAE remains absent. To that end, investigating the mediating role of employee motivation remains unreported between transformational leadership and job performance in O&G industry, which is a literature gap that will be filled and addressed in this study.

The organizational culture at ADNOC is another concern. The findings of a study conducted by Al Dahnahani and Abdullah (2019) pointed out that the employees in ADNOC have a negative perception about the work atmosphere inside that company, which reveals some weaknesses in the organizational culture of ADNOC. This negative perception can lead to decreased morale, productivity, and overall job satisfaction among employees, which eventually affects the performance of the employees in the company. One more issue is the ambiguity on the current organizational culture and what type is more appropriate for ADNOC. organizational culture inside ADNOC could worsen without addressing an organizational culture that match the type of transformational leadership which is not optimized to the present (Ibrahim Mohamed, 2023). Hence, it is important for researchers to address these concerns and work towards creating a positive and supportive work environment for their employees. By improving the organizational culture, ADNOC can potentially increase employee engagement, retention, and overall success within the company. The aim of this study is to examine the relationships between transformational leadership, organizational culture, employee motivation, and job performance in the ADNOC company in Abu Dhabi. Accordingly, this study addresses these issues and gaps by understanding how organizational culture and employee motivation manifest their effect between transformational leadership and job performance in the O&G industry.

LITERATURE REVIEW

Transformational Leadership

Motivating and inspiring others to reach their full potential is the aim of transformative leadership. It comprises creating a vision for the future, encouraging creativity and innovation, and empowering individuals to take ownership of their work (Madi Odeh et al., 2023). Muliati et al. (2022) state that this leadership style is often associated with significant organizational change and is considered essential for success and growth.

The transformational leadership paradigm has grown to become an essential concept in leadership studies over time (Islam et al., 2021). It emphasizes how important a leader's ability to inspire and motivate their people to achieve common goals is (Saad Alessa, 2021). This leadership style has been widely studied and applied in a variety of fields, including politics, business, and education (Hilton et al., 2023). As long as firms continue to face complex challenges, transformational leadership will become increasingly important for bringing about change and achieving success by significantly changing organizational culture (Jackson, 2020). Transformational leaders inspire followers to work for the organization's future objective while also helping it achieve it, claim Madi Odeh et al. (2023). These leaders are well known for their ability to inspire and motivate their followers to achieve a number of goals that go above and beyond expectations (Udin, 2023). They are also known for creating a work environment where staff members feel valued and empowered. Transformational leadership is therefore considered a key component of 21st-century organizational effectiveness (Reza, 2019).

The theoretical foundation for transformative leadership was initially put out by James MacGregor Burns in 1978. In 1985, Bass expanded on it because he believed it to be a more effective approach than transactional leadership, which motivates followers with incentives and sanctions. Instead, transformational leaders focus on inspiring and empowering their followers to achieve a shared objective (Bass, 1998). According to Bass (1985), transformational leaders are seen as role models who encourage their followers to embrace change and boldly

take on new challenges by setting an example. Nowadays, many companies are starting to realize that transformational CEOs may help them in many ways, especially in creating a positive work environment by providing employees with a sense of purpose and direction (Abolnasser et al., 2023). They have the ability to foster a sense of unity among employees and generate productive collaboration within the organization (Muharam, 2023). According to Bakker et al. (2022) and Al Jubouri (2023), this might increase employee motivation, job satisfaction, and performance, which would improve retention rates and reduce turnover.

Several studies have shown that organizational culture and transformational leadership are closely related (Rabiul et al., 2023). For example, a transformational leader enables teams to work beyond functional boundaries to produce creative commodities (Phong & Thanh, 2023). These leaders also have an impact on employee performance, emphasizing regular training sessions and providing opportunities for professional growth to enhance workers' skills and advance their careers within the organization (Bakti & Hartono, 2022). Additionally, studies have demonstrated a link between employee motivation and transformational leadership (Abolnasser et al., 2023). Key elements of this leadership strategy include establishing high performance standards and providing tools and support to help employees accomplish their goals (Ladkin & Patrick, 2022). By empowering employees and recognizing their accomplishments, transformational leaders may create a productive work environment that promotes inspiration and collaboration (Sürücü et al., 2022; Seitz & Owens, 2021).

