

Digital Transformation and Job Satisfaction in the Sharjah Government: The Mediating Roles of Service Quality and Strategic Alignment

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Abstract

This study examines the effect of Technology Adoption on Job Satisfaction in the Sharjah Government, with HR Service Quality and Strategic Alignment tested as mediating variables. Drawing on the literature on digital transformation, e-HRM, service quality, strategic alignment, and public-sector job satisfaction, the study developed and tested a conceptual framework linking Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction. Data were collected through a structured questionnaire from employees in Sharjah public-sector organisations who had experience with HR-related digital systems. After data screening, 519 usable responses were retained for analysis. The measurement model confirmed satisfactory reliability, convergent validity, and discriminant validity. The structural model results showed that Technology Adoption had a positive and significant effect on Job Satisfaction, HR Service Quality, and Strategic Alignment. HR Service Quality and Strategic Alignment also had positive and significant effects on Job Satisfaction. In addition, both HR Service Quality and Strategic Alignment significantly mediated the relationship between Technology Adoption and Job Satisfaction, with HR Service Quality showing the stronger mediating effect. The model explained 29.1% of the variance in Job Satisfaction. The findings indicate that HR digital transformation can improve employee satisfaction when digital systems enhance HR service delivery and are aligned with

organisational goals. The study contributes to public-sector digital transformation and e-HRM literature by showing how technology adoption affects job satisfaction through service-oriented and strategic organisational mechanisms.

Keywords: technology adoption, job satisfaction, HR Service Quality, Strategic Alignment, digital transformation

1. Introduction

Technology adoption has become an important driver of transformation in public-sector human resource management. Governments increasingly rely on digital HR systems to improve internal service delivery, enhance responsiveness, and support more efficient employee-related processes. In the UAE, public-sector digital transformation has advanced rapidly, and recent evidence shows that technology initiatives can improve service outcomes when they are implemented in a structured and strategically aligned manner (Alzarooni et al., 2024). However, although technology adoption is often expected to improve organisational performance and employee experience, its specific effect on job satisfaction remains insufficiently understood.

Existing studies suggest that digitalisation can positively influence job satisfaction when it improves work efficiency, service accessibility, autonomy, and employee support (Bolli & Pusterla, 2022; Fleischer & Wanckel, 2023). In the public-sector context, Waladali and Rabaiah (2022) found that e-government maturity was positively associated with public servants' job satisfaction. However, technology adoption does not automatically lead to higher satisfaction. If digital systems are poorly implemented, weakly supported, or disconnected from organisational needs, they may increase stress, uncertainty, or resistance among employees (Lane et al., 2023; Ren & Chowdhury, 2025). This indicates that the relationship between technology adoption and job satisfaction may depend on the organisational mechanisms through which technology is experienced by employees.

One important mechanism is HR Service Quality. Technology adoption may improve job satisfaction when it enhances the speed, reliability, accessibility, and responsiveness of HR services. Recent e-HRM research suggests that digital HR systems can strengthen HRM service quality and employee-related outcomes when they are designed around service effectiveness and user needs (Shahreki et al., 2024; El Saeed et al., 2025). However, limited research has examined whether HR Service Quality explains how technology adoption contributes to job satisfaction in public-sector HR settings.

Another important mechanism is Strategic Alignment. Technology adoption is more likely to generate positive employee outcomes when HR digital initiatives are aligned with organisational goals, employee needs, and wider public-sector priorities. Strategic alignment ensures that technology is not treated merely as an operational tool, but as a strategic capability that supports organisational direction and service improvement (Coltman et al., 2015; Queiroz et al., 2020). Nevertheless, the mediating role of Strategic Alignment between technology adoption and job satisfaction remains underexplored, particularly in UAE public-sector organisations.

In the UAE context, job satisfaction remains a critical issue because it is closely linked to employee commitment, organisational performance, and turnover intention (Zeffane, 2017). Recent evidence also shows that job satisfaction among UAE public-sector employees is shaped by multiple organisational and contextual factors (AlMarzooqi et al., 2025). Yet, existing studies have not sufficiently explained how technology adoption affects job satisfaction through HR Service Quality and Strategic Alignment, especially within the

Government of Sharjah.

Therefore, the problem addressed in this study is the limited empirical understanding of the effect of Technology Adoption on Job Satisfaction and the extent to which this relationship is mediated by HR Service Quality and Strategic Alignment. To address this gap, the study develops a conceptual framework that models the relationship between Technology Adoption and Job Satisfaction, with HR Service Quality and Strategic Alignment positioned as mediating variables. This framework explains not only whether technology adoption affects job satisfaction, but also how this effect occurs through improved service quality and stronger alignment between HR digital initiatives and organisational objectives.

By focusing on the HR Development Department of the Government of Sharjah, this study provides context-specific evidence on how HR technology adoption can enhance employee satisfaction. The findings are expected to contribute to e-HRM and public-sector digital transformation literature while offering practical guidance for designing technology-enabled HR systems that improve service quality, strengthen strategic alignment, and support a more satisfied public-sector workforce.

2. Literature Review

2.1 Technology Adoption in Public-Sector Human Resource Management

Technology adoption has become a central issue in public-sector human resource management as governments increasingly use digital systems to improve service delivery, administrative efficiency, and employee support. In HRM, technology adoption refers to the extent to which employees and organisations accept, use, and integrate digital tools into HR-related functions such as employee services, communication, performance management, training, and administrative processes. The Technology Acceptance Model explains adoption through users' perceptions of usefulness and ease of use (Davis, 1989), while the Unified Theory of Acceptance and Use of Technology extends this view by emphasising performance expectancy, effort expectancy, social influence, and facilitating conditions (Venkatesh et al., 2003).

