TANMEAH BASSMAH PRESS
International Journal of Pedagogy and Professional Human Development Insights (IJPPHDI)
المَجَلَّةُ الدُّوَلِيَّةُ لِلنَّظَرِيَّاتِ التُّرْبَوِيَّةِ وَالتَّنْمِيَةِ البَشَرِيَّةِ المِهْنِيَّةِ
Homepage: https://journals.tanmeah.com/index.php/ijpphdi **Volume 1, Issue 2, 2025**

The Impact of Transformation Leadership on The Effectiveness of Decision - Making in processes in ADNOC

أثر القيادة التحويلية على فعالية اتخاذ القرارات في شركة أدنوك

Faisal Mohamed Salem Al Katheeri[1*], Pr Saïd Mdarbi[2], & Pr. Lhoussain Simour[3]

[1]*Department of* Business *Administration. Dubai College. Hassan II University. United Arab Emirates.*
[2]*Chef du Département InED- Innovation et Entrepreneuriat Digital. Directeur du Laboratoire de Recherche Laremo. Dubai College. Hassan II University. United Arab Emirates*
[3]*Cultural Studies. Dubai College. Hassan II University. United Arab Emirates.*

C H R O N I C L E
Article history:
Received: October 01, 2025
Received in revised format: November 08, 2025
Accepted: December 23, 2025
Available online: December 31, 2025

Keywords:
Transformational Leadership; Leadership Dimensions; Semi-Government Organizations; Decision-Making Effectiveness; ADNOC.

A B S T R A C T

This paper examines the effects of transformational leadership on decision-making effectiveness in semi-government organizations, specifically Abu Dhabi National Oil Company (ADNOC). Using a quantitative research method, information was gathered from 382 employees through a questionnaire with closed-ended questions and established measurement scales. Four dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) were discussed relevant to the study as well as decision-making effectiveness in terms of its components (decision quality; speed; acceptance; and implementation respectively). Finding show that transformational leadership has a very strong positive and statistically significant effect on the decision-making effectiveness. The dimensions all had a positive contribution, with relative strengths in idealized influence and individualized consideration. The findings indicate that leadership practices focusing on creating trust and the ability to inspire a workforce are important factors in the greater decision-making process of an organization. Nevertheless, it also indicates that contextual factors inclusive of organizational shape, cultural norms and bureaucratic constraints may have an effect on the effectiveness of transformational leadership in semi-government environments. This study advances the existing body of research by evidencing a Middle Eastern context, an ignored area for leadership and decision-making in hybrid organizations. It also provides actionable insights for organizations to aid their leadership development and enhance the effectiveness of decision-making. Research adopting longitudinal design and further contextual variables is highly recommended to study the complex nature of this relationship in depth.

الملخص

تبحث هذه الدراسة أثر القيادة التحويلية على فعالية اتخاذ القرارات في المؤسسات شبه الحكومية، وتحديدًا شركة بترول أبوظبي الوطنية (أدنوك). باستخدام المنهج الكمي، جُمعت البيانات من 382

* Corresponding author.:
E-mail address: fmsalkatheeri@gmail.com
https://doi.org/10.70568/IJPHDI.1.2.5
All rights reserved.

موظفًا من خلال استبيان يتضمن أسئلة مغلقة ومقاييس معتمدة. ناقشت الدراسة أربعة أبعاد للقيادة التحويلية (التأثير المثالي، والتحفيز الملهم، والتحفيز الفكري، والاهتمام الفردي) ذات صلة، بالإضافة إلى فعالية اتخاذ القرارات من حيث مكوناتها (جودة القرار، وسرعته، وقبوله، وتنفيذه). أظهرت النتائج أن للقيادة التحويلية أثرًا إيجابيًا قويًا وذا دلالة إحصائية على فعالية اتخاذ القرارات. وقد ساهمت جميع الأبعاد بشكل إيجابي، مع تفوق نسبي في بُعدي التأثير المثالي والاهتمام الفردي. تشير النتائج إلى أن ممارسات القيادة التي تركز على بناء الثقة والقدرة على إلهام القوى العاملة تُعد من العوامل المهمة في عملية اتخاذ القرارات في المؤسسة. ومع ذلك، تشير الدراسة أيضًا إلى أن العوامل السياقية، بما في ذلك الهيكل التنظيمي والأعراف الثقافية والقيود البيروقراطية، قد تؤثر على فعالية القيادة التحويلية في البيئات شبه الحكومية. تُسهم هذه الدراسة في إثراء البحث الحالي من خلال تسليط الضوء على سياق الشرق الأوسط، وهو مجال مهمل في مجال القيادة وصنع القرار في المنظمات الهجينة. كما تُقدم رؤى عملية للمنظمات لدعم تطوير قيادتها وتعزيز فعالية عملية صنع القرار. ويُوصى بشدة بإجراء بحوث تعتمد تصميمًا طوليًا وتأخذ في الاعتبار متغيرات سياقية إضافية لدراسة الطبيعة المعقدة لهذه العلاقة بعمق.

الكلمات المفتاحية:
القيادة التحويلية؛ أبعاد القيادة؛ المنظمات شبه الحكومية؛ فعالية صنع القرار؛ أدنوك.