Transformational leadership has a major influence on organizations in the oil and gas industry (Alshehhi et al., 2023). By inspiring and motivating employees to work toward a single objective, transformational leaders may improve the overall performance, creativity, and productivity of companies in this sector (Sujati et al., 2023). This leadership style is particularly important in the oil and gas industry, where complex and high-risk operations require a strong and cohesive team. Thus, companies in this sector must prioritize transformational leadership training for their executives and managers (Karam & Tasmin, 2020). For example, the CEO of an oil company may employ transformational leadership qualities to convince employees to embrace new practices and technologies that improve production safety and efficiency. Researchers studying O&G firms have recently focused more on transformational leadership than other leadership philosophies for a number of reasons. For instance, this approach emphasizes how important it is to inspire and encourage workers in the energy production industry to realize their full potential rather than merely giving orders and hoping they would be followed (Albandari, 2021). It has proven particularly effective in industries like oil and gas, where complex and hazardous operations demand a high degree of collaboration and ingenuity (Thongwises, 2020). According to the researchers' conclusion, oil and gas companies might use transformational leadership to foster a culture of innovation and continuous improvement, allowing them to stay competitive in an increasingly challenging market.

Organizational culture

The values, beliefs, behaviors, and customs that distinguish an organization are referred to as its organizational culture. It is sometimes defined as an organization's personality, influencing how employees interact with one another and approach their work (Assoratgoon & Kantabutra, 2023). While a weak or inadequate organizational culture can result in high turnover, low morale, and mediocre job performance, a strong organizational culture can have a major influence on employee engagement, productivity, and performance. Therefore, establishing a productive and healthy workplace requires an understanding of and active management of organizational culture (Mingaleva et al., 2022). According to Ma et al. (2023), organizational culture is a pervasive social framework that directs the choice of strategic outcomes and approaches to accomplishing certain objectives. Simply stated, it is a collection of shared values and presumptions inside a company that influence how staff members relate to one another within the company (Schein, 1985). According to Quinn and Rohrbaugh (1983), organizational culture is the way a business operates. An organization developed around an effective culture conveys its mission and values to its employees (Andreas & Gumanti, 2023). Stated differently, organizational culture is composed of a variety of elements that combine to create models or patterns that influence the company. These elements include norms and both official and informal processes (Palumbo & Douglas, 2023). Additionally, according to Martin (2001), organizational culture is a product of the experiences that employees have learned and inherited, and it is a reflection of the circumstances in which they have had to cope with issues related to internal integration and outward adaptation. Therefore, leaders who wish to establish a productive and good work environment must comprehend and influence company culture (Schein, 2009). Alvesson (2011), on the other hand, views culture

as a more or less cohesive system of meanings and symbols that facilitates social interactions inside the organization. In a similar vein, Geertz (1989) described organizational culture as a present and symbolic element of organization members' lives that, via their coexistence, gives the reality of the workplace they work in significance.

Numerous studies that looked at how supportive and good organizational cultures affect O&G firms' success are abundant in the literature (Gajere & Nimfa, 2021). According to Bowers et al. (2017), organizational culture affects job performance, employee engagement, and the general performance of O&G enterprises by influencing employee behavior and attitudes. Reviewing the research demonstrating the significant influence of organizational culture on oil and gas firms became essential (Jean-Denis et al., 2019; Almuhammad & Aziz, 2022). As was previously said, an organization's organizational culture is what keeps the workplace environment positive and inspires workers at all levels. O&G enterprises must thus give top priority to an organizational culture that is encouraging and helpful (Abudaqa et al., 2020). This may be accomplished by employing transformational leaders who care for their staff members based on their unique qualities, such as idealized influence, intellectual stimulation, inspiring motivation, and personalized attention (Xenikou, 2022). O&G firms may increase their profitability and give their workers a more satisfying work environment by investing in their culture (Tajpour & Hosseini, 2020).

