A Framework of Transformational Leadership Influence on Job Performance with the Mediating Role of Organizational Culture and Employee Motivation in Oil and Gas Companies

Adel Abedrabu Mohamed Alhemeiri, Kesavan Nallaluthan, Norsamsinar Binti Samsudin

Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Malaysia

ABSTRACT

The role of leadership in the gas and oil industry (O&G) has been reported a critical factor in developing human resources. However, the role of transformational leadership in boosting job performance with the mediating influence of organizational culture and motivation has not been reported. Hence, the aim of this study is to develop a conceptual framework that links transformational leadership, organizational culture, employee motivation, and job performance in O&G industry. Quantitative methodology was deployed to validate the conceptual framework. A structured questionnaire was the data collection instrument for data collection. The study sample consists of 422 employees across various departments of ADNOC, the largest oil company in the UAE. A simple random sampling technique was applied in the survey procedure. Data analysis was based on Structural Equation Modeling (SEM) using AMOS software. The results showed the validity of the hypothesized framework and significant relationships between the variables. These findings confirm that transformational leadership does not only have a direct impact on the performance of employees but also the indirect effect of organizational culture and employee motivation was significant. The outcome of this paper contributes to the theory of leadership theory and organizational behavior by presenting a novel framework in the O&G sector. Based on the results, the policymakers in the O&G industry should focus on transformational leaders to boost the performance of employees. One of the principal recommendations is to invest in human resources development programs by developing a culture of innovation and continuous improvement among the human resources of the organizations, while simultaneously strengthening the motivational factors, to drive sustainable performance and operational excellence in high-demand energy sector.

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

INTRODUCTION

Nowadays, leadership is critical to the growth of businesses in a wide range of industries, including oil and gas corporations. Effective leadership is critical for ensuring that businesses can thrive in a competitive market and face market crises (Katsamba, 2023), as well as generating adaptive innovation in an unpredictable environment (Lin & Yi, 2023). With the correct leadership styles in place, firms can make strategic decisions to employ leaders who are appropriate for the sort of work, manage risks, and promote innovation to remain ahead of the competition. As the O&G business evolves and faces new difficulties, the role of leadership style might be critical. The shifting face of industrial management in the smart digital era necessitates leaders who can alter their jobs and achieve remarkable achievement (Behie et al., 2023). As a result, oil and gas businesses are considering employing transformational leaders to increase staff performance and preserve market success. To that purpose, models of transformational leadership, organizational culture, employee motivation, and job performance might assist O&G corporations in dealing with business issues and market crises. When O&G firms implement transformational leadership, they inspire and encourage their workers to execute to the best of their abilities, create a productive organizational culture, and improve workforce performance.

If there is a lack of motivation among employees, the leader's duty becomes even more difficult since he must discover what is causing the lack of motivation in his or her employees, which might be due to the leader's

leadership style or conduct. 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, which can lead to effective job performance in the organization. Strong leadership invariably leads to good employee performance, with some underlying elements modulating the link (Al Dahnahani & Abdullah, 2019). In terms of employee motivation, various researches discovered that motivation impacts workers to take their tasks seriously and perform well in O&G organizations (Arifin et al., 2021; Lestariningsih et al., 2021; Al Mansoori et al., 2020). However, boosting motivation necessitates a leader who can inspire followers and who has unique characteristics such as idealized influence, inspiring motivation, intellectual stimulation, and customized concern. Only transformative leaders possess these abilities. However, proof of its function in the UAE remains scarce. With that aim, this study will investigate the mediating role of employee motivation in the relationship between transformational leadership and job performance in the O&G business, filling a gap in the literature.

Another area of issue for ADNOC is its organizational culture. According to the findings of a research done by Al Dahnahani and Abdullah (2019), employees at ADNOC have a poor opinion of the work environment within the corporation, indicating a deficiency in ADNOC's organizational culture. This bad view can lead to decreasing morale, productivity, and general job satisfaction among employees, ultimately affecting their performance in the workplace. Another issue is the uncertainty surrounding the present organizational culture and which kind is most fit for ADNOC. The organizational culture inside ADNOC may deteriorate unless an organizational culture that matches the style of transformational leadership that is not optimal for the present is addressed (Ibrahim Mohamed, 2023). As a result, researchers must address these issues and strive to create a good and supportive work environment for their colleagues. By strengthening the organizational culture, ADNOC has the ability to boost employee engagement, retention, and overall company performance. The purpose of this study is to investigate the linkages between transformational leadership, organizational culture, employee motivation, and job performance at the ADNOC corporation in Abu Dhabi. As a result, this study tackles these difficulties and gaps by examining how organizational culture and employee motivation exhibit their influence on transformational leadership and job performance in the O&G industry.