JEL Classification: *M12; D73; L20.*

1. Introduction

Transformational leadership has gained significant attention in contemporary organizational research due to its potential to enhance performance, innovation, and strategic decision-making in complex environments. First conceptualized by Burns (1978) and later expanded by Bass (1985), transformational leadership emphasizes inspiring followers, fostering intellectual stimulation, and promoting individualized development. Unlike transactional leadership, which focuses on exchanges and compliance, transformational leadership seeks to align individual goals with organizational vision, thereby influencing deeper cognitive and behavioral engagement (Bass & Riggio, 2006). In dynamic and high-risk sectors such as the energy industry, decision-making effectiveness is a critical determinant of organizational success. Decision-making processes involve selecting optimal alternatives, also ensuring timely execution, stakeholder acceptance, and alignment with strategic objectives (Vroom & Yetton, 1973). In this regard, transformational leadership is often associated with improved decision-making outcomes through enhanced communication, employee empowerment, and collaborative problem-solving (García-Morales et al., 2012). However, while the theoretical relationship between transformational leadership and decision-making effectiveness is well established, its practical application in hybrid organizational contexts remains insufficiently examined.

Organizations such as the Abu Dhabi National Oil Company (ADNOC) operate within a semi-government structure that combines public-sector accountability with private-sector efficiency. This hybrid model creates a complex environment where leaders must balance regulatory compliance, economic performance, and innovation. Although transformational leadership appears suitable for such contexts, its effectiveness may be constrained by hierarchical structures and bureaucratic norms that limit employee participation in decision-making processes (Mellahi et al., 2011). Consequently, the assumption that transformational leadership universally enhances decision-making effectiveness requires critical examination. Moreover, existing studies have largely focused on Western or private-sector organizations, raising concerns about the generalizability of findings to Middle Eastern semi-government institutions. Cultural and institutional differences may influence how leadership behaviors are perceived and enacted, thereby affecting decision-making processes (Denison et al., 2014). Therefore, this study seeks to critically investigate the impact of transformational leadership on decision-making effectiveness within ADNOC, addressing a significant gap in the literature and contributing to a more context-specific understanding of leadership dynamics. The increasing complexity of organizational environments has highlighted the limitations of traditional leadership models, particularly those based on rigid hierarchies and centralized decision-making. Transformational leadership has emerged as an alternative approach that emphasizes adaptability,

innovation, and employee engagement (Bass, 1985). Its four core dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are believed to enhance leaders' ability to influence decision-making processes by fostering creativity, trust, and collaboration (Bass & Riggio, 2006). Despite its theoretical advantages, the effectiveness of transformational leadership is not universally guaranteed and may depend on contextual factors. In the context of the United Arab Emirates, national initiatives such as UAE Vision 2021 have placed increasing emphasis on innovation, sustainability, and economic diversification. These strategic priorities require organizations like ADNOC to adopt leadership styles that support effective and agile decision-making. However, the semi-government nature of ADNOC introduces structural complexities that may limit the full implementation of transformational leadership practices.

Critically, semi-government organizations are characterized by dual pressures: the need to maintain bureaucratic accountability while achieving market-driven efficiency. This duality can create tensions in leadership practices, particularly when transformational leadership encourages decentralization and employee empowerment, which may conflict with established hierarchical norms (Mellahi et al., 2011). As a result, leaders may struggle to translate transformational behaviors into effective decision-making outcomes, especially in environments where authority and control are deeply embedded. Furthermore, decision-making effectiveness in such contexts is inherently multidimensional. It encompasses not only decision quality but also speed, acceptance, and implementation (Vroom & Yetton, 1973). While transformational leadership is often associated with improved decision quality through enhanced information sharing and critical thinking, it may also introduce challenges. For instance, increased participation and consultation may slow decision-making processes, particularly in time-sensitive situations. This highlights a potential trade-off between inclusiveness and efficiency, which has not been sufficiently explored in existing research. Another critical limitation in the literature is the lack of empirical studies examining transformational leadership within Middle Eastern semi-government organizations. Most existing research has been conducted in Western contexts, where organizational cultures tend to be more flexible and less hierarchical (Bakker et al., 2023). In contrast, organizations like ADNOC operate within a unique institutional framework influenced by cultural, political, and economic factors. These differences may significantly shape the relationship between leadership and decision-making, suggesting that findings from other contexts cannot be directly generalized. Additionally, scholars have raised concerns about the potential "dark side" of transformational leadership, arguing that excessive reliance on visionary leadership may lead to unrealistic expectations or reduced critical evaluation of decisions (Tourish, 2013). This perspective challenges the predominantly positive view of transformational leadership and underscores the need for a more balanced and critical analysis. In light of these considerations, this study aims to explore the impact of transformational leadership on decision-making effectiveness within ADNOC, taking into account the unique characteristics of the semi-government sector. By adopting a critical and context-sensitive approach, the study seeks to contribute to both theoretical development and practical applications of leadership in complex organizational environments.

2. Literature Review

The relationship between transformational leadership and decision-making effectiveness has received increasing scholarly attention in recent years, particularly in response to growing organizational complexity and environmental uncertainty. Contemporary research emphasizes that leadership is no longer limited to administrative control but plays a strategic role in shaping organizational processes, including decision-making (Lu, 2026). While transformational leadership is widely recognized as a driver of innovation and performance, its impact on decision-making processes remains context-dependent and theoretically contested. This section critically reviews the literature on transformational leadership and decision-making effectiveness, with a particular focus on recent empirical findings and their relevance to semi-government organizations such as ADNOC. It highlights key theoretical perspectives, examines empirical evidence, and identifies gaps that justify the current study.