Employee motivation

Employee motivation is described as an employee's innate drive to do work-related duties with utmost enthusiasm (Afif et al., 2023). The notion of "employee motivation" has been developed and discussed by human resources and psychology authors in the past (Girdwichai & Sriviboon, 2020). An individual's level of enthusiasm, dedication, and inventiveness at work might be simply stated as employee motivation. A key issue at work is motivation, which is defined as the desire to meet a certain human need (Xing et al., 2023). This idea also describes the inner motivation that leads individuals to work diligently (Al-Manakhi & Alzubi, 2022). Motivating others is the only method to make them put in a lot of effort. However, everyone has a unique source of motivation. One might be motivated at work from within or without. The stimulation provided by the leader employing a transformational leadership style may cause externals to emerge (Ekhsan & Setiawan, 2021). Work motivation, according to Saied (2017), is an individual activity that involves working consistently to satisfy certain requirements. In order for people to be motivated to finish their work (Marsudi et al., 2021). According to this definition, motivation is the steady fusion of an individual's internal and external forces, demonstrated by their interest and desire to complete the duties that have been delegated to them. For businesses in all sectors to succeed, their employees must be driven. Human capital is a key element of the wealthiest nations in the world (Zayed et al., 2022). As a result, businesses in both developed and developing nations view motivation as a critical component that helps them succeed in the marketplace (Girdwichai & Sriviboon, 2020). Therefore, increasing the productivity of service companies like banks, health, energy, care providers, and government organizations depends heavily on employee motivation (Zhang, 2019).

According to the literature study, work performance and other human resource-related elements like employee motivation shouldn't be examined independently (Umurzakovich et al., 2023). Employee performance improves with increased motivation at work (Yuliyzar, 2023). Because extrinsic needs like incentives and rewards, as well as conscious and unconscious factors like intrinsic needs, combine to produce motivation. Job performance has been found to be significantly impacted by these elements. According to Pandey and Sharma (2023), employees who are driven by internal or external factors tend to perform better. Furthermore, anytime internal and external incentive elements are present, employees will have a strong intention and desire to remain connected and dedicated to their professions and careers (Navaneetha & Bhaskar, 2018). Since employee motivation has a direct influence on a person's degree of engagement, productivity, and general job satisfaction, research into it is essential to enhancing job performance. Motivated employees are more likely to take initiative, go above and above in their work, and provide their team with creative ideas. In addition to producing better work, this also creates a welcoming and positive workplace atmosphere where staff members feel appreciated and empowered. Therefore, by knowing what drives workers, O&G organizations may better customize their efforts and plans to increase motivation levels, which will improve job performance in every sector of the business.

Job performance

Job performance is the extent to which employees accomplish and complete their responsibilities assigned to them. It may also be described as a gauge of a person's capacity to meet employment requirements. Employees are deemed good performers if they work effectively and apply new ideas to their work in constructive ways (Salgado et al., 2019). Job performance also describes a person's ability to complete a task at work. Furthermore, the level of service that an employee is supposed to provide has been used to determine job performance.

Job performance is linked to an employee's desire and openness to try new things at work, which boosts productivity (Sharaeva & Liu, 2019). Job performance is determined by the ability's individuals possess that are considered essential for completing tasks and assignments (Abdirahman, 2018). As a result, in a competitive market, companies view employee performance as a critical success component. Because human resources help the company become more capable and gain a competitive edge (Hemakumara, 2020). According to Al-Manakhi and Alzubi (2022), job performance is a complex topic. Job performance is a multifaceted term, according to academics (Ghaffari, 2020). According to the literature, job performance includes a range of constructs (dimensions) which originate from an individual's area of expertise, work skills and adaptability (knowing how to complete tasks according to particular circumstances), and interpersonal relationships, which include the employee's ability to collaborate with others and uphold team spirit. Some academics contend that employee behavior and the quantity of activities completed may be used to analyze and evaluate work performance (Rahman & AL-Musalami, 2018). In order to illustrate how work performance may be evaluated and studied, particularly from the standpoint of task and contextual performance, job performance is related to distinct dimensions. Work performance is therefore a quantifiable term (Faiza & Nazir, 2015; Abualoush et al., 2018; Pawirosumarto et al., 2017). According to some academics, an employee's contributions to the company, both financial and non-financial, may be used to gauge how well they are performing on the job (Anitha, 2014). Natasha et al. (2018) claim that job performance may be evaluated by looking at an employee's behavior, amount of dedication to core tasks, job-specific task competence, and engagement in the work. Component job performance is measured by each of these elements. Additionally, job performance may be evaluated by either the amount or the quality of tasks completed (Bran & Udrea, 2016).

In addition to Emirati nationals employed by public and government institutions, the United Arab Emirates offers plenty to offer workers from across the globe. Professionals with high expectations for career growth, organizations looking to create a successful career in the United Arab Emirates, and tourists and businesses with high expectations for happiness and success all arrive. As a result, just 11% of the population is employed by Emiratis, while 89% of the population is made up of expats and immigrants, nearly all of whom work in the United Arab Emirates. To keep the Emirati workforce motivated to perform at their highest level, this degree of diversity calls for complex HR solutions. Studies reporting on the state of job performance in O&G businesses such as ADNOC are scarce at this time.