LITERATURE REVIEW

Transformational Leadership

Transformative leadership aims to motivate and inspire people to achieve their maximum potential. It entails developing a vision for the future, fostering creativity and innovation, and allowing employees to take ownership of their work (Madi Odeh et al., 2023). According to Muliati et al. (2022), this leadership style is frequently related to major organizational transformation and is seen as critical for success and development.

Over time, the transformational leadership paradigm has evolved into an important topic in leadership research (Islam et al., 2021). It highlights the importance of a leader's capacity to inspire and encourage their team to achieve common goals (Saad Alessa, 2021). This leadership style has been extensively researched and used in a number of settings, including politics, business, and education (Hilton et al., 2023). As long as businesses encounter difficult issues, transformational leadership will become increasingly critical for driving change and attaining success by dramatically altering organizational culture (Jackson, 2020). According to Madi Odeh et al. (2023), transformational leaders encourage followers to strive for the organization's long-term goals while also assisting the organization in achieving them. These leaders are well known for their capacity to inspire and motivate their people to achieve goals that exceed expectations (Udin, 2023). They are also recognized for developing a workplace culture in which employees feel respected and empowered. Transformational leadership is consequently seen as a critical component of 21st-century organizational performance (Reza, 2019).

James MacGregor Burns established the theoretical underpinning for transformative leadership in 1978. Bass built on it in 1985, believing that it was a more successful technique than transactional leadership, which uses incentives and penalties to inspire followers. Instead, transformational leaders motivate and empower their people to attain a common goal (Bass, 1998). According to Bass (1985), transformational leaders serve as role

models for their followers, encouraging them to embrace change and bravely take on new challenges by setting an example. Many organizations realize that transformational CEOs may benefit them in a variety of ways, particularly in establishing a pleasant work environment by giving employees a feeling of purpose and direction (Abolnasser et al., 2023). They have the capacity to build staff unity and fruitful collaboration inside the business (Muharam, 2023). According to Bakker et al. (2022) and Al Jubouri (2023), this may raise employee motivation, work satisfaction, and performance, resulting in higher retention rates and lower turnover.

Several studies have found a tight relationship between organizational culture and transformational leadership (Rabiul et al., 2023). A transformational leader, for example, encourages teams to collaborate beyond functional boundaries in order to generate innovative products. These leaders also have an influence on employee performance by emphasizing frequent training sessions and giving chances for professional development to help employees improve their abilities and promote their careers within the business (Bakti & Hartono, 2022). Furthermore, research has shown a correlation between employee motivation and transformational leadership (Abolnasser et al., 2023). This leadership strategy's key components are setting high performance standards and offering tools and assistance to help people achieve their objectives (Ladkin & Patrick, 2022). Transformational leaders may foster a productive work atmosphere that encourages creativity and cooperation by empowering and appreciating colleagues' successes (Sürücü et al., 2022; Seitz & Owens, 2021).

Transformational leadership has a significant impact on oil and gas companies (Alshehhi et al., 2023). Transformational leaders may increase the overall performance, innovation, and productivity of organizations in this industry by inspiring and encouraging people to work toward a common goal (Sujati et al., 2023). This leadership style is especially useful in the oil and gas business, where complicated and high-risk operations necessitate a strong and cohesive team. As a result, firms in this industry must prioritize transformational leadership training for their executives and managers (Karam and Tasmin, 2020). For example, a CEO of an oil firm may use transformational leadership skills to persuade staff to adopt new practices and technology that increase production safety and efficiency. For a variety of reasons, researchers researching O&G organizations have lately shifted their attention to transformational leadership over other leadership philosophies. For example, this strategy highlights the need of inspiring and encouraging personnel in the energy production business to reach their maximum potential rather than just issuing orders and hoping for compliance (Albandari, 2021). It has proved especially useful in areas such as oil and gas, where complicated and dangerous operations necessitate a high level of collaboration and innovation (Thongwises, 2020). According to the researchers' conclusion, oil and gas businesses may apply transformational leadership to build a culture of innovation and continuous improvement, helping them to remain competitive in an increasingly demanding market.

