

Transformational Leadership as a Mediator of Organizational Performance: Evidence from the UAE Ministry of Interior

Mohamed Mubarak Ahmed Almessabi, Hariyaty Binti A. B. Wahid

Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, Tanjung Malim, Perak, Malaysia

Email: l.l.m.a.2004@gmail.com

How to cite this paper: Almessabi, M. M. A., & Wahid, H. B. A. B. (2026). Transformational Leadership as a Mediator of Organizational Performance: Evidence from the UAE Ministry of Interior. *Journal of Human Resource and Sustainability Studies*, 14, 220-239.

<https://doi.org/10.4236/jhrss.2026.142012>

Received: November 3, 2025

Accepted: June 19, 2026

Published: June 22, 2026

Copyright © 2026 by author(s) and Scientific Research Publishing Inc. This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

This research examines the way Transformational Leadership (TL) acts as a middle point between Green Process Innovation (GPI), Communication Effectiveness (CE), Management Commitment (MC) and Organizational Performance (OP) in the context of the UAE public sector. There has been considerable focus on the benefits that transformational leadership (TL) brings to organizations. However, in government institutions, the mediating role of transformational leadership (TL) in translating strategic and environmental initiatives into tangible outcomes has not been thoroughly investigated. Using questionnaires in a cross-sectional study format, surveys were sent out to 390 staff members of the UAE Ministry of Interior (MOI). Structural Equation Modeling (SEM) through SmartPLS was used to examine direct and indirect interactions among the variables. It confirms that TL plays a major role in changing the effects of GPI, CE and MC into actual performance improvement. Practically, the findings would indicate that the reform agenda in the public sector must focus on the development of leadership programmes that would enhance transformational competencies, especially in harmonizing the sustainability agenda, internal communication strategies, and management dedication with the performance agenda.

Keywords

Transformational Leadership, Organizational Performance, Public Sector, UAE, Green Process Innovation, Communication Effectiveness, SmartPLS, SEM

1. Introduction

Public sector institutions in the United Arab Emirates (UAE) play a strategic role

as the country's governance continues to change. The Ministry of Interior (MOI) which takes care of crucial duties such as public safety, law enforcement and national security, is central to the strength of the government. The UAE has worked on many reforms based on Vision 2021 and Vision 2030 to improve how transparent the government is, how citizens feel and its environmental sustainability (Wang et al., 2022). Since there are so many changes and challenges, figuring out what leads to good OP in public organizations supports quality service and smooth operations.

Within all the factors that affect OP, leadership has made a strong mark, especially when it comes to transformational leadership (TL), because it encourages new ideas, motivates people to work harder and helps the organization achieve its aims in line with national goals (Abid et al., 2023). Because of their ability to inspire, play a role model, push for creativity and consider individuals, transformational leaders have effectively managed change and driven results in multiple sectors. Although more research needs to be done, it is clear that TL affects the influence of critical organizational aspects like Green Process Innovation (GPI), Communication Effectiveness (CE) and Management Commitment (MC) in government ministries across the Gulf region (Abrokwah-Larbi, 2024).

Much research has documented how TL directly fits with performance, but fewer have explored whether it plays a part in changing environmental actions, strong communication and manager's effort into actual successful outcomes for the organization (Turban et al., 2022; Sun & Sun, 2021). Such a gap is present in the UAE public sector because the role of leadership in driving sustainability-related innovation has not yet been clearly studied through research. Many existing pieces of work study these concepts separately or in fragments, not considering how they might work better together through leadership behavior (Teguh & Wijaya, 2020; Tashakkori et al., 2020).

Therefore, this study explores the effects of transformational leadership in mediating how GPI, CE, MC and organizational performance are related in the UAE Ministry of Interior. The research questions that direct this inquiry are as follows:

- 1) To what extent does TL mediate the relationship between Green Process Innovation and Organizational Performance?
- 2) Does Communication Effectiveness influence Organizational Performance through TL?
- 3) How does Management Commitment relate to OP, and what role does TL play in this pathway?

Based on the Resource-Based View (RBV) and transformational leadership, the research presents a model that pairs internal resources with leadership actions to explain how company outcomes develop (Tarigan et al., 2021; Sürücü et al., 2022). SmartPLS software's Structural Equation Modeling (SEM) was used to analyze data from 390 respondents in the MOI, providing solid empirical insights.

The next section discusses the literature and theoretical background, Section 3 sets up the conceptual framework and explains ideas tested in the study, Section 4 describes the methodology used, Section 5 offers the findings of the data analy-

sis, Section 6 describes the core results, Section 7 goes over the theoretical contributions, Section 8 discusses the policy implications and lastly, Section 9 summarizes the paper and determines future research paths.

2. Literature Review

2.1. Transformational Leadership

Transformational leadership (TL) is now commonly recognized in organizational research for its ability to boost motivation, commitment and outcomes at work in multiple sectors. TL was first described by Burns (1978) and expanded upon by Bass (1985) and consists of four main areas: Idealized Influence (making others admire them by being trustworthy and respectful leaders), Inspirational Motivation (describing what the team is aiming for), Intellectual Stimulation (stimulating thought and encouraging others to solve issues creatively) and Individualized Consideration (paying attention to people's career and personal growth) (Schyns et al., 2020). They help to create a high-performing culture because individual targets are linked to the organization's overall goals.

TL has a major impact on public administration. There are special challenges for the sector, including slow bureaucracy, a need for political responsibility and shortage of resources (Sarstedt et al., 2022). Using TL, leaders break through these obstacles with creative thinking, improved staff morale and creating a flexible culture. Studies based on data have shown that there is a positive link between TL and performance outcomes in various government sectors, for example, law enforcement, education and healthcare administration (e.g., Rice et al., 2017; Rehman et al., 2021). TL is very useful in the UAE Ministry of Interior because it is centered on people and helps change the organization to perform better.

Transformational leadership is becoming more widely discussed in the public sector of the Middle East because institutional modernization and reforms in the region are growing faster and faster. GCC states, the UAE included, are marked by centralized administrative structures, a high hierarchical culture, and high power-distance social standards. In these settings, visionary, thought-provoking and collective identity leadership behaviors could be very important in mediating between the old bureaucratic systems and the new reform-focused approaches. GCC administrations have provided empirical evidence that transformational leadership improves employee involvement, effectiveness of the implementation of policies, and the adaptive capacity in the context of the national transformation program (Islam et al., 2021; Rasminingsih et al., 2022). Therefore, TL can be especially applicable in the context of reform-intensive governmental organizations, including the UAE Ministry of Interior.

