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# The Impact of Males and Females Employees' Engagement on Organization Digital Transformation Performance in the UAE

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A R T I C L E I N F O

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A B S T R A C T

Employee engagement is a critical factor that can significantly impact organizational performance, and the engagement levels of both male and female employees play a crucial role in shaping various aspects of a company's success. There are several ways in which the engagement of male and female employees can influence organizational performance. This study investigates how both male and female employees' engagement is integral to organizational success. A diverse and engaged workforce contributes to a positive workplace culture, enhances performance, and positions the organization for long-term sustainability in a competitive business environment with consideration to digital transformation of organizations in the United Arab Emirates.

## 1. INTRODUCTION

"Employee engagement is a vital aspect of organizational success in the United Arab Emirates (UAE), because it without delay influences the overall digital transformation performance and average achievement of corporations working within the region. The UAE's dynamic and diverse group of workers, which accommodates each nearby and expatriate talent, presents a completely unique context in which to take a look at the effect of employee engagement on organizational overall digital transformation performance [1]–[4]. This task goals to explore the multifaceted courting between worker engagement and organizational digital transformation performance within the UAE, shedding light on the precise factors that make contributions to this dynamic" [5]–[8].

"In latest years, the UAE has witnessed a full-size shift in its economic panorama, with a growing emphasis on know-how-based totally industries, innovation, and worldwide competitiveness [9]. This transformation underscores the importance of know-how how employee engagement plays a pivotal function in riding productivity, creativity, and innovation within corporations [10]–[13]. By inspecting the methods wherein engagement techniques are implemented and their effect on employee satisfaction and commitment, this project seeks to offer insights into the distinct demanding situations and possibilities that agencies stumble upon in the UAE, and how these factors in the end impact their basic digital transformation performance" [14]–[17].

"This study draws upon a combination of neighborhood case research, survey statistics, and existing literature to offer a comprehensive information of the impact of employee engagement on organizational digital transformation performance inside the UAE [1]–[4]. Through this exploration, we goal to provide actionable insights and tips for groups running in this dynamic and evolving environment, supporting them harness the strength of engaged employees to obtain their

strategic dreams and enhance their competitive edge [18]–[21].

## 2. LITERATURE REVIEW

In this section here are some articles that I read and how they are related to my topic whether in the correlation of employee engagement and organizational digital transformation performance or if it is conducted in the UAE or not [22]–[24], [25]. Did the study in Jordan. The authors used employee engagement as an independent variable as well as job satisfaction as a mediating variable [5]–[8]. The outcomes of the research indicate that employee engagement and job satisfaction have a positive impact on organizational digital transformation performance. [26]–[29]The article shows that employee engagement which is an independent variable has an effect on Organizational Citizenship Behavior (OCB) which acts as a mediating variable between employee engagement and organizational effectiveness which, in turn, affects organizational effectiveness. [30]–[32] The study goal is to investigate the link between Employee Engagement Dimensions which are (organizational strategy and implementation, organizational commitment, team commitment) and organizational effectiveness and the study shows that there is a positive relationship between these two as well as the authors used Online/Social Media as a Moderating Variable [33].' [34]–[36] Did the study in West Sumatra. The authors used organizational support, organizational commitment and organizational citizenship behavior as independent variables [37]. [10]–[13] The outcomes of the research indicate that all three variables have a positive impact on employee digital transformation performance [25], [38], [39]. Did the study in Pakistan. The article shows that employee engagement which is an independent variable positively influences Knowledge sharing which acts as a mediating variable between employee engagement and organizational digital transformation performance which, in turn, affects organizational digital transformation performance."