Organizational culture

Organizational culture refers to the values, beliefs, behaviors, and practices that define a company. It is frequently referred to as an organization's personality, impacting how personnel interact with one another and approach their jobs (Assoratgoon & Kantabutra, 2023). A poor or inadequate organizational culture may lead to high turnover, low morale, and unsatisfactory job performance, whereas a strong or positive organizational culture can have a significant impact on employee engagement, productivity, and performance. As a result, creating a productive and healthy workplace necessitates an awareness and active management of organizational culture (Mingaleva et al., 2022). According to Ma et al. (2023), organizational culture is a pervasive social framework that guides the selection of strategic outcomes and tactics to achieve certain goals. Simply put, it is a set of shared beliefs and assumptions that impact how employees interact with one another inside a firm (Schein, 1985). Quinn and Rohrbaugh (1983) define organizational culture as the way a corporation functions. An organization built on an effective culture communicates its mission and values to its personnel (Andreas & Gumanti, 2023). To put it another way, organizational culture is made up of several components that work together to form models or patterns that impact the enterprise. These components include norms and both formal and informal processes (Palumbo & Douglas, 2023). Furthermore, according to Martin (2001), organizational culture is the result of the experiences that personnel have gained and inherited,

as well as the conditions in which they have had to deal with challenges of internal integration and external adaptation. Leaders who want to create a productive and positive work environment must understand and influence business culture (Schein, 2009). Alvesson (2011), on the other hand, sees culture as a more or less unified set of meanings and symbols that supports social interactions inside an institution. In a similar vein, Geertz (1989) defined organizational culture as a present and symbolic part of organization members' life that, by their coexistence, gives the reality of the workplace in which they work meaning.

There is a wealth of research on how supportive and positive organizational cultures impact the profitability of O&G enterprises (Gajere & Nimfa, 2021). Bowers et al. (2017) found that organizational culture influences employee behavior and attitudes, which in turn affects job performance, employee engagement, and the overall performance of O&G firms. Reviewing studies indicating the major impact of organizational culture on oil and gas enterprises has become critical (Jean-Denis et al., 2019; Almuharrami & Aziz, 2022). As previously said, an organization's organizational culture is what maintains a healthy work environment and encourages employees at all levels. O&G companies must thus prioritize an encouraging and supportive organizational culture (Abudaqa et al., 2020). This may be done by hiring transformational leaders who care about their employees based on their individual characteristics, such as idealized influence, intellectual stimulation, inspirational motivation, and customized attention (Xenikou, 2022). By investing in their culture, O&G companies may boost their profitability and provide a more enjoyable work environment to their employees (Tajpour & Hosseini, 2020).

Employee motivation

Employee motivation is defined as an employee's natural desire to do work-related tasks with great enthusiasm (Afif et al., 2023). Authors in human resources and psychology have already created and discussed the concept of "employee motivation" (Girdwichai & Sriviboon, 2020). Employee motivation refers to an individual's excitement, devotion, and ingenuity at work. Motivation is a critical issue in work, described as the desire to fulfill a specific human need (Xing et al., 2023). This concept also defines the internal motivation that drives people to work hard (Al-Manakhi and Alzubi, 2022). Motivating people is the only way to get them to put in a lot of effort. However, everyone has a different source of inspiration. One may be inspired at work from within or without. The stimulation offered by the leader using a transformational leadership style may cause externals to arise. According to Saied (2017), job motivation is an individual activity that entails working persistently to meet specific needs in order to inspire individuals to complete their tasks. According to this definition, motivation is the consistent fusion of an individual's internal and external forces, as seen by their interest and desire to perform the tasks that have been assigned to them. Employee motivation is essential for organizations of all sizes to flourish. Human capital is an essential component of the world's wealthiest nations (Zayed et al., 2022). As a result, companies in both developed and developing countries see motivation as a vital factor in their success in the marketplace (Girdwichai & Sriviboon, 2020). As a result, employee motivation is critical to enhancing the productivity of service firms such as banks, health care providers, energy corporations, and government organizations (Zhang, 2019).

According to the literature review, work performance and other human resource-related factors such as employee motivation should not be assessed separately (Umurzakovich et al., 2023). Employee performance improves when they are motivated at work (Yuliyzar, 2023). Extrinsic requirements, such as incentives and rewards, interact with conscious and unconscious elements, such as intrinsic needs, to generate motivation. These factors are known to have a major influence on job performance. According to Pandey and Sharma (2023), employees who are motivated by internal or external stimuli perform better. Furthermore, when internal and external incentive aspects are present, employees will have a strong desire to stay connected and devoted to their professions and jobs (Navaneetha & Bhaskar, 2018). Research into employee motivation is critical for improving job performance since it has a direct impact on a person's level of engagement, productivity, and overall job satisfaction. Employees who are motivated are more likely to take the initiative, go above and beyond at work, and provide unique ideas to their team. In addition to delivering high-quality work, this fosters a friendly and happy working environment in which employees feel valued and empowered. As a result, by understanding what motivates people, O&G firms may better tailor their efforts and strategies to boost motivation levels, hence improving job performance in all areas 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 tasks 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.