In public-sector organisations, technology adoption is particularly important because digital systems are expected to improve not only operational efficiency but also the quality of internal and external services. Recent research shows that digital transformation in the UAE public sector has produced important benefits, including improved responsiveness, service innovation, and administrative modernisation (Alzarooni et al., 2024). Similarly, e-HRM studies suggest that digital HR systems can improve HR service delivery when they are properly implemented and aligned with organisational needs (Shahreki et al., 2024; Zhou et al., 2022). However, technology adoption alone does not guarantee positive employee outcomes. Its effectiveness depends on how employees experience the system, whether the system improves work processes, and whether it supports broader organisational priorities.

2.2 Job Satisfaction in Public-Sector Organisations

Job satisfaction is commonly understood as employees' positive emotional and evaluative

response to their job and work environment (Locke, 1969). It is an important employee outcome because satisfied employees are more likely to remain committed, perform effectively, and contribute positively to organisational objectives. In public-sector organisations, job satisfaction is especially important because government entities depend on stable, motivated, and service-oriented employees to deliver public value.

Previous studies show that job satisfaction is influenced by organisational support, HR practices, leadership, fairness, work conditions, and employee perceptions of organisational performance (Al Kurdi et al., 2021; Elrehail et al., 2020; Jo & Shin, 2025). In the UAE context, Zeffane (2017) found that job satisfaction is closely related to perceived organisational performance and turnover intention. More recent evidence also shows that job satisfaction among UAE public-sector employees is shaped by multiple organisational and contextual factors (AlMarzooqi et al., 2025). These findings suggest that job satisfaction in public-sector settings should be examined not only as an individual attitude but also as an outcome of organisational systems, including HR digitalisation.

2.3 Technology Adoption and Job Satisfaction

The relationship between technology adoption and job satisfaction has received growing attention in recent research. Digital technologies can improve job satisfaction by increasing work efficiency, reducing administrative burden, improving access to information, and supporting employee autonomy. Bolli and Pusterla (2022) found that digitalisation can positively influence workers' job satisfaction, particularly when it enhances task efficiency and work autonomy. Fleischer and Wanckel (2023) also showed that digital transformation in the public sector can influence job satisfaction through changes in job autonomy.

In the public-sector context, Waladali and Rabaiah (2022) found that e-government maturity had a positive effect on public servants' job satisfaction. This suggests that more mature digital systems may improve employees' work experience by making public administration more efficient and responsive. However, the effect of technology adoption is not always positive. New technologies, including AI-enabled systems, may create stress, uncertainty, or resistance when employees feel unsupported or when systems are poorly integrated into daily work (Lane et al., 2023; Ren & Chowdhury, 2025). Therefore, technology adoption may affect job satisfaction both directly and indirectly, depending on the organisational conditions that shape employees' experience of digital systems. Based on this discussion, the study proposes that Technology Adoption has a positive effect on Job Satisfaction.

2.4 HR Service Quality as a Mediating Mechanism

Service quality refers to users' evaluation of the reliability, responsiveness, assurance, empathy, and tangibility of services received (Parasuraman et al., 1988). In digital service environments, service quality also includes system accessibility, efficiency, ease of use, and the quality of electronic interactions (Parasuraman et al., 2005). Within HRM, HR Service Quality reflects employees' perceptions of how effectively HR services meet their needs in terms of speed, reliability, responsiveness, accessibility, and usefulness.

Technology adoption can improve HR Service Quality by simplifying HR processes,

reducing waiting times, improving access to HR information, and enabling more consistent service delivery. Recent e-HRM research indicates that digital HR systems can deliver better HR services when they are designed around employee needs and service effectiveness (Shahreki et al., 2024). El Saeed et al. (2025) further suggest that HRM service quality plays an important role in explaining the relationship between electronic HRM and perceived organisational outcomes.

HR Service Quality is also closely linked to job satisfaction. Abdullah et al. (2021) found that internal service quality positively affects employee job satisfaction, commitment, and performance. This indicates that employees are more likely to feel satisfied when internal organisational services support their work effectively. Therefore, in the context of HR technology adoption, HR Service Quality may explain how digital HR systems influence Job Satisfaction. Technology adoption may not improve satisfaction simply because systems are introduced, but because those systems improve the quality of HR services experienced by employees. Accordingly, this study positions HR Service Quality as a mediating variable between Technology Adoption and Job Satisfaction.

2.5 Strategic Alignment as a Mediating Mechanism

Strategic Alignment refers to the extent to which technology initiatives are consistent with organisational goals, priorities, and operational needs. In information systems research, strategic alignment has long been viewed as a critical factor in determining whether technology investments produce organisational value (Coltman et al., 2015). When digital initiatives are aligned with strategy, they are more likely to support performance, improve decision-making, and strengthen organisational capabilities.

In HRM, strategic alignment means that HR technologies should not be implemented merely as technical tools, but as part of a broader strategy to improve HR performance, employee experience, and organisational effectiveness. Queiroz et al. (2020) argue that alignment between IT portfolios and business strategy contributes to organisational value. Similarly, Pashutan et al. (2022) show that IT resources and strategic alignment can improve organisational performance. These findings suggest that technology adoption becomes more meaningful when digital systems are connected to strategic objectives.

Strategic Alignment may also influence Job Satisfaction because employees are more likely to value digital systems when they perceive them as purposeful, coherent, and supportive of organisational goals. Poorly aligned technologies may create confusion, duplication, or frustration, while strategically aligned technologies can improve clarity, coordination, and confidence in organisational direction. Therefore, Strategic Alignment may serve as a second pathway through which Technology Adoption affects Job Satisfaction. Accordingly, this study proposes that Strategic Alignment mediates the relationship between Technology Adoption and Job Satisfaction.

