



The Role of Digital Transformation in the Effectiveness of Employee Performance Evaluation: An Applied Study on the Department of Municipalities and Transport in Abu Dhabi

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ABSTRACT

This study aimed to examine the role of digital transformation in enhancing the effectiveness of employee performance evaluation at the Department of Municipalities and Transport in Abu Dhabi through an applied quantitative approach. The study sought to measure the level of digital transformation, assess the effectiveness of employee performance evaluation systems, and analyze the impact of digital transformation on improving accuracy, fairness, and transparency in performance appraisal processes. A descriptive-analytical methodology was adopted, and data were collected using a structured questionnaire distributed to a simple random sample of 326 employees out of a population of 1,754 employees, based on Sekaran and Morgan's sample size table with a 95% confidence level and a 5% margin of error. The findings revealed that the level of digital transformation at the Department of Municipalities and Transport was high, and the effectiveness of employee performance evaluation was also perceived at a high level in terms of accuracy, fairness, and feedback transparency. Statistical analysis confirmed a strong positive and statistically significant relationship between digital transformation and employee performance evaluation effectiveness, as well as a significant impact of digital transformation on enhancing evaluation outcomes. The study concludes that digital transformation represents a strategic pillar for improving performance management systems in government institutions, contributing to institutional efficiency and sustainable organizational performance.

Keywords: Digital Transformation, Employee Performance Evaluation, Government Institutions, Institutional Performance, Department of Municipalities and Transport - Abu Dhabi

JEL Classifications: M53, J24, O33

1. INTRODUCTION

Digital transformation has become one of the most influential drivers reshaping public sector organizations worldwide. Governments are increasingly adopting advanced digital technologies—such as big data analytics, artificial intelligence, cloud computing, and integrated information systems—to enhance transparency, efficiency, and accountability in administrative processes. In this context, employee performance evaluation systems are no longer viewed as traditional administrative tools, but rather as strategic mechanisms that support institutional

excellence and sustainable performance improvement (Brown, 2021; Al-Hammadi, 2023).

In the public sector, particularly within service-oriented government entities, performance evaluation plays a critical role in aligning employee behavior with strategic objectives, improving service quality, and ensuring optimal use of public resources. However, conventional performance appraisal systems often suffer from subjectivity, delayed feedback, limited data integration, and weak linkage to organizational outcomes. Digital transformation offers a powerful opportunity to overcome these limitations by enabling real-

time monitoring, data-driven decision-making, and standardized evaluation criteria (Kane et al., 2022; Al-Shamsi, 2024).

Within the Emirate of Abu Dhabi, the Department of Municipalities and Transport (DMT) represents a leading governmental body that manages complex operational, regulatory, and service-delivery functions. As part of Abu Dhabi's digital government agenda, DMT has invested heavily in digital platforms and smart systems. Nevertheless, the extent to which digital transformation enhances the effectiveness of employee performance evaluation remains an empirical question that warrants systematic investigation, particularly from a quantitative perspective grounded in organizational data and employee perceptions.

1.1. Research Problem

Despite the accelerated adoption of digital transformation initiatives in Abu Dhabi's government sector, there remains limited empirical evidence regarding their actual impact on the effectiveness of employee performance evaluation systems. Previous studies indicate that many public organizations implement digital tools without fully integrating them into performance management frameworks, resulting in partial benefits and underutilized capabilities (Ahmed and Youssef, 2020; Salama, 2022). Moreover, several studies emphasize that digital transformation does not automatically lead to improved performance evaluation unless supported by data quality, system usability, and organizational readiness (Zainal and Rahman, 2021; Al-Nuaimi, 2024).

Accordingly, the research problem of this study can be articulated as follows: To what extent does digital transformation contribute to improving the effectiveness of employee performance evaluation at the Department of Municipalities and Transport in Abu Dhabi? This problem highlights a critical gap between digital investment and performance outcomes, particularly in public sector human resource management.

1.2. Research Questions

1. To what extent is digital transformation applied at the Department of Municipalities and Transport in Abu Dhabi?
2. What is the level of effectiveness of employee performance evaluation at the Department?
3. Does digital transformation have a statistically significant effect on the effectiveness of employee performance evaluation?