In the United Arab Emirates, both the public and private sectors often prioritize employee productivity when assessing job performance. In this regard, a number of studies have identified several elements that influence UAE labor performance (Soumar et al., 2021). On the other hand, studies in several industries have examined how organizational activities (such as training, HRM, and human capital development) affect job performance (Kuria & Kimutai, 2018; Cera & Kusaku, 2020). There is still much to be done to identify the key elements that will most significantly increase labor performance in the United Arab Emirates, even if there aren't many studies that have examined the challenges and problems that limit job performance improvement in the country.

RESEARCH METHODOLOGY

This study applied quantitative methods to analyze the relationships between the variables and to validate the proposed framework. The population is the employees at ADNOC. The data instrument is a self-administered questionnaire. The data collection has been conducted on a sample of 442 respondents. Simple random sampling technique has been applied in the survey procedure. AMOS and SPSS software is deployed to conduct data analysis. SEM is the principal approach used to conduct data analysis and test the hypotheses of this study.

Hypotheses development

An increasing amount of research indicates a strong connection between leadership and workforce performance (Nashir & Pratminingsih, 2023). It is true that transformational leadership has a big impact on work performance in a lot of ways. Employee attitudes are influenced by the quality of the connection between leaders and subordinates, which will ultimately impact the performance of the employees (Ekhsan & Setiawan, 2021). Research indicates that employees under transformational leaders tend to exhibit superior performance due to increased job satisfaction, commitment, engagement, and motivation, alongside reduced turnover and absenteeism (Chandrasekara, 2019; Sudha et al., 2023; Atik et al., 2023). Another research investigation indicated a positive correlation between transformational leadership and employees' job performance ratings, along with their capacity for innovation and adaptability to change (Chandrasekara, 2019). Transformational leadership significantly influences employees' attitudes and behaviors, resulting in enhanced job performance. Transformational leaders enhance employee engagement and retention, subsequently improving job performance (Atik et al., 2023). A positive interaction between leaders and subordinates positively influences employee performance. A negative interaction between leaders and subordinates adversely affects work motivation and employee performance, which is a key aspect of transformational leadership (Ekhsan & Setiawan, 2021). Employees who perceive value and support from their leaders demonstrate increased commitment to their roles and the organization overall. This may lead to reduced turnover rates and an enhanced workplace culture, thereby motivating employees to achieve exceptional performance (Ranjit, 2022; Ernawati, 2022). Transformational leaders serve as role models, inspiring employees to pursue excellence in their work. Investing in transformational leadership significantly influences job performance (Manzoor et al., 2019). Based on the previously discussed arguments and findings, this study will evaluate the following hypothesis within the ADNOC company.

Hypothesis (H1):

“Transformational leadership has a significant effect on job performance.”

The literature review and data from prior studies provide substantial evidence of the important association between transformational leadership and employee motivation. These leaders possess the ability to inspire and foster a sense of belonging within the business. When the organization's leadership collaborates well with its subordinates, all employees will feel welcome and satisfied at work, resulting in enhanced motivation (Ekhsan & Setiawan, 2021). The transformational leadership strategy emphasizes empowering team members to realize their greatest potential, hence generating motivation among them (Alamri, 2023). These leaders enhance motivation by fostering happiness among team members and cultivating a supportive and useful organizational culture (Anisyahfitr & Rizal, 2023). The objective of the company's efforts is to enhance success and productivity by cultivating a staff that demonstrates significant performance. Transformational leaders may assist oil and gas firms in attaining their goals by facilitating the enhancement of their followers' abilities and knowledge, hence increasing productivity and eventually improving work performance (Olayisade & Awolusi, 2021). This assertion is substantiated by several studies in the existing literature demonstrating that transformational leadership is a contributing element to enhancing employee engagement in the oil and gas business (Ekhsan & Setiawan, 2021). Transformational leaders may cultivate a sense of belonging among their workforce by prioritizing diversity and inclusion, hence enhancing retention and job satisfaction, which subsequently elevates employee engagement (Idris et al., 2022). This study posits that the success of organizations in the oil and gas industry may be attributable to the substantial correlation between transformative leadership and employee motivation. These leaders possess the capacity to enhance employee motivation through successful techniques, including fostering cooperation, providing inspiration, serving as role models, facilitating collaborative communication, advocating exemplary conduct, and employing an idealized leadership style. Transformational leaders can aid O&G companies in the UAE, specifically ADNOC, in attaining their objectives by inspiring human resources through distinct personal attributes, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This study will evaluate the following hypothesis in ADNOC based on the aforementioned considerations.