Formal rules, procedural controls and hierarchical accountability mechanisms usually govern public sector organizations. To the observer, leadership discretion might seem limited in such bureaucracies, but studies have found that transformational leaders can act within them, given that they are able to influence the organizational climate and motivate employees instead of changing structural frame-

works (Sarstedt et al., 2022). Transformational leadership decreases the level of opposition to change, builds trust in leadership, and increases change preparedness, even within inflexible administrative settings (Hoai et al., 2022). Instead of substituting bureaucratic systems, TL augments them by making the processes of governing people more humane and aligning the actions of employees to the course of the strategies. This is more so in ministries dealing with security and law enforcement where discipline and innovativeness need to exist alongside.

Much meta-analytic research has repeatedly shown that transformational leadership is positively correlated with organizational performance in all sectors. The claims that have been aggregated across a variety of organizational settings show moderate to high effect sizes between TL and employee productivity, innovation outcomes, and firm overall performance (Hilton et al., 2023; Gachira & Ntara, 2024). These results indicate that TL promotes attitudinal (commitment, engagement) and behavioral (innovation, task performance) outcomes. Notably, studies have also shown that the intensity of the relationship is also contingent upon contextual forces like organizational culture, institutional inflexibility, and environmental flux. This indicates that it is theoretically justified to investigate TL in a given institutional context; that of the UAE public sector.

The ability to promote the climate of innovation through intellectual stimulation and creativity in solving problems is known to be widely acknowledged as a characteristic of transformational leadership. Leaders who explain an inspiring vision and provide employees with power establish psychological safety and experimentation openness that are essential to innovation adoption (Begum et al., 2022; Lathabhavan & Kaur, 2023). Furthermore, TL improves strategic alignment as it turns abstract policy objectives into powerful organizational stories. By inspiring motivation and personalized interest, leaders can be sure that workers internalize the strategic goals and do not respond to the instructions. Such alignment is necessary in the government reform context, especially when the government is undertaking a program like the UAE Vision 2030, where sustainability programs, communication reforms, and management commitments are to be converted into a quantifiable performance.

2.2. Organizational Performance in the Public Sector

OP in public organizations tends to be different from the private sphere, since it measures many outcomes besides profit (Sanusi & Johl, 2021). The common ways to measure OP in the public sector are by checking efficiency, service quality, the satisfaction of citizens and whether the sector manages to be sustainable in both social and environmental terms. Another part of performance evaluation deals with transparency, being accountable and responsiveness to community needs, all of which represent the mission of non-profits (Rasminingsih et al., 2022; Qu & Liu, 2022).

Many studies now point to how internal factors such as innovation, good leadership and strong human resource involvement play a key role in improving pub-

lic sector OP. New studies on SCOPUS cite the role of strategic human resource management, digital transformation and green policies in boosting results in the public sector; these studies also suggest that we should focus on building abilities and effects instead of merely counting results (Rapizal & Mohd Fuzi, 2023; Rasminingsih et al., 2022).

2.3. Mediating Role of Transformational Leadership

Mediation is achieved when a behavior of a leadership explains the way or reasons as to why an independent variable would have an impact on the performance outcomes (Baron & Kenny, 1986). The mediation models involve the mediator passing the impact of a strategic resource or an organizational practice to the final outcome variable. Transformational Leadership has been theorized in this study as the process by which the following factors could affect the performance of the organization, Green Process Innovation, Communication Effectiveness and Management commitment.

Theoretically, the Resource-Based View (RBV) argues that the resources do not necessarily lead to the better performance, but they can be utilized and implemented in the organization in a better way (Greve, 2021). Integrating mechanism, the concept of leadership can serve as a form of activating latent resources. In this regard, TL could transform environmental innovation projects, communication systems and commitment of management into employee actions and operational gains leading to performance.

But it is not self-evident whether TL plays the role of a mediator in the context of the public institutions or not. The features of the public sector organizations are procedural rigidity, formalized hierarchies and rule-based governance systems. Under these conditions, some of the organizational resources, including policy requirements or managerial edicts, might pose a direct effect on performance results, and do not need interpretation by leadership. Leadership can therefore improve strategic moves or be redundant in the presence of good institutional machineries.

Mediation effects are also determined by the presence of boundary conditions. The need to have leadership to pass on strategic initiatives might depend on cultural context, level of centralization, organizational maturity and intensity of reforms. In the transitional stages of reform environments like the UAE, leadership might be more prominent but less in the institutionalized stages. Thus, testing the mediating role of TL experimentally in UAE Ministry of Interior can give useful theoretical understanding of the functioning of leadership in highly institutionalized government systems.

2.4. Communication Effectiveness, GPI, and Management Commitment

Public sector efficiency depends largely on communication effectiveness (CE). Good communication in a company helps team members get on the same page,

understand things better and improves how they feel about their jobs and what they deliver to customers (Abrokwah-Larbi, 2024). Through their studies, Begum et al. (2022) and Cheah et al. (2020) have proven that communication is about exchanging information and can also strengthen an organization's response to citizens and build their trust.

Sustainability plans in governments and organizations often include Green Process Innovation (GPI). GPI stands for improving the environment by following green processes which, as research shows, contributes to OP by increasing the use of resources and following regulations (de Azevedo Rezende et al., 2019; Ebaid, 2023). The national green agenda in the UAE relies heavily on GPI as part of Vision 2030.

The leadership team's (MC) involvement is key to developing performance and creativity throughout the organization. Strong leadership is important for choosing resources, setting strategic directions and making employees happy. These researchers, Feng & Chen (2018) and Gandolfi et al. (2017), found that committing managers and leaders who act decisively to support strategic incentives see much stronger results in their organizations.

People have recognized CE, GPI and MC as performance enhancers together. Even so, how effective these agencies are usually depending on their leadership (Games et al., 2022). By means of TL, employees take in these factors and use them to build up the organization's abilities. For this reason, an intermediate role for Translational Leadership in how CE, GPI, MC and OP are connected makes excellent sense and has received attention in little research in the UAE.

Communication has also been identified to result in better performance of the organization in both the private and the public. The clarity of communication also increases coordination, minimizes ambiguity in the implementation of tasks, and promotes strategic coherence (Kalogiannidis, 2020). Internal communication is of special concern in the public institutions because of the multi-layered decision structure and the need to coordinate with other departments. Research indicates that open and prompt communication increases the level of trust between employees, mitigates resistance to the reform programs, and improves the benefits of service delivery (Diaz et al., 2023).

Empirical studies also show that effectiveness of communication enhances the cohesion and efficiency of the team in its tasks. As Lan et al. (2020) illustrate, job performance and organizational satisfaction are greatly predicted by the quality of communication. Effective communication in government institutions, where accountability and procedural compliance are core issues, ensures alignment between policy formulation and implementation.