Gaps and Literature Analysis

The review of literature as shown in Table -1 combines evidence from multiple sectors and geographic regions to evaluate how transformational leadership influences job performance directly and indirectly via psychological and organizational mechanisms, i.e., organizational culture and employee motivation. By systematically summarizing prior work and highlighting limitations especially the paucity of large-scale

studies in the energy sector, the dominance of cross-sectional designs, and the fragmented consideration of organizational culture and motivation as simultaneous mediators this section grounds the study rationale and identifies the specific contributions of this paper.

Table-1: Summary of findings and gaps in the literature

#	Citation	Objectives	Methodology	Key findings
1	Huang et al., (2025)	Examine how transformational leadership relates to psychological empowerment, work engagement and ICU nurses' job performance.	Cross-sectional survey of ICU nurses; SEM (structural equation modeling).	Transformational leadership is positively linked to psychological empowerment and engagement; empowerment and engagement mediate the positive effect on job performance.
2	Nguyen et al., (2025)	Investigate the role of employee informal coaching and perceived organizational support, and how transformational leadership matters for job performance in higher education.	Quantitative survey design in higher-education staff; mediation/moderation analyses (likely SEM or regression).	Informal coaching improves job performance; perceived organizational support and transformational leadership strengthen/mediate that relationship.
3	Waseem et al., (2025)	Explore how transformational leadership, the AMO framework and green HRM relate to job performance.	Quantitative survey (organizational sample) using AMO constructs and regression/SEM.	Transformational leadership combined with AMO practices and green HRM positively predicts job performance. Leadership leadership enhances the effect of HR practices.
4	Priyanti, & Yuniawan (2025)	Synthesize the literature on transformational leadership, organizational culture and employee engagement.	Systematic literature review.	Strong evidence that transformational leadership fosters a positive culture and engagement; identified inconsistent mediators and measurement approaches across studies.
5	Rodrigues et al., (2024)	Test a mediation chain between transformational leadership, organizational culture and employees' commitment in the textile industry.	Empirical quantitative study (survey); mediation chain analysis (SEM).	Organizational culture mediates the effect of transformational leadership on commitment — chain mediation supported.
6	Kiswanto & Yulianti (2025)	Examine learning motivation as a mediator between transformational leadership and job performance.	Survey-based quantitative design; mediation analysis.	Learning motivation partially mediates the positive relationship between transformational leadership and job

				performance.
7	Em (2025)	Assess the effectiveness of school directors' transformational leadership on teachers' self-efficacy and job performance in Cambodia.	Large-scale empirical study (likely survey); analyses of direct and mediated effects.	Transformational leadership increases teacher self-efficacy, which in turn improves job performance; mediation supported.
8	Fauziah et al., (2025).	Examine the relationships among transformational leadership, work environment, job satisfaction, motivation, and hospital employee performance.	Quantitative cross-sectional survey in hospitals; path/SEM analysis.	Transformational leadership influences job satisfaction and motivation, which link to higher employee performance; the work environment is also significant.
9	Manurung & Desiana (2025)	Investigate transformational leadership's influence on job performance mediated by affective commitment, work engagement, self-efficacy.	Case study (government procurement unit) with survey; mediation/serial mediation analysis.	Multiple mediators (affective commitment, engagement, self-efficacy) explain the effect of leadership on performance; partial mediation is common.
10	Nugraheni & Ardi (2025)	Evaluate transformational leadership and empowerment as drivers of employee performance in star-rated hotels.	Quantitative survey of hotel employees; regression/SEM.	Both leadership and empowerment are significant predictors of performance; empowerment often mediates leadership's effect.
11	Madrid et al. (2024).	Explore digital competencies and transformational leadership as predictors of university teachers' job performance.	Cross-sectional survey of university teachers; multiple regression/SEM.	Both digital competencies and transformational leadership positively predict teaching performance; interaction effects are possible.
12	Milhem et al., (2024).	Assess the impact of transformational leadership on ICT employees' performance with psychological empowerment as a mediator in Palestine.	Survey-based quantitative study; mediation (SEM).	Psychological empowerment mediates the positive link between transformational leadership and ICT employees' performance.
13	Islam et al. (2024).	Investigate transformational leadership in Indonesian multicultural SMEs and job performance determinants.	Quantitative field study; regression/SEM with cultural controls.	Transformational leadership is positively associated with job performance; cultural diversity moderates the effects.
14	Vila-Vázquez et	Unpack how transformational leadership shapes task performance via	Empirical study testing a sequential mediation model	Sequential mediation supported: leadership → mediator1 → mediator2 →