Hypothesis (H2):

“Transformational leadership has a significant effect on employee motivation.”

Most well-known leadership styles have been found to have a considerable influence on organizational culture (Xenikou, 2022; Aisyah et al., 2022; Arghode et al., 2022). On the other hand, transformational leadership places more emphasis on particular initiatives that resulted in a favorable and encouraging company culture. These leaders have the power to transform the culture of the company into one that is encouraging, creative, productive, and supportive while inspiring team members to realize their greatest potential. Organizational excellence is therefore facilitated by transformational leadership's impact on organizational culture (Lasrado & Kassem, 2021). By creating an innovative culture (Afsar & Umrani, 2020) and a good and supportive work environment (Nugroho et al., 2020), a transformational leadership strategy may have a big impact on organizational culture. In the end, these characteristics ought to improve overall organizational performance, job satisfaction, and employee engagement (Akdere & Egan, 2020). For example, a business that employs a transformational leader may encourage a culture that emphasizes cross-functional teamwork. Employees may cooperate and create more regularly with colleagues or with people from outside the organization as a result of being allowed the freedom and encouragement to think creatively and exchange ideas, which improves job flexibility. The adhocracy culture, which is focused on flexibility and the external environment, may be experienced by employees. This culture may be reflected in organizations to encourage flexibility, creativity, adaptability, and lack of information resources. Transformation leaders assist the organization in establishing this kind of culture in this way (Yang, 2022). In summary, organizational culture that resulted in success in the energy sector is influenced by transformational leadership. In other words, using transformational leadership techniques in the oil and gas sector may lead to a healthy and encouraging corporate culture. In the energy sector, this may assist these businesses maintain their competitiveness, drawing in and keeping top personnel, and succeeding and expanding over the long run. In conclusion, O&G firms may improve work performance, productivity, and overall results by cultivating a favorable corporate culture. This will help them maintain their competitiveness in the market. The following hypothesis statement will be used at ADNOC to test this assumption.

Hypothesis (H3)

“Transformational leadership has a significant effect on organizational culture.”

Motivated employees appear to be more likely than unmotivated ones to be productive and perform better in the same setting. Employees will execute their tasks in a highly impressive way and produce excellent results if they are happy and content in their workplace; conversely, a motivated employee will encourage other employees to perform better (Endeshaw, 2023). What it takes to continuously attain high performance levels and optimize shareholder value is a problem for any firm. Only employees, who are regarded as an organization's most significant asset, can achieve these aims (Eneh et al., 2022). Therefore, motivated employees are more likely to concentrate on their work and make every effort to complete the task and support their company's commercial success (Hidayat et al., 2022). Employees who are internally or externally driven to accomplish their jobs to the best of their ability will perform better overall. Multiple prior investigations in the oil and gas industry have found that employee motivation significantly affects work performance. For example, the Yemeni Petroleum Company research by Al-Manakhi and Alzubi (2022) looked at the relationship between employee motivation and performance. According to their study's conclusions, this company's employees' performance has significantly increased as a result of incentive programs. Reward and recognition, minimal employee turnover, effective conduct, ensuring job security, and an effective support system are the five most important elements influencing performance in the O&G sector, according to the ranking analysis's conclusions. According to Fatima et al. (2020), in the same setting, the five most important elements influencing ADNOC performance are related to extrinsic motivators, including job stability, awards and recognition, minimal turnover of employees, effective conduct, and an effective support system. More research is required to determine how these characteristics affect job performance in the O&G sector. Dashima (2012) also looked at the connection between job satisfaction, employee motivation, and employee performance. They discovered that employee motivation had less of an impact on job performance than job satisfaction. In the same situation. Employee motivation in O&G offshore production facilities in Malaysia has been a problem for several years, according to Met & Ali (2014), which has impacted their performance. They found that one of the main elements influencing employee motivation in Malaysian oil businesses was financial compensation. Both motivation and job performance are critical success factors for organizations, including those in the oil and gas industry

(Bohórquez et al., 2022). The literature presents numerous empirical studies that confirm the strong correlation between employee motivation and job performance. Nevertheless, limited research has validated this relationship within the oil and gas sector in the UAE. This study will evaluate the following hypothesis statement.