In addition to this, indirect communication effectiveness can lead to performance in terms of organizational culture and employee morale. Within a reformation spurred environment, communication serves as a strategic mechanism that is used to align employees with sustainability efforts and public service requirements. As such, CE is placed as a performance pillar within bureaucracies.

Green Process Innovation (GPI) describes the use of environmental friendly operations that minimize wastage, improve resource use, and adhere to the stipulated regulations. GPI is consistent with national sustainability agendas and environmental governance objectives in the cases of public institutions. The studies show that green innovation can add performance in terms of cost-efficiency, enhanced public image, and compliance with the regulations (Huang & Li, 2017; Wang et al., 2022).

When applied to the government institutions, environmental innovation is a policy-based initiative, but not a market-based initiative. Nevertheless, research indicates that green operations of public organizations can be more efficient in their operations and have a better reputation among its stakeholders (Domingues et al., 2017). This is especially applicable to the case of the UAE where sustainability has been incorporated in the national development plans.

More so, GPI can strengthen long-term institutional resilience by promoting adaptive abilities. When the public institutions invest in processes that are more environmentally friendly, procedural innovation capacity tends to be developed as a result and this plays a role in the overall organizational effectiveness. Therefore, GPI is a performance enhancing mechanism and environmental responsibility.

Management Commitment is the commitment of the top leadership to strategic goals, innovation programs, and organisational excellence. Management commitment in reform-based public administrations indicates the priorities in organizations and justifies the change initiatives. Empirical data also show that good management commitment boosts employee motivation, success of policy implementation, and outcomes of service quality (Hasan et al., 2024).

In an extremely centralized system of governance, like in the UAE, the top management commitment is also critical in making sure that reform directives are realistically translated into action. In accordance with studies, active support of senior leaders to sustainability efforts and communication reforms results in better organizational performance because the latter has a clearer strategy and improved accountability mechanisms (Kliangsa-Art & Oentoro, 2022).

Also, the management commitment reinforces the willingness to change by providing resources required and by reinforcing performance expectations. Without any apparent dedication by the authorities, reform efforts can be hindered even in the face of structural reform. Hence, MC can be used as a strategic facilitator of performance in governmental organizations during the modernization process.

3. Conceptual Framework and Hypothesis Development

This study is based on the Resource-Based View (RBV) and Transformational Leadership Theory to show how green process innovation, strong communication within teams and being committed by management together with the key leadership traits bring about positive changes in organizational performance (OP) (Karatepe

& Türkmen, 2023; Koch & Koch, 2018; Hair et al., 2019).

According to RBV, when companies have skills that are unique, hard to imitate and worth a lot, they get a competitive advantage that can be sustained in the long run (Kaur Bagga et al., 2023; Kraus et al., 2020). Transformational Leadership (TL) is helpful in turning resources into performance outcomes by motivating, engaging and aligning people toward the company's strategic goals.

The framework (Figure 1) illustrates that TL helps manipulate relationships among:

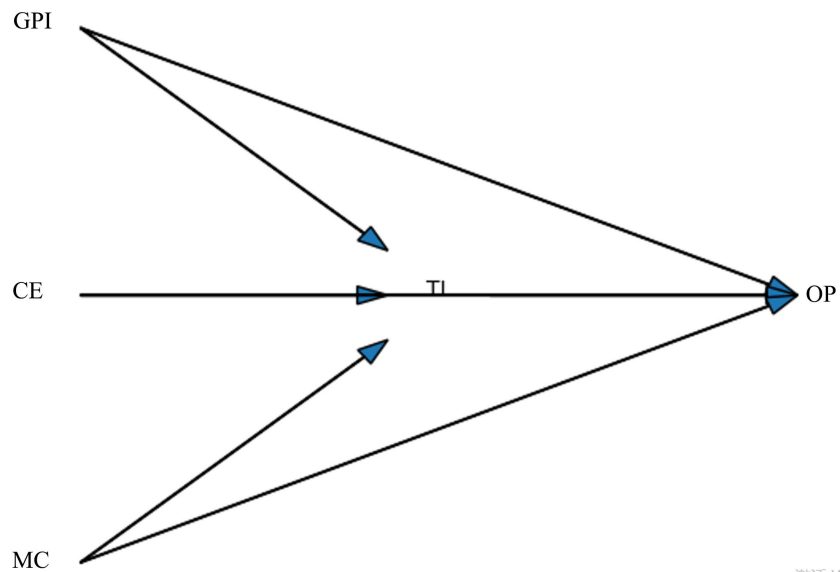


Figure 1. Conceptual framework.

- Green Process Innovation (GPI) and OP
- Communication Effectiveness (CE) and OP
- Management Commitment (MC) and OP

The model means that GPI, CE and MC influence OP directly as well as indirectly through TL. This framework tests how TL causes or increases the link between strategies, capabilities and the performance of the organization.

Hypothesis Development

H1: Green Process Innovation has a significant positive impact on Organizational Performance.

GPI contributes to performance by enhancing operational efficiency, reducing waste, and ensuring compliance with environmental standards. Prior studies affirm that GPI leads to improved productivity and sustainability, particularly in public organizations facing ecological pressures (de Azevedo Rezende et al., 2019).

H2: Communication Effectiveness has a significant positive influence on Organizational Performance.

CE enables strategic alignment, fosters a collaborative culture, and facilitates timely decision-making. Research in the public sector highlights its role in im-

proving service delivery and internal cohesion (Islam et al., 2021; Jiang et al., 2024).

H3: *Management Commitment has a significant positive influence on Organizational Performance.*

MC reflects top management's support for quality, innovation, and employee engagement. Committed leadership enhances policy implementation, staff motivation, and change readiness, thereby boosting performance (Jiatong et al., 2022; Jun & Lee, 2023).

H4: *Transformational Leadership has a significant positive influence on Organizational Performance.*

Transformational leaders drive performance by inspiring employees, fostering innovation, and cultivating commitment. This leadership style is particularly effective in complex and bureaucratic settings like the public sector (Ch'ng et al., 2021; de Azevedo Rezende et al., 2019).

H5: *Transformational Leadership mediates the relationship between Green Process Innovation and Organizational Performance.*

TL facilitates the effective adoption and internalization of green practices by articulating a compelling environmental vision and empowering employees to support sustainable initiatives (Dhone & Sarwoko, 2022).

H6: *Transformational Leadership mediates the relationship between Communication Effectiveness and Organizational Performance.*

Through TL, effective communication is transformed into shared vision and coordinated action. Leaders play a central role in interpreting and reinforcing messages that align with strategic goals (Feng & Chen, 2018).

