



THE IMPACT OF INFORMATION TECHNOLOGY ON THE DEVELOPMENT OF
ORGANIZATIONAL PERFORMANCE: AN APPLIED STUDY ON KHALIFA ECONOMIC
ZONES ABU DHABI - KEZAD GROUP

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Article history:

Submission date: 1 March 2025
Received in revised form: 15 May 2025
Acceptance date: 1 June 2025
Available online: 31 August 2025

Keywords:

Technological Innovation, Organizational Performance, *Al-Barāmah*, *Damj al-Taqniyah*, *Al-Ajhzah wa al-Mawādd*

Funding:

This research did not receive any specific grant from funding agencies in the public, commercial, or non-profit sectors.

Competing interest:

The author(s) have declared that no competing interests exist.

Cite as:

Al Raeesi, A. A. M. S., & Abdul Rahim, N. R. (2025). The impact of information technology on the development of organizational performance: An applied study on Khalifa Economic Zones Abu Dhabi – KEZAD Group. *Law, Policy and Social Science*, 4(1), 108–131. <https://doi.org/10.55265/lpssjournal.v4i1.78>



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ABSTRACT

The study aimed to identify the impact of information technology on the development of organizational performance through an applied study on the Khalifa Economic Zone Abu Dhabi (KEZAD) Group. A descriptive-analytical approach was employed to identify the characteristics of the phenomenon, describe its nature, examine the relationships between its variables, and explore its causes and trends. The study produced several key findings. Most notably, it revealed that software plays a crucial role in supporting the extraction processes required by the KEZAD Group. In addition, KEZAD adopts a cost-reduction policy while maintaining service quality and is committed to continuously simplifying work procedures. The management of the Khalifa Economic Zones Abu Dhabi, through the KEZAD Group, is also working on developing its internal systems to achieve its strategic objectives. The study recommended ensuring that devices and equipment are responsive to work inquiries to better support employees, enhancing the level of application support and development to provide immediate assistance in facilitating economic operations, and emphasizing the importance of allocating a solid financial plan to support development in the Khalifa Economic Zone Abu Dhabi through the KEZAD Group.



Introduction

The use of the information and communication technology revolution has become a driving force behind the revolutionary transformation in today's economic and commercial environment. This revolution eliminates temporal and spatial boundaries and opens new horizons for innovation and collaboration. Moreover, Economic Organizations are committed to adapting to this change by offering innovative solutions that leverage technological advancement. The technology revolution contributes to enhancing the performance of these organizations and increasing their productivity. Furthermore, this step requires organizations to take responsibility and integrate information technology into their structures and processes comprehensively. This integration reshapes their methods and strategies to achieve excellence and sustainability in a rapidly changing and evolving market (Ammaria & Sabti, 2018).

Organizational performance has also become a fundamental component in the processes followed by organizations, prompting them to develop new policies and mechanisms to improve this performance. This is achieved by effectively managing their internal and external operations. Additionally, Organizations strive to achieve their goals more effectively, and organizational performance can be referred to as the organization's ability to use available resources efficiently and effectively, with the aim of achieving results that are aligned with predetermined objectives (Al-Kathiri & Muhlar, 2021).

Therefore, organizations seek to improve and transfer modern technology due to its importance in enhancing reliability and achieving the desired performance standards. This makes technology play a vital role in achieving effective organizational performance. Thus, the interconnection between technology transfer, information technology, and organizational performance becomes evident. It becomes essential to leverage the absorptive capacity of technology and enhance the capabilities of the human team in exchanging technological knowledge, which contributes to improving organizational performance overall (Abd El-Gawad, 2017). From this perspective, the researcher will present the impact of information technology on the development of organizational performance through an applied study on Khalifa Economic Zones Abu Dhabi - KEZAD Group.

Despite the efforts made by the United Arab Emirates to enhance the level of economic organizations, there are still some shortcomings in achieving the required quality of service provided to beneficiaries, particularly concerning the use of information technology at the desired level. Recently, aspects of information technology have been trying to significantly improve performance, which has led to attempts to leverage it in various economic organizations. Through the preliminary exploratory study conducted by the researcher on the Khalifa Economic Zones in Abu Dhabi, it was observed that there is a deficiency in the means of information technology, in addition to a lack of specialized and qualified personnel and the weakness of the current teams. Furthermore, there is an absence of suitable informational services that meet the needs of the beneficiaries. Based on the aforementioned, the study problem can be clarified through the following main question: What is the role of information technology in developing organizational performance through a case study of the Khalifa Economic Zone in Abu Dhabi (KEZAD Group)?