Hypothesis (H4)

“Employee motivation has a significant effect on job performance.”

Researchers have spent decades attempting to comprehend how corporate culture affects human resources and inspires people to perform exceptionally well (Kenedi et al., 2022). Certain ideals that teach values, beliefs, and beneficial behaviors in employees are part of an organization's culture. It sets the tone for how employees interact with one another, approach their jobs, and respond to opportunities and challenges. A pleasant and supportive culture can motivate employees to put out their best effort, but a toxic or negative culture can impair performance and raise turnover rates (Saad & Abbas, 2018). Since employee performance affects a company's success, it is seen as crucial (Prasanna et al., 2023).

According to some authors, companies that promote a cooperative and team-oriented culture where employees are motivated to collaborate and help one another should eventually see an improvement in job performance (Kalgı et al., 2023). Differently, employees' productivity at work may be significantly impacted by the expectations placed on them and the values that the organization supports. According to Prasanna et al. (2023), each company should be based on the foundation of creating a productive culture that greatly improves employee performance and is learning-centered.

In summary, the literature analysis and earlier research findings indicate that exceptional work performance should be a result of a healthy company culture. According to this study, in the context of O&G enterprises, a supportive organizational culture may lead to improved communication and teamwork, more employee engagement, and greater emphasis on efficiency and safety. Employees are more likely to feel inspired and involved in their job when they perceive their company to be supporting them. Increased effort and devotion as a result of this drive eventually result in better performance. In order to achieve this, a healthy and supportive corporate culture encourages open communication and a sense of trust between employees and their supervisors. This makes it possible to provide employees with helpful criticism and direction, which may assist them in identifying their areas of weakness and working to strengthen their competencies. All of these elements collaborate to help employees become more skilled and perform better. The following hypothesis will be tested in this investigation in light of these considerations.

Hypothesis (H5).

“Organizational culture has a significant effect on job performance.”

Numerous instances in the literature have referenced the mediation function of employee motives. The hypothesis of this study is that the link between transformative leadership and work performance is mediated by employee motivation. Employees are inspired and motivated to reach their greatest potential through this leadership style. Motivating employees can result in improved job performance. Employees are more likely to work well and accomplish their goals when they are inspired by transformative leaders. The reason for this is that transformational leaders cultivate an environment at work that encourages innovation, creativity, and teamwork. They also give employees the assistance and tools they require to be successful, such as training, feedback, and acknowledgment. Ahmed et al. (2018) reported on the mediating impact of employee motivation in O&G firms and discovered that transformational leadership influences tacit knowledge management through organizational culture and motivation in the petroleum sector. By combining transformative leadership with employee motivation as a mediating factor, a petroleum firm may increase capabilities. By assessing the impact of transformational leadership and on employees' performance at an Indonesian manufacturing using motivation and work environment (organizational culture) as mediating factors, Nugroho et al. (2020) offer proof of the mediating function of employee motivation. According to the study's findings, transformational leadership significantly and favorably affects the performance of employees, both directly and indirectly through the mediating effects of motivation and work environment. To put it briefly, businesses may develop a more

productive workforce that can afford considerable performance by comprehending the link between transformational leadership and job performance through the motivational lens. Enhancing work performance and overall success may be achieved by firms through the use of transformational leadership methods that motivate employees to realize their full potential. However, if the employees lack motivation, the leader's job becomes even more challenging since he has to figure out what is causing the employees to lack drive, which might be the leader's conduct or style. In order to provide the required motivation and the impact of other factors, including organizational culture, which ultimately contribute to efficient work performance in the company, organizational leadership must be properly constructed. Strong leadership inevitably leads to successful employee performance, and this link is mediated by a few underlying factors (Al Dahnahani & Abdullah, 2019). The following hypothesis statement in ADNOC will be tested in this study based on these assertions and presumptions.

Hypothesis (H6)

“Employee motivation mediates the relationship between transformational leadership and job performance.”