H7: *Transformational Leadership mediates the relationship between Management Commitment and Organizational Performance.*

TL operationalizes management commitment into employee behaviors and cultural norms that support organizational excellence, thereby linking strategic intentions with day-to-day performance (Heide et al., 2018).

4. Methodology

4.1. Research Design and Sample

The study used cross-sectional quantitative methods to investigate how transformational leadership mediates the effects of organizational factors on performance at the UAE Ministry of Interior (MOI). Employees of MOI answered the questionnaire which was provided online and was structured for easy completion. There were 390 valid responses collected through stratified random sampling to make sure different departments and levels were each represented.

4.2. Instrumentation

Transformational Leadership was operationalised through the items that were modified through Leader Member Exchange (LMX) scale. Though the two factors, LMX and TL, are regarded as different constructively, the earlier studies indicate

that they have significant empirical overlap, especially in the relational aspects (e.g., trust, support, and the quality of leader-follower exchange) (Graen & Uhl-Bien, 1995; Gottfredson & Aguinis, 2017). Transformational influence processes tend to have relational leadership behaviour incorporated in them in highly hierarchical public sector environments, like that of the UAE Ministry of Interior. Consequently, the items based on LMX were modified in order to reflect the relational form of transformational leadership in such an institutional setting.

4.3. Data Analysis

Structural Equation Modeling (SEM) was used with SmartPLS 4.0 for data analysis. In the first step, the measurement model was tested for reliability and validity of the constructs; in the second step, the structural model was tested to look at the proposed relationships and the mediation effect. Statistical robustness and relevance were confirmed by mentioning model fit, path coefficients, R^2 values and outcome from bootstrapping analysis.

5. Results

5.1. Descriptive Statistics

There was a balanced representation of males and females, different age groups, different job positions and departmental units among the respondents (N = 390) as shown in Table 1 in the UAE Ministry of Interior. The numbers from the descriptive statistics meant the dataset was suitable for additional analysis.

Table 1. Demographic profile of the study sample.

| Variables | Category | Frequency | Percentages |
|-----------------|---------------------------|-----------|-------------|
| Gender | Male | 265 | 68.0 |
| | Female | 125 | 32.0 |
| Experience | 1 - 5 years | 124 | 31.8 |
| | 6 - 10 Years | 128 | 32.8 |
| | More than 10 Years | 138 | 35.4 |
| Education Level | Bachelor's Degree | 153 | 39.3 |
| | High School or Equivalent | 120 | 30.7 |
| | Master's Degree or Higher | 117 | 30.0 |

5.2. Measurement Model Assessment

Reliability and validity of the constructs were confirmed with SmartPLS software. Higher than 0.7 values for Cronbach's alpha, Composite Reliability (CR) and 0.5 or more for Average Variance Extracted (AVE) validate the convergent validity as shown in Table 2 and Table 3. To prove discriminant validity, the Fornell-Larcker criterion was used, along with looking at cross-loadings.

Table 2. Reliability and validity results.

| Constructs | Items | Loading | Mean | SD |
|---|--------|---------|-------|-------|
| Communication Effectiveness (Cronbach's $\alpha = 0.872$; CR = 0.899; AVE = 0.561) | C_eff2 | 0.794 | 3.292 | 0.996 |
| | C_eff3 | 0.769 | 3.164 | 1.078 |
| | C_eff4 | 0.806 | 3.508 | 1.017 |
| | C_eff5 | 0.822 | 3.546 | 0.988 |
| | C_eff6 | 0.703 | 4.051 | 0.902 |
| | C_eff7 | 0.723 | 3.764 | 0.945 |
| Green Process Innovation (Cronbach's $\alpha = 0.870$; CR = 0.906; AVE = 0.659) | GPI1 | 0.761 | 3.351 | 1.184 |
| | GPI2 | 0.845 | 4.246 | 0.782 |
| | GPI3 | 0.822 | 4.377 | 0.761 |
| | GPI4 | 0.863 | 4.174 | 0.848 |
| | GPI5 | 0.763 | 4.192 | 0.94 |
| Management Commitment (Cronbach's $\alpha = 0.840$; CR = 0.886; AVE = 0.609) | T_mgt1 | 0.848 | 4.087 | 0.858 |
| | T_mgt2 | 0.838 | 4.144 | 0.871 |
| | T_mgt3 | 0.741 | 4.062 | 0.945 |
| | T_mgt4 | 0.709 | 4.292 | 0.814 |
| | T_mgt5 | 0.757 | 4.115 | 0.853 |
| Transformational Leadership (Cronbach's $\alpha = 0.849$; CR = 0.891; AVE = 0.621) | TL1 | 0.797 | 4.223 | 0.865 |
| | TL2 | 0.762 | 4.238 | 0.983 |
| | TL3 | 0.789 | 4.213 | 0.902 |
| | TL4 | 0.767 | 4.364 | 0.826 |
| | TL5 | 0.824 | 4.149 | 0.79 |
| Organizational Performance (Cronbach's $\alpha = 0.889$; CR = 0.916; AVE = 0.645) | Op1 | 0.708 | 3.897 | 0.944 |
| | Op2 | 0.789 | 4.303 | 0.788 |
| | Op3 | 0.863 | 4.074 | 0.89 |
| | Op4 | 0.84 | 4.121 | 0.984 |
| | Op5 | 0.789 | 4.128 | 0.966 |
| | Op6 | 0.82 | 3.933 | 0.906 |

Table 3. Discriminant validity.

| | CE | GPI | MC | OP | TL |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Communication Effectiveness (CE) | 0.749 | | | | |
| Green Process_Innovation (GPI) | 0.026 | 0.812 | | | |
| Management Commitment (MC) | 0.083 | 0.749 | 0.781 | | |
| Organizational Performance (OP) | 0.139 | 0.460 | 0.452 | 0.803 | |
| Transformational Leadership (TL) | 0.066 | 0.708 | 0.548 | 0.401 | 0.788 |

5.3. Structural Model Assessment

The structural model revealed significant direct relationships between the independent variables (GPI, CE, MC) and Organizational Performance (OP), as well as significant indirect paths through Transformational Leadership (TL) as shown in **Figure 2**. The R² values indicated substantial explanatory power for TL and OP. All direct hypotheses (H1 - H3) were supported. H4 was marginally significant ($p = 0.060$) and did not reach the 0.05 threshold as shown in **Table 4**.