The main question is: What is the impact of information technology on the development of organizational performance in economic organizations in the United Arab Emirates? Several sub-questions arise from this:

1. What is the nature of the relationship between devices and equipment and the development of organizational performance?
2. What is the nature of the relationship between software and the development of organizational performance?
3. What is the nature of the relationship between communication and networks and the development of organizational performance?
4. What is the nature of the relationship between applications and the development of organizational performance?

The importance of this study lies in its emphasis on leveraging information technology as a vital tool to enhance the services and achieve the strategic objectives of the economic zones in Abu Dhabi. Through its application and implementation in assessing Khalifa Economic Zones Abu Dhabi (KEZAD) across various dimensions, information technology can support goal setting, improve performance, and ensure the sustainability of progress in the economic sector. Furthermore, the study contributes to assisting relevant authorities in providing comprehensive technology-related services within economic zones and utilizing the findings to create a balance between the quality of information services offered and beneficiary satisfaction. This alignment not only meets stakeholder needs but also supports the development of services, identifies organizational strengths and weaknesses, and enhances overall performance within the economic zones of Abu Dhabi.

Literature Review

Information technology is defined as all devices that have the ability to process data or information systematically and intermittently (Victoria, 2020). Information technology can also be defined as the description of an organization's computing and communication device technologies and software that provide automated means for handling and transmitting information (Heeks & Molla, 2020). It is also defined as all types of software, hardware, and equipment related to computing and communication, whether through personal computers, phones, or management information systems (Yara, 2019). Information technology is procedurally defined as the use of computers, software, networks, systems, and storage to store, retrieve, and transmit data and information in Khalifa Economic Zones in Abu Dhabi. This technology plays a crucial role in most aspects of economic life, whether in work or communication.

Organizational performance is defined as the degree to which an organization can effectively position itself in the business market, utilizing certain informational, financial, and human resources, where Individual performance can impact the performance of the entire organization in the short, medium, or long term, either positively or negatively (Conțu, 2020).



Moreover, Organizational performance is defined as a state of competitiveness achieved through a level of effectiveness and productivity that ensures a strong market presence, taking into account the complex and multifaceted interactions among various factors (Doval, 2020).

Additionally, it is defined as a reflection of how the organization utilizes its resources and investments in a way that enables it to achieve its objectives (Abdel-Aal Abed, 2020). Organizational performance is procedurally defined as a reflection of how economic organizations in the Khalifa Economic Zones Abu Dhabi effectively utilize and invest their material and human resources in a manner that enables them to achieve economic objectives.

The study by (Popović, 2021) aimed to identify the impact of information technology (IT) on individual and organizational performance in organizations in Serbia. Moreover, the study employed a descriptive analytical approach, gathering data through a questionnaire of (380) responses from middle managers across (102) organizations in Serbia. Additionally, the methods used in statistical data analysis are: descriptive statistics, correlation analysis, and t-tests. Therefore, the study yielded several results, the most important of which are that the elements of information technology in organizations in Serbia are slightly above average values. Additionally, the level of information technology in an organization is an indicator of the level of organizational performance within the organization. Furthermore, the level of information technology in the organization has direct and indirect positive effects on several aspects of organizational performance.

As well, the study by (Widjaja et al, 2020) aimed to identify the relationship between information technology, innovation, and organizational performance specifically. Organizational performance was divided into three dimensions: financial performance, market performance, and production performance. Moreover, the study sample consisted of financial and operational managers at the stock exchange in Indonesia. A questionnaire was developed and distributed to (339) managers, with (297) responses collected. Accordingly, the results revealed a significant positive relationship between information technology and organizational performance.

