

The Impact of Organizational Digital Transformation on Employee Performance: A Study in the UAE

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Abstract

This study focusses on the organizational digital transformation impact on employee performance in the unique context of the United Arab Emirates (UAE). The study aims to close a sizable research gap against the backdrop of a business sector that is continually developing and culturally diverse, offering a quantitative analysis of how organizational digital transformation elements, encompassing leadership styles, workplace policies, and cultural diversity, affect employee performance. A descriptive study with engaging a sample of 50 employees across diverse sectors and organizations in the UAE to conduct the research. The study examines the relationship between the factors that are affecting employee performance. This research has the potential to reshape workplace practices in the UAE, contributing to the nation's continued growth as a global business hub. The findings show that employee performance can be greatly impacted by organizational digital transformation, which can affect many facets of work and productivity. This study investigates five significant variables that employee performance may be impacted by organizational digital transformation.

Keywords: digital transformation, employee performance.

Introduction

The performance the employee a huge role in the success of any organization. While there are many factors that influence the employee's performance, the impact of the organization on employees play a huge role itself. Understanding how organizations in the United Arab Emirates affect the performance of the employees is important to take a step forward to improve workplace productivity and employee wellbeing. The research's objective is to investigate the intricate relationship between organizations and their employees.

The purpose of this study, it is primarily to investigate the interrelation between organizations and employee performance in the UAE. We seek to uncover the underlying dynamics that contribute to or hinder employee productivity and job satisfaction. This research will provide insights to guide organizations in the UAE in implementing more effective strategies and policies to optimize employee performance, foster better work environments, and ultimately achieve their organizational digital transformation goals (Yas, H., Alnazawi, A. A., Alanazi, M. A., Alharbi, S. S., & Alghamdi, A., 2022).

Despite UAE economic is growing and it have a good reputation as a desirable destination. They are facing challenges in maintain and enhancing employee performance

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(Khudhair, H. Y., Jusoh, A., Nor, K. M., & Mardani, A., 2021).. Employee satisfaction, motivation, and overall well-being can be affected by various organizational digital transformation factors, including leadership styles, workplace policies, and the work culture in the UAE. These influences are complex and needs understanding, this study seeks to address.

A descriptive study will be used and will use online survey. We will engage with a sample size of 50 employees from various sectors and organizations in the UAE to gather first-hand experiences and opinions, while also synthesizing relevant academic and industry research. This comprehensive approach will provide an in-depth understanding of the organizational digital transformation impact on employee performance in the UAE (Al-Yasin, H., Al-Nazzawi, A. A., Al-Anzi, M. A., Al-Harbi, S. S., & Al-Ghamdi, A., 2022)..

Understanding how organizations affect employee performance in the UAE has wider ramifications for the nation's economic growth and competitiveness on the global stage. It aids businesses in developing settings that promote health, efficiency, and innovation, assisting in the UAE's development as a major hub for international trade. The diversified workforce and vibrant business environment in the UAE call for a closer examination of how organizations affect employee performance (Khudhair, H. Y., Mardani, A., Albayati, Y., Lootah, S. E., & Streimikiene, D., 2020). Understanding the factors at play is crucial for business success since maintaining high employee happiness and engagement is key. Research aims to offer understandings that assist companies in developing more effective and fulfilling work environments. In order to assist the UAE's long-term economic development and international significance, this comprehensive approach assesses the connection between companies and employee performance within the country.

Literature Review

(Paais, M., & Pattiruhu, J. R. 2020; Salloum et al., 2023) did this study in Indonesia with a sample size of 155 employees using Proportionate Stratified Random Sampling method. The researchers employed motivation, leadership, and organizational digital transformation culture as independent factors to examine their influence on job satisfaction (JS) and employee performance (EP). The findings indicate that these independent factors had a favorable and notable effect on the performance of the employees but did not exert any influence on job satisfaction.

“(Ridwan, M., Mulyani, S. R., & Ali, H. 2020)” the research was carried out in Indonesia with a sample of 211 participants out of a total of 241, utilizing saturation sampling. The authors examined organizational digital transformation support (OS), organizational digital transformation commitment (OC), and organizational digital transformation citizenship behavior as independent variables. The research show that these independent factors had a positive effect on employee performance (Khudhair, H. Y et al., 2019).

“(Top, C., Abdullah, B. M. S., & Faraj, A. H. M. 2020)” this study was conducted in Iraq with a sample size of 252 individual. The author used transformational leadership as an independent variable. The study's findings demonstrate that there is a positive correlation between transformational leaders and employee performance.