Table 4. Direct path analysis.

| | Original sample (O) | Standard deviation (STDEV) | T statistics (O/STDEV) | p values |
|--|---------------------|----------------------------|--------------------------|----------|
| H1: Green Process Innovation → Organizational_Performance | 0.196 | 0.085 | 2.312 | 0.021 |
| H2: Communication_Effectiveness → Organizational_Performance | 0.107 | 0.044 | 2.426 | 0.015 |
| H3: Management_Commitment → Organizational_Performance | 0.223 | 0.088 | 2.542 | 0.011 |
| H4: Transformational_Leadership → Organizational_Performance | 0.132 | 0.070 | 1.881 | 0.060 |

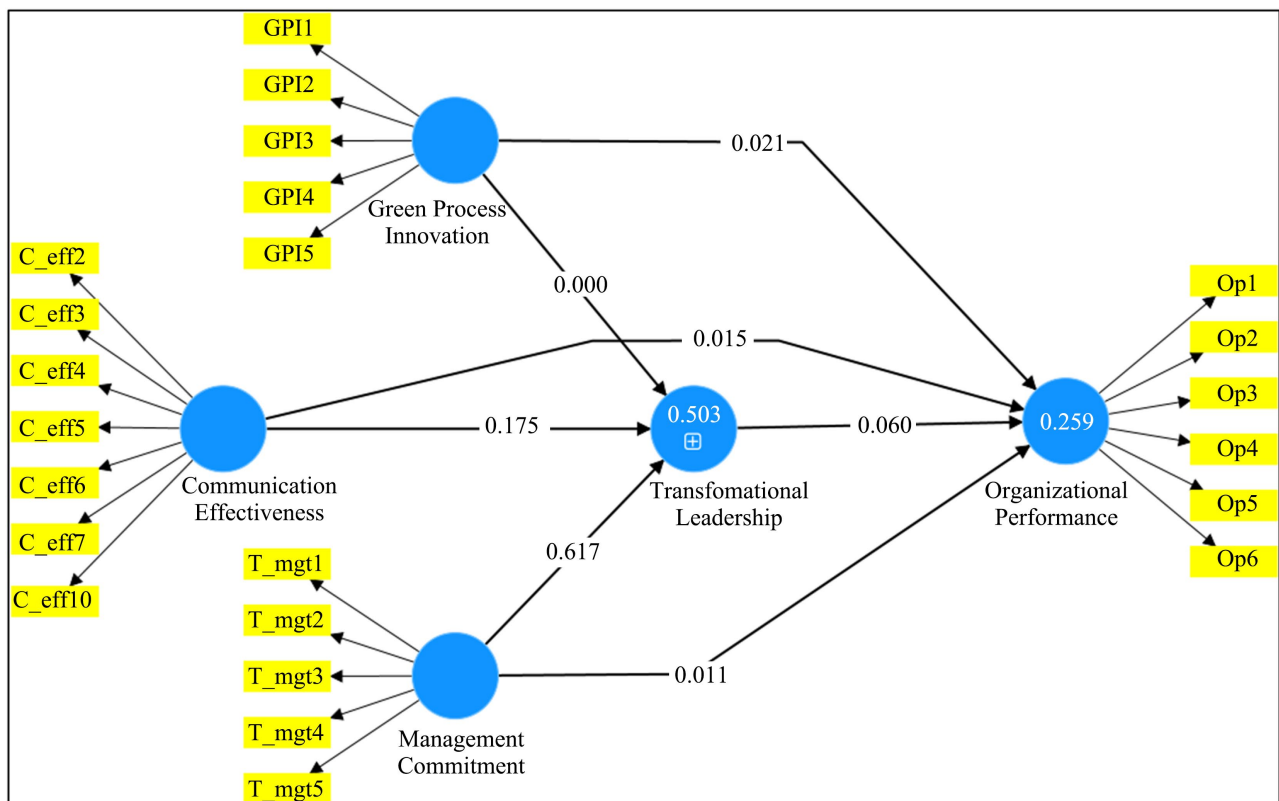


Figure 2. Path analysis diagram.

5.4. Mediation Analysis

Mediation analysis using bootstrapping did not provide full statistical support for the mediating role of Transformational Leadership. The indirect effect of GPI on OP through TL was marginal ($p = 0.069$), while the indirect effects for CE ($p = 0.322$) and MC ($p = 0.665$) were not statistically significant. Therefore, hypotheses H5 - H7 were not supported at the 0.05 significance level. As shown in **Table 5**.

Table 5. Indirect path analysis.

| | Original sample (O) | Standard deviation (STDEV) | T statistics (O/STDEV) | <i>p</i> values |
|--|---------------------|----------------------------|--------------------------|-----------------|
| H5: Green Process_Innovation → Transformational_Leadership → Organizational_Performance | 0.090 | 0.050 | 1.818 | 0.069 |
| H6: Communication_Effectiveness → Transformational_Leadership → Organizational_Performance | 0.006 | 0.006 | 0.991 | 0.322 |
| H7: Management_Commitment → Transformational_Leadership → Organizational_Performance | 0.005 | 0.011 | 0.432 | 0.665 |

6. Discussion

The main objective was to explore how Transformational Leadership (TL) could serve as a mediator for the interplay between GPI, CE, MC and OP in the Ministry of Interior (UAE). The research shows how leaders act to turn the organization's abilities into results that matter in a complex public sector setting.

6.1. Interpretation of Direct Effects

This suggests that GPI, CE and MC play major roles in improving OP, as mentioned in previous studies about resource fit and optimization. According to [de Azevedo Rezende et al. \(2019\)](#) and [Jiatong et al. \(2022\)](#), the main positive link between GPI and OP demonstrates that environmental sustainability is a mainstream issue for better performance, especially in organizations working towards national sustainability objectives. CE and OP demonstrate that proper internal communication reduces confusion, ensures team members have the same goals and improves service delivery (as [Junca Paredes et al., 2023](#); [Karia, 2023](#); have pointed out). In the same manner, MC's support of OP proves how important senior management is in building a culture that values results and responsibility ([Li et al., 2022](#)).

Transformational Leadership, in addition, directly influenced OP, proving its role as an important factor in boosting performance in the public sector. This is

consistent with Avolio (2004), who suggests that through TL, employees become more involved, creative and committed to the team's goal.

6.2. Interpretation of Mediating Effects

Transformational Leadership, according to the mediation analysis, does not have any significant mediation role in either the relationship between Communication Effectiveness and Organizational Performance, or between Management commitment and Organizational Performance. Whereas GPI was significantly expected to have an indirect impact in TL, it was not statistically significant in conventional terms.

These indicate that although TL has a direct relationship with performance, it might not be a transmission mechanism, through which communication practices and managerial commitment are transformed into performance outcomes within the UAE Ministry of Interior.