[1], [2], [40], [41] In these papers, the authors used employee Involvement as an independent variable as well as profitability, productivity, and market share as a mediating variable. The outcomes of the research indicate that employee Involvement has a positive impact on profitability, productivity, and market share which will have an effect on organizational effectiveness."[5], [6], [42], [43] The articles show that there are three independent variables which are Job Satisfaction, Employee Loyalty, and Employee Commitment. The study indicates that all variables are positively correlated with Leadership Style or organizational digital transformation performance." [7], [8], [44], [45]The article shows that there are two independent variables which are Job Engagement and Organizational Commitment The study indicates that both variables are positively correlated with organizational digital transformation performance in the IT industry. "

[10], [13], [46], [47] The authors used HRM practices as an independent variable that has an impact on Employee Engagement which acts as a mediating variable between HRM practices and organizational digital transformation performance which influences organizational digital transformation performance."[15], [48]–[50] Did the study in Southern Africa. The study shows that employee engagement which is an independent variable is positively influence the commitment of employees which is a mediating variable between employee engagement and organizational digital transformation performance and this mediating variable will have an effect on organizational digital transformation performance, also the authors used some moderating variables which is Job Design, Communication, Management Approach, Participation and Incentives."

[16], [51]–[53] The authors used self-efficacy and organizational support as independent variables as well as employee engagement as a mediating variable. The outcomes show that self-efficacy and organizational support is positively influence employee engagement which, in turn, affects employee digital transformation performance [54]."

[18], [20], [52], [55] Did the study in India use

pay and benefits, Health and safety, Digital transformation performance appraisal, digital transformation performance of the company, communication, training, leadership, grievance procedure, and career development as factors that will affect employee engagement which, in turn, affects employees effectiveness." [18]–[21].
These 12 publications are the ones that I determined to be the most relevant to my research project (2013–2023) [22]–[24], [56]. I noticed that the UAE has not been the site of any of the article's studies. The material mentioned above will be succinctly summarized and the research gap will be noted in the methodology.

*2.1 Research gap*

"According to the research article, numerous studies on countries in Jordan, India, Pakistan, Nigeria, Southern Africa, and Indonesia were carried out, covering the same subject as mine. However, nobody carried out in the UAE Thus, my goal is to carry out my research in the United Arab Emirates. Furthermore, gender is not used as a moderator variable in any of the research articles, thus I will use it in my research. "

*2.2 Research Objective*

"In this research, I will work on bridging the gap by examining the correlation between employee engagement and organizational digital transformation performance in the UAE, and provide answers to support this theory in the UAE Organizational sector. Conducting this study will allow organizations to create a supportive environment for employees and staff. "

3. METHODOLOGY

"The research methodology will be used in this study to get a better comprehension of the importance of employee engagement in UAE organizational digital transformation performance using simple random sampling [57]. We will collect the data from the selected sample of 50 people who work in organizations or have worked in organizations using a well-structured questionnaire [14]–[17]. The acquired data will be organized in a table and valued/analyzed using a simple percentage approach." [22]–[24], [25].