Moreover, the study by Al-Manasir et al. (2020) aimed to identify the impact of using information technology, encompassing its dimensions such as hardware and software, skills and experience, communication devices, and databases, on organizational performance. This study was conducted in government institutions participating in the King Abdullah II Award for Government Performance and Transparency. Furthermore, the study employed a descriptive approach to collect data by developing a questionnaire and distributing it to a sample of (262) employees in Jordanian government institutions. In this way, the results indicated that the use of modern technology by the organizations in their operations was at an average level. The results also showed a statistically significant relationship between the independent variable and its dimensions, including information technology, devices and software, skills and experience, as well as the communication devices used and databases, in a positive manner. The results showed a relationship between the dimensions of the independent variable and organizational performance. Moreover, the result indicated that the use of technology has an impact on the organizational performance of the participating organizations.



As well, the study by (Kimani, 2015) aimed to determine the level of information technology usage and its relationship with organizational performance in Kenya. To achieve the study's objectives, a social survey methodology was employed, and primary data was collected using a semi-structured questionnaire administered to the population. Moreover, the study included all (438) employees of PS Kenya, and the questionnaire was distributed electronically for data collection, resulting in responses from (311) participants. Thus, this yielded a response rate of (71%), which was considered sufficiently representative of the organization. The study reached several findings, the most significant being that the majority of respondents had access to various information technologies on the company's devices to enable them to perform their duties. The study's results also indicated a positive relationship between the level of information technology usage and organizational performance in population services in Kenya, with information technology usage explaining (82.4%) of organizational performance.

The review of previous studies reveals several key insights that have informed the development of the current research. Many of these studies emphasized the significant role of information technology in enhancing organizational performance, thereby justifying the importance of further investigation in this area. They employed various data collection tools, such as questionnaires and interview guides, which guided the researcher in selecting appropriate instruments and refining the methodology by analyzing their strengths and limitations. Moreover, the diverse research approaches and analytical methods adopted in earlier studies provided valuable perspectives that contributed to designing the present study and ensuring the effective analysis of its results. Additionally, several studies highlighted the transformative impact of the information revolution on economic organizations, underscoring the need to explore strategies for improving and developing organizational performance through technological advancements.

However, notable differences exist between previous research and the current study. These differences include variations in the general and specific objectives as well as procedural concepts, despite some shared characteristics. More importantly, the current study addresses a gap insufficiently explored in earlier works—namely, the lack of in-depth examination of the impact of information technology on the development of organizational performance. This gap underscores the relevance and necessity of the present study, particularly in the context of the Khalifa Economic Zones in Abu Dhabi (KEZAD Group).

Methodology

Study Design and Sampling

Descriptive Analytical approach:

This study employed a descriptive-analytical methodology, which focuses on identifying the characteristics of the phenomenon, describing its nature, examining the relationships between its variables, and analyzing its causes and trends. The approach also involves interpreting the current situation within the study population and determining the conditions and relationships between



the variables, with information technology serving as the independent variable and organizational performance as the dependent variable. Data were collected through a structured questionnaire distributed to 200 employees of the Khalifa Economic Zones Abu Dhabi (KEZAD Group). Figure 1 illustrates the proposed study model developed by the researcher. The study focuses on testing the relationship between the following two variables:

1. Information Technology (Independent Variable): Its dimensions include (devices and equipment, software, communication and networks, applications).
2. Organizational Performance (Dependent Variable): Its dimensions include (financial performance, customer satisfaction, internal operations, learning and growth).