The first one could be the fact that the public sector is highly institutionalized and modern with a highly procedure-based system of communication and management commitment that might affect performance in terms of formal mechanisms and not in terms of leadership style. Also, in centralized systems of government, strategic instructions could have a direct effect on performance without necessitating leadership reinterpretation.

6.3. Comparison with Prior Studies

It supports and extends the work that previous studies have done in other industries. In their studies, Murmura et al. (2017) and Mysirlaki & Paraskeva (2020) found that TL helps SMEs and public service organizations, respectively. However, this research advances the area by uniting sustainability (GPI), communication and executive commitment into a single leadership-mediated performance model which few prior research studies have done, mainly within the Middle Eastern public administration context.

6.4. Contextual Insights for the UAE Public Sector

Under Vision 2030, the UAE's public sector is guided by strong government rules and at the same time, aims to develop and preserve the future using innovative strategies. Because of its challenging work and significant role, the Ministry of Interior is a perfect example for analyzing what affects its performance. Based on the results of this study, Transformational Leadership is key to driving transformation in the public sector across Gulf states, not just a management style from the West.

Leaders at departmental and unit levels within the Ministry showing TL traits can help integrate the principles of policymaking with their on-ground practices, push for sustainable new ideas and ensure top-down decisions are executed by frontline staff. Since safety, laws and cross-agency coordination are very important in UAE and similar countries, this study shows that TL is a fundamental skill for anyone leading public sector reform and drafting policies.

7. Theoretical Contributions

The paper contributes to the Resource-Based View by theorizing how Transformational Leadership is a valuable, rare, inimitable and organizationally embedded strategic intangible resource in the UAE public sector. Leadership behaviors cannot be imitated in different ministries because of context cultural norms and institutional constructs unlike tangible assets or policy frameworks. In this regard, TL acts as a superior capability that allows effective implementation of Green Process Innovation, Communication Effectiveness, and Management Commitment. In that way, the research brings RBV past the logic of competition among the private sector to the context of state governance performance.

8. Policy and Managerial Implications

The results highlight that using transformational leadership (TL) is important for better performance in the public sector. For those who write policies, this makes it clear that TL development should be included everywhere, especially by teaching leaders to motivate, brainstorm and strengthen their teams. Instruction on leadership should become part of larger restructuring within public administration, especially along the lines of the UAE's Vision 2030.

Management research shows that transformational leaders can improve the relationship between Green Process Innovation (GPI) and Communication Effectiveness (CE) and result in greater achievements. It is important for public sector managers to guide both the policy and the team, turning added company values and environmental strategies into daily team activities. Improving leadership skills of minds and top-level government workers will play a key role in supporting creativity, agreement and better performance during important functions.

9. Limitations and Future Research

There are several things that limit this research. Since the data is gathered at one point, it is not possible to say that any variables actually cause one another. Scientific work in the future may benefit by following participants for several years to understand how transformational leadership changes with time. Next, as the study mainly works with the UAE Ministry of Interior, it might not fully translate to other government bodies or countries. If the model were used in other ministries and GCC countries, it would become more widely applicable. Also, future research could bring in variables such as organizational culture or maturity with technology to better understand how leadership and performance connect.

10. Conclusion

The results indicate that Transformational Leadership directly impacts positively on the Organizational Performance but the mediating effect between Green Process Innovation, Communication Effectiveness, Management Commitment, and Organizational Performance was not found to be statistically significant. The findings indicate that TL is more of an independent performance driver and not a

process by which other organizational resources execute their functions. TL's role in coordinating internal skills and putting them into practice for success in the public sector is clear from the findings. When performance, innovation and sustainability are key concerns for governance, TL helps drive change and effective leadership by giving clear directions for policy and development.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

References

- Abid, N., Dowling, M., Ceci, F., & Aftab, J. (2023). Does Resource Bricolage Foster SMEs' Competitive Advantage and Financial Performance? A Resource-Based Perspective. *Business Strategy and the Environment*, *32*, 5833-5853. <https://doi.org/10.1002/bse.3451>
- Abrokwah-Larbi, K. (2024). The Impact of Customer-Focus on the Performance of Business Organizations: Evidence from SMEs in an Emerging West African Economy. *African Journal of Economic and Management Studies*, *15*, 31-59. <https://doi.org/10.1108/ajems-04-2022-0167>
- Avolio, B. J. (2004). Examining the Full Range Model of Leadership: Looking Back to Transform Forward. In D. V. Day, S. J. Zaccaro, & S. M. Halpin (Eds.), *Leader Development for Transforming Organizations: Growing Leaders for Tomorrow* (pp. 71-98). Lawrence Erlbaum Associates Publishers.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, *51*, 1173-1182. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Bass, B. M. (1985). Leadership: Good, Better, Best. *Organizational Dynamics*, *13*, 26-40. [https://doi.org/10.1016/0090-2616\(85\)90028-2](https://doi.org/10.1016/0090-2616(85)90028-2)
- Begum, S., Ashfaq, M., Xia, E., & Awan, U. (2022). Does Green Transformational Leadership Lead to Green Innovation? The Role of Green Thinking and Creative Process Engagement. *Business Strategy and the Environment*, *31*, 580-597. <https://doi.org/10.1002/bse.2911>
- Ch'ng, P., Cheah, J., & Amran, A. (2021). Eco-Innovation Practices and Sustainable Business Performance: The Moderating Effect of Market Turbulence in the Malaysian Technology Industry. *Journal of Cleaner Production*, *283*, Article ID: 124556. <https://doi.org/10.1016/j.jclepro.2020.124556>
- Cheah, J., Thurasamy, R., Memon, M. A., Chuah, F., & Ting, H. (2020). Multigroup Analysis Using SmartPLS: Step-By-Step Guidelines for Business Research. *Asian Journal of Business Research*, *10*, I-XIX. <https://doi.org/10.14707/ajbr.200087>
- de Azevedo Rezende, L., Bansi, A. C., Alves, M. F. R., & Galina, S. V. R. (2019). Take Your Time: Examining When Green Innovation Affects Financial Performance in Multinationals. *Journal of Cleaner Production*, *233*, 993-1003. <https://doi.org/10.1016/j.jclepro.2019.06.135>
- Dhone, M. Y., & Sarwoko, E. (2022). Internal Communication and Employee Performance: The Mediating Role of Motivation. *Jurnal Ekonomi Modernisasi*, *18*, 255-263. <https://doi.org/10.21067/jem.v18i2.6709>
- Diaz, C. M., Egide, A., Berry, A., Rafferty, M., Amro, A., Tesorero, K. et al. (2023). Defining Conditions for Effective Interdisciplinary Care Team Communication in an Open Sur-