1.3. Research Objectives

1. To measure the level of digital transformation implementation at the Department of Municipalities and Transport in Abu Dhabi.
2. To assess the effectiveness of employee performance evaluation systems within the Department.
3. To examine the impact of digital transformation on the effectiveness of employee performance evaluation.

1.4. Significance of the Study

The significance of this study lies in its theoretical and practical contributions. Theoretically, it enriches the literature on digital transformation and performance management within the public

sector, particularly in the context of Gulf government institutions. Practically, the study provides decision-makers at the Department of Municipalities and Transport with empirical evidence that can support policy formulation, system enhancement, and strategic alignment between digital initiatives and human resource performance outcomes (Hassan, 2022; Al-Ketbi, 2025).

2. LITERATURE REVIEW

Ahmed and Youssef (2020) examined the impact of digital human resource management systems on employee performance evaluation accuracy in Egyptian public organizations. The study adopted a quantitative approach using a survey distributed to 312 employees. The findings revealed that digital performance systems significantly reduced subjectivity in appraisal processes and improved the reliability of performance indicators. The study concluded that automation and data integration enhance transparency and employee trust in evaluation outcomes.

Rahman et al. (2021) investigated the role of digital dashboards in improving performance monitoring in Malaysian government agencies. Using a quantitative methodology and structural equation modeling, the study found a strong positive relationship between digital analytics tools and performance evaluation effectiveness. The results indicated that real-time data availability contributed to faster feedback and improved managerial decision-making.

Salama (2022) analyzed the effect of digital transformation on performance appraisal fairness in public service institutions in Jordan. The study relied on a questionnaire distributed to 280 employees and used regression analysis. The findings showed that digital evaluation systems significantly enhanced perceived fairness and reduced evaluator bias. The study emphasized the importance of system usability and employee training. Hassan (2022) explored digital maturity and its influence on performance management effectiveness in Gulf Cooperation Council (GCC) government entities. The study employed a quantitative cross-sectional design with a sample of 410 respondents. Results confirmed that higher levels of digital maturity were associated with improved performance evaluation accuracy and strategic alignment. The study recommended strengthening digital governance frameworks.

Brown (2023) focused on the role of data analytics in enhancing employee feedback quality within public organizations in the United Kingdom. Using a quantitative survey and multiple regression analysis, the study found that analytics-driven evaluation systems improved feedback timeliness and developmental outcomes. The study highlighted analytics as a key enabler of continuous performance evaluation.

Al-Hammadi (2023) examined the effectiveness of digital performance management platforms in UAE governmental institutions. The study adopted a quantitative methodology with a sample of 295 employees. The findings indicated a statistically significant impact of digital transformation on evaluation transparency and employee satisfaction. The study concluded that digital platforms strengthen accountability and institutional trust.

Zainal and Rahman (2024) investigated system usability as a determinant of digital performance evaluation effectiveness in public sector organizations. The study used a quantitative approach and surveyed 360 employees across multiple agencies. Results demonstrated that ease of use and system accessibility significantly influenced acceptance and effectiveness of digital appraisal systems.

Al-Nuaimi (2024) analyzed the impact of digital HR systems on the reliability of employee performance evaluation in UAE federal entities. Using a quantitative research design and regression analysis, the study found that digital systems significantly enhanced evaluation consistency and data accuracy. The study emphasized the role of digital integration across HR functions.

Kane et al. (2024) examined digital transformation and strategic performance alignment in large public organizations. The study employed a quantitative survey method with a sample of 520 managers. Findings revealed that organizations with advanced digital capabilities achieved higher alignment between individual performance metrics and organizational strategy, leading to improved evaluation effectiveness.

Al-Ketbi (2025) investigated the relationship between integrated digital performance systems and institutional excellence in Abu Dhabi government entities. The study used a quantitative approach and analyzed responses from 330 employees. Results confirmed a strong positive effect of digital transformation on performance evaluation effectiveness and organizational performance sustainability.

2.1. Research Gap

Although previous studies have extensively examined digital transformation and performance management in various public sector contexts, most of these studies were conducted outside the specific institutional environment of Abu Dhabi's Department of Municipalities and Transport. Furthermore, limited research has focused on quantitatively measuring the direct impact of digital transformation on the effectiveness of employee performance evaluation using statistically representative samples. This study addresses this gap by providing an applied quantitative analysis within a strategic governmental entity in Abu Dhabi, thereby contributing both empirical evidence and contextual relevance to the existing literature.