(Hendri, N. 2019I; Shwedeh et al., 2022b) this research has been done in Indonesia with a sample size of 350 collected through explanatory survey. The independent variables that the author used is multicultural competencies, organizational digital transformation fairness and organizational digital transformation commitment. The outcome of This study indicates that among the factors examined, only organizational digital transformation commitment directly affects job performance.

“(Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. 2020)” did the research in Indonesia with a sample size of 105 employees. The authors used human resource

flexibility, employee competencies, In this research, job satisfaction and the adaptation of organizational digital transformation culture were utilized as independent variables. The results of the study reveal that three out of the four independent variables significantly impact employee performance.

(Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. 2020; Abdallah et al., 2022; Aburayya et al., 2023) did the study in china with a sample of 180 participants. The authors used organizational digital transformation support as independent variable and employee attitude as mediating variable also organizational digital transformation justice as moderating variable. The study outcome is that organizational digital transformation support positively affects employee performance.

(Soomro, B. A., & Shah, N. 2019; Shwedehe et al., 2020; Khadragy et al., 2022; Ravikumar et al., 2022; Shwedehe et al., 2023) did the study in Pakistan with a sample size of 326 usable cases. The authors used entrepreneurial Orientation and organizational digital transformation culture as independent variables. The study's outcome indicates that out of the two independent variables, only one has a positive effect on employee performance.

(Loan, L. J. M. S. L. 2020; Shwedehe, 2021; Khadragy et al., 2022) the research was conducted in Vietnam with a sample of 547 employees. The author used organizational digital transformation commitment as independent variable. The result of the research after the hypothesis shows that the success lies in improving job satisfaction by increasing organization commitment to lead to improvement in job performance.

(Hadian Nasab, A., & Afshari, L. 2019; Shwedehe et al., 2022a; Dahu et al., 2023; Ravikumar et al., 2023; Shwedehe, 2024) the research was conducted in Iran with sample size of 173 using questionnaire survey. The authors used authentic leadership an independent variable and they used organizational digital transformation commitment as a mediating variable. The result of the study shows that there are significant impact on employee performance and on organizational digital transformation commitment from authentic leadership.

(Hendri, M. I. 2019; Shwedehe et al., 2021; El Nokiti et al., 2022; Salameh et al., 2022; Alkashami et al., 2023; Shwedehe et al., 2023) did the research in Indonesia using proportional random sampling of 130 employees. The researchers used organizational digital transformation learning as independent variable Nonetheless, job satisfaction and organizational digital transformation commitment were employed as mediating variables. The research's findings revealed that organizational digital transformation learning had a positive effect on organizational digital transformation commitment and job satisfaction, but it did not have a significant impact on worker productivity. However, job satisfaction and organizational digital transformation commitment did exhibit a substantial influence on worker productivity

Objectives

- To find out the External factors impacting the employee's performance in organizations in UAE
- To find out Internal factors influencing the employee's performance in organizations in UAE
- To find out tangible factors influencing the employee's performance in organizations in UAE

Gap in the study

The research gap in the study lies in its focus on the unique UAE context, where organizational digital transformation factors impacting employee performance may differ from other countries. This research aims to investigate unexplored variables and their

long-term effects, expanding sample diversity and considering employee well-being, ultimately addressing a crucial knowledge gap in the field.

Methodology

Research Design

This research incorporates both quantitative and qualitative methodologies to generate its findings. The qualitative aspect is evident in the introduction and literature review sections, where the researcher has given due attention to exploring the subject matter. Additionally, the quantitative component of the research involves the use of a survey.

Sample

The sample size of this research is 50 and the sample includes employees from different organizations and some organization in the UAE. Conversely, the research employs convenience sampling as the chosen sampling method due to time constraints.

Research Questions

RQ1) To what extent do you believe your commitment to the organization influences your job performance?

RQ2) Does leadership style have an impact on employee performance in the UAE?