	al., (2024).	sequential mediators.	(likely survey + SEM).	task performance (specific mediators differ by study).
15	Sidik et al., (2024)	Measure the effect of transformational leadership values on worker performance.	Quantitative survey; regression analysis.	Transformational leadership values positively affect worker performance; effect sizes vary by context.
16	Jameel et al., (2025).	Examine transformational leadership's effect on innovative work behavior in tourism/hospitality, mediated by intrinsic motivation and employee creativity.	Survey-based mediation study; SEM.	Intrinsic motivation and creativity mediate leadership's positive influence on innovative behavior.
17	Iddrisu & Mohammed (2025).	Explore the impact of leadership styles' impact on organizational effectiveness mediated by employee motivation and engagement.	Quantitative study of public organizations; mediation analysis.	Employee motivation and engagement mediate the relationship between leadership styles (including transformational) and organizational effectiveness.

The above table shows that the majority of studies consistently report a positive direct relationship between transformational leadership and job performance, with common mediators including employee motivation and organizational culture. Sequential and multiple mediation designs are increasingly used (e.g., chain mediation, sequential mediation), showing leadership works through proximate psychological states to affect the performance of employees. The majority of studies use cross-sectional survey designs using SEM or regression. Few longitudinal or experimental designs appear in the set you supplied, which weakens causal inference. Also, many samples are sector specific (healthcare, education, hospitality, SMEs, public sector); cross-industry generalizability and studies in large oil & gas firms (like ADNOC) are sparse. Measurement heterogeneity (different scales for leadership, motivation, culture) was flagged in the systematic review (Priyanti & Yuniawan, 2025), making cross-study comparisons harder.

While several studies include organizational culture or motivation as mediators separately (Rodrigues et al., 2024; Kiswanto & Yulianti, 2025; many others), few explicitly test a dual-mediator model where organizational culture and employee motivation simultaneously (or sequentially) mediate the transformational leadership towards job performance link in a large energy-sector organization. The proposed conceptual framework of this study, focusing on ADNOC (the largest oil company in the UAE/Middle East) fills a contextual gap and extends the literature by testing these mediators together in that context. Moreover, most empirical evidence comes from education, healthcare, hospitality, SMEs, and public administration. The oil & gas sector, especially, has unique organizational cultures and is not widely reported in the literature with respect to these variables onto one correlated framework. While this study focuses on ADNOC contributes practically by testing whether transformational leadership in particular interventions will translate into better job performance under the mediating influence of organizational culture and employee motivation.

Framework development

In the volatile and competitive environment of the oil and gas industry, innovative approaches to leadership and performance management are essential for organizational success (Alghamdi, 2018). Transformational leadership has consistently emerged as a highly effective style, characterized by the ability to inspire, motivate, and create significant positive change among followers (Bass & Riggio, 2006). By fostering a compelling vision, encouraging intellectual stimulation, and providing individualized consideration, transformational leaders align individual aspirations with organizational objectives, driving employees to exceed performance expectations (Bass, 1985; Northouse, 2018). Empirical evidence underscores a strong positive correlation

between transformational leadership and job performance, particularly as leaders empower employees to adapt, innovate, and commit to ongoing improvement (Judge & Piccolo, 2004; Bass & Avolio, 1994).

Within oil and gas companies, transformational leaders are especially valuable due to the sector's inherent operational risks and environmental challenges. These leaders promote resilience and high performance by cultivating trust, supporting professional development, and uniting teams under a shared vision (Eisenbeiss et al., 2008). However, the efficacy of transformational leadership is significantly influenced by organizational context, specifically the prevailing organizational culture and the level of employee motivation. Organizational culture encompasses the shared values, beliefs, and norms that guide behavior within a company (Schein, 2010). A robust and positive culture, especially one that emphasizes safety, learning, and adaptability, not only reinforces the behaviors championed by transformational leaders but also creates an environment where innovation and collaboration thrive (Denison & Mishra, 1995; Alharbi, 2018). Transformational leaders actively participate in shaping organizational culture by modeling desired behaviors, emphasizing core values, and encouraging open communication (Bass & Riggio, 2006). As employees internalize these values, they develop a greater commitment to organizational goals, leading to higher levels of discretionary effort and enhanced job performance (Hartnell et al., 2011). The mediating role of culture is thus significant; leadership effectiveness is amplified when a strong, well-aligned culture supports and sustains the transformational initiatives introduced by leaders (Schein, 2010). This alignment ensures that the positive impacts of transformational leadership on individual and collective performance are not only realized but also sustained over time.