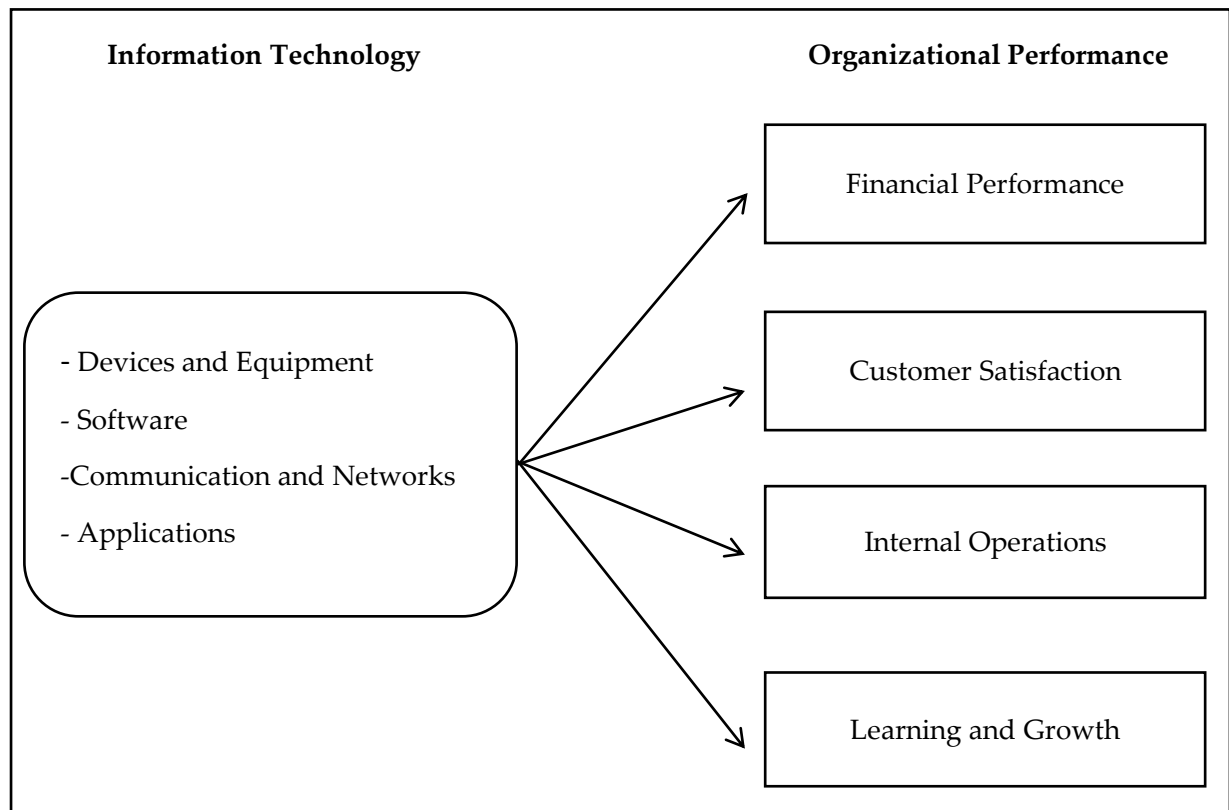


Figure 1: Theoretical framework of this study



Data Analysis Methods:

This study used the Statistical Package for the Social Sciences (SPSS) for data analysis, where non-parametric statistical tests were employed. The study also relied on the Likert scale, a five-point ordinal scale. The following statistical tools were used:

1. Cronbach's Alpha Test to determine the stability of the questionnaire paragraphs.
2. Relying on percentages, arithmetic averages and standard deviations, and this is mainly used to determine the frequency of categories for a certain variable, and this is beneficial for the researcher in describing the study sample.
3. Rely on the simple correlation coefficient to determine the strength and nature of the relationship between variables.
4. Relying on simple linear regression in measuring the significant impact of the independent variable on the dependent variable.
5. Study Population and Sample:

A sample was selected from employees in the Abu Dhabi Khalifa Economic Zones - KEZAD Group, with the actual total size of the study population being (2,000) respondents in the Abu Dhabi Khalifa Economic Zones - KEZAD Group.

Due to the diversity and breadth of employee categories in the Abu Dhabi Khalifa Economic Zones - KEZAD Group, as it serves both citizens and expatriates with varying educational levels and specializations, The researcher selected a simple random sample, which is a scientific research method in which sample individuals are selected randomly from the study population, with each member of the population having an equal opportunity to be included in the sample without the researcher's intervention, thus ensuring impartiality in the selection process. Therefore, the researcher selected a simple random sample of (200) respondents from the employees in the Abu Dhabi Khalifa Economic Zones - KEZAD Group for the year (2024). This selection was based on Holsti's statistical formula.

6. Study Limits:

Human Limits: The study is limited to the employees who were surveyed in the Abu Dhabi Khalifa Economic Zones - KEZAD Group, with the aim of identifying the role of information technology in improving organizational performance in the United Arab Emirates.

Spatial Limits: The study was conducted within the Abu Dhabi Khalifa Economic Zones - KEZAD Group.