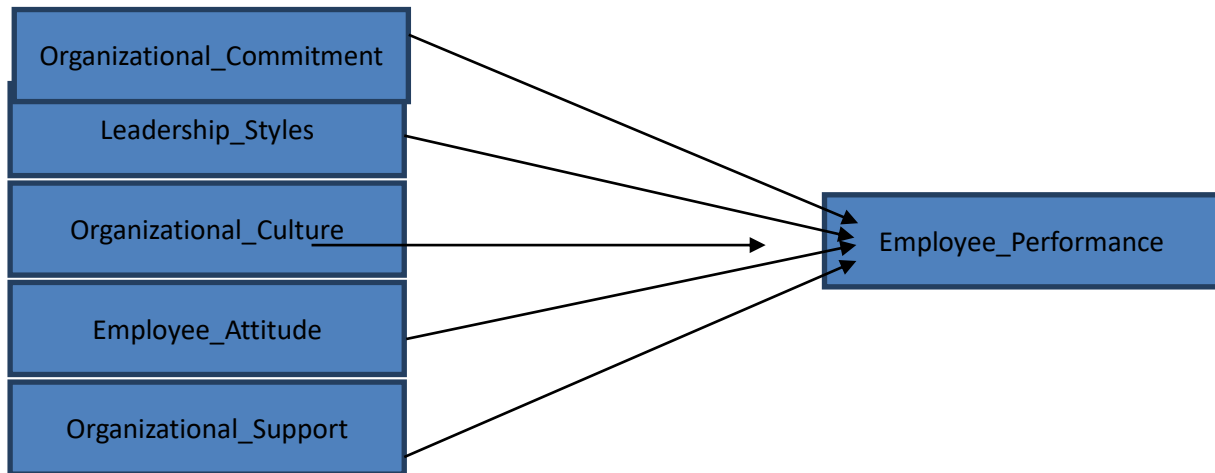
RQ3) How does the organizational digital transformation culture in your workplace influence your job performance?

RQ4) Do you think your overall attitude and job satisfaction influence your job performance?

RQ5) How often the level of support you receive from the organization affect your job performance?

Conceptual Framework

Variables		Variable Type	Variable Category
Organizational transformation_Commitment	digital	Independent	Demographic
Leadership_Styles		Independent	Demographic
Organizational transformation_Culture	digital	Independent	Demographic
Employee_Attitude		Independent	Demographic
Organizational transformation_Support	digital	Independent	Demographic
Employee_Performance		Dependent	Dichotomous



Hypothesis

H0(RQ1): “There is no significant relationship between an individual's commitment to the organization and their job performance.”

H1(RQ1): “There is a significant relationship between an individual's commitment to the organization and their job performance.”

H0(RQ2): “There is no significant impact of leadership style on employee performance in the UAE.”

H1(RQ2):” Leadership style has a significant impact on employee performance in the UAE.

H0(RQ3): Organizational digital transformation culture in the workplace has no significant influence on job performance.”

H1(RQ3): “Organizational digital transformation culture in the workplace has a significant influence on job performance.”

H0(RQ4): “There is no significant relationship between an individual's overall attitude and job satisfaction and their job performance.”

H1(RQ4): “There is a significant relationship between an individual's overall attitude and job satisfaction and their job performance.”

H0(RQ5): “The level of support from the organization does not significantly affect job performance.”

H1(RQ5): “The level of support from the organization significantly affects job performance.”

Ethical Considerations

- All the participants will be informed about the research objectives, procedures and potential risks and benefits when collecting the data.
- The participants confidential information will store securely and only the authorized researcher will have access to their information.
- The research will be conducted with honesty and integrity.
- The research project will seek ethical approval from the organization that the survey will be conducted in.

Data Collection

Many techniques are used in data collection, which can be broadly divided into quantitative and qualitative methods. Three common forms of quantitative research include surveys, experiments, and observations. Through the use of standardized questionnaires, surveys systematically collect data on participants' beliefs, actions, and personal traits. Whereas, experiments involve changing variables in order to see cause-and-effect correlations in a controlled environment, providing information about causal links. Observational research allows the study of real-world phenomena by methodically monitoring and documenting actions in natural environments without interference.

In this research quantitative data collection where used. The data was collected through an online survey using google forms link and the link was submitted through Whats app. The frequency will be one because the survey will be conducted one time only.

Sampling

We have two types of samples probability and non-probability. By guaranteeing that every individual in a population has an equal chance of being chosen for the sample, probability sampling improves representativeness. Simple random sampling, stratified random sampling, cluster sampling, and systematic sampling are examples of common types. In this research simple random sampling was used, because the sample size of 50 was conducted randomly and the sample size is small due to time constraints.

Simple random sampling: Each frame member and object in the selection has an equal chance, whether or not they are replaced. Computer generators or random number tables are used to create samples.