Equally important is the mediating influence of employee motivation. Motivation, both intrinsic and extrinsic, is a key driver of employee performance in any context, but it is particularly critical in high-stakes industries like oil and gas (Ryan & Deci, 2000). Transformational leaders bolster motivation by recognizing employee achievements, providing opportunities for growth, and fostering a sense of purpose and belonging (Bass, 1985). When employees feel motivated, they are more productive, creative, and resilient — qualities essential for navigating the complexities of the oil and gas sector (Amabile, 1993). Motivation serves as a conduit through which the influence of leadership is translated into improved job performance. Intrinsically motivated employees, inspired by leadership and supported by a positive culture, are more likely to take initiative, solve problems proactively, and contribute meaningfully to organizational objectives (Gagné & Deci, 2005; Alharbi, 2018).

Integrating these perspectives, the proposed framework posits that transformational leadership exerts a direct influence on job performance while also operating indirectly through organizational culture and employee motivation. Transformational leaders not only inspire and direct but also establish a culture that supports strategic goals and an environment in which employees feel valued and motivated. This dual mediation through culture and motivation explains how transformational leadership can consistently lead to higher levels of job performance in the oil and gas sector (Bass & Riggio, 2006; Hartnell et al., 2011). The interplay of these factors is crucial: leadership sets the direction, culture reinforces desired behaviors, and motivation energies employees to achieve exceptional outcomes.

In conclusion, understanding the interplay between transformational leadership, organizational culture, and employee motivation offers valuable insights for oil and gas companies striving to enhance job performance. By investing in the development of transformational leaders, cultivating a supportive and adaptive culture, and implementing strategies to motivate employees, organizations can better navigate industry challenges and achieve sustainable competitive advantage (Alghamdi, 2018; Schein, 2010). This integrative framework serves as a strategic foundation for both future research and practical interventions aimed at optimizing performance within the oil and gas industry.

By linking transformational leadership with job performance through the mediating effect of organizational culture, ADNOC can create a culture that fosters employee development, engagement, and productivity. This approach helps to overcome the obstacles that hinder human resources development, such as lack of motivation, poor job satisfaction, and low employee morale. In other words, the literature is still lacking a new dimension of these relationships. Further research is needed to fully understand and explore this relationship

and its implications for organizational success, especially in O&G industry. For example, a company that values open communication and collaboration may see greater improvements in job performance when implementing transformational leadership compared to a company that values strict hierarchy and individual competition (Udin, 2023). Additionally, the organizational culture can either complement or hinder the positive effects of transformational leadership, highlighting the importance of considering cultural fit when implementing leadership strategies (Ince, 2023).

Based on these arguments and findings, this study assumes that linking transformational leadership with job performance through the mediating effect of organizational culture and employee motivation help ADNOC to overcome the obstacles that hinder human resources development. To that end, this study proposed a novel framework as shown in Figure-1. This framework correlates an independent variable (transformational leadership), two mediators (organizational culture and employee motivation), and a dependent variable (job performance).
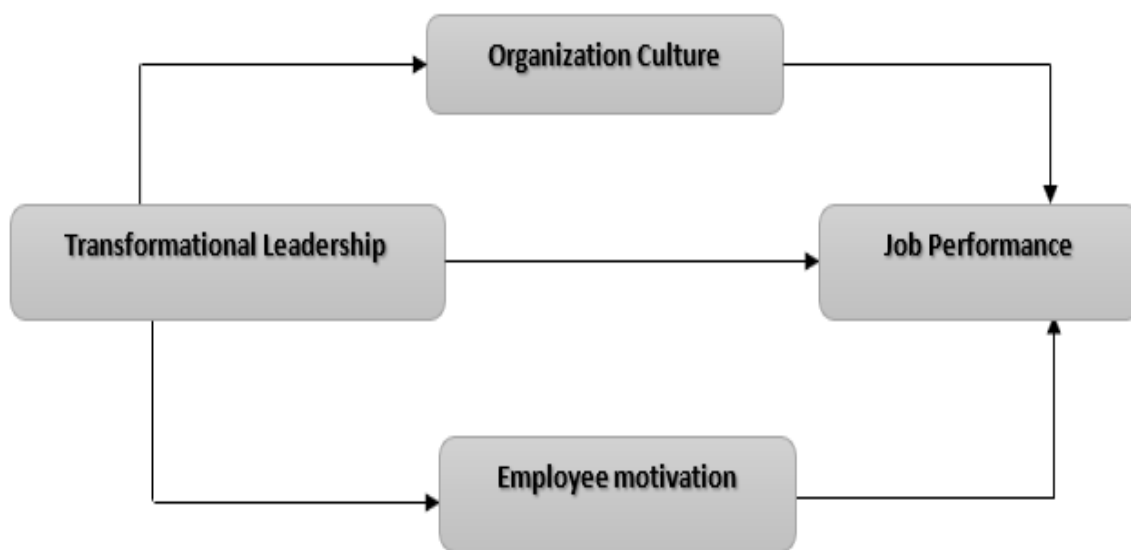