7. Tool Reliability:

Table 1. The validity and reliability coefficients for the dimensions of the study

Main Axis	Dimensions	Number of Paragraphs	Cronbach's Alpha	Coefficient Validity
Information Technology	Devices and Equipment	3	0.772	0.879
	Software	3	0.781	0.884
	Communication and Networks	3	0.801	0.895
	Applications	3	0.795	0.892
	Tangible Aspects	3	0.766	0.875
Organizational Performance	Financial Performance	5	0.825	0.908
	Customer Satisfaction	5	0.901	0.949
	Internal Operations	4	0.884	0.940
	Learning and Growth	5	0.878	0.937
The overall reliability of the questionnaire			0.823	0.907

Table 1 shows the reliability and validity coefficients for each dimension of the study. It is clear that the reliability coefficient values for the study dimensions ranged between (0.766 and 0.901), indicating that the tool is reliable and suitable for the study. This is further supported by the validity coefficients, which are the square root of the reliability coefficients, and their values ranged between (0.875 and 0.949). It is worth noting that the closer the reliability coefficient is to (1.0), the higher the internal consistency and robustness of the questionnaire model, confirming its suitability as a research tool.

Results and Discussion

Characteristics of the study sample

The demographic background of the study population was analyzed by calculating the frequencies and percentages of qualitative variables using the statistical software (SPSS) as follows:



Table 2. The descriptive analysis of the demographic data for the study sample

1	Gender	Male		Female		Total
	repetition	117		75		192
	%	60.9		39.1		100
2	Educational Qualification	Diploma	Bachelor's Degree	Higher Diploma	Graduate Studies	Total
	repetition	23	108	45	16	192
	%	12	56.3	23.4	8.3	100
3	Years of Experience	Less than 5 years	6-10 years	11-15 years	16 years or more	Total
	repetition	47	53	70	22	192
	%	24.5	27.6	36.5	11.5	100
4	Age	Less than 25	26-30	31-45	46 years and older	Total
	repetition	65	87	28	12	192
	%	33.8	45.3	14.6	6.3	100
5	Management Level	General Manager	Department Manager	Technician		Total
	repetition	1	10	181		192
	%	0.5	5.2	94.3		100

By reviewing Table 2, which presents the descriptive analysis of the demographic data for the study sample, it is evident that the gender composition of the study sample is distributed as follows: (60.9%) male and (39.1%) female. Regarding educational qualifications, (56.3%) hold a Bachelor's degree, followed by (23.4%) with a Higher Diploma. Those with a Diploma represent (12%), while the smallest percentage is for those with Graduate Studies, at (8.3%). This reflects the diverse educational levels within the study sample, in addition to the high percentage of individuals holding university qualifications, which exceeded two-thirds of the sample size.

As for years of experience, the largest percentage of the study sample has experience ranging between (11–15 years), accounting for (36.5%). This is followed by individuals with (6–10 years) of experience, representing (27.6%). The smallest percentage is for those with (16 years or more) of experience, at (11.5%).

Regarding age, the largest percentage of the study sample falls within the (26–30 years) age range, accounting for (45.3%), while the smallest percentage is for the age group (46 years and older), at (6.3%). As for management levels, technicians represent the largest portion of the study sample at (94.3%), while those working as General Managers make up only (0.5%).



Analysis of Indicators Related to the Study Variables

Information Technology

This axis includes five dimensions: (Devices and Equipment, Software, Communication and Networks, Applications, and Tangible Aspects). Below are the results of the statistical analysis for the dimensions of this axis:

A. Devices and Equipment

Table 3 contains the questionnaire paragraphs related to the variable of Devices and Equipment, totaling three paragraphs, along with the statistical indicators for each. Table 3 shows the descriptive statistics for the dimension of equipment and devices.

Table 3. The descriptive statistics for the dimension of equipment and devices

	Equipment and Devices	Mean	Standard Deviation	Relative Importance Index	Importance level	Rank
1	Devices and equipment help visualize and reproduce information sources	3.5	1.6	70.0	High	2
2	Devices and equipment answer queries at work	2.5	1.7	50.1	Medium	3
3	The databases attached to the equipment and devices in the Khalifa Economic Zones Abu Dhabi - KEZAD Group are stored on CD-ROMs.	4.1	1.2	82.1	Very High	1
	General indicator	3.4	1.5	67.4	High	-

Table 3 shows that the arithmetic mean for the statements related to the dimension of equipment and devices ranged between (2.5 – 4.1). Based on the general average (3.4), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants. The relative importance of this dimension is high. As for the relative importance of the paragraphs, the third statement ranked first with a mean of (4.1) and a standard deviation of (1.2), while the second statement ranked last with a mean of (2.5) and a standard deviation of (1.7).