Stratified random sampling: Based on characteristics, the population is divided into subgroups (called strata), and random samples are chosen from each to ensure representation from a range of segments.

Cluster sampling: A random sample of the clusters formed by the division of the population is chosen. Either every item in the specified clusters is used, or items are picked using an alternative probability strategy. Exit polling during elections is one situation when cluster sampling is frequently employed.

systematic sampling: Determine the sample size (n), divide the N individuals into groups of k ($k=N/n$), randomly pick one individual from the first group, and subsequently select every kth individual.

Data Analysis

Types of Data Analysis

Reporting Study: In a reporting study, business researchers are in charge of compiling and summarizing the data after it has been collected by an outside party.

Descriptive Study: In a Descriptive Study, the business researcher endeavors to uncover responses to inquiries related to who, what, when, where, and how.

Explanatory Study: An explanatory study seeks to elucidate the factors behind a phenomenon previously observed in a descriptive study.

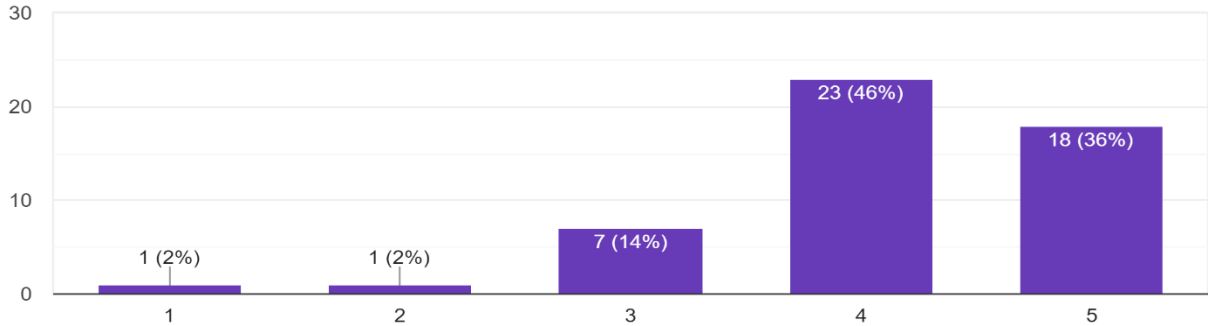
Predictive Study: In a Predictive Study, historical data is employed to project future outcomes, emphasizing the necessity of having accessible historical data for research purposes.

In this research a descriptive study was used by methodically gathering, arranging, and summarizing data. In order to provide a thorough grasp of the topic being studied, it emphasizes providing answers to the questions who, what, when, where, and how.

Data analysis and results:

To what extent do you believe your commitment to the organization influences your job performance?

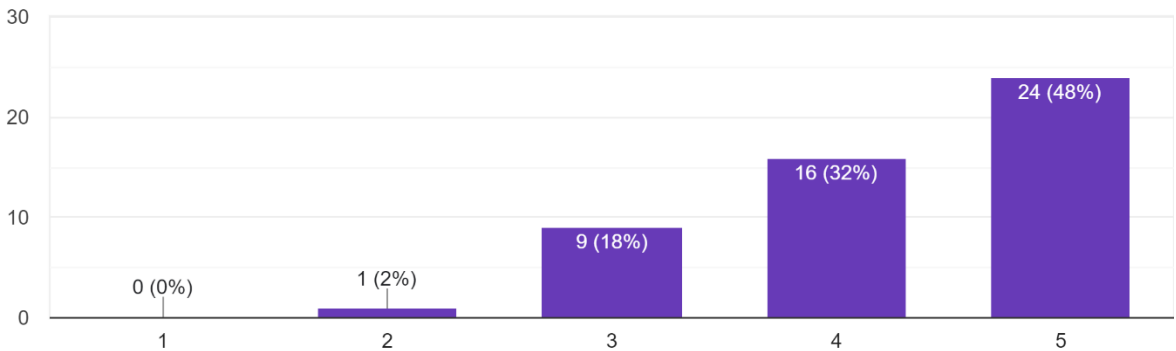
50 responses



The above chart is an interval scale questions where 1 is strongly disagree and 5 is strongly agree. The result shows that the highest responds agree with 46% and 14% neutral and in total 4% disagree. Overall response is 82% agree that commitment influence job performance.

Does leadership style have an impact on employee performance in the UAE?