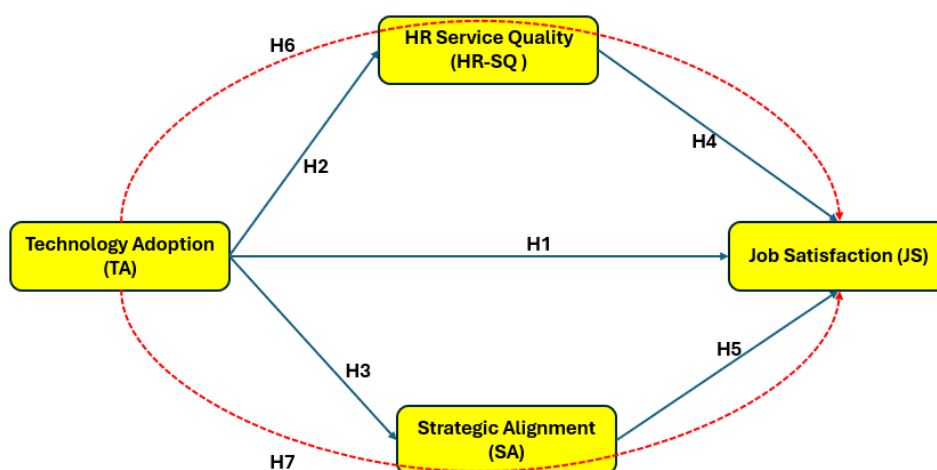
2.6 Research Gap and Conceptual Framework Development

Previous studies provide valuable insights into technology adoption, job satisfaction, HR service quality, and strategic alignment. However, the existing literature remains fragmented.

Some studies focus mainly on technology adoption and user acceptance (Davis, 1989; Venkatesh et al., 2003), while others examine the relationship between digitalisation and job satisfaction (Bolli & Pusterla, 2022; Fleischer & Wanckel, 2023; Waladali & Rabaiah, 2022). In addition, HR service quality and strategic alignment have often been examined as separate organisational factors rather than as mechanisms that may explain how technology adoption influences employee outcomes (El Saeed et al., 2025; Queiroz et al., 2020; Shahreki et al., 2024). As a result, limited research has integrated these constructs into a single conceptual model that explains both the direct and indirect effects of Technology Adoption on Job Satisfaction.

This gap is particularly relevant in the UAE public-sector context, where digital transformation is progressing rapidly, but employee-level outcomes remain comparatively underexplored. Although recent UAE studies have examined public-sector digital transformation and job satisfaction separately (AlMarzooqi et al., 2025; Alzarooni et al., 2024), there is still limited empirical evidence on how HR technology adoption contributes to job satisfaction through organisational mechanisms such as HR Service Quality and Strategic Alignment.

To address this gap, the present study develops the conceptual framework shown in Figure 1. The framework models the direct relationship between Technology Adoption and Job Satisfaction, while positioning HR Service Quality and Strategic Alignment as mediating variables. Specifically, the model proposes that Technology Adoption directly influences Job Satisfaction. It also proposes that Technology Adoption indirectly influences Job Satisfaction by improving HR Service Quality and strengthening Strategic Alignment. Thus, the framework provides the theoretical basis for testing the direct hypotheses H1 to H5 and the mediation hypotheses H6 and H7.



HR Development Department of the Government of Sharjah

Figure 1. The conceptual framework

3. Methodology of Data Collection

Data for this study were collected using a structured questionnaire designed to measure employees' perceptions of Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction. A quantitative survey design was considered appropriate because the study examined employee-level perceptions across Sharjah public-sector organisations and aimed to test direct and mediating relationships among latent constructs. Questionnaire-based designs are widely used in business and management research because they allow standardised data to be collected from a defined population and analysed statistically (Sekaran & Bougie, 2019; Saunders et al., 2020).

3.1 Population and Sampling Procedure

The target population consisted of employees working in Sharjah public-sector organisations who had experience with HR-related digital systems or services. These included HR employees who provide HR services through digital platforms and non-HR employees who use HR technologies such as employee self-service portals, e-HR applications, digital training platforms, and electronic performance-management systems. The unit of analysis was the individual employee, as the study focused on employees' perceptions of technology adoption, HR service quality, strategic alignment, and job satisfaction.

A proportionate stratified sampling approach was used to improve representativeness across government entities, departments, and job levels. Stratification was appropriate because employees in Sharjah public-sector organisations may differ in their exposure to HR digital systems depending on their department, role, and organisational level. Therefore, the survey was distributed across different employee categories to ensure that both HR staff and general employees were represented. Where direct random selection was not fully possible due to organisational access restrictions, the researcher used a stratified distribution approach through HR focal persons to ensure proportional coverage across relevant groups.

3.2 Questionnaire Development and Scale Sources

The questionnaire consisted of two main sections. The first section collected general respondent information, while the second section measured the four main study constructs: Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction. The instrument included 39 substantive questionnaire items, excluding the respondent identification field.

The questionnaire items were developed based on established theories and prior empirical studies. Items measuring Technology Adoption were informed by the Technology Acceptance Model and UTAUT literature, particularly perceived usefulness, ease of use, facilitating conditions, and system acceptance (Davis, 1989; Venkatesh et al., 2003). HR Service Quality items were adapted from service quality and electronic service quality literature, focusing on reliability, responsiveness, accessibility, usefulness, and quality of service interaction (Parasuraman et al., 1988; Parasuraman et al., 2005). Strategic Alignment items were developed based on the strategic IT alignment literature, which emphasises the alignment between technology initiatives and organisational goals (Coltman et al., 2015; Queiroz et al.,

2020). Job Satisfaction items were informed by established job satisfaction literature, particularly employees' evaluative and emotional responses to their work environment (Locke, 1969).

All items were measured using a Likert-type scale, allowing respondents to indicate their level of agreement with each statement. This format is suitable for measuring perceptions, attitudes, and behavioural responses in organisational research (DeVellis, 2016). The questionnaire was reviewed to ensure clarity, relevance, and consistency with the study constructs. Where necessary, wording was adjusted to suit the Sharjah public-sector HR context while preserving the conceptual meaning of the original scales.

3.3 Survey Administration Procedure

The survey was administered using a mixed-mode approach to maximise coverage across government entities, departments, and job levels. The primary mode of data collection was online distribution through a secure survey platform such as Qualtrics or Google Forms. The survey link was circulated through official government email systems, HR departments, and internal HR portals. This approach was suitable because digital platforms are increasingly used in public-sector and HR service environments to support efficient communication and employee access to services (Alzarooni et al., 2024; Shahreki et al., 2024).