Figure - 1: A robust framework for transformational leadership in the O&G industry.

RESEARCH METHODOLOGY

This study applied quantitative methods to analyze the relationships between the variables and 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 hypothesis of this study.

RESULT AND DISCUSSIONS

The structural framework shown in Figure-2 depicts the relationships among the core constructs of this study (transformational leadership, organizational culture, employee motivation, and job performance). The standardized path coefficients show the strength and direction of these relationships. Transformational leadership exhibits a strong positive effect on organizational culture (path coefficient = 0.68) and employee motivation (0.69), confirming that leaders who apply transformational behaviors significantly shape a supportive organizational culture and inspire higher levels of motivation among employees. Additionally, transformational leadership has a direct positive effect on job performance (0.48), though this effect is smaller compared to the indirect effects through culture and motivation.

The validated framework also demonstrates the mediating role of organizational culture and employee motivation in strengthening job performance. Organizational culture has a positive effect on job performance (0.51), while employee motivation shows a lower direct influence (0.42). These results highlight that while leadership directly enhances performance, its greatest influence occurs through building a positive culture and fostering motivated employees. The dimensions of job performance task, contextual, and adaptive performance are the dimensions of job performance in this framework, with their respective indicators showing solid factor loadings, which strengthens the validity of these relationships.

From a statistical perspective, the model demonstrates excellent overall fit. The CMIN/DF = 1.543, CFI = 0.926, TLI = 0.923, RMSEA = 0.035, and PCLOSE = 1.000 all fall within accepted cut-off values, indicating that the proposed structural relationships align well with the observed data. The significance of this model lies in its ability to empirically validate the theoretical framework: transformational leadership not only directly affects performance but also works through key mediators (culture and motivation), providing a comprehensive understanding of how leadership can be leveraged to enhance organizational outcomes in the oil and gas sector. These findings support strategies for leadership development and organizational interventions aimed at improving employee and organizational performance.

The outcome of the structural model shows clearly how transformational leadership contributes to improving job performance both directly and indirectly. The model reveals that transformational leaders in the organization not only have a positive direct influence on how well employees perform their work, but they also create a work environment and culture that encourages better results. Leaders who apply transformational practices help shape a supportive organizational culture and increase employee motivation, both of which are shown to significantly boost job performance. This means that leadership alone is not the only force at work; its true impact comes from the way it shapes the conditions around employees, helping them feel engaged, valued, and driven.

One of the key insights from the model is that transformational leadership strengthens job performance most effectively by building an environment where employees are motivated and the organizational culture supports high standards and collaboration. The results show that motivated employees are more likely to deliver strong task performance, adapt to new demands, and contribute positively to the broader work environment. Similarly, when the culture of the organization is positive — one that encourages teamwork, innovation, openness, and shared purpose — employees are better positioned to perform at their best. This shows that transformational leadership sets off a chain reaction: good leadership creates the right atmosphere, which in turn brings out the best in employees.

Furthermore, the model highlights the importance of focusing on these indirect paths. While transformational leadership does have a direct effect on job performance, the stronger effects come through motivation and culture. This suggests that if an organization wants to improve performance, investing in leadership development alone is not enough. Efforts must also be made to ensure that leaders are shaping a culture that employees connect with and that they are inspiring people to stay motivated and engaged. In practice, this means transformational leadership is not just about vision and inspiration; it must translate into creating systems, values, and work environments that support employees' day-to-day.