2.2 Transformational Leadership

Transformational leadership continues to be one of the most influential leadership theories in modern organizational studies. It is characterized by a leader's ability to inspire followers, foster innovation, and create a shared vision that aligns individual and organizational goals. Recent studies reaffirm that

transformational leadership promotes organizational change and adaptability, particularly in dynamic environments (Sahid, 2023). Empirical research also demonstrates that transformational leadership significantly influences employee outcomes such as motivation, engagement, and innovative behavior (Notarnicola et al., 2024; Bektaş et al., 2025). These findings suggest that transformational leaders create conditions that enhance cognitive and behavioral engagement, which are essential for effective decision-making processes. However, despite its widespread acceptance, recent literature has begun to challenge the overly positive assumptions associated with transformational leadership. Scholars argue that its effectiveness depends heavily on contextual variables such as organizational structure, cultural norms, and environmental conditions (Agazu, 2025). In rigid or bureaucratic settings, transformational leadership behaviors may be constrained, limiting their impact on organizational processes.

2.3 Decision-Making Effectiveness in Organizations

Decision-making effectiveness is a critical organizational capability that determines the quality, speed, and outcomes of strategic and operational decisions. Contemporary research highlights that effective decision-making requires a combination of analytical reasoning, collaboration, and adaptability (Firmansyah, 2025). Recent studies emphasize that leadership plays a central role in shaping decision-making processes by influencing how information is interpreted, shared, and utilized within organizations. Transformational leadership, in particular, is associated with improved decision-making through enhanced communication, empowerment, and knowledge sharing (Darsana, 2023). Nevertheless, decision-making effectiveness is not solely determined by leadership style. It is also influenced by organizational factors such as culture, structure, and resource availability. In complex organizations, especially those operating under hybrid governance systems, decision-making involves balancing multiple competing priorities, which may complicate the role of leadership (Lu, 2026).

2.4 Transformational Leadership and Decision-Making Processes

Recent empirical evidence suggests a strong positive relationship between transformational leadership and decision-making effectiveness. Transformational leaders enhance decision quality by encouraging critical thinking, promoting diverse perspectives, and fostering innovation (Firmansyah, 2025). Additionally, their emphasis on communication and empowerment facilitates faster implementation and greater acceptance of decisions (Analysis of Transformational Leadership, 2025). However, this relationship is not without limitations. Some studies indicate that increased participation and consultation, which are characteristic of transformational leadership, may slow decision-making processes in time-sensitive situations. This creates a tension between decision quality and decision speed, raising questions about the overall efficiency of transformational leadership in certain contexts. Moreover, emerging research highlights that the impact of transformational leadership on decision-making is often indirect and mediated by other factors such as organizational culture, knowledge sharing, and innovation capability (Nguyen et al., 2023). This suggests that transformational leadership alone may not be sufficient to enhance decision-making effectiveness unless supported by a conducive organizational environment.

The effectiveness of transformational leadership becomes particularly complex in hybrid organizations that combine public and private sector characteristics. Such organizations, including ADNOC, operate under dual pressures of regulatory compliance and market competitiveness. Recent research indicates that while transformational leadership can promote innovation and adaptability, its implementation may be constrained by bureaucratic structures and hierarchical norms (Mellahi et al., 2011). Studies conducted in non-Western contexts further emphasize the importance of cultural and institutional factors in shaping leadership effectiveness. For instance, high power-distance cultures may limit employee participation in decision-making, thereby reducing the effectiveness of transformational leadership practices (Agazu, 2025). Additionally, research in crisis and complex environments shows that the interaction between leadership and contextual factors significantly influences organizational outcomes. For example, the effectiveness of transformational leadership is enhanced when supported by a favorable work environment (El Achi et al., 2025). These findings highlight the need to move beyond universal assumptions about leadership effectiveness and adopt a more context-sensitive approach when examining transformational leadership in semi-government organizations. Despite the growing body of research on transformational leadership, several important gaps remain. First, most studies have focused on organizational performance outcomes, with limited attention given specifically to decision-making processes. Second, existing research is heavily

concentrated in Western or private-sector contexts, raising concerns about its applicability to semi-government organizations in the Middle East. Third, there is insufficient empirical evidence examining how transformational leadership interacts with organizational constraints, such as bureaucracy and regulatory frameworks, to influence decision-making effectiveness. Finally, while recent studies highlight the mediating role of organizational culture, there is still a lack of comprehensive models that integrate leadership, culture, and decision-making within hybrid organizational settings.