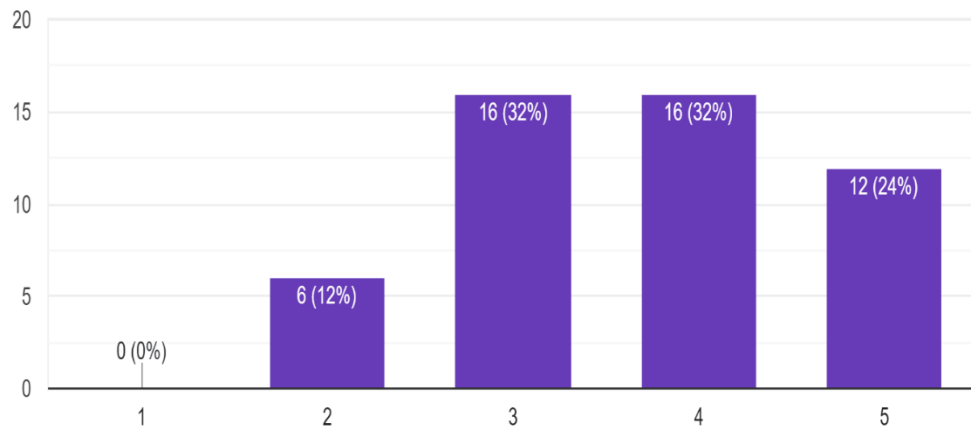
50 responses



The above chart is an interval scale questions where 1 is strongly disagree and 5 is strongly agree. The result shows that the highest responds are very high of 48% and 18% neutral and 2% is low that leadership impact employee performance.

How does the organizational culture in your workplace influence your job performance?

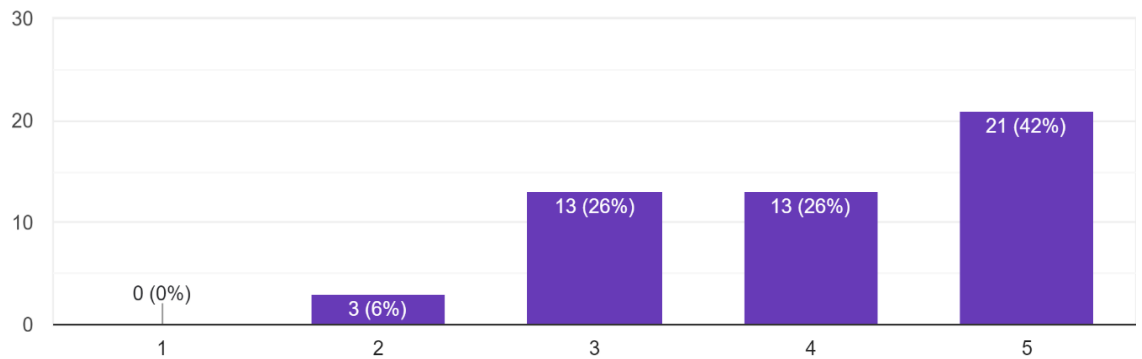
50 responses



The above chart is an interval scale questions where 1 is strongly disagree and 5 is strongly agree. The result shows that the highest responses are from neutral and agree with 32% however if we add the result, it will show that 56% agree and 12% disagree which is the lowest that organizational digital transformation culture influence job performance.

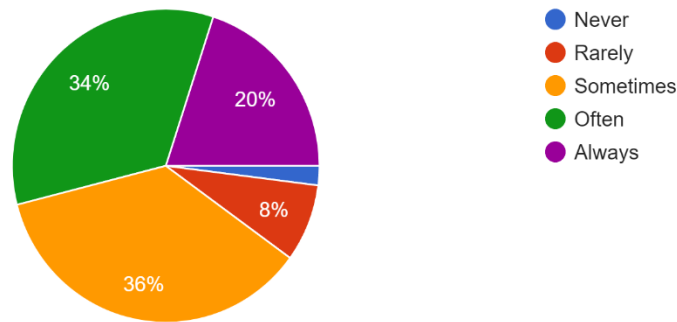
Do you think your overall attitude and job satisfaction influence your job performance?

50 responses



The above chart is an interval scale questions where 1 is strongly disagree and 5 is strongly agree. The result shows that the highest responses strongly agree with 42%, and lowest disagree with 2% also 26% are neutral that attitude influence job performance.

How often the level of support you receive from the organization affect your job performance?
50 responses



The pie chart shows that high number of responses picked sometimes with 36%, 34% often, 20% always, 8% rarely and with lowest response never 2% that the level of support affect the job performance.