Organizational culture not only influences work performance but is also shaped by transformational leadership, serving as an intermediary variable between the two. Consequently, it is essential for leaders to demonstrate personal attributes that foster a favorable company culture to enhance job performance, eventually. Previous studies indicate that enhancing job performance is contingent upon a leader's capacity to exhibit transformational leadership behaviors that positively affect employee motivation; thus, the mediating role of organizational culture in this relationship warrants examination within the oil and gas industry. Ahmed et al. (2018) indicated that a petroleum firm may improve employee capabilities and performance by integrating transformational leadership with the mediating influence of organizational culture. Nugroho et al. (2020) demonstrate the mediating function of employee motivation by assessing the impact of transformational leadership on job performance in an Indonesian manufacturing context, with the work environment (organizational culture) serving as a mediating variable. The findings of their study indicated that transformational leadership exerts a favorable and substantial influence on job performance, both directly and indirectly via the mediating role of organizational culture. This study posits that organizational culture is essential in mitigating the impact of transformational leadership on job performance. The culture of a business establishes the rules, values, and beliefs that direct employee conduct and attitudes. When transformational leaders cultivate a culture that coincides with their leadership approach, it amplifies the efficacy of their leadership on work performance. This study will test the hypothesis regarding the partial mediating role of organizational culture within ADNOC, aiming to enhance understanding of this relationship and elucidate the necessity for transformational leaders to foster a positive culture that enhances employee performance.

Hypothesis (H7)

“Organizational culture mediates the relationship between transformational leadership and job performance.”

RESULT AND DISCUSSIONS

The results of data analysis reveal the findings that answer the research questions of this study. Testing the hypotheses should answer the research questions by providing evidence of the existence of effects and the strength of such effects. This analysis is conducted in several steps, starting with path analysis to assess the significance of direct relationships between transformational leadership, organizational culture, employee motivation, and job performance within the proposed framework (Akoglu, 2018). To that end, the unstandardized coefficients are used to validate and accept the hypotheses, while standardized coefficients (Beta) are used to measure the strength of interrelationships between the aforementioned constructs within the structural framework (Dhakal, 2018). Reading the output data in Table 4.10 reveals the scale of relationships between transformational leadership and organizational culture (beta = 0.68), between transformational leadership and employee (beta = 0.69), transformational leadership and job performance (beta = 0.48), between job performance and employee motivation (beta = 0.42). Finally, between job performance and organizational culture (beta = 0.51). Evaluating the values and magnitudes of beta coefficients between the constructs reveals a moderate strength of association between them.

Table0.1 Standardized regression coefficients and significance of relationships

Hypothesis Statement	Directions of effects	Beta	C.R	Sig.	Result
H1: Transformational leadership has a significant effect on job performance	Transformational leadership → job performance	0.48	2.45	0.00	Supported
H2: Transformational leadership has a significant effect on employee motivation	Transformational leadership → employee motivation	0.69	5.57	0.00	Supported
H3: Transformational leadership has a significant effect on organizational culture	Transformational leadership → organizational culture	0.68	4.89	0.00	Supported
H4: Employee motivation has a significant effect on job performance	Employee motivation → job performance	0.42	2.70	0.00	Supported
H5: Organizational culture has a significant effect on job performance	Organizational culture → job performance	0.51	3.20	0.00	Supported

The findings of the data analysis provide robust support for the proposed hypotheses, demonstrating clear and statistically significant relationships among transformational leadership, organizational culture, employee motivation, and job performance. The strongest effects were observed between transformational leadership and both employee motivation ($\beta = 0.69$) and organizational culture ($\beta = 0.68$), indicating that leaders who practice transformational behaviors such as inspiring a shared vision, fostering innovation, and providing individualized support—play a pivotal role in cultivating a positive and motivating organizational climate. Moreover, transformational leadership also directly influenced job performance ($\beta = 0.48$), suggesting that leaders' behavior has a tangible impact on how employees perform their roles. However, this effect is slightly weaker compared to its influence on culture and motivation, which may imply that leadership's impact on performance is partially mediated through these two factors. The positive effect of employee motivation on job performance ($\beta = 0.42$) reinforces the notion that motivated employees are more likely to engage, perform better, and contribute to organizational success. Similarly, the influence of organizational culture on job performance ($\beta = 0.51$) highlights the importance of fostering a supportive and value-driven environment that aligns with employee expectations and organizational goals.

Overall, the standardized beta values indicate moderate to strong associations among the constructs, confirming that transformational leadership is a key driver of both the organizational environment and individual outcomes. These findings underscore the strategic value of investing in leadership development to indirectly enhance employee motivation and strengthen organizational culture, which together contribute to improved job performance.