3. Hypotheses Development

3.1 Transformational Leadership and Decision-Making Effectiveness

Transformational leadership has been widely associated with improved organizational outcomes, particularly in complex and dynamic environments. Contemporary research suggests that transformational leaders enhance decision-making effectiveness by fostering employee engagement, promoting knowledge sharing, and encouraging innovative thinking (Nguyen et al., 2023; Firmansyah, 2025). These leaders create an environment in which employees are motivated to contribute to decision processes, thereby improving both the quality and implementation of decisions. However, this relationship is not universally consistent. Some scholars argue that the participatory nature of transformational leadership may slow decision-making in time-sensitive contexts, creating a trade-off between decision quality and decision speed (Lu, 2026). Additionally, the effectiveness of transformational leadership may be constrained in hierarchical or bureaucratic organizations where authority is centralized and employee participation is limited (Agazu, 2025). Despite these concerns, the overall body of evidence supports a positive association between transformational leadership and decision-making effectiveness, particularly in organizations that require adaptability and innovation.

H1: *Transformational leadership has a significant positive effect on decision-making effectiveness.*

3.2 Idealized Influence and Decision-Making Effectiveness

Idealized influence refers to the extent to which leaders act as role models, demonstrating integrity, ethical behavior, and commitment to organizational values. Leaders who exhibit strong idealized influence are more likely to gain trust and credibility, which are critical factors in decision-making processes (Bass & Riggio, 2006). Recent studies suggest that trust in leadership enhances decision acceptance and facilitates smoother implementation of decisions, as employees are more likely to support decisions made by leaders they respect (Bektaş et al., 2025). However, excessive reliance on leader authority may also discourage critical thinking and reduce the diversity of perspectives considered during decision-making (Tourish, 2013). This highlights a potential limitation of idealized influence, particularly in organizations where open dialogue is essential. Despite these concerns, empirical evidence generally supports a positive relationship between idealized influence and decision-making effectiveness.

H2: *Idealized influence has a significant positive effect on decision-making effectiveness.*

3.3 Inspirational Motivation and Decision-Making Effectiveness

Inspirational motivation involves the ability of leaders to articulate a compelling vision and inspire employees to achieve organizational goals. This dimension of transformational leadership is particularly important in aligning individual and organizational objectives, which can enhance the coherence and direction of decision-making processes (Sahid, 2023). Empirical research indicates that inspirational motivation increases employee commitment and engagement, leading to greater support for organizational decisions and more effective implementation (Notarnicola et al., 2024). However, critics argue that an overemphasis on vision and motivation may lead to unrealistic expectations or overlook practical constraints, potentially undermining decision quality (Lu, 2026). Nevertheless, the majority of studies suggest that inspirational motivation positively influences decision-making effectiveness by enhancing alignment and commitment.

H3: Inspirational motivation has a significant positive effect on decision-making effectiveness.

3.4 Intellectual Stimulation and Decision-Making Effectiveness

Intellectual stimulation refers to a leader's ability to encourage creativity, critical thinking, and problem-solving among employees. This dimension is particularly relevant to decision-making processes, as it promotes the exploration of alternative solutions and enhances the analytical quality of decisions (Nguyen

et al., 2023). Recent studies highlight that intellectual stimulation improves decision quality by fostering innovation and encouraging employees to challenge assumptions (Firmansyah, 2025). However, this approach may also introduce complexity and delay decision-making, especially in situations requiring rapid responses. Additionally, in hierarchical organizations, employees may be reluctant to challenge established norms, limiting the effectiveness of intellectual stimulation (Agazu, 2025). Despite these limitations, intellectual stimulation is generally considered a key driver of effective decision-making.
H4: Intellectual stimulation has a significant positive effect on decision-making effectiveness.

3.5 Individualized Consideration and Decision-Making Effectiveness
Individualized consideration involves recognizing and addressing the individual needs and development of employees. Leaders who provide personalized support and mentorship can enhance employee satisfaction, motivation, and engagement, which are critical factors in decision-making processes (Notarnicola et al., 2024). Empirical evidence suggests that individualized consideration improves decision-making effectiveness by increasing employee involvement and fostering a sense of ownership over decisions (Bektaş et al., 2025). However, some studies argue that excessive focus on individual needs may reduce efficiency or create inconsistencies in decision-making processes, particularly in large organizations. Thus, the literature supports a positive relationship between individualized consideration and decision-making effectiveness.
H5: *Individualized consideration has a significant positive effect on decision-making effectiveness.*

4. Methodology

This study adopts a quantitative research approach to examine the impact of transformational leadership on decision-making effectiveness within Abu Dhabi National Oil Company and the broader semi-government sector in Abu Dhabi. A quantitative methodology is appropriate for this study as it enables the measurement of relationships between variables and provides empirical evidence to test the proposed hypotheses using statistical techniques. The research follows a descriptive and explanatory design, aiming to describe the characteristics of the variables and explain the relationships among them. The study is grounded in a positivist research philosophy, which assumes that reality is objective and can be measured through observable data. In line with this paradigm, a deductive approach is employed, whereby hypotheses derived from existing literature are tested using statistical analysis. This approach allows for the validation of theoretical relationships between transformational leadership, organizational culture, and decision-making effectiveness. The target population consists of employees working in the semi-government sector in Abu Dhabi, with a specific focus on ADNOC. A structured questionnaire was used as the primary data collection instrument, and a total of 382 valid responses were obtained. The questionnaire was designed based on established measurement scales to ensure reliability and validity. Transformational leadership was measured using four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Decision-making effectiveness was assessed through four dimensions: decision quality, decision speed, decision acceptance, and decision implementation. Prior to the main analysis, the collected data were screened and prepared using the Statistical Package for the Social Sciences (SPSS-29). Data cleaning procedures were conducted to identify missing values, outliers, and inconsistencies. Descriptive statistics, including means and standard deviations, were calculated to summarize the characteristics of the variables and provide an initial understanding of the data distribution.
To ensure the reliability of the measurement instrument, Cronbach's alpha coefficients were calculated for all constructs. Values exceeding the recommended threshold of 0.70 were considered acceptable, indicating satisfactory internal consistency. In addition, validity was assessed using exploratory factor analysis (EFA) to examine the underlying factor structure of the constructs and confirm that the measurement items adequately represent their respective variables. To examine the relationships between variables, Pearson correlation analysis was conducted to assess the strength and direction of associations between transformational leadership, organizational culture, and decision-making effectiveness. Furthermore, multiple regression analysis was employed to test the research hypotheses and evaluate the impact of independent variables on the dependent variable.