Where digital access was limited, printed questionnaires were distributed through HR focal persons and collected in sealed envelopes to preserve confidentiality. Each survey packet included an introductory cover page explaining the purpose of the study, voluntary participation, anonymity assurances, and estimated completion time. To improve the response rate, two reminders were issued approximately two and four weeks after the initial distribution, consistent with recommended practice for organisational survey administration (Saunders et al., 2020).

3.4 Ethical Considerations

Ethical requirements were strictly observed throughout the data collection process. Respondents received clear information about the study and were required to provide informed consent before participating. Participation was voluntary, and respondents were informed that they could withdraw from the survey at any time without penalty. No personally identifying information, such as names, staff numbers, or traceable identifiers, was collected.

All data were reported in aggregated form only to protect respondent confidentiality. The collected data were stored securely on password-protected devices and were accessible only to the researcher and supervisory team. These procedures are consistent with established ethical principles in business research, particularly voluntary participation, informed consent, anonymity, confidentiality, and secure handling of research data (Sekaran & Bougie, 2019; Saunders et al., 2020).

3.5 Data Screening and Final Dataset

Before analysis, the returned questionnaires were screened to ensure data quality and

suitability for structural equation modelling. The screening process involved checking for incomplete responses, duplicate entries, inconsistent response patterns, and obvious response irregularities. Responses with substantial missing data or clear irregularities were excluded from the analysis. This step was necessary because data screening improves the reliability of statistical results and ensures that the dataset is appropriate for SEM analysis (Hair et al., 2017; Hair et al., 2019).

After data screening, the final dataset contained 519 usable cases. Each case represented one respondent and included responses to the measurement items for the four study constructs. The achieved sample size was considered sufficient for structural equation modelling and mediation testing, as SEM requires an adequate sample size to produce stable estimates, reliable model assessment, and valid statistical inferences (Hair et al., 2017; Hair et al., 2019).

Overall, the data collection methodology provided a systematic and ethically sound basis for testing the proposed conceptual framework. The use of a structured questionnaire, stratified sampling procedure, validated scale sources, mixed-mode survey administration, and careful data screening produced a sufficiently large and relevant dataset for examining the direct and mediating effects among Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction.

4. Modelling the Conceptual Framework

This section presents the modelling of the conceptual framework developed to examine the effect of Technology Adoption on Job Satisfaction, mediated by HR Service Quality and Strategic Alignment. The framework is based on the theoretical and empirical arguments discussed in the literature review, which suggest that technology adoption may influence employee satisfaction both directly and indirectly through organisational mechanisms.

The model consists of four main constructs: Technology Adoption (TA), HR Service Quality (HR-SQ), Strategic Alignment (SA), and Job Satisfaction (JS). Technology Adoption is positioned as the independent variable, Job Satisfaction as the dependent variable, while HR Service Quality and Strategic Alignment are included as mediating variables. The model proposes that employees' adoption of HR digital systems can improve their job satisfaction directly, and also indirectly by enhancing the quality of HR services and strengthening the alignment between HR digital initiatives and organisational objectives.

The conceptual framework was tested using a two-stage analytical procedure. First, the measurement model was assessed to confirm the reliability and validity of the constructs. Second, the structural model was evaluated to examine the direct and indirect relationships among the constructs. This approach ensures that the constructs are measured adequately before testing the hypothesised relationships.

4.1 Measurement Model Assessment

The measurement model was assessed to confirm the reliability and validity of the constructs before examining the structural relationships. Since the study uses latent constructs, namely

Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction, it was necessary to ensure that the retained indicators adequately measured their respective constructs. The assessment focused on internal consistency reliability, convergent validity, and discriminant validity. Cronbach’s alpha and composite reliability were used to assess reliability, while average variance extracted (AVE) was used to assess convergent validity. Discriminant validity was examined using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT).

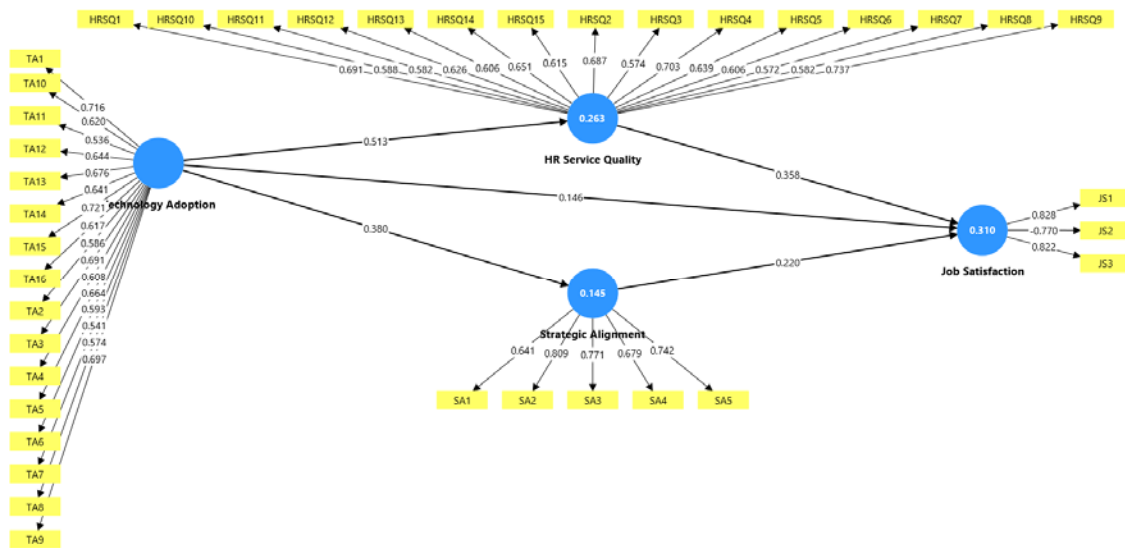


Figure 2. The structured model

Figure 2 presents the structural model showing the relationships among Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction. The figure indicates that Technology Adoption has positive direct effects on HR Service Quality, Strategic Alignment, and Job Satisfaction. HR Service Quality and Strategic Alignment also have positive effects on Job Satisfaction. The model further shows the indicator loadings for each construct and the R² values for the endogenous variables, indicating the amount of variance explained by the predictors.