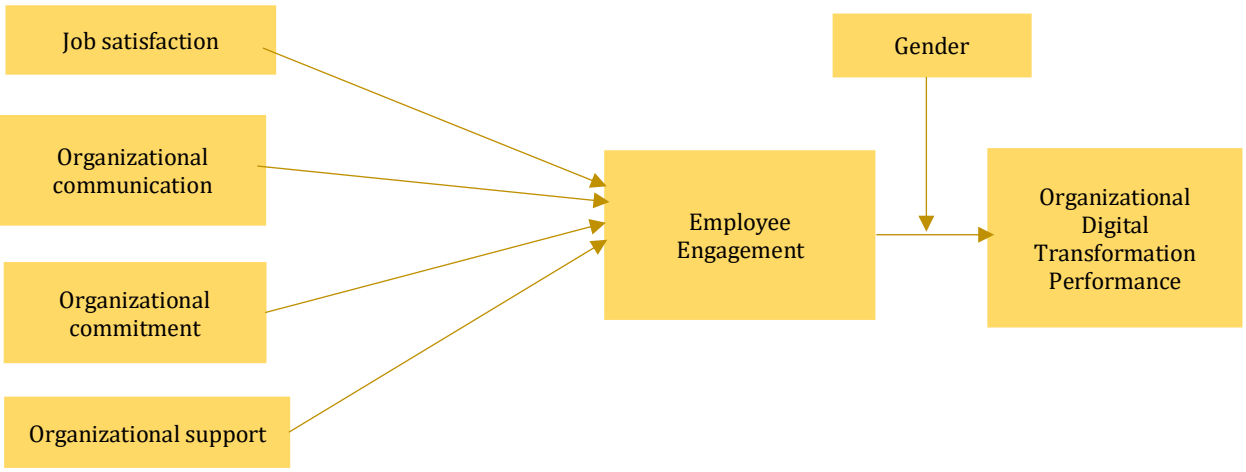
Accordingly, this study investigates the following research questions:
Q1" How does job satisfaction affect the engagement of the employee in the UAE?"
Q2 To what extent does organizational communication have an influence on the engagement of employees in the UAE?"
Q3 "At what range does the organizational commitment impact the engagement of employees in the UAE?"
Q4 "Does organizational support have an effect on the engagement of employees in the UAE?"
Q5 "To what extent does employee engagement have an impact on organizational digital transformation performance?"
Q6 "Is there any effect of Gender on the relationship between employee engagement and organizational digital transformation performance?"

Table 1. Variables of the study

| Variables | Type | Category |
|---|---|---|
| Job satisfaction | Independent | Demographic |
| Organizational communication | Independent | Demographic |
| Organizational commitment | Independent | Demographic |
| Organizational support | Independent | Demographic |
| Employee engagement | Mediator | Dichotomous |
| Gender | Moderator | Dichotomous |
| Organizational digital transformation performance | Dependent | Demographic |

Figure 1: Conceptual Framework
Figure 1. Conceptual Framework

Figure 1. Framework of the study




The study examines the following hypothesis:
**H1:** "there is an effect of Job satisfaction on Employee engagement in the UAE"
**H0: "**there is no effect of Job satisfaction on Employee engagement in the UAE"

**H1:** "there is an effect of Organizational communication on Employee engagement in the UAE"
**H0:** "there is no effect of Organizational communication on Employee engagement in the UAE"

**H1:** "there is an effect of Organizational commitment on Employee engagement in the UAE"
**H0: "**there is no effect of Organizational commitment on Employee engagement in the UAE"

**H1:** "there is an effect of Organizational support on Employee engagement in the UAE"
**H0: "**there is no effect of Organizational support on Employee engagement in the UAE"

**H1:** "Gender has an effect on the link between Employee engagement and Organizational digital transformation performance in the UAE"
**H0:** "Gender has no effect on the link between Employee engagement and Organizational digital transformation performance in the UAE **"**

**H1:** "there is an effect of Employee engagement on Organizational digital transformation performance in the UAE'
**H0: "**there is no effect of Employee engagement on Organizational digital transformation performance in the UAE"

It is essential to apply legal and ethical relativism approaches in research since they reduce biases and increase the study's usefulness. Data for this study was collected from staff members using a Google form. Since no personal information is required for the study to produce accurate and unbiased results, there is no hidden purpose; instead, the objectives will be briefly presented. Survey privacy is also maintained, and anonymity is preserved. Furthermore, the survey responses will be fully disclosed to the respondents prior to publication.

