

Digital Transformation in Employee Engagement and Its Impact on Organizational Commitment: Evidence from Construction Companies in the UAE

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Abstract:

The construction industry in the United Arab Emirates (UAE) is undergoing a profound shift driven by digital transformation, reshaping how organizations manage their human capital. This study investigates the relationship between digital transformation in employee engagement practices and organizational commitment among employees in UAE construction companies. Specifically, it examines how digitally mediated engagement tools—including HR information systems, digital communication platforms, mobile workforce applications, and data-driven performance management—influence the affective, normative, and continuance dimensions of organizational commitment. A quantitative research design was adopted, employing a structured questionnaire distributed to 320 employees across twelve construction firms in Dubai and Abu Dhabi. Descriptive statistics, correlation analysis, multiple regression, and one-way ANOVA were employed for data analysis using SPSS v26. Findings reveal a statistically significant positive relationship between digital transformation in employee engagement and overall organizational commitment ($r = 0.714$, $p < 0.01$). Affective commitment demonstrated the strongest association with digital engagement practices ($\beta = 0.612$), followed by normative commitment ($\beta = 0.487$) and continuance commitment ($\beta = 0.341$). The study concludes that organizations that strategically integrate digital tools into their engagement frameworks are more likely to foster loyal, committed, and motivated workforces. These insights offer actionable guidance for HR practitioners and organizational leaders navigating the digital transition in the UAE construction sector.

Keywords:

Digital transformation, employee engagement, organizational commitment, UAE construction industry, HR technology.