In addition, the significance of this framework lies in its practical relevance: it offers a roadmap for organizations, particularly in demanding sectors like oil and gas, where performance pressures are high. It reinforces that leadership strategies should not only focus on individual relationships but should aim at influencing the collective environment and emotional climate of the organization. In doing so, leaders can achieve sustainable improvements in performance by aligning both personal and organizational factors. The findings also highlight that any attempt to boost performance should adopt an integrated approach, addressing leadership style, organizational culture, and employee motivation as interconnected pieces rather than isolated factors.
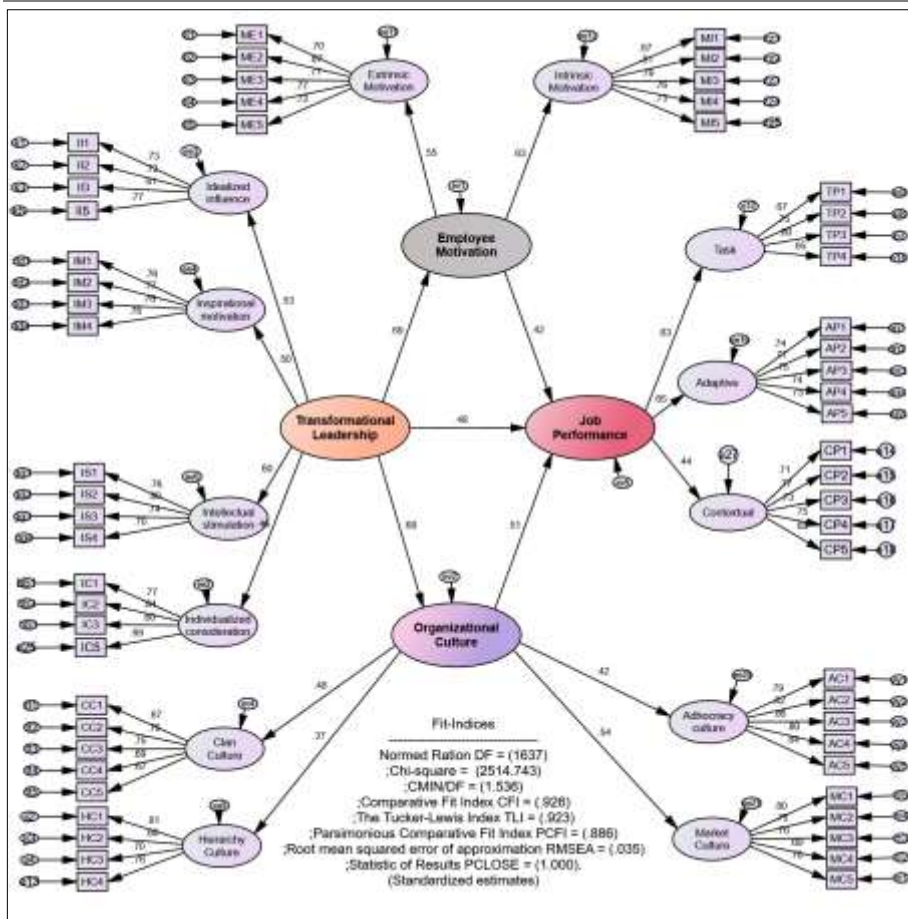
Figure - 2. The validated framework output

CONCLUSIONS

The aim of this study was to investigate the influence of transformational leadership on job performance in the O&G industry, specifically utilizing ADNOC as a case study. The findings showed that transformational leadership improves employee job performance both directly and indirectly by fostering a supportive company culture and increasing motivation. These findings highlight the critical role of leadership in creating an atmosphere that promotes better employed outcomes and organizational success. The validated conceptual framework enhances leadership and organizational behavior theories by empirically connecting transformational leadership to performance outcomes via important organizational mediators in a high-demand sector. The findings reveal that when leaders inspire, intellectually excite, and show customized attention for their staff, they foster a strong culture and motivation that improves overall performance. From a practical standpoint, the study emphasizes the need for policymakers and executives in the O&G industry to prioritize leadership development activities that foster transformative capabilities. Investing in leadership development programs that foster cultural transformation and employee motivation is critical to attaining operational success. Furthermore, building a culture of innovation, acknowledgment, and continual development might help to maintain motivation and performance over time. Finally, transformational leadership serves as a strategic leadership style for attaining long-term developing of human resources performance in the O&G industry. Future study may expand on this model by investigating additional mediating or moderating elements such as employee engagement, learning orientation, or digital transformation to improve understanding of leadership dynamics in complex and changing industrial environments.

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