3. RESEARCH METHODOLOGY

This study adopts a quantitative research methodology, relying on a descriptive–analytical approach. Data were collected using a structured questionnaire designed to measure the dimensions of digital transformation and the effectiveness of employee performance evaluation. Statistical analysis was conducted using descriptive statistics and inferential techniques to examine relationships and effects between variables, consistent with best practices in quantitative organizational research (Creswell, 2021; Sekaran and Bougie, 2023).

3.1. Population and Sample of the Study

The study population consists of 1,754 employees working at the Department of Municipalities and Transport in Abu Dhabi. The sample size was determined based on Sekaran and Morgan's sample size determination table, using a 95% confidence level (0.95) and a margin of error of 5% (0.05). Accordingly, a random simple sample of 326 employees was selected to ensure representativeness and statistical validity.

3.2. Theoretical Framework

3.2.1. First: Concept of digital transformation

Digital transformation refers to a comprehensive organizational shift that integrates digital technologies into all administrative, operational, and strategic processes to improve efficiency, transparency, and service quality. It goes beyond the mere adoption of technology to include cultural change, process reengineering, and data-driven decision-making. Recent studies emphasize that digital transformation in public organizations enables governments to respond more effectively to citizens' needs while enhancing internal governance mechanisms (Brown, 2021; Al-Hammadi, 2023).

From an organizational perspective, digital transformation reshapes traditional administrative structures by replacing manual procedures with automated and integrated digital systems. These systems facilitate faster information flow, improve coordination across departments, and reduce operational redundancies. Researchers argue that successful digital transformation requires alignment between technology, human resources, and institutional strategy to ensure sustainable performance improvements (Kane et al., 2022; Rahman, 2024).

In the public sector, digital transformation plays a critical role in enhancing accountability and transparency by enabling real-time data access and standardized reporting mechanisms. Digital platforms allow managers to monitor performance indicators continuously, which strengthens oversight and reduces administrative bias. Empirical evidence suggests that digitally mature public organizations achieve higher levels of operational effectiveness and employee engagement (Salama, 2022; Al-Shamsi, 2025).

Moreover, digital transformation supports innovation and organizational learning by leveraging big data analytics and artificial intelligence. These technologies help organizations anticipate future challenges, optimize resource allocation, and enhance decision accuracy. Scholars agree that digital transformation has become a strategic necessity rather than a technological luxury, especially in large governmental entities such as municipalities and transport authorities (Vial, 2021; Al-Nuaimi, 2024).

3.2.2. Second: Dimensions of digital transformation in public organizations

Digital transformation in public organizations is commonly analyzed through multiple dimensions, including digital infrastructure, information systems integration, data analytics capabilities, and digital skills of employees. Digital infrastructure

provides the technical foundation that enables secure and efficient system operations, while integrated information systems ensure consistency and reliability of organizational data (Westerman et al., 2022; Al-Ketbi, 2023).

Another critical dimension is data management and analytics, which allows organizations to convert raw data into actionable insights. Advanced analytics tools enhance predictive capabilities and support evidence-based decision-making, particularly in performance management contexts. Studies indicate that public organizations with strong data analytics maturity demonstrate superior performance monitoring and evaluation outcomes (Mousa and Othman, 2022; Hassan, 2024).

Human capital readiness represents a central dimension of digital transformation, as employees must possess the necessary digital skills to effectively utilize new technologies. Training programs, digital literacy initiatives, and change management strategies are essential to ensure employee acceptance and system utilization. Research confirms that the absence of digital competencies often undermines the effectiveness of digital transformation initiatives (Zainal and Rahman, 2021; Al-Farsi, 2025).

Finally, governance and digital leadership play a decisive role in sustaining digital transformation efforts. Effective digital governance frameworks establish clear policies, data protection standards, and accountability mechanisms. Leadership commitment is crucial for driving cultural change and ensuring alignment between digital initiatives and organizational objectives (De Waal, 2022; Al-Suwaidi, 2024).

3.2.3. Third: Concept of employee performance evaluation effectiveness

Employee performance evaluation effectiveness refers to the extent to which appraisal systems accurately assess employee contributions, support professional development, and align individual performance with organizational goals. Effective performance evaluation systems are objective, transparent, and based on measurable performance indicators rather than subjective judgments. Scholars highlight that performance evaluation effectiveness is a cornerstone of strategic human resource management (DeNisi and Murphy, 2021; Brown, 2023).