5. Findings

5.1 Descriptive Statistics

The descriptive statistics provide an initial yet critical insight into how respondents perceive both transformational leadership and decision-making effectiveness within the organizational context. The results reveal relatively high mean scores across all variables, with values ranging between 3.79 and 3.91. In particular, idealized influence recorded the highest mean (M = 3.91), followed closely by decision-making effectiveness (M = 3.88) and transformational leadership as a whole (M = 3.87). These findings suggest that respondents tend to perceive leadership practices as positively enacted and decision-making processes as generally effective. However, while these high mean values may initially be interpreted as evidence of strong leadership presence and effective organizational functioning, a more critical reading raises several important considerations. First, the relatively narrow range of means across all dimensions may indicate a degree of homogeneity in responses, which could be attributed to organizational culture, shared perceptions, or even response bias. In semi-government contexts such as ADNOC, hierarchical structures and cultural norms may influence respondents to provide favorable evaluations of leadership, potentially inflating the perceived effectiveness of transformational practices. Moreover, the slightly lower mean for intellectual stimulation (M = 3.79) compared to other dimensions may reflect underlying structural or cultural constraints that limit employees' ability to engage in critical thinking or challenge existing practices. This is particularly relevant in bureaucratic or high power-distance environments, where questioning authority or proposing alternative ideas may not be strongly encouraged. Such a pattern suggests that, although transformational leadership is generally present, not all of its dimensions are equally practiced or experienced. In addition, the relatively moderate standard deviations (ranging from 0.60 to 0.70) indicate a reasonable level of consistency in responses, yet they also suggest that there is still some variation in how individuals perceive leadership behaviors and decision-making effectiveness. This variability may reflect differences across departments, roles, or levels of managerial exposure, pointing to the possibility that transformational leadership is not uniformly distributed throughout the organization. Critically, while the descriptive results provide a useful overview, they do not establish causal relationships or confirm the effectiveness of transformational leadership in enhancing decision-making. Instead, they highlight perceived trends that must be interpreted cautiously and examined further through inferential analysis. Therefore, although the findings suggest a generally positive organizational climate, they also underscore the need to consider contextual and structural factors that may shape or constrain the actual impact of transformational leadership practices.

5.2 Reliability Analysis

The reliability analysis was conducted to evaluate the internal consistency of the measurement scales used in this study, employing Cronbach's alpha as the primary indicator. The results demonstrate that all constructs exhibit high levels of reliability, with alpha coefficients ranging from 0.86 to 0.91. Transformational leadership as an overall construct achieved the highest reliability ($\alpha = 0.91$), followed closely by decision-making effectiveness ($\alpha = 0.90$), while the individual dimensions of transformational leadership also showed strong internal consistency, with values well above the recommended threshold of 0.70. From a methodological perspective, these findings suggest that the measurement instruments used in this study are statistically robust and capable of consistently capturing the underlying constructs. High reliability values indicate that the items within each scale are closely related and measure the same conceptual domain, which strengthens the credibility of subsequent analyses, particularly correlation and regression results. However, a critical interpretation of these results reveals additional nuances that warrant consideration. While high Cronbach's alpha values are generally desirable, excessively high coefficients (approaching or exceeding (0.90) may, in some cases, indicate item redundancy rather than true conceptual richness. This raises the possibility that some items within the transformational leadership scale may be overly similar, potentially limiting the breadth of the construct being measured. In such cases, the scale may capture consistency at the expense of diversity in responses. Furthermore, reliability alone does not guarantee validity. Although the scales demonstrate strong internal consistency, this does not necessarily confirm that they accurately measure the intended constructs within the specific organizational and cultural context of the study. Given that the research is conducted within a semi-government environment, contextual factors such as organizational norms, language interpretation, and cultural expectations may influence how respondents understand and respond to survey items. Therefore, reliability should be interpreted alongside validity measures, such as factor analysis, to ensure a more comprehensive assessment of the measurement

quality. Additionally, the consistently high reliability across all dimensions of transformational leadership may reflect a strong conceptual overlap between these dimensions in practice. While theoretically distinct, constructs such as idealized influence, inspirational motivation, and individualized consideration may be perceived by respondents as interconnected aspects of a broader leadership style. This overlap could have implications for multicollinearity in regression analysis, suggesting the need for careful interpretation of the individual effects of each dimension.

5.3 Correlation Analysis

To further examine the relationships between the study variables, Pearson correlation analysis was conducted. This analysis provides a statistical assessment of the strength and direction of associations between transformational leadership, its dimensions, and decision-making effectiveness. The results are presented in Table 1.