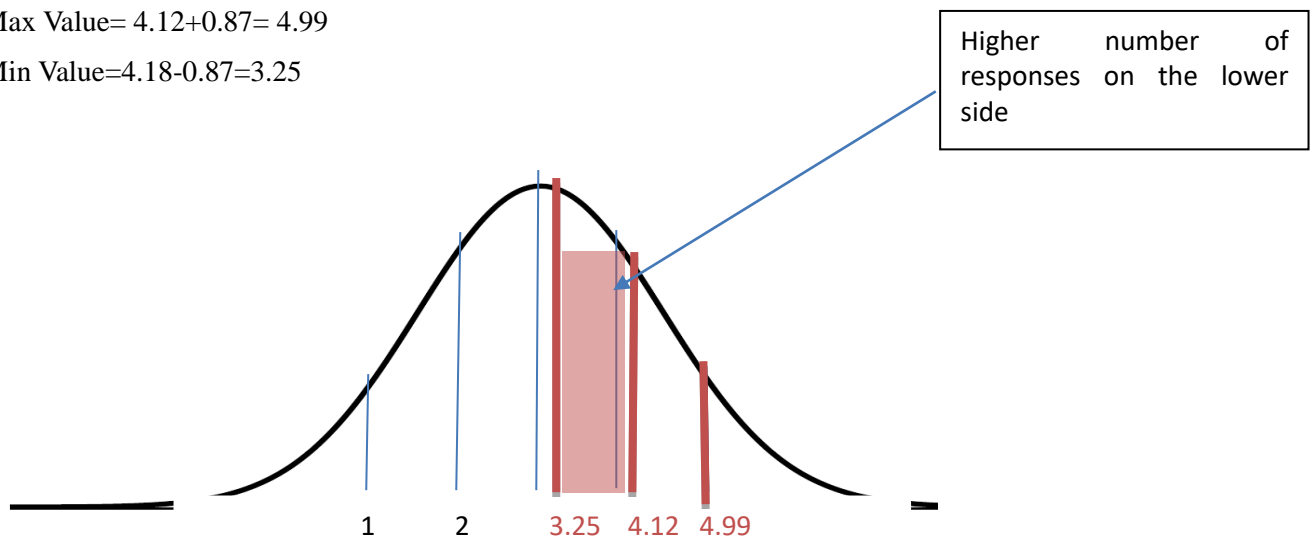
Descriptive Analysis

In this descriptive analysis, mean signifies the average, standard deviation gauges data variability, and skewness assesses distribution asymmetry will be used. These measures collectively provide a concise overview of central tendency, variability, and distribution shape in a dataset.

commitment	
Mean	4.12
Standard Deviation	0.87
Skewness	-1.20

Max Value= 4.12+0.87= 4.99

Min Value=4.12-0.87=3.25



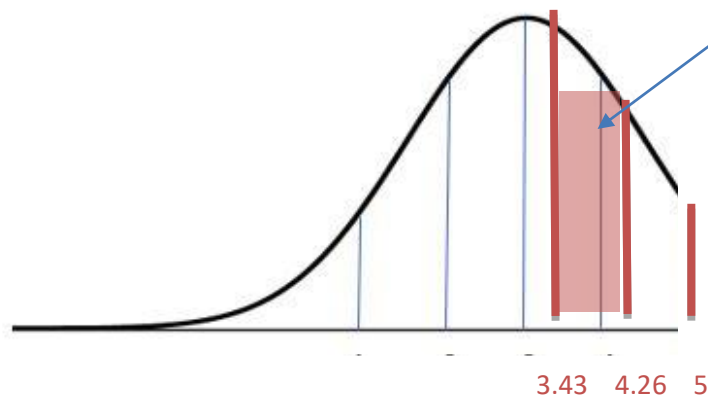
According to the statistic analyzed the maximum value is 4.99 and the minimum value is 3.25 and the mean is 4.12. The statistics shows that high number of the responses is on the lower side between 3.25 and 4.12 so “H0: There is no significant relationship between an individual's commitment to the organization and their job performance is accepted.”

leadership style	
Mean	4.26
Standard Deviation	0.83
Skewness	-0.75

Max Value= $4.26+0.83= 5.09$ (5)