- gical Intensive Care Unit: A Qualitative Study. *BMJ Open*, 13, e075470. <https://doi.org/10.1136/bmjopen-2023-075470>
- Domingues, A. R., Lozano, R., Ceulemans, K., & Ramos, T. B. (2017). Sustainability Reporting in Public Sector Organisations: Exploring the Relation between the Reporting Process and Organisational Change Management for Sustainability. *Journal of Environmental Management*, 192, 292-301. <https://doi.org/10.1016/j.jenvman.2017.01.074>
- Ebaid, I. E. (2023). Nexus between Sustainability Reporting and Corporate Financial Performance: Evidence from an Emerging Market. *International Journal of Law and Management*, 65, 152-171. <https://doi.org/10.1108/ijlma-03-2022-0073>
- Feng, Z., & Chen, W. (2018). Environmental Regulation, Green Innovation, and Industrial Green Development: An Empirical Analysis Based on the Spatial Durbin Model. *Sustainability*, 10, Article 223. <https://doi.org/10.3390/su10010223>
- Gachira, J. N., & Ntara, C. (2024). Effect of Transformational Leadership on Organisational Performance of Top 100 SMEs in Nairobi, Kenya. *Journal of Human Resource & Leadership*, 8, 82-99.
- Games, D., Hidayat, T., Fhardilha, J., Fernando, Y., & Kurnia Sari, D. (2022). The Impact of Trust, Knowledge Sharing, and Affective Commitment on SME Innovation Performance. *Journal of Governance and Integrity*, 5, 267-274. <https://doi.org/10.15282/jgi.5.2.2022.7184>
- Gandolfi, F., Stone, S., & Deno, F. (2017). Servant Leadership: An Ancient Style with 21st Century Relevance. *Revista de management Comparat International*, 18, 350-361.
- Gottfredson, R. K., & Aguinis, H. (2017). Leadership Behaviors and Follower Performance: Deductive and Inductive Examination of Theoretical Rationales and Underlying Mechanisms. *Journal of Organizational Behavior*, 38, 558-591. <https://doi.org/10.1002/job.2152>
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership over 25 Years: Applying a Multi-Level Multi-Domain Perspective. *The Leadership Quarterly*, 6, 219-247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
- Greve, H. R. (2021). The Resource-Based View and Learning Theory: Overlaps, Differences, and a Shared Future. *Journal of Management*, 47, 1720-1733. <https://doi.org/10.1177/0149206320967732>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to Use and How to Report the Results of Pls-sem. *European Business Review*, 31, 2-24. <https://doi.org/10.1108/eb-11-2018-0203>
- Hasan, S. A. S., Waghule, S. N., & Hasan, M. B. (2024). Linking Environmental Management Accounting to Environmental Performance: The Role of Top Management Support and Institutional Pressures. *Cogent Business & Management*, 11, Article ID: 2296700. <https://doi.org/10.1080/23311975.2023.2296700>
- Heide, M., von Platen, S., Simonsson, C., & Falkheimer, J. (2018). Expanding the Scope of Strategic Communication: Towards a Holistic Understanding of Organizational Complexity. *International Journal of Strategic Communication*, 12, 452-468. <https://doi.org/10.1080/1553118x.2018.1456434>
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of Transformational Leadership and Organizational Performance: The Mediating Effect of Job Satisfaction. *Management Research Review*, 46, 1-19. <https://doi.org/10.1108/mrr-02-2021-0152>

- Hoai, T. T., Hung, B. Q., & Nguyen, N. P. (2022). The Impact of Internal Control Systems on the Intensity of Innovation and Organizational Performance of Public Sector Organizations in Vietnam: The Moderating Role of Transformational Leadership. *Heliyon*, *8*, e08954. <https://doi.org/10.1016/j.heliyon.2022.e08954>
- Huang, J., & Li, Y. (2017). Green Innovation and Performance: The View of Organizational Capability and Social Reciprocity. *Journal of Business Ethics*, *145*, 309-324. <https://doi.org/10.1007/s10551-015-2903-y>
- Islam, M. N., Furuoka, F., & Idris, A. (2021). Mapping the Relationship between Transformational Leadership, Trust in Leadership and Employee Championing Behavior during Organizational Change. *Asia Pacific Management Review*, *26*, 95-102. <https://doi.org/10.1016/j.apmr.2020.09.002>
- Jiang, Y., Ding, X., & Zhang, J. (2024). Toward Environmental Efficiency: Analyzing the Impact of Green Innovation Initiatives in Enterprises. *Managerial and Decision Economics*, *46*, 1206-1223. <https://doi.org/10.1002/mde.4429>
- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Frontiers in Psychology*, *13*, Article 831060. <https://doi.org/10.3389/fpsyg.2022.831060>
- Jun, K., & Lee, J. (2023). Transformational Leadership and Followers' Innovative Behavior: Roles of Commitment to Change and Organizational Support for Creativity. *Behavioral Sciences*, *13*, Article 320. <https://doi.org/10.3390/bs13040320>
- Junca Paredes, J. J., Florez, J. F., Enciso Valencia, K. J., Hernández Mahecha, L. M., Triana Ángel, N., & Burkart, S. (2023). Potential Forage Hybrid Markets for Enhancing Sustainability and Food Security in East Africa. *Foods*, *12*, Article 1607. <https://doi.org/10.3390/foods12081607>
- Kalogiannidis, S. (2020). Impact of Effective Business Communication on Employee Performance. *European Journal of Business and Management Research*, *5*, 1-6. <https://doi.org/10.24018/ejbmr.2020.5.6.631>
- Karatepe, H. K., & Türkmen, E. (2023). Serial-Multiple Mediation of Transformational and Clinical Leadership in the Relationship between Work Overload and Quality of Work Life among Nurses: A Job Demands-Resources Framework. *Collegian*, *30*, 521-529. <https://doi.org/10.1016/j.colegn.2023.03.008>
- Karia, A. (2023). Efficacy of Selected Human Resource Management Practices on Performance of Public Sector Organizations: A Study of Public Water Utilities in Tanzania. *International Journal of Research in Human Resource Management*, *5*, 62-67. <https://doi.org/10.33545/26633213.2023.v5.i1a.131>
- Kaur Bagga, S., Gera, S., & Haque, S. N. (2023). The Mediating Role of Organizational Culture: Transformational Leadership and Change Management in Virtual Teams. *Asia Pacific Management Review*, *28*, 120-131. <https://doi.org/10.1016/j.apmr.2022.07.003>
- Kliangsa-Art, S., & Oentoro, W. (2022). Exploring the Internal Mechanism Between Top Management Commitment, Innovation Capability, and Service Performance, Moderated by the Direction of Communication in the Thai Hotel Industry. *Journal of Positive School Psychology*, *6*, 1054-1072.
- Koch, B. J., & Koch, P. L. T. (2018). Joint Venture Survival in China: The Importance of Tangible and Intangible Trust. *Journal of Asia Business Studies*, *12*, 173-192. <https://doi.org/10.1108/jabs-05-2016-0070>
- Kraus, S., Rehman, S. U., & García, F. J. S. (2020). Corporate Social Responsibility and Environmental Performance: The Mediating Role of Environmental Strategy and Green Innovation. *Technological Forecasting and Social Change*, *160*, Article ID: 120262.