4.1.1 Internal Consistency Reliability and Convergent Validity

After confirming indicator reliability, the refined measurement model was assessed for internal consistency reliability and convergent validity. Internal consistency reliability determines whether the indicators assigned to each construct consistently measure the same underlying concept. Convergent validity assesses whether the indicators of a construct share an adequate level of common variance. As shown in Table 1, Cronbach’s alpha values ranged from 0.733 to 0.843, while composite reliability values ranged from 0.849 to 0.882. Since all values exceeded the recommended threshold of 0.70, the results indicate satisfactory internal consistency reliability for all constructs. In terms of convergent validity, the AVE values ranged from 0.517 to 0.652, exceeding the minimum threshold of 0.50. This confirms that the

retained indicators explain a sufficient proportion of variance in their respective constructs.

Table 1. Reliability and convergent validity

Construct	Number of Items	Cronbach's Alpha	Composite Reliability	AVE	Decision
Technology Adoption (TA)	7	0.843	0.882	0.517	Accepted
HR Service Quality (HR-SQ)	5	0.797	0.861	0.553	Accepted
Strategic Alignment (SA)	5	0.775	0.851	0.535	Accepted
Job Satisfaction (JS)	3	0.733	0.849	0.652	Accepted

Overall, the results in Table 1 show that all four constructs meet the required standards for reliability and convergent validity. Therefore, the retained indicators are internally consistent and adequately converge in measuring their respective latent constructs.

4.1.2 Discriminant Validity Assessment Using the Fornell–Larcker Criterion

Following the assessment of reliability and convergent validity, discriminant validity was examined using the Fornell–Larcker criterion. This assessment determines whether each construct is empirically distinct from the other constructs in the model. The results are presented in Table 2. The diagonal values represent the square root of AVE, while the off-diagonal values represent correlations between constructs. As shown in Table 2, the square root of AVE for Technology Adoption was 0.719, which was higher than its correlations with HR Service Quality, Strategic Alignment, and Job Satisfaction. Similarly, HR Service Quality recorded a square root of AVE of 0.744, exceeding its correlations with the other constructs. The same pattern was observed for Strategic Alignment and Job Satisfaction, with square root of AVE values of 0.731 and 0.808, respectively. In each case, the diagonal value was greater than the corresponding off-diagonal correlations.

Table 2. Fornell–Larcker criterion

Construct	TA	HR-SQ	SA	JS
Technology Adoption (TA)	0.719	0.456	0.369	0.396
HR Service Quality (HR-SQ)	0.456	0.744	0.189	0.447
Strategic Alignment (SA)	0.369	0.189	0.731	0.348
Job Satisfaction (JS)	0.396	0.447	0.348	0.808

Note. Diagonal values in bold represent the square root of AVE.

Based on Table 2, the refined measurement model satisfies the Fornell–Larcker requirement for discriminant validity. This suggests that Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction represent related but distinct dimensions of

employees' perceptions in Sharjah's public-sector HR digital environment.

4.1.3 Discriminant Validity Assessment Using the HTMT Ratio

To further confirm discriminant validity, the Heterotrait–Monotrait ratio (HTMT) was assessed. HTMT provides a stricter test of discriminant validity by examining the extent of empirical overlap between constructs. Values below 0.85 indicate that discriminant validity has been established. The HTMT results are presented in Table 3. All HTMT values were below the recommended threshold of 0.85. The highest value was recorded between HR Service Quality and Job Satisfaction at 0.585, followed by Technology Adoption and HR Service Quality at 0.554, and Technology Adoption and Job Satisfaction at 0.504. The remaining values were also well below the threshold, including Technology Adoption and Strategic Alignment at 0.454, Strategic Alignment and Job Satisfaction at 0.462, and HR Service Quality and Strategic Alignment at 0.237.

Table 3. Heterotrait–Monotrait ratio (HTMT)

Construct	TA	HR-SQ	SA	JS
Technology Adoption (TA)	—	0.554	0.454	0.504
HR Service Quality (HR-SQ)	0.554	—	0.237	0.585
Strategic Alignment (SA)	0.454	0.237	—	0.462
Job Satisfaction (JS)	0.504	0.585	0.462	—

Since none of the HTMT values exceeded 0.85, the results provide additional evidence that the constructs are sufficiently distinct. These findings support the conclusion drawn from the Fornell–Larcker assessment and confirm that the refined measurement model demonstrates acceptable discriminant validity.

4.1.4 Summary of Measurement Model Assessment

Overall, the measurement model assessment confirms the adequacy of the refined model. The retained indicators achieved acceptable indicator reliability, while Cronbach's alpha, composite reliability, and AVE confirmed satisfactory internal consistency reliability and convergent validity. In addition, both the Fornell–Larcker criterion and HTMT ratio supported discriminant validity. Therefore, Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction can be regarded as reliable and empirically distinct constructs. On this basis, the refined measurement model is suitable for proceeding to the structural model assessment..

4.2 Structural Model Assessment

After establishing the adequacy of the refined measurement model, the structural model as Figure 3 was assessed to examine the hypothesised relationships among the latent constructs. The assessment focused on collinearity, explanatory power, effect size, and the significance of direct and indirect path coefficients. This step was necessary to determine whether

Technology Adoption influences Job Satisfaction directly and indirectly through HR Service Quality and Strategic Alignment.