## 4. DATA COLLECTION

Effective data collection was an integral part of the research process and was used to measure and test the research. Data collection is key to obtaining the information necessary for proper research analysis, which in turn contributes to informed decision-making. There are two main approaches in this field: qualitative and quantitative approaches. The qualitative approach is the Using of non-statistical methods of data collection, exploratory methods examine meanings and provide contextual explanations. Quantitative methods, on the other hand, work with statistical data and analyze it using statistical methods. This study project used a quantitative method to collect data for further statistical analysis.
Quantitative methods reflect three different stages: survey, experiment, and observation. This includes designing survey questionnaires such as the survey

used in this study and its distribution to the intended sample population. Experiments seek to split samples into control experiments for comparative analysis, careful observation of participants in samples makes data collection more natural in story in this case the study employed a survey method, using the online platform Google Forms to conduct the survey. Distribution was done through social media channels, especially WhatsApp, with a target sample size of 50 people.
The main focus of the study was to collect data with great care using quantitative methods, especially the online survey method. This methodological decision assured the collection of relevant data needed for further statistical analysis. The survey was distributed through social media and administered through Google Forms. The fifty respondents had a calculated way of communicating and interacting with the target sample size, which improved the data structure of the survey.

Table 1. Variables of the study

| Variable | Type of Scale | Scale Measurement |
|---|---|---|
| Select your gender? | Nominal | Simple category |
| Does job satisfaction affect the engagement of the employee? | Ordinal | Semantic Differential |
| To what extent does organizational communication have an influence on the engagement of employees? | Ordinal | Semantic Differential |
| At what range does the organizational commitment impact the engagement of employees? | Ordinal | Semantic Differential |
| Does organizational support have an effect on the engagement of employees? | Ordinal | Semantic Differential |
| To what extent does employee engagement have an impact on organizational digital transformation performance? | Ordinal | Semantic Differential |

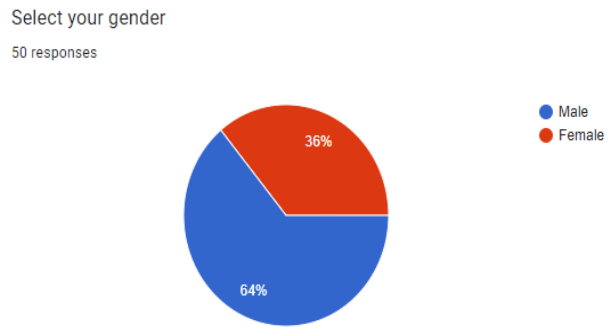
The next step is how to best use the information we have collected for our research once it is all complete. This stage is known as " deployment". It's about taking everything we collect and using it to understand, evaluate and make decisions. Now there are many ways to do this. Imagine trying to get information from individuals. You can do this by asking questions in person, by phone, online, or in writing. We decided to use an online survey for our study as it is a very popular method of data collection. Such surveys are conducted using online tools such as Google Forms. Users have the option to answer questions via email or visit the website. We chose to use an online survey because respondents could easily enter and complete the survey at their own pace. We did not have much time because we had a deadline to deal with our university project, so we set it up so that the respondents could answer the survey only once. This image below provides proof of a Google Form used to conduct an online survey with all of the survey's questions as well as the survey link to access it.
In this research, "sampling" refers to participants who answer our questions about their understanding of customer demand. We have two options for selecting these individuals: non-probability stress sampling and probability stress sampling.
The nonprobability model assumes probability and not the process of selecting individuals on the basis of prior knowledge and preferences. In contrast, probability sampling requires a random selection of participants. In our study, we used a probability sampling method known as "simple random". This means that participants were randomly selected from various Web sites; No special criteria were required in the selection process. We wanted to make sure we had enough opinions, so we aimed for a total of 50 participants to answer our research questions.

## 5. DATA ANALYSIS AND DISCUSSION

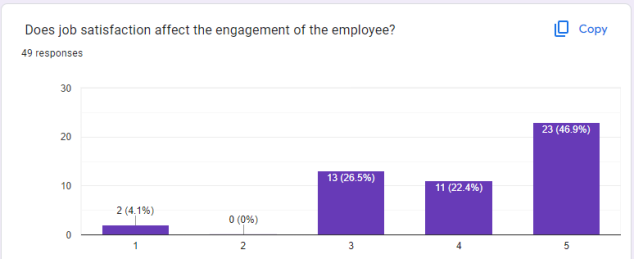
Examining all the answers to the study questions we posed is the definition of data analysis. It's like trying to make sense of all the data we collect. There are many ways to do this, including reporting, explanatory, descriptive, and predictive. Our research focused on a different kind of data analysis known as "descriptive." That being said, our aim was to understand and clarify the

relationship between employee engagement and firm digital transformation performance in the UAE. We were not trying to predict the future or provide explanations for past events. Instead, our goal was to provide an accurate picture of the current situation.