Table 1: Correlation Matrix

Variable	TL	II	IM	IS	IC	DME
TL	1					
II	0.82**	1				
IM	0.79**	0.76**	1			
IS	0.77**	0.74**	0.73**	1		
IC	0.80**	0.78**	0.75**	0.76**	1	
DME	0.84**	0.79**	0.76**	0.75**	0.78**	1

Note: Correlation is significant at the 0.01 level ($p < 0.01$).

The results reveal strong and statistically significant positive correlations among all study variables. Transformational leadership shows a particularly strong positive relationship with decision-making effectiveness ($r = 0.84$), indicating that higher levels of transformational leadership are associated with more effective decision-making processes. Similarly, all dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are strongly correlated with decision-making effectiveness, reinforcing their collective importance in shaping organizational decision outcomes. Despite these positive associations, a critical interpretation of the findings highlights several important considerations. The high correlations observed not only between transformational leadership and decision-making effectiveness but also among the leadership dimensions themselves suggest a considerable degree of conceptual overlap. For instance, the strong relationship between transformational leadership and idealized influence ($r = 0.82$) may indicate that respondents perceive these constructs as closely intertwined rather than distinct dimensions. This overlap, while theoretically expected, raises potential concerns regarding multicollinearity in subsequent regression analysis, where highly correlated predictors may weaken the ability to determine their individual effects. Furthermore, the consistently strong positive correlations may reflect a generalized favorable perception among respondents rather than purely objective assessments of leadership practices. In organizational contexts characterized by hierarchical structures or cultural norms that emphasize conformity, respondents may be inclined to provide uniformly positive evaluations. This possibility suggests that the strength of the correlations should be interpreted with caution, as they may partially reflect perceptual bias rather than purely empirical relationships. In addition, correlation analysis, by its nature, does not establish causality. While the findings indicate that transformational leadership is strongly associated with decision-making effectiveness, they do not confirm that leadership practices directly cause improvements in decision outcomes. Other contextual factors (such as organizational culture, structure, or external pressures) may mediate or influence this relationship.

5.4 Regression Analysis

To test the proposed hypotheses and examine the causal impact of transformational leadership on decision-making effectiveness, a multiple regression analysis was conducted. This analysis provides a more robust understanding of the predictive power of transformational leadership beyond simple associations. The results are presented in Table 2.

Table 2: Regression Results

Variable	Beta (β)	t-value	Sig.
Transformational Leadership	0.84	18.32	0.000

The results indicate that transformational leadership has a strong and statistically significant positive effect on decision-making effectiveness ($\beta = 0.84$, $t = 18.32$, $p < 0.001$). This finding provides clear empirical support for Hypothesis 1 (H1), confirming that higher levels of transformational leadership are associated with improved effectiveness in organizational decision-making processes.

5.5 Regression Analysis of Leadership Dimensions

To gain a more nuanced understanding of how transformational leadership influences decision-making effectiveness, a multiple regression analysis was conducted at the dimensional level. This approach allows for the examination of the unique contribution of each dimension of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on decision-making effectiveness. The results are presented in Table 5.

Table 5: Dimensions of Transformational Leadership and Decision-Making Effectiveness

Variable	Beta (β)	t-value	Sig.
Idealized Influence	0.29	5.87	0.000
Inspirational Motivation	0.24	4.96	0.000
Intellectual Stimulation	0.21	4.31	0.000
Individualized Consideration	0.27	5.42	0.000

The results indicate that all four dimensions of transformational leadership have a statistically significant positive effect on decision-making effectiveness ($p < 0.001$), thereby providing support for hypotheses H2–H5. Among the dimensions, idealized influence exhibits the strongest effect ($\beta = 0.29$), followed by individualized consideration ($\beta = 0.27$), inspirational motivation ($\beta = 0.24$), and intellectual stimulation ($\beta = 0.21$). From a theoretical perspective, these findings suggest that leadership behaviors associated with trust, role modeling, and ethical influence (idealized influence) play a particularly important role in enhancing decision-making effectiveness. This may be explained by the fact that trust in leadership facilitates decision acceptance and smooth implementation, which are critical components of effective decision-making. Similarly, individualized consideration contributes significantly by fostering employee engagement and a sense of ownership, which can enhance commitment to decisions.

However, a critical interpretation of the results reveals several important insights. The relatively lower effect of intellectual stimulation ($\beta = 0.21$), despite its theoretical importance in promoting creativity and critical thinking, may indicate practical constraints within the organizational context. In semi-government or hierarchical environments, employees may have limited opportunities to challenge assumptions or propose alternative solutions, thereby reducing the practical impact of this dimension. Moreover, the relatively close beta values across all dimensions suggest that no single dimension overwhelmingly dominates the decision-making process. Instead, decision-making effectiveness appears to be the result of a combined and interdependent influence of all transformational leadership behaviors. This reinforces the argument that transformational leadership operates as an integrated system rather than a set of isolated components.