B. Software:

Table 4 contains the paragraphs of the questionnaire related to the software variable, which are three paragraphs, along with the statistical indicators for each. It is evident that: Table (4) shows the descriptive statistics for the dimension of software.

Table 4. The arithmetic mean for the statements related to the dimension of equipment and devices ranged between (2.5 – 4.1)

	Software	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Software assists in ongoing updates.	2.4	1.5	47.7	Medium	2
2	Software aids in the indexing process.	2.1	1.4	41.9	Medium	3
3	Software supports the extraction process.	3.6	1.6	71.6	High	1
	General indicator	2.7	1.5	53.7	Medium	-

Table 4 shows that the arithmetic mean for the statements related to the dimension of software ranged between (2.1 – 3.6). Based on the general average (2.7), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being moderate. In terms of relative importance for the paragraphs, the third statement ranked first with a mean of (3.6) and a standard deviation of (1.6), while the second statement ranked last with a mean of (2.1) and a standard deviation of (1.4).

C. Communication and Networks:

Table 5 contains the paragraphs of the questionnaire related to the communication and networks variable, which are three paragraphs, along with the statistical indicators for each. Table 5 shows the descriptive statistics for the dimension of communication and networks.



Table 5. The descriptive statistics for the dimension of communication and networks

	Communication and networks.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Networking aids in searching for databases.	3.7	1.5	74.5	High	2
2	Networking facilitates selective broadcasting of information.	2.6	1.7	52.1	Medium	3
3	Networking is used regularly by employees in the Khalifa Economic Zones Abu Dhabi through KEZAD Group to transfer information quickly.	3.9	1.4	77.8	High	1
	General indicator	3.4	1.6	68.1	High	-

Table 5 shows that the arithmetic mean for the statements related to the dimension of communication and networks ranged between (2.6 – 3.9). Based on the general average (3.4), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being high. In terms of relative importance for the paragraphs, the third statement ranked first with a mean of (3.9) and a standard deviation of (1.4), while the second statement ranked last with a mean of (2.6) and a standard deviation of (1.7).



D. Applications:

Table 6 contains the paragraphs of the questionnaire related to the applications variable, which are three paragraphs, along with the statistical indicators for each: Table 6 shows the descriptive statistics for the dimension of applications.

Table 6. The descriptive statistics for the dimension of applications

	Applications.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Applications assist in facilitating communication among employees in the Khalifa Economic Zones Abu Dhabi through KEZAD Group.	3.5	1.7	69.1	High	2
2	Applications provide immediate assistance in facilitating economic processes.	2.4	1.6	48.5	Medium	3
3	Experienced employees in the Khalifa Economic Zones Abu Dhabi through KEZAD Group train new employees on how to use the applications.	3.7	1.5	73.9	High	1
	General indicator	3.2	1.6	63.8	High	-

Table 6 shows that the arithmetic mean for the statements related to the dimension of applications ranged between (2.4 – 3.7). Based on the general average (3.2), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being high. In terms of relative importance for the paragraphs, the third statement ranked first with a mean of (3.7) and a standard deviation of (1.5), while the second statement ranked last with a mean of (2.4) and a standard deviation of (1.6).



E. Tangible Aspects:

Table 7 contains the paragraphs of the questionnaire related to the tangible aspects variable, which are three paragraphs, along with the statistical indicators for each. Table 7 shows the descriptive statistics for the dimension of tangible aspects.

Table 7. The descriptive statistics for the dimension of tangible aspects

	Tangible aspects.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Modern equipment and devices are available in the Khalifa Economic Zones Abu Dhabi through KEZAD Group.	2.6	1.7	51.9	Medium	2
2	Employees in the Khalifa Economic Zones Abu Dhabi through KEZAD Group present a smart and appropriate appearance.	3.9	1.4	77.5	High	1
3	The publications related to the Khalifa Economic Zones Abu Dhabi through KEZAD Group (brochures, guides, releases, etc.) are attractive.	2.3	1.5	45.7	Medium	3
	General indicator	2.9	1.5	58.4	Medium	-

Table 7 shows that the arithmetic mean for the statements related to the dimension of tangible aspects ranged between (2.3 – 3.9). Based on the general average (2.9), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being moderate. In terms of relative importance for the paragraphs, the second statement ranked first with a mean of (3.9) and a standard deviation of (1.4), while the third statement ranked last with a mean of (2.3) and a standard deviation of (1.5).