In this section the outcome of the questionnaire and the descriptive statistical show many results.

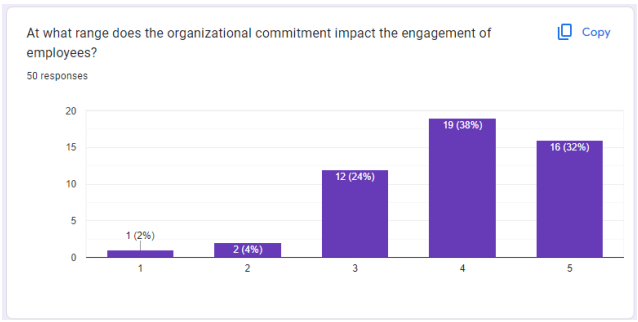



The bulk of respondents (64%) are males, while females account for the remaining (36%).

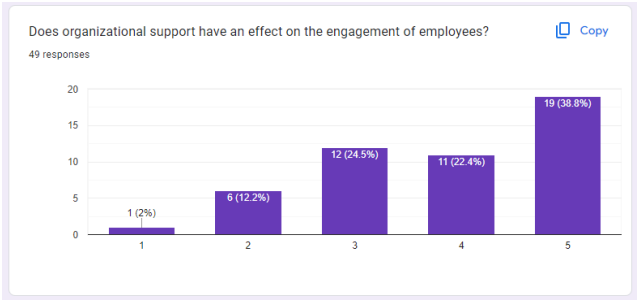



As we can see 69.3% of the respondents believe that job satisfaction has an effect on the employee engagement, while 4.1% don't support this statement. In addition, 26.5% of the respondents were neutral which means neither agreeing nor disagreeing with the statement.

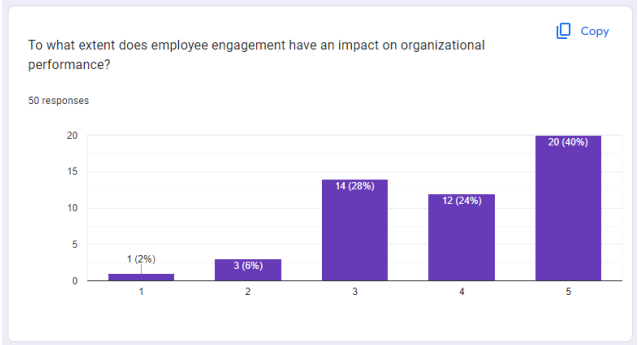

In this chart there are 60% of respondents thinks that organizational communication influences employee engagement, while 8% of the respondent think that organizational communication does not influence employee engagement.




This chart indicates 70% of the respondents agree and highly agree that organizational commitment is important for the engagement of employee, which is a very high percentage. While 6% only disagree and highly disagree with this statement. And the remaining 24% were neutral with this statement.




This chart indicates that 61.2% of the respondents agree and highly agree that organizational support is necessary for the engagement of employees, which is a very high percentage. The remaining 38.7% divided into people who were neutral agreed with the statement which they 24.5% and the remaining 14.2% disagreed and highly disagree with the statement.




As we can see 64% of the respondents believe that employee engagement affects the organizational digital transformation performance, while 8% don't support this statement. In addition, 28% of the respondents were neutral which means neither agreeing nor disagreeing with the statement.