The mediating role of employee motivation and organizational culture was examined through bootstrapping analysis, which provided further insights into the mechanisms through which transformational leadership influences job performance. The results in Tables 2 and 3 reveal statistically significant indirect and total effects, confirming the mediating role of both variables.

Employee motivation as a mediator as shown in Table 2, the standardized indirect effect of transformational leadership on job performance through employee motivation is 0.27 ($p = 0.02$), with a confidence interval that does not include zero (0.032 to 0.646), confirming partial mediation. This indicates that the influence transformational leaders exert on performance occurs indirectly by enhancing motivation. The total standardized effect (direct + indirect) is 1.12 ($p = 0.00$), which shows a substantial overall influence of leadership when the

mediating path through motivation is considered. These results highlight that employee motivation is a meaningful pathway through which leadership translates into higher performance.

Table 2: The summary of bootstrapping of indirect and total mediating effects of transformational leadership through employee motivation

Types of effect	Sig.	Effect	Lower bound	Upper bound	0 out of interval
Standardized indirect effect	0.02	0.27	0.032	0.646	Yes
Unstandardized indirect effect	0.02	0.22	0.033	0.611	Yes
Standardized total effect	0.00	1.12	1.00	1.28	Yes
Unstandardized total effect	0.00	0.91	0.64	1.46	Yes

Organizational culture as a mediator as shown in Table 3; similarly, organizational culture shows a stronger mediating effect. The standardized indirect effect is 0.632 ($p = 0.00$), with a confidence interval (0.285 to 1.443) that excludes zero, indicating a significant and more prominent mediation. The total standardized effect of transformational leadership on job performance via organizational culture reaches 1.113, again with high significance. These results suggest that transformational leadership enhances organizational norms, values, and behaviors, which in turn positively affect performance.

Table 3: The summary of bootstrapping of indirect and total mediating effects of transformational leadership through organizational culture

Types of effect	Sig.	Effect	Lower bound	Upper bound	0 out of interval
Standardized indirect effect	0.00	0.632	0.285	1.443	Yes
Unstandardized indirect effect	0.00	0.517	0.248	1.431	Yes
Standardized total effect	0.00	1.113	0.623	1.486	Yes
Unstandardized total effect	0.00	0.918	0.983	1.257	Yes

Both employee motivation and organizational culture mediate the relationship between transformational leadership and job performance, but the effect is stronger through organizational culture. This implies that while motivating employees is crucial, shaping the broader work environment and cultural expectations may have a more lasting and far-reaching impact on performance outcomes. Overall, these mediation effects underline the importance of transformational leadership not only in direct influence but in fostering the internal conditions — motivation and culture — that sustain high levels of employee performance.

CONCLUSIONS

This study examined the dynamic relationships between transformational leadership, organizational culture, employee motivation, and job performance within the context of ADNOC and other oil and gas companies, offering a comprehensive perspective on how leadership behaviors shape critical organizational outcomes in high-stakes, performance-driven environments. The findings revealed that transformational leadership significantly enhances job performance, both directly and indirectly through the mediating roles of employee motivation and organizational culture. In the oil and gas sector, where operational excellence and human capital are crucial to maintaining global competitiveness, leaders who inspire, empower, and promote a shared vision play a vital role in shaping a high-performing workforce and cultivating a resilient organizational culture. The mediation analysis highlighted that both motivation and culture act as key conduits through which leadership exerts its influence, with organizational culture demonstrating a slightly stronger mediating effect. These insights

emphasize that in ADNOC and similar organizations, leadership must go beyond operational control and target the softer aspects of management—creating a motivating work environment and reinforcing shared values that support long-term performance. It is recommended that oil and gas companies invest in leadership development programs tailored to their strategic goals, emphasizing transformational competencies such as visionary thinking, emotional intelligence, and supportive communication. Additionally, efforts should be directed toward strengthening organizational culture and implementing motivational systems that recognize employee contributions, promote engagement, and align personal goals with corporate objectives. This study contributes to the body of knowledge by offering empirical evidence on the internal mechanisms linking leadership to performance, particularly in capital-intensive and complex industries like oil and gas. By validating a structural model grounded in transformational leadership theory, the research provides practical and theoretical guidance for ADNOC and similar firms aiming to build agile, motivated, and high-performing organizations in a rapidly evolving global landscape.

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