Min Value= $4.26-0.83= 3.43$

Higher number of responses on the lower side

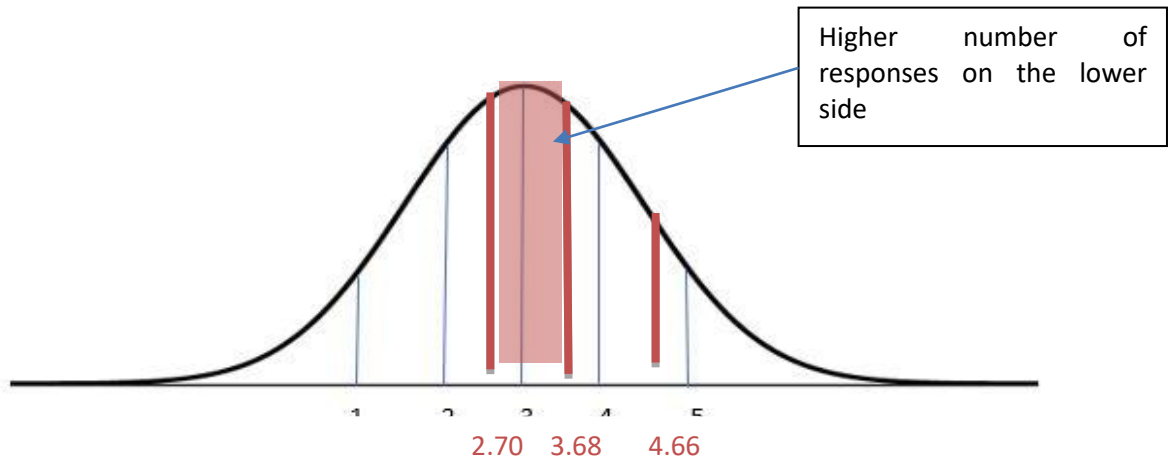


According to the statistic analyzed the maximum value is 5 and the minimum value is 3.43 and the mean is 4.26. The statistics shows that high number of the responses is on the lower side between 3.43 and 4.26 so “H0: There is no significant impact of leadership style on employee performance in the UAE is accepted.”

organizational digital transformation culture	
Mean	3.68
Standard Deviation	0.98
Skewness	-0.12

Max Value=3.68+0.98=4.66

Min Value=3.68-0.98=2.70

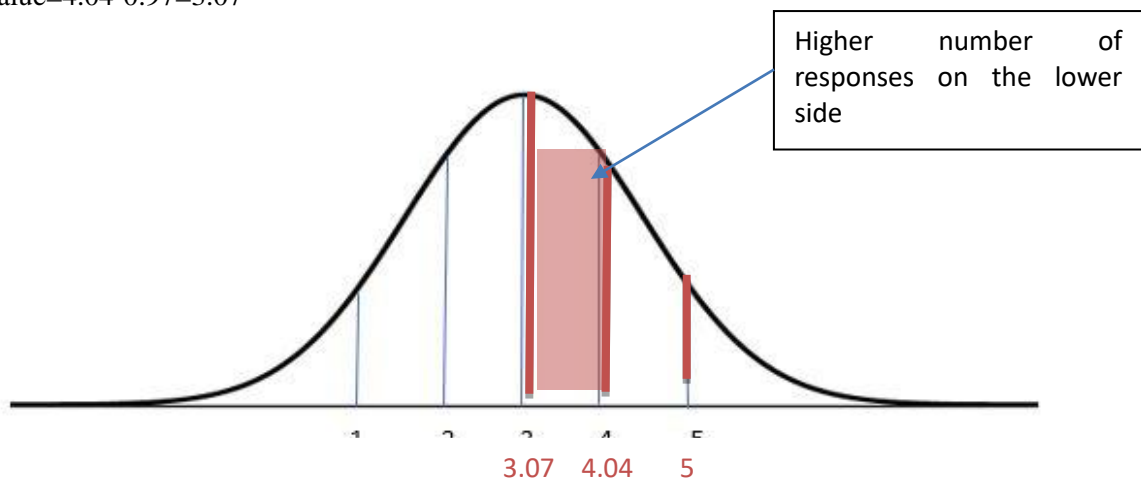


According to the statistic analyzed the maximum value is 4.66 and the minimum value is 2.70 and the mean 3.68. The statistics shows that high number of the responses is on the lower side between 2.70 and 3.68 so “H0: Organizational digital transformation culture in the workplace has no significant influence on job performance is accepted.”

attitude and job satisfaction influence	
Mean	4.04
Standard Deviation	0.97
Skewness	-0.50

Max Value=4.04+0.97= 5.01 (5)