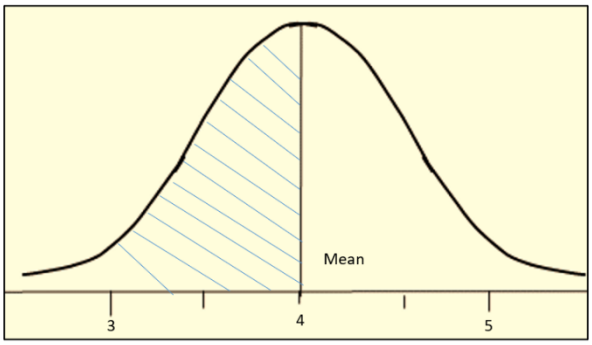
Descriptive analysis in this research reveals many results.

Note: Highest Responses = Mean + Standard Deviation

| Job satisfaction | |
|---|---|
| Mean | 4 |
| Standard Deviation | 1.05744847577154 |
| Skewness | -1.05016244670988 |

Lowest Responses = Mean - Standard Deviation

Highest Responses = 4+1= 5 Lowest Responses = 4-1=3



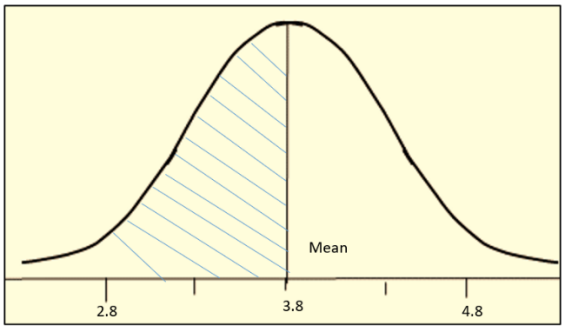

Looking at the table, it seems like most people gave high ratings when talking about how job satisfaction affects employee engagement. The average rating is 4, which shows that, but on the other hand, the skewness being negative at -1.05 which means that even if the average response is high still most of the ratings are on the left side of this average which is between 3 and 4. So based on that H0 is accepted.

H0: "there is no effect of Job satisfaction on Employee engagement in the UAE"

| Organizational communication | |
|---|---|
| Mean | 3.8 |
| Standard Deviation | 1.03726484918122 |
| Skewness | -0.46649328460001 |

Highest Responses = 3.8+1= 4.8

Lowest Responses = 3.8-1=2.8



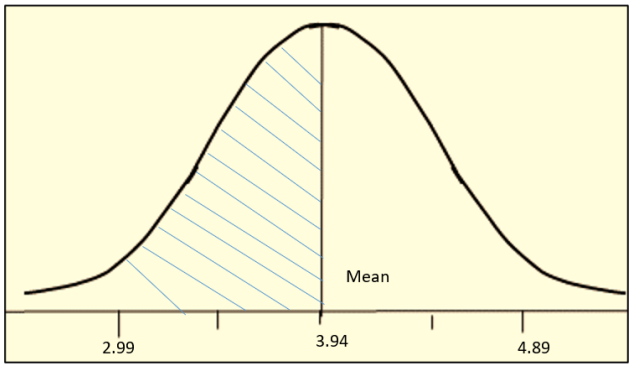

Looking at the table, it seems like most people gave high ratings when talking about how organizational communication affects employee engagement. The average rating is 3.8, which shows that, but on the other hand, the skewness being negative at -0.46 which means that even if the average response is high still most of the ratings are on the left side of this average which is between 2.8 and 3.8. So based on that H0 is accepted.