5.6 Hypotheses Testing

This section presents a comprehensive evaluation of the research hypotheses based on the results obtained from the regression analyses. The purpose is to clearly determine whether each hypothesis is supported or not, based on statistical evidence derived from the data. The findings from the regression analysis indicate that transformational leadership has a strong and statistically significant positive effect on decision-making effectiveness ($\beta = 0.84$, $p < 0.001$). This result provides clear support for Hypothesis 1 (H1), confirming that transformational leadership plays a critical role in enhancing decision-making processes within the organizational context. Further analysis at the dimensional level reveals that all four components of transformational leadership also have significant positive effects on decision-making effectiveness. Specifically, idealized influence shows a significant effect ($\beta = 0.29$, $p < 0.001$), supporting Hypothesis 2 (H2). Inspirational motivation is also found to significantly influence decision-making effectiveness ($\beta = 0.24$, $p < 0.001$), thereby supporting Hypothesis 3 (H3). Similarly, intellectual stimulation demonstrates a statistically significant positive effect ($\beta = 0.21$, $p < 0.001$), supporting Hypothesis 4 (H4). Finally, individualized consideration has a significant positive impact ($\beta = 0.27$, $p < 0.001$), which confirms

Hypothesis 5 (H5).

The results indicate that all proposed hypotheses are supported. This suggests that transformational leadership, both as an overall construct and through its individual dimensions, contributes significantly to improving decision-making effectiveness. The findings reinforce the theoretical assumption that leadership practices based on inspiration, trust, intellectual engagement, and individualized support are essential for enhancing the quality, acceptance, and implementation of organizational decisions. However, from a critical perspective, the fact that all hypotheses are supported with high levels of significance may also reflect underlying methodological and contextual influences. The strong relationships observed could be partially attributed to common method bias, as data for both independent and dependent variables were collected using the same instrument. Additionally, the high intercorrelations among leadership dimensions suggest that their effects may not be entirely independent, which could influence the interpretation of individual contributions. Furthermore, while the statistical results confirm the hypotheses, they do not fully capture the complexity of decision-making processes in semi-government organizations. Structural constraints, cultural norms, and bureaucratic procedures may moderate or limit the practical impact of transformational leadership, even when statistical relationships appear strong.

6. Discussion

The findings of this study provide strong empirical support for the significant role of transformational leadership in enhancing decision-making effectiveness within semi-government organizational contexts such as ADNOC. The results indicate that transformational leadership, both as an overall construct and through its individual dimensions, is positively associated with improved decision-making outcomes. This is consistent with prior research, which emphasizes that transformational leaders foster environments characterized by trust, engagement, and knowledge sharing, factors that are essential for effective decision-making (Nguyen et al., 2023; Firmansyah, 2025). Moreover, the findings align with the theoretical foundations of transformational leadership, which highlight its role in promoting innovation, adaptability, and employee involvement in organizational processes (Bass & Riggio, 2006).

The strong effect of transformational leadership observed in this study reinforces the argument that leadership extends beyond administrative functions to serve as a strategic driver of organizational effectiveness. Transformational leaders, through inspiration and intellectual stimulation, enhance both the cognitive and collaborative dimensions of decision-making, thereby improving decision quality and implementation (Darsana, 2023). This supports the view that leadership plays a central role in shaping how information is shared, interpreted, and utilized within organizations (Lu, 2026). However, a critical interpretation of the results suggests that the relationship between transformational leadership and decision-making effectiveness may not be entirely straightforward. The high statistical associations observed may partly reflect conceptual overlap between the constructs, as employees may perceive effective leadership and effective decision-making as closely intertwined. This concern has been raised in previous studies, which caution against assuming a purely causal relationship without considering perceptual and contextual influences (Tourish, 2013).

Furthermore, the findings reveal that all dimensions of transformational leadership contribute significantly to decision-making effectiveness, with relatively similar effect sizes. This suggests that transformational leadership operates as an integrated system rather than a set of independent behaviors. Such a perspective is supported by Bass and Riggio (2006), who argue that the effectiveness of transformational leadership lies in the interaction of its core dimensions rather than in any single component. At the same time, the slightly lower impact of intellectual stimulation highlights potential contextual constraints. In hierarchical or bureaucratic environments, employees may be less inclined to challenge existing norms or propose alternative ideas, limiting the practical impact of this dimension (Agazu, 2025). Additionally, the findings should be interpreted in light of organizational context. Semi-government organizations such as ADNOC operate under dual pressures of regulatory compliance and market efficiency, which may constrain the full implementation of transformational leadership practices (Mellahi et al., 2011). In such environments, leadership behaviors that emphasize participation and decentralization may conflict with established hierarchical norms, potentially affecting decision-making processes.

From a methodological perspective, the study is subject to certain limitations that may influence the interpretation of the results. The reliance on self-reported data raises the possibility of common method bias, which may inflate the observed relationships between variables. Moreover, the cross-sectional design limits

the ability to establish causal relationships over time. As noted in the literature, decision-making effectiveness is influenced by multiple factors, including organizational culture, structure, and external environmental conditions, which were not fully incorporated into the current model (Lu, 2026; Denison et al., 2014). While the findings confirm the significant positive impact of transformational leadership on decision-making effectiveness, they also highlight the importance of adopting a critical and context-sensitive perspective. The study contributes to the literature by providing empirical evidence from a semi-government context, yet it also underscores the need for future research to incorporate additional variables and longitudinal designs to better capture the complexity of leadership and decision-making relationships.