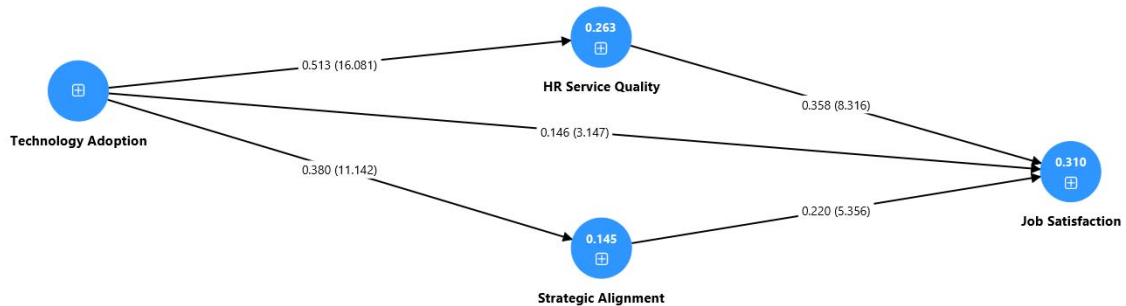


Figure 3. The structural component of the model

4.2.1 Collinearity Assessment of the Structural Model

Before evaluating the path coefficients, collinearity among the predictor constructs was assessed using the variance inflation factor (VIF). VIF values below 3.3, or at minimum below 5.0, indicate that multicollinearity is not a serious concern in structural model estimation. As shown in Table 4, the inner VIF values for the predictors of Job Satisfaction ranged from 1.159 to 1.410. All values were well below the recommended threshold, indicating that the predictor constructs were sufficiently distinct. Therefore, the estimated path coefficients are unlikely to be affected by multicollinearity.

Table 4. Inner VIF values for the structural model

Endogenous Construct	Predictor	VIF
Job Satisfaction (JS)	Technology Adoption (TA)	1.410
Job Satisfaction (JS)	HR Service Quality (HR-SQ)	1.263
Job Satisfaction (JS)	Strategic Alignment (SA)	1.159

The results in Table 4 confirm that collinearity is not a threat to the structural model and support proceeding with the assessment of the hypothesised relationships.

4.2.2 Coefficient of Determination (R²)

The explanatory power of the structural model was assessed using the coefficient of determination (R²). As shown in Table 5, Technology Adoption explained 20.8% of the variance in HR Service Quality and 13.7% of the variance in Strategic Alignment. In addition, Technology Adoption, HR Service Quality, and Strategic Alignment collectively explained 29.1% of the variance in Job Satisfaction. These results indicate that the model has modest to moderate explanatory power. Specifically, the model explains a meaningful proportion of

variation in Job Satisfaction, while also suggesting that other organisational and individual factors outside the present framework may further explain satisfaction outcomes.

Table 5. Coefficient of determination (R^2) for endogenous constructs

Endogenous Construct	R^2	Interpretation
HR Service Quality (HR-SQ)	0.208	Modest explanatory power
Strategic Alignment (SA)	0.137	Modest explanatory power
Job Satisfaction (JS)	0.291	Moderate explanatory power

The R^2 values reported in Table 5 are acceptable for behavioural and organisational research, particularly in public-sector settings where employee perceptions are influenced by multiple contextual factors beyond the focal constructs included in the model.

4.2.3 Effect Size (f^2)

To complement the assessment of explanatory power, effect sizes (f^2) were examined to determine the practical contribution of each predictor to its endogenous construct. As shown in Table 6, Technology Adoption had a medium effect on HR Service Quality ($f^2 = 0.262$) and Strategic Alignment ($f^2 = 0.158$). This indicates that Technology Adoption contributes meaningfully to both organisational mechanisms in the model. For Job Satisfaction, HR Service Quality made the largest contribution ($f^2 = 0.122$), followed by Strategic Alignment ($f^2 = 0.062$). By contrast, the direct effect of Technology Adoption on Job Satisfaction was relatively small ($f^2 = 0.026$). This pattern suggests that Technology Adoption has a stronger practical influence on Job Satisfaction through HR Service Quality and Strategic Alignment than through its direct path alone.

Table 6. Effect size (f^2) of structural paths

Path	f^2	Interpretation
TA → HR-SQ	0.262	Medium
TA → SA	0.158	Medium
TA → JS	0.026	Small
HR-SQ → JS	0.122	Small to medium
SA → JS	0.062	Small

The results in Table 6 are theoretically meaningful. They suggest that Technology Adoption exerts its strongest influence by improving employees' perceptions of HR Service Quality and strengthening the strategic coherence of HR digital initiatives. Although the direct effect of Technology Adoption on Job Satisfaction is present, it is comparatively weaker.

4.2.4 Direct and Indirect Path Coefficients

The direct and indirect effects were assessed using the refined composite scores derived from the retained indicators in the measurement model. Table 7 presents the standardised path coefficient (β), t-value, p-value, and hypothesis decision for each direct and indirect relationship. As shown in Table 7, Technology Adoption had a positive and statistically significant direct effect on Job Satisfaction ($\beta = 0.145$, $t = 3.147$, $p < 0.001$), supporting H1. This indicates that employees who report stronger adoption of HR digital systems also tend to report higher job satisfaction.

Technology Adoption also had a positive and significant effect on HR Service Quality ($\beta = 0.517$, $t = 16.081$, $p < 0.001$), supporting H2. This suggests that higher levels of technology adoption are associated with more favourable evaluations of HR service delivery. In addition, Technology Adoption had a positive and significant effect on Strategic Alignment ($\beta = 0.385$, $t = 11.142$, $p < 0.001$), supporting H3. With regard to the predictors of Job Satisfaction, HR Service Quality had a positive and significant effect on Job Satisfaction ($\beta = 0.358$, $t = 8.316$, $p < 0.001$), supporting H4. Strategic Alignment also had a positive and significant effect on Job Satisfaction ($\beta = 0.220$, $t = 5.356$, $p < 0.001$), supporting H5.

The indirect effects were also statistically significant. Technology Adoption had a positive indirect effect on Job Satisfaction through HR Service Quality ($\beta = 0.184$, $t = 7.450$, $p < 0.001$), supporting H6. Similarly, Technology Adoption had a positive indirect effect on Job Satisfaction through Strategic Alignment ($\beta = 0.084$, $t = 5.013$, $p < 0.001$), supporting H7. These results confirm that HR Service Quality and Strategic Alignment both serve as significant mediating mechanisms in the relationship between Technology Adoption and Job Satisfaction.