H0: there is no effect of Organizational communication on Employee engagement in the UAE

| Organizational commitment | |
|---|---|
| Mean | 3.94 |
| Standard Deviation | 0.956396297332346 |
| Skewness | -0.75141694853023 |

Highest Responses = 3.94+0.95= 4.89

Lowest Responses = 3.94-0.95=2.99



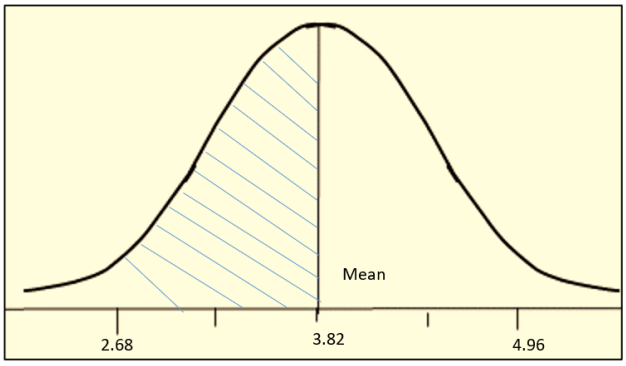

Looking at the table, it seems like most people gave high ratings when talking about how organizational commitment affects employee engagement. The average rating is 3.94, which shows that, but on the other hand, the skewness being negative at -0.75 which means that even if the average response is high still most of the ratings are on the left side of this average which is between 2.99 and 3.94. So based on that H0 is accepted.

H0: "there is no effect of Organizational commitment on Employee engagement in the UAE

| Organizational support | |
|---|---|
| Mean | 3.82 |
| Standard Deviation | 1.13730795642829 |
| Skewness | -0 .49831735847815 |

Highest Responses = 3.82+1.14= 4.96

Lowest Responses = 3.82-1.14=2.68

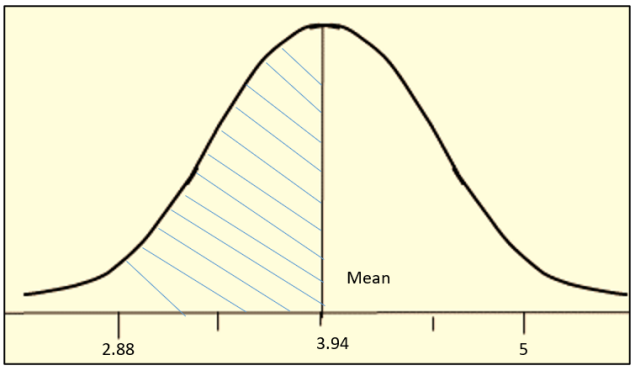



Looking at the table, it seems like most people gave high ratings when talking about how organizational support affects employee engagement. The average rating is 3.82, which shows that, but on the other hand, the skewness being negative at -0.50 which means that even if the average response is high still most of the ratings are on the left side of this average which is between 2.68 and 3.82. So based on that H0 is accepted.

H0: "there is no effect of Organizational support on Employee engagement in the UAE

| Employee engagement | |
|---|---|
| Mean | 3.94 |
| Standard Deviation | 1.05772184916644 |
| Skewness | -0.63094652471335 |

Highest Responses = 3.94+1.06= 5
Lowest Responses = 3.94-1.06=2.88




Looking at the table, it seems like most people gave high ratings when talking about how employee engagement affects organization digital transformation performance. The average rating is 3.94, which shows that, but on the other hand, the skewness being negative at -0.63 which means that even if the average response is high still most of the ratings are on the left side of this average which is between 2.88 and 3.94. So based on that H0 is accepted.

H0: "there is no effect of Employee engagement on Organizational digital transformation performance in the UAE"

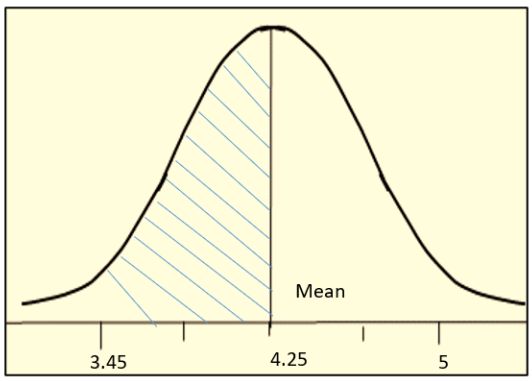
| | Male | Female |
|---|---|---|
| Mean | 4.25 | 1.90 |
| Standard Deviation | 0.803219328902499 | 1.940391962398882 |
| Skewness | -0.49799598391954 | 0.36667124867674 |