Min Value=4.04-0.97=3.07

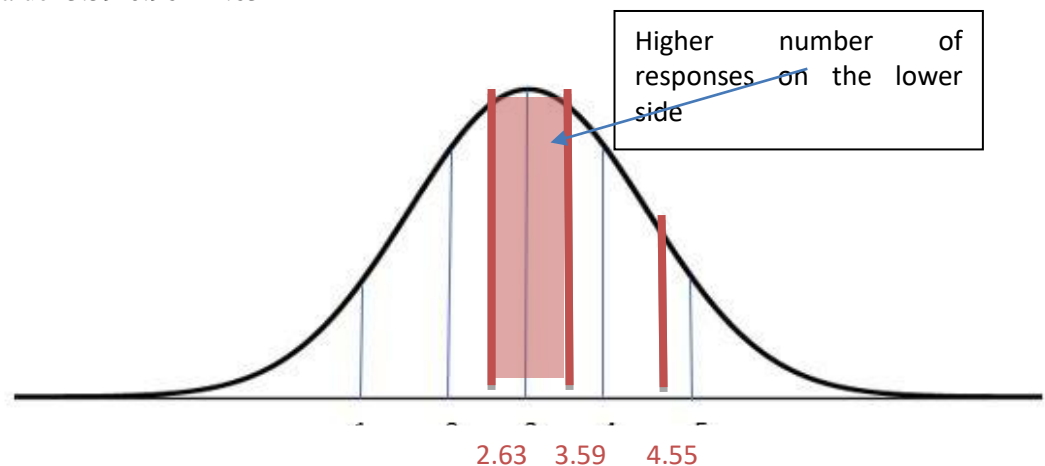


According to the statistic analyzed the maximum value is 5 and the minimum value is 3.07 and the mean 4.04. The statistics shows that high number of the responses is on the lower side between 3.07 and 4.04 so “H0: There is no significant relationship between an individual's overall attitude and job satisfaction and their job performance is accepted.”

Support	
Mean	3.59
Standard Deviation	0.96
Skewness	-0.27

$$\text{Max Value} = 3.59 + 0.96 = 4.55$$

$$\text{Min Value} = 3.59 - 0.96 = 2.63$$



According to the statistic analyzed the maximum value is 4.55 and the minimum value is 2.63 and the mean 3.59. The statistics shows that high number of the responses is on the lower side between 3.63 and 3.59 so "H0: The level of support from the organization does not significantly affect job performance is accepted."

Conclusion:

Based on the findings of this research, the Hypothesis tested show there is a positive relationship between organizational digital transformation and employee performance in the UAE. The following results reveal that each variable opens the gap for a new study in this research scope.

- Commitment: Foster employee commitment for better job performance through engagement programs, recognition, and career development.
- Leadership Style: Invest in leadership training for a transformative style that motivates and supports employee growth.
- Organizational digital transformation Culture: Strengthen positive cultural aspects to moderately influence job performance through enhanced communication and collaboration.
- Attitude and Job Satisfaction: Prioritize a positive work environment to significantly impact job performance by addressing concerns and boosting overall job satisfaction.

- **Level of Support:** Improve organizational digital transformation support for better job performance through enhanced resources, regular feedback, and a supportive structure.

Employee performance can be greatly affected by organizational digital transformation, which can also have an impact on productivity and other areas of work. Employee performance can be impacted by digital transformation in the five significant variables of this study. Employees can concentrate on higher-value work by streamlining processes through the automation of repetitive jobs and the use of digital tools. Increased productivity results from increased efficiency since workers can complete jobs faster and with fewer mistakes. Employees can make better decisions because digital tools make information easily accessible. Employee performance monitoring, improvement identification, and data-driven decision making are made possible by real-time data and analytics. Higher employee happiness is a result of modern digital workplaces with collaboration capabilities and user-friendly interfaces. Employees that are engaged tend to be more creative, productive, and dedicated to the company's success. Employee empowerment can result from digital transformation, as it grants them greater control over work procedures and surroundings. Self-service technologies and portals provide staff members with more control over their work, which boosts motivation and autonomy.

Although digital transformation generally has a positive effect on employee performance, successful implementation necessitates ongoing training, efficient change management, and an encouraging organizational culture that values innovation and continuous improvement. Throughout the transformation process, it is crucial to consider the unique requirements and worries of the workforce in order to facilitate a seamless transition and optimize the advantages for the company and its personnel.

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