Table 7. Direct and indirect path coefficients and hypothesis testing

Hypothesis	Path	Type	β	t-value	p-value	Decision
H1	TA → JS	Direct	0.145	3.147	< 0.001	Supported
H2	TA → HR-SQ	Direct	0.517	16.081	< 0.001	Supported
H3	TA → SA	Direct	0.385	11.142	< 0.001	Supported
H4	HR-SQ → JS	Direct	0.358	8.316	< 0.001	Supported
H5	SA → JS	Direct	0.220	5.356	< 0.001	Supported
H6	TA → HR-SQ → JS	Indirect	0.184	7.450	< 0.001	Supported
H7	TA → SA → JS	Indirect	0.084	5.013	< 0.001	Supported

The findings in Table 7 are consistent with the proposed conceptual framework. The strongest direct effect was observed from Technology Adoption to HR Service Quality, followed by the effect of Technology Adoption on Strategic Alignment. Among the direct predictors of Job Satisfaction, HR Service Quality made the strongest contribution, followed by Strategic Alignment. Although the direct effect of Technology Adoption on Job Satisfaction was

smaller, it remained statistically significant.

4.2.5 Summary of Structural Model Assessment

Overall, the structural model assessment supports the proposed relationships among Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction. The VIF results confirmed that multicollinearity was not a concern, while the R^2 values showed that the model explained a meaningful proportion of variance in the endogenous constructs. The f^2 results further indicated that Technology Adoption had stronger practical effects on HR Service Quality and Strategic Alignment than on Job Satisfaction directly.

The path coefficient results confirmed that all direct hypotheses were supported. Technology Adoption positively influenced Job Satisfaction, HR Service Quality, and Strategic Alignment, while HR Service Quality and Strategic Alignment positively influenced Job Satisfaction. The mediation results further showed that Technology Adoption contributes to Job Satisfaction indirectly through both HR Service Quality and Strategic Alignment. The stronger mediating pathway was through HR Service Quality, followed by Strategic Alignment. These findings suggest that HR digital systems are more likely to enhance employee job satisfaction when they improve the quality of HR service delivery and strengthen the alignment between HR digital initiatives and organisational objectives.

5. Discussion of the Results

This section discusses the findings of the study in relation to the proposed conceptual framework and the existing literature on digital transformation, HR service quality, strategic alignment, and job satisfaction. Overall, the results provide strong empirical support for the argument that Technology Adoption contributes to Job Satisfaction both directly and indirectly through HR Service Quality and Strategic Alignment in the Sharjah Government HR context.

The measurement model results confirmed that all constructs achieved acceptable reliability and validity. Cronbach's alpha and composite reliability values were above the recommended threshold of 0.70, while AVE values exceeded 0.50. These findings indicate that Technology Adoption, HR Service Quality, Strategic Alignment, and Job Satisfaction were measured with satisfactory internal consistency and convergent validity, consistent with the recommendations of Hair et al. (2017) and Hair et al. (2019). In addition, the Fornell–Larcker criterion and HTMT results confirmed discriminant validity, demonstrating that the four constructs were empirically distinct. This supports the suitability of the refined measurement model for structural model assessment.

The structural model results showed that Technology Adoption had a positive and significant effect on Job Satisfaction. This finding supports H1 and indicates that employees who perceive stronger adoption of HR digital systems are more likely to report higher job satisfaction. This result is consistent with Bolli and Pusterla (2022), who found that digitalisation can improve job satisfaction when it enhances work efficiency and employee autonomy. It also supports Fleischer and Wanckel's (2023) finding that digital transformation in the public sector can influence job satisfaction through changes in employees' work

experience. In the UAE public-sector context, the result also aligns with Waladali and Rabaiah (2022), who found that e-government maturity positively affects public servants' job satisfaction.

However, although the direct effect of Technology Adoption on Job Satisfaction was statistically significant, its effect size was relatively small. This suggests that the introduction or use of digital HR systems alone may not be sufficient to produce strong improvements in job satisfaction. Rather, employees appear to benefit most when technology improves the quality of HR services and supports organisational objectives. This interpretation is consistent with Stone et al. (2015), who argued that HR technology influences employee outcomes depending on how it is implemented and experienced by users. It also reflects recent concerns that poorly supported digital transformation may create stress, uncertainty, or resistance among employees (Lane et al., 2023; Ren & Chowdhury, 2025).

The strongest direct relationship in the model was between Technology Adoption and HR Service Quality. This supports H2 and suggests that HR digital systems are important tools for improving the speed, accessibility, responsiveness, reliability, and usefulness of HR services. In the Sharjah Government context, this means that employees are more likely to evaluate HR services positively when digital systems simplify procedures, reduce delays, improve access to information, and provide more consistent support. This finding is consistent with Shahreki et al. (2024), who stated that e-HRM can deliver better HRM services when systems are designed around user needs and service effectiveness. It also aligns with Parasuraman et al. (1988) and Parasuraman et al. (2005), who emphasised that service quality depends on reliability, responsiveness, accessibility, and the quality of user interaction.

The results also showed that Technology Adoption had a positive and significant effect on Strategic Alignment, supporting H3. This indicates that HR technology adoption helps strengthen the connection between HR digital initiatives and organisational goals. When digital systems are aligned with strategic priorities, they are more likely to be perceived as purposeful, coherent, and supportive of organisational performance. This result is consistent with Coltman et al. (2015), who argued that strategic IT alignment is essential for generating organisational value from technology investments. It also supports Queiroz et al. (2020) and Pashutan et al. (2022), who found that alignment between IT resources and organisational strategy contributes to improved organisational outcomes.