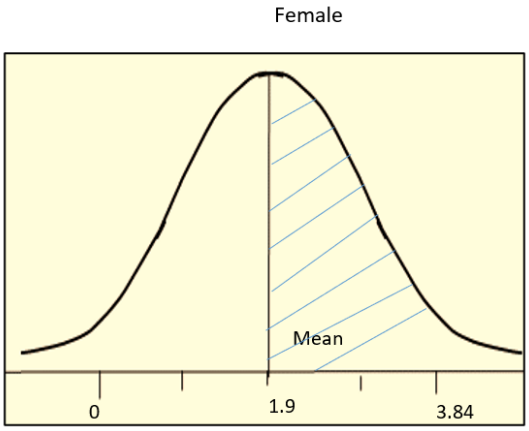
Male: Highest Responses = 4.25+0.8= 5
Lowest Responses = 4.25-0.8= 3.45
Female: Highest Responses = 1.9+1.94= 3.84
Lowest Responses = 1.9-1.94= 0

Looking at the statistics, it seems like most people gave high ratings when talking about how gender affect the relationship between employee engagement and organization digital transformation performance from the male side which the average is 4.25, but on the other hand, the average responses for female is less than male which is 1.9. But even if the male has high average ratings than the female the skewness in the male being negative at -0.5 but on the other side the skewness in the female being positive at 0.37 which means that most responses for the female is on the right side and most responses for the male is on the lift side. So based on that H1 is accepted.

Figure 2. Statistical Results of Male and Female Employee Engagement

Male






## 6. CONCLUSION

Male and female employee engagement levels are important in determining many facets of a company's success. Employee engagement is a fundamental factor that can greatly affect organizational performance. Employee engagement - both male and female- can affect the effectiveness of the organization. Engaged employees, regardless of gender, tend to be more productive and perform at higher levels. Their commitment and enthusiasm contribute to increased output and improved overall organizational performance. Diverse perspectives, including those from both male and female employees, foster innovation and creativity within a workforce. Engaged employees are more likely to contribute ideas and collaborate effectively, leading to the development of innovative solutions and products. Higher engagement levels are often linked to increased employee satisfaction and lower turnover rates. Retaining talented employees, both male and female, reduces recruitment and training costs, ensuring organizational stability and performance continuity. Engaged employees are more likely to work collaboratively and contribute positively to team dynamics. A gender-diverse and engaged workforce can benefit from a variety of skills, experiences, and perspectives, leading to improved problem-solving and decision-making. Engaged employees are more likely to provide excellent customer service. Satisfied and motivated employees, regardless of gender, are more likely to go the extra mile to meet customer needs, enhancing overall customer satisfaction and loyalty. High levels of engagement are associated with better employee well-being, including mental and physical health. A workforce that feels supported and valued is more likely to contribute positively to organizational success. Engaged employees are more likely to respond positively to leadership initiatives. Effective leaders can create a positive work environment that fosters engagement among both male and female employees, leading to improved organizational performance. Engaged employees contribute to the development of a positive organizational culture. A culture that values diversity, inclusivity, and employee well-being can have a profound impact on overall organizational performance. Engaged employees are generally more adaptable to change. In today's rapidly evolving business landscape, organizations with a workforce that embraces change are better positioned for long-term success. The cumulative effect of high engagement levels among both male and female employees can positively impact the financial performance of an organization. Increased productivity, innovation, and customer satisfaction often translate into improved financial outcomes. In conclusion, both male and female employees' engagement is integral to organizational success. A diverse and engaged workforce contributes to a positive workplace culture, enhances performance, and positions the organization for long-term sustainability in a competitive business environment.

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