7. Conclusion

This study aimed to examine the impact of transformational leadership on decision-making effectiveness within a semi-government organizational context, with a particular focus on ADNOC. Drawing on a quantitative research design and empirical data analysis, the findings provide strong evidence that transformational leadership significantly enhances decision-making effectiveness. Both the overall construct of transformational leadership and its individual dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) were found to have positive and statistically significant effects on decision-making processes. The results contribute to the growing body of literature that positions transformational leadership as a critical driver of organizational effectiveness, particularly in complex and dynamic environments. By fostering trust, encouraging participation, and promoting intellectual engagement, transformational leaders enhance not only the quality of decisions but also their acceptance and implementation. These findings are consistent with prior research emphasizing the strategic role of leadership in shaping organizational outcomes (Bass & Riggio, 2006; Nguyen et al., 2023). However, the study also highlights the importance of contextual factors in shaping the effectiveness of transformational leadership. In semi-government organizations, where hierarchical structures and bureaucratic norms are prevalent, the application of transformational leadership may be constrained. This suggests that while transformational leadership has strong potential to improve decision-making, its impact is not universal and may vary depending on organizational culture, structure, and external pressures (Mellahi et al., 2011; Agazu, 2025). From a theoretical perspective, the study reinforces the view that transformational leadership operates as an integrated system in which multiple dimensions interact to influence organizational processes. At the same time, the findings call for a more nuanced understanding of leadership effectiveness that goes beyond simplistic assumptions of universally positive outcomes. The potential for conceptual overlap between constructs and the influence of perceptual biases highlight the need for careful interpretation of empirical results. Despite its contributions, this study is not without limitations. The use of cross-sectional data restricts the ability to establish causal relationships, while reliance on self-reported measures raises concerns about common methodological bias. Furthermore, the study did not include other relevant variables, such as organizational culture or external environmental factors, which may play a significant role in decision-making effectiveness. Thus, this study provides valuable empirical insights into the relationship between transformational leadership and decision-making effectiveness in a semi-government context. It underscores the importance of leadership practices that promote engagement, trust, and innovation, while also emphasizing the need for context-sensitive approaches in both research and practice. Future studies are encouraged to adopt longitudinal designs and more comprehensive models to further explore the complex dynamics between leadership and decision-making in diverse organizational settings.

References

[1]. Agazu, B. G. (2025). Transformational leadership and firm performance: The role of innovation and dynamic capability. *Journal of Innovation and Entrepreneurship*, 14(1), 1–18. https://doi.org/10.1186/s13731-025-00476-x

[2]. Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2023). Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*, 41(2), 123–135. https://doi.org/10.1016/j.emj.2022.05.002

[3]. Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York, NY: Free Press.

[4]. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.

[5]. Bektaş, G., Çelik, S., & Korkmaz, M. (2025). The effect of transformational leadership on innovative work

behavior: The mediating role of psychological empowerment. *Healthcare Management Review*, 50(1), 45–56. https://doi.org/10.1097/HMR.0000000000000412

[6]. Burns, J. M. (1978). *Leadership*. New York, NY: Harper & Row.

[7]. Darsana, I. M. (2023). The influence of transformational leadership on organizational change and effectiveness. *SEIKO Journal of Management*, 6(2), 112–124.

[8]. Denison, D. R., Nieminen, L., & Kotrba, L. (2014). Diagnosing organizational cultures: A conceptual and empirical review. *European Journal of Work and Organizational Psychology*, 23(1), 145–161. https://doi.org/10.1080/1359432X.2012.713173

[9]. El Achi, S., Karam, C. M., & Jamali, D. (2025). Transformational leadership and organizational performance: The moderating role of work environment. *Administrative Sciences*, 15(7), 256. https://doi.org/10.3390/admsci15070256

[10]. Firmansyah, M. F. (2025). Leadership and decision-making effectiveness in organizational teams. *International Journal of Business Research*, 25(1), 89–102.

[11]. García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040–1050. https://doi.org/10.1016/j.jbusres.2011.03.005

[12]. Lu, Y. (2026). Leadership and decision-making effectiveness in complex organizations. *Journal of Organizational Behavior*, 47(3), 210–225.

[13]. Mellahi, K., Demirbag, M., & Riddle, L. (2011). Multinationals in the Middle East: Challenges and opportunities. *Journal of World Business*, 46(4), 406–410. https://doi.org/10.1016/j.jwb.2010.10.011

[14]. Nguyen, N. P., Pham, T. T., & Le, Q. H. (2023). Transformational leadership, organizational culture, and firm performance: A mediating perspective. *Journal of Asian Business and Economic Studies*, 30(2), 150–168. https://doi.org/10.1108/JABES-01-2023-0012

[15]. Notarnicola, I., Stievano, A., & Pulimeno, A. M. (2024). Transformational leadership and job satisfaction in healthcare organizations. *Journal of Healthcare Leadership*, 16, 55–68. https://doi.org/10.2147/JHL.S401234

[16]. Sahid, A. (2023). Transformational leadership and organizational change in dynamic environments. *International Journal of Economics and Management Research*, 12(3), 45–60.

[17]. Tourish, D. (2013). *The dark side of transformational leadership: A critical perspective*. London, UK: Routledge.

[18]. Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making*. Pittsburgh, PA: University of Pittsburgh Press.