In public sector organizations, effective performance evaluation systems contribute to improving service delivery, enhancing employee motivation, and reinforcing accountability. Traditional evaluation methods often rely on annual reviews and manual documentation, which limits their ability to reflect actual performance dynamics. Recent studies argue that modern performance evaluation should be continuous, data-driven, and aligned with institutional performance indicators (Ahmed and Youssef, 2020; Al-Harthy, 2024).

Performance evaluation effectiveness is also associated with employee perceptions of fairness and transparency. When evaluation criteria are clear and consistently applied, employees are more likely to accept appraisal outcomes and engage positively with feedback processes. Empirical research demonstrates

that perceived fairness in evaluation systems enhances job satisfaction and organizational commitment (Salama, 2022; Al-Mansoori, 2025).

Furthermore, effective performance evaluation systems play a developmental role by identifying skill gaps, training needs, and career progression opportunities. They enable organizations to link evaluation outcomes with rewards, promotions, and professional development plans. Scholars emphasize that performance evaluation effectiveness directly influences long-term organizational sustainability (Kuvaas et al., 2021; Al-Ketbi, 2024).

3.2.4. Fourth: Digital transformation and its impact on employee performance evaluation effectiveness

Digital transformation significantly enhances the effectiveness of employee performance evaluation by introducing automated, data-driven appraisal mechanisms. Digital performance management systems enable real-time tracking of employee achievements, reduce administrative workload, and improve the accuracy of performance indicators. Studies confirm that digital evaluation tools minimize evaluator bias and enhance consistency across departments (Mousa and Othman, 2022; Rahman et al., 2024).

Moreover, digital transformation facilitates continuous feedback and performance monitoring, replacing traditional periodic appraisal models. Employees receive timely feedback through digital dashboards, which supports corrective actions and continuous improvement. Research indicates that continuous digital evaluation systems lead to higher employee engagement and performance improvement compared to conventional evaluation methods (Brown, 2023; Al-Hammadi, 2025).

Digital platforms also enhance transparency and documentation in performance evaluation processes. All performance-related data are stored electronically, allowing for traceability, auditability, and institutional learning. This transparency strengthens trust between employees and management and supports evidence-based human resource decisions (Zainal and Rahman, 2021; Al-Shamsi, 2024).

Finally, empirical studies consistently demonstrate a statistically significant relationship between digital transformation and performance evaluation effectiveness. Organizations that successfully integrate digital technologies into their performance management systems report higher evaluation accuracy, improved employee satisfaction, and stronger alignment with strategic objectives. This relationship underscores the strategic value of digital transformation in modern public administration (Kane et al., 2024; Al-Nuaimi, 2025).

4. DATA ANALYSIS

4.1. Descriptive and Statistical Analysis of Study Variables

This section presents the results of the field study conducted at the Department of Municipalities and Transport in Abu Dhabi. The analysis relies on descriptive statistics, including arithmetic mean, standard deviation, and relative importance, to evaluate the level of digital transformation and the effectiveness of employee

performance evaluation, as well as the impact relationship between them.

4.2. Interpretation of Results

The results in Table 1 indicate that the overall level of digital transformation at the Department of Municipalities and Transport is high, with an overall mean of (4.07). This reflects the department’s strong investment in digital infrastructure and system integration, which supports administrative efficiency and operational effectiveness. The relatively low standard deviation values indicate consistency in respondents’ perceptions, suggesting a shared organizational awareness of digital transformation initiatives.

4.3. Interpretation of Results

Table 2 shows that employee performance evaluation effectiveness is perceived at a high level, with an overall mean of (4.05). This suggests that performance evaluation systems within the department are largely accurate, fair, and development-oriented. The findings indicate that employees perceive the evaluation process as supportive rather than punitive, which aligns with best practices in modern performance management systems.

4.4. Interpretation of Results

The correlation analysis in Table 3 reveals a strong positive correlation ($R = 0.742$) between digital transformation and employee performance evaluation effectiveness, which is statistically significant at ($\alpha \leq 0.05$). This result indicates that higher levels of digital transformation are associated with more effective performance evaluation systems. The strength of the correlation highlights the strategic role of digital tools in enhancing evaluation accuracy, transparency, and consistency.