HR Service Quality had the strongest direct effect on Job Satisfaction among the predictors of satisfaction, supporting H4. This finding indicates that employees' satisfaction is strongly influenced by the quality of internal HR services they receive. When HR services are reliable, responsive, accessible, and helpful, employees are more likely to feel supported by the organisation. This finding is consistent with Abdullah et al. (2021), who found that internal service quality positively affects job satisfaction, commitment, and performance. It also supports the broader service-quality literature, which argues that high-quality internal services contribute to more positive employee attitudes and organisational outcomes (Hogreve et al., 2021).

Strategic Alignment also had a positive and significant effect on Job Satisfaction, supporting H5. This suggests that employees are more satisfied when HR digital systems are clearly connected to organisational priorities and employee needs. Strategically aligned systems may reduce duplication, improve coordination, increase clarity, and strengthen employees' confidence in the organisation's digital direction. Although the effect of Strategic Alignment was weaker than that of HR Service Quality, it remained statistically significant and theoretically meaningful. This finding indicates that job satisfaction is not only shaped by service efficiency, but also by whether employees perceive HR digital transformation as strategically relevant and well integrated into the organisation.

The mediation results provide one of the most important contributions of the study. HR Service Quality significantly mediated the relationship between Technology Adoption and Job Satisfaction, supporting H6. This means that Technology Adoption improves Job Satisfaction partly because it enhances the quality of HR services experienced by employees. The indirect effect through HR Service Quality was stronger than the indirect effect through Strategic Alignment, indicating that service quality is the more influential mediating pathway. This result is consistent with El Saeed et al. (2025), who highlighted the role of HRM-service quality in explaining the relationship between electronic HRM and perceived organisational outcomes.

Strategic Alignment also significantly mediated the relationship between Technology Adoption and Job Satisfaction, supporting H7. This finding shows that technology adoption contributes to job satisfaction when HR digital initiatives are aligned with organisational strategy. In other words, employees are more likely to respond positively to technology when they understand its purpose and when digital systems support broader organisational goals. This finding reinforces the argument that digital transformation should not be treated only as a technical process, but as a strategic organisational change process.

Overall, all seven hypotheses were supported. The model explained 29.1% of the variance in Job Satisfaction, indicating moderate explanatory power in the context of organisational and public-sector research. This suggests that Technology Adoption, HR Service Quality, and Strategic Alignment are important predictors of Job Satisfaction. At the same time, the remaining unexplained variance indicates that other factors, such as leadership, organisational culture, workload, fairness, recognition, employee engagement, and HR practices, may also influence job satisfaction. This is consistent with previous studies showing that job satisfaction is shaped by multiple organisational and contextual factors (Al Kurdi et al., 2021; Elrehail et al., 2020; Jo & Shin, 2025; AlMarzooqi et al., 2025).

The findings have important practical implications for the Sharjah Government. First, HR digital transformation should focus not only on adopting new technologies, but also on ensuring that these technologies improve HR service delivery. Second, digital HR initiatives should be aligned with organisational goals, public-sector priorities, and employee needs. Third, employees should receive adequate training, communication, and support to ensure that digital systems are perceived as useful, easy to use, and beneficial. This is important because unsupported digital transformation may increase stress or resistance rather than

satisfaction. Finally, HR leaders should continuously evaluate digital HR systems from the employee perspective to ensure that technology adoption translates into better service quality and stronger employee satisfaction.

In conclusion, the results confirm that Technology Adoption can enhance Job Satisfaction in the Sharjah Government. However, its impact is strengthened when digital systems improve HR Service Quality and support Strategic Alignment. The study therefore highlights the importance of adopting a service-oriented and strategy-driven approach to HR digital transformation. Rather than viewing technology as an end in itself, public-sector HR departments should use digital systems as tools to improve employee experience, strengthen organisational alignment, and support a more satisfied and effective workforce.

6. Conclusion

This study investigated the relationship between Technology Adoption and Job Satisfaction in the Sharjah Government, with HR Service Quality and Strategic Alignment examined as mediating mechanisms. The study was motivated by the growing importance of digital transformation in public-sector HR management and the need to understand how HR digital systems influence employee outcomes.

The findings confirmed that Technology Adoption has a positive and significant effect on Job Satisfaction. This indicates that employees who perceive stronger adoption and use of HR digital systems are more likely to report higher levels of job satisfaction. However, the relatively small direct effect suggests that technology adoption alone is not enough to produce strong satisfaction outcomes. Instead, the value of technology depends on how it improves employees' work experience and supports organisational priorities.

The results further showed that Technology Adoption significantly improves HR Service Quality and Strategic Alignment. This means that HR digital systems are most valuable when they make HR services faster, more reliable, more accessible, and more responsive, while also supporting the strategic goals of the organisation. HR Service Quality had the strongest direct effect on Job Satisfaction, showing that employees' satisfaction is strongly shaped by the quality of HR services they receive. Strategic Alignment also had a significant positive effect, indicating that employees respond more positively to digital HR systems when these systems are clearly connected to organisational objectives.

The mediation results confirmed that HR Service Quality and Strategic Alignment both mediate the relationship between Technology Adoption and Job Satisfaction. The stronger mediation effect was through HR Service Quality, suggesting that service improvement is the main pathway through which HR technology adoption enhances employee satisfaction. Strategic Alignment also played an important mediating role by showing that technology contributes to satisfaction when it is implemented as part of a clear organisational strategy.

Overall, all seven hypotheses were supported. The model explained 29.1% of the variance in Job Satisfaction, indicating that Technology Adoption, HR Service Quality, and Strategic Alignment are important predictors of employee satisfaction in the Sharjah Government context. The study contributes to e-HRM and public-sector digital transformation literature

by demonstrating that the effect of technology adoption on job satisfaction is both direct and indirect.

Practically, the findings suggest that Sharjah Government HR leaders should focus not only on adopting digital HR systems, but also on ensuring that these systems improve HR service quality and align with organisational goals. Employee training, user support, clear communication, and continuous evaluation of HR digital services are essential to ensure that technology adoption leads to positive employee outcomes. In conclusion, HR digital transformation should be viewed not merely as a technical initiative, but as a service-oriented and strategy-driven process that can enhance employee satisfaction and strengthen public-sector organisational effectiveness.

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