Organizational Performance:

This axis includes four dimensions: (Financial Performance - Customer Satisfaction - Internal operations - Learning and Growth). Below are the results of the statistical analysis for the dimensions of this axis.

A. Financial Performance:

Table 8 contains the paragraphs of the questionnaire related to the financial performance variable, which are five paragraphs, along with the statistical indicators for each. Table 8 shows the descriptive statistics for the dimension of financial performance.

Table 8. The descriptive statistics for the dimension of financial performance

	Financial performance.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	The financial resources and available capabilities are optimally utilized.	3.5	1.7	69.2	High	2
2	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, aims to provide funding sources that enhance revenues.	2.4	1.6	48.5	Medium	4
3	There are specialized departments for improving financial performance in the Khalifa Economic Zones Abu Dhabi through KEZAD Group.	2.5	1.7	49.8	Medium	3
4	A financial development plan is allocated for the Khalifa Economic Zones Abu Dhabi through KEZAD Group.	2.2	1.5	44.3	Medium	5
5	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, adopts a cost-reduction policy while maintaining service quality.	3.8	1.5	75.8	High	1
	General indicator	2.9	1.6	57.5	Medium	-



Table (8) shows that the arithmetic mean for the statements related to the dimension of financial performance ranged between (2.2 – 3.8). Based on the general average (2.9), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being moderate. In terms of relative importance for the paragraphs, the fifth statement ranked first with a mean of (3.8) and a standard deviation of (1.5), while the fourth statement ranked last with a mean of (2.2) and a standard deviation of (1.5).

B. Customer Satisfaction:

Table 9 contains the paragraphs of the questionnaire related to the customer satisfaction variable, which are five paragraphs, along with the statistical indicators for each. Table 9 shows the descriptive statistics for the dimension of customer satisfaction.

Table 8. The descriptive statistics for the dimension of customer satisfaction

	Customer satisfaction.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is keen to meet customer needs and expectations.	2.3	1.6	45.9	Medium	4
2	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is working to enter new markets and areas to assist in its global expansion.	2.2	1.5	44.6	Medium	5
3	Khalifa Economic Zones Abu Dhabi, through KeZAD Group, is committed to building exceptional relationships with customers.	2.5	1.7	50.0	Medium	3
4	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is dedicated to offering diverse services to customers.	3.9	1.4	78.2	High	1



5	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is committed to providing customers with the latest and most advanced offerings.	3.6	1.6	72.6	High	2
	General indicator	2.9	1.5	58.3	Medium	-

Through Table (9), it was found that the arithmetic mean of the statements after customer satisfaction ranged between (2.2 – 3.9), and based on the general average (2.9), most of the values fall within the range of the mentioned average, which indicates the expression of these values for the approval of the members of the study sample as the relative importance of this dimension is medium, and in terms of the relative importance of the paragraphs, the fourth paragraph came in first place with an average of (3.9) and a standard deviation of (1.4), and the second paragraph came in last place with an average (2.2) and a standard deviation of (1.5).

C. Internal Operations:

Table 10 contains the paragraphs of the questionnaire related to the internal operations variable, which are four paragraphs, along with the statistical indicators for each.

Table 10. The descriptive statistics for the dimension of internal operations

	Internal Operations.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is committed to continuously simplifying work procedures.	3.9	1.4	76.8	High	1
2	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is enhancing the operational efficiency of its various processes.	2.3	1.5	45.3	Medium	4
3	Work procedures are being developed to keep	3.8	1.4	75.3	High	2



	pace with various updates and changes.					
4	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, improves quality through specialized technology and equipment.	2.6	1.7	52.8	Medium	3
	General indicator	3.1	1.5	62.6	High	-

Table 10 shows that the arithmetic mean for the statements related to the dimension of internal operations ranged between (2.3 – 3.9). Based on the general average (3.1), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being high. In terms of relative importance for the paragraphs, the first statement ranked first with a mean of (3.9) and a standard deviation of (1.4), while the second statement ranked last with a mean of (2.3) and a standard deviation of (1.5).