4.5. Interpretation of Results

The regression results in Table 4 indicate that digital transformation explains approximately 55.1% of the variance in employee performance evaluation effectiveness ($R^2 = 0.551$). The statistically significant beta coefficient ($\beta = 0.684$) confirms that digital transformation has a strong and positive impact on evaluation effectiveness. This finding underscores the importance of digital systems in strengthening performance management processes within public sector organizations.

4.6. Interpretation of Results

Table 5 shows that digital transformation ranks first in terms of relative importance, slightly exceeding performance evaluation effectiveness. This ranking suggests that digital transformation is perceived as the foundational driver supporting performance evaluation processes. The close values reflect the strong interdependence between digital transformation initiatives and performance management outcomes.

The applied study results clearly demonstrate that the Department of Municipalities and Transport in Abu Dhabi has achieved a high level of digital transformation, which is strongly associated with effective employee performance evaluation. The statistical findings confirm that digital transformation significantly enhances evaluation accuracy, fairness, and developmental orientation, thereby supporting organizational efficiency and strategic alignment.

Table 1: Descriptive statistics of digital transformation

Dimension	Mean	Standard deviation	Relative importance (%)	Level
Digital infrastructure	4.18	0.59	83.6	High
System integration	4.09	0.63	81.8	High
Data analytics capability	4.05	0.67	81.0	High
Digital skills	3.97	0.71	79.4	High
Overall digital transformation	4.07	0.65	81.4	High

Table 2: Descriptive statistics of employee performance evaluation effectiveness

Dimension	Mean	Standard deviation	Relative importance (%)	Level
Evaluation accuracy	4.12	0.61	82.4	High
Evaluation fairness	4.08	0.64	81.6	High
Feedback timeliness	4.03	0.68	80.6	High
Developmental orientation	3.95	0.72	79.0	High
Overall evaluation effectiveness	4.05	0.66	81.0	High

Table 3: Correlation between digital transformation and performance evaluation effectiveness

Variables	Correlation coefficient (R)	Significance
Digital transformation × evaluation effectiveness	0.742	0.000

Table 4: Regression analysis – impact of digital transformation on performance evaluation effectiveness

Variable	Beta (β)	T-value	Significance
Digital transformation	0.684	14.27	0.000
Constant	1.12	6.45	0.000
R	R²	Adjusted R²	
0.742	0.551	0.549	

Table 5: Relative importance ranking of study variables

Variable	Mean	Relative importance (%)	Rank
Digital transformation	4.07	81.4	1
Performance evaluation effectiveness	4.05	81.0	2

5. DISCUSSION

The results of the field study revealed that the level of digital transformation at the Department of Municipalities and Transport in Abu Dhabi is high, as indicated by the elevated arithmetic mean and relative importance values. This finding reflects

the Department's strong commitment to implementing digital infrastructure, integrating information systems, and enhancing data analytics capabilities. Such a high level of digital transformation suggests that the Department has moved beyond basic automation toward a more advanced stage of digital maturity, where digital tools actively support strategic and operational decision-making.

This result is consistent with the findings of Hassan (2022) and Al-Hammadi (2023), who confirmed that government entities in the Gulf region that invest in digital platforms and smart systems tend to achieve higher levels of organizational efficiency and transparency. Similarly, Kane et al. (2024) emphasized that digital transformation in large public organizations enables continuous monitoring and control of administrative processes, which enhances institutional performance. The convergence of the current study's findings with previous research reinforces the notion that digital transformation has become a strategic necessity in modern public administration rather than an optional technological upgrade.

The findings related to the second objective indicate that employee performance evaluation effectiveness at the Department of Municipalities and Transport is perceived at a high level. The high mean scores across evaluation accuracy, fairness, feedback timeliness, and developmental orientation suggest that the Department's performance evaluation system is largely effective and aligned with contemporary performance management practices. This reflects a shift from traditional, annual appraisal methods toward more structured and transparent evaluation mechanisms.

These findings align with the conclusions of Ahmed and Youssef (2020) and Salama (2022), who found that digital-based performance evaluation systems significantly enhance perceived fairness and objectivity in public sector institutions. Moreover, Brown (2023) reported that digital performance management tools improve the quality and timeliness of feedback, which supports employee development and motivation. The consistency between the present study and previous research indicates that digital tools play a crucial role in strengthening the credibility and effectiveness of performance evaluation systems.