- <https://doi.org/10.1016/j.techfore.2020.120262>
- Lan, T., Chuang, K., Li, H., Tu, J., & Huang, H. (2020). Symmetric Modeling of Communication Effectiveness and Satisfaction for Communication Software on Job Performance. *Symmetry*, 12, Article 418. <https://doi.org/10.3390/sym12030418>
- Lathabhavan, R., & Kaur, S. (2023). Promoting Green Employee Behaviour from the Lens of Green Transformational Leadership. *Leadership & Organization Development Journal*, 44, 994-1015. <https://doi.org/10.1108/loj-05-2023-0233>
- Li, M., Tian, Z., Liu, Q., & Lu, Y. (2022). Literature Review and Research Prospect on the Drivers and Effects of Green Innovation. *Sustainability*, 14, Article 9858. <https://doi.org/10.3390/su14169858>
- Murmura, F., Bravi, L., & Palazzi, F. (2017). Evaluating Companies' Commitment to Corporate Social Responsibility: Perceptions of the SA 8000 Standard. *Journal of Cleaner Production*, 164, 1406-1418. <https://doi.org/10.1016/j.jclepro.2017.07.073>
- Mysirlaki, S., & Paraskeva, F. (2020). Emotional Intelligence and Transformational Leadership in Virtual Teams: Lessons from MMOGs. *Leadership & Organization Development Journal*, 41, 551-566. <https://doi.org/10.1108/loj-01-2019-0035>
- Qu, K., & Liu, Z. (2022). Green Innovations, Supply Chain Integration and Green Information System: A Model of Moderation. *Journal of Cleaner Production*, 339, Article ID: 130557. <https://doi.org/10.1016/j.jclepro.2022.130557>
- Rapizal, N. U., & Mohd Fuzi, N. (2023). Lean Management Practices on Organizational Performance in Malaysian Public Universities. *International Journal of Academic Research in Business and Social Sciences*, 13, 1330-1335. <https://doi.org/10.6007/ijarbss/v13-i2/16482>
- Rasminingsih, N. K. N., Wardana, I. M. A., & Sanjiwani, P. A. P. (2022). Transformational Leadership and Workplace Spirituality on Employee Performance Mediated by Organizational Commitment. *Journal of International Conference Proceedings*, 5, 278-285. <https://doi.org/10.32535/jicp.v5i1.1477>
- Rehman, S. U., Kraus, S., Shah, S. A., Khanin, D., & Mahto, R. V. (2021). Analyzing the Relationship between Green Innovation and Environmental Performance in Large Manufacturing Firms. *Technological Forecasting and Social Change*, 163, Article ID: 120481. <https://doi.org/10.1016/j.techfore.2020.120481>
- Rice, R. E., Evans, S. K., Pearce, K. E., Sivunen, A., Vitak, J., & Treem, J. W. (2017). Organizational Media Affordances: Operationalization and Associations with Media Use. *Journal of Communication*, 67, 106-130. <https://doi.org/10.1111/jcom.12273>
- Sanusi, F. A., & Johl, S. K. (2021). Assessment of Top Management Commitment and Support on IS Risk Management Implementation in the Business Organization. In M. Sarfraz, & L. Ivascu (Eds.), *Risk Management*. IntechOpen. <https://doi.org/10.5772/intechopen.96258>
- Sarstedt, M., Hair, J. F., Pick, M., Liengaard, B. D., Radomir, L., & Ringle, C. M. (2022). Progress in Partial Least Squares Structural Equation Modeling Use in Marketing Research in the Last Decade. *Psychology & Marketing*, 39, 1035-1064. <https://doi.org/10.1002/mar.21640>
- Schyns, B., Kiefer, T., & Foti, R. J. (2020). Does Thinking of Myself as Leader Make Me Want to Lead? The Role of Congruence in Self-Theories and Implicit Leadership Theories in Motivation to Lead. *Journal of Vocational Behavior*, 122, Article ID: 103477. <https://doi.org/10.1016/j.jvb.2020.103477>
- Sun, Y., & Sun, H. (2021). Green Innovation Strategy and Ambidextrous Green Innovation: The Mediating Effects of Green Supply Chain Integration. *Sustainability*, 13, Article 4876. <https://doi.org/10.3390/su13094876>

- Sürücü, L., Maslakçı, A., & Sesen, H. (2022). Transformational Leadership, Job Performance, Self-Efficacy, and Leader Support: Testing a Moderated Mediation Model. *Baltic Journal of Management*, 17, 467-483. <https://doi.org/10.1108/bjm-08-2021-0306>
- Tarigan, Z. J. H., Mochtar, J., Basana, S. R., & Siagian, H. (2021). The Effect of Competency Management on Organizational Performance through Supply Chain Integration and Quality. *Uncertain Supply Chain Management*, 9, 283-294. <https://doi.org/10.5267/j.uscm.2021.3.004>
- Tashakkori, A., Johnson, R. B., & Teddlie, C. (2020). *Foundations of Mixed Methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences*. Sage Publications.
- Teguh, E. D., Devie, D., & Wijaya, S. (2020). Transformational Leadership in the Hotel Industry: A New Look at the Service-Profit-Chain Concept. *Petra International Journal of Business Studies*, 3, 98-109. <https://doi.org/10.9744/ijbs.3.2.98-109>
- Turban, J. L., Almazan, A. N., Reisner, S. L., & Keuroghlian, A. S. (2022). The Importance of Non-Probability Samples in Minority Health Research: Lessons Learned from Studies of Transgender and Gender Diverse Mental Health. *Transgender Health*, 8, 302-306. <https://doi.org/10.1089/trgh.2021.0132>
- Wang, N., Zhang, J., Zhang, X., & Wang, W. (2022). How to Improve Green Innovation Performance: A Conditional Process Analysis. *Sustainability*, 14, Article 2938. <https://doi.org/10.3390/su14052938>