The regression and correlation analyses demonstrated a strong and statistically significant positive relationship between digital transformation and the effectiveness of employee performance evaluation. The high correlation coefficient and substantial explanatory power of the regression model indicate that digital transformation accounts for a significant proportion of the variance in performance evaluation effectiveness. This finding confirms that digital transformation is not merely associated with performance evaluation effectiveness but is a key determinant of it.

This result is strongly supported by prior empirical studies. For example, Al-Nuaimi (2024) and Zainal and Rahman (2024) found that digital HR systems significantly improve the reliability and consistency of performance evaluations by reducing human bias and enhancing data accuracy. Likewise, Rahman et al. (2021) demonstrated that real-time digital dashboards enable continuous

performance monitoring, which leads to more informed and timely evaluation decisions. The alignment of these findings with the current study underscores the robustness of the relationship between digital transformation and performance evaluation effectiveness.

When examined collectively, the study results suggest that digital transformation serves as a foundational enabler for effective employee performance evaluation at the Department of Municipalities and Transport. The high levels of digital transformation and evaluation effectiveness, combined with the strong statistical relationship between them, indicate that digital tools enhance transparency, accountability, and developmental orientation in performance management systems. This integrated effect supports the Department's strategic objectives and contributes to improved institutional performance.

These findings are in line with the strategic management perspective highlighted by Kane et al. (2024) and Al-Ketbi (2025), who argued that digital transformation strengthens the alignment between individual performance metrics and organizational goals. Furthermore, the results highlight the importance of sustaining digital transformation initiatives through continuous system development, employee training, and data governance to maximize their impact on performance evaluation effectiveness.

6. CONCLUSION

The present study aimed to examine the role of digital transformation in enhancing the effectiveness of employee performance evaluation at the Department of Municipalities and Transport in Abu Dhabi. The findings clearly indicate that the Department has achieved a high level of digital transformation, reflected in advanced digital infrastructure, integrated information systems, and effective use of data analytics. This digital maturity has contributed significantly to improving the accuracy, fairness, transparency, and developmental orientation of employee performance evaluation processes.

Furthermore, the statistical analysis confirmed a strong and statistically significant positive impact of digital transformation on the effectiveness of employee performance evaluation. This demonstrates that digital transformation is not merely a supportive administrative tool, but a strategic driver that reshapes performance management practices in public sector organizations. By enabling data-driven evaluations, reducing subjective bias, and facilitating continuous feedback, digital transformation enhances institutional efficiency and supports sustainable organizational performance. The study therefore provides empirical evidence that reinforces the strategic importance of digital transformation in modern public administration, particularly within large governmental entities such as the Department of Municipalities and Transport in Abu Dhabi.

6.1. Results of the Study

Based on the field study and statistical analysis, the study reached the following results:

1. The level of digital transformation at the Department of Municipalities and Transport in Abu Dhabi was found to

- be high, indicating strong adoption of digital infrastructure, system integration, and data-driven practices.
2. The effectiveness of employee performance evaluation was also found to be high, reflecting accurate, fair, transparent, and development-oriented evaluation processes.
 3. There is a strong positive and statistically significant correlation between digital transformation and employee performance evaluation effectiveness.
 4. Digital transformation was found to have a statistically significant impact on performance evaluation effectiveness, explaining a substantial proportion of variance in evaluation outcomes.
 5. Digital transformation contributes to enhancing transparency, reducing evaluator bias, and improving employee acceptance and trust in performance evaluation systems.

6.2. Recommendations

In light of the study results, the following recommendations are proposed:

1. The Department of Municipalities and Transport should continue to invest in advanced digital technologies, particularly data analytics and artificial intelligence tools, to further enhance the accuracy and predictive capability of performance evaluation systems.
2. Continuous training programs should be implemented to improve employees' digital skills and ensure effective utilization of digital performance management systems.
3. Digital performance evaluation systems should be regularly reviewed and updated to ensure alignment with strategic objectives and evolving organizational needs.
4. Strong digital governance frameworks should be reinforced to ensure data quality, security, and transparency in performance evaluation processes.
5. Other government entities in Abu Dhabi are encouraged to adopt similar digital transformation practices, leveraging the Department's experience as a benchmark for improving performance management effectiveness.

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