D. Learning and Growth:

Table 11 contains the paragraphs of the questionnaire related to the learning and growth variable, which are five paragraphs, along with the statistical indicators for each. Table 11 shows the descriptive statistics for the dimension of learning and growth.

Table 11. The descriptive statistics for the dimension of learning and growth

	Learning and growth.	Mean	Standard deviation	Relative importance index	Importance level	Rank
1	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, has expertise and competencies capable of keeping pace with rapid changes and modern technologies in the workplace.	2.4	1.5	46.0	Medium	3
2	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is committed to	3.8	1.4	76.0	High	2



	developing current or new technologies to enhance its services.					
3	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, conducts training courses to develop employees' capabilities and enhance their skills.	2.2	1.4	41.8	Medium	4
4	Khalifa Economic Zones Abu Dhabi, through KEZAD Group, is committed to attracting and developing talent and retaining them.	2.1	1.6	41.4	Medium	5
5	The management of Khalifa Economic Zones Abu Dhabi, through KIZAD Group, is focused on developing its internal system to achieve its goals.	3.9	1.3	79.0	High	1
	General indicator	2.8	1.4	56.8	Medium	-

Table (11) shows that the arithmetic mean for the statements related to the dimension of learning and growth ranged between (2.1 – 3.9). Based on the general average (2.8), most values fall within the mentioned average range, indicating that these values reflect the agreement of the study sample participants, with the relative importance of this dimension being moderate. In terms of relative importance for the paragraphs, the fifth statement ranked first with a mean of (3.9) and a standard deviation of (1.3), while the second statement ranked last with a mean of (2.1) and a standard deviation of (1.6).

Study Hypotheses:

The study hypotheses can be identified through the relationship between the study variables in terms of both "correlation and effect." This is evident from the main hypothesis of the study, which can be expressed as:

Main hypothesis: There is no significant correlation between information technology and organizational performance.



Table 12 shows the indicators that put the relationship and influence between the variables of the study.

Table 12. The relationship between information technology and organizational performance

Information Technology	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Calculated F Value	Significance Level
Organizational performance	0.082	0.007	1.284	0.259

The indicators presented above show that the correlation coefficient is (0.082) at a significance level greater than (0.05), with a significance level of (0.259). This indicates that there is no significant correlation between the two variables, suggesting that information technology does not affect organizational performance. Therefore, all the indicators mentioned above support the validity of the hypothesis.

First Sub-Hypothesis: There is no significant positive effect between equipment and devices and organizational performance.

Table 13 shows the indicators that illustrate the relationship and impact between the study variables.

Table 13. The relationship between equipment and devices and organizational performance

Equipment and Devices	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Calculated F Value	Significance Level
Organizational performance	0.351	0.123	26.654	0.000

Indicates a statistically significant correlation and impact at a significant level of less than (0.01) Through the above indicators, it was found that the value of the correlation coefficient reached (0.351) at a significance level less than (0.01), which means that it is a weak direct correlation relationship, which indicates that devices and equipment affect organizational performance. Moreover, this answer is reinforced by the value of the determination coefficient R², which amounted to (0.123), which means that devices and equipment affect organizational performance by (12.3%). Therefore, all the above indicators prove the invalidity of the hypothesis and thus the rejection of the hypothesis.



Second Sub-hypothesis: There is no significant positive effect with statistical significance between software and organizational performance.

Table 14 shows the indicators that illustrate the relationship and effect between the study variables.

Table 14. The relationship between software and organizational performance

software	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Calculated F Value	Significance Level
Organizational performance	0.649	0.421	137.963	0.000

Indicates a statistically significant correlation and effect at a significance level of less than 0.01. Through the above indicators, it was found that the value of the correlation coefficient reached (0.649) at a significance level less than (0.01), which indicates a strong positive correlation, which indicates that software affects organizational performance, and what enhances this answer is the value of the determination coefficient R², which amounted to (0.421), which means that software affects organizational performance by (42.1%). Therefore, all the above indicators prove the invalidity of the hypothesis and thus the rejection of the hypothesis.

Third Sub-hypothesis: There is no significant positive impact with statistical significance between communication and networks and organizational performance.

Table No. 15 Shows the indicators that outline the relationship and effect between the study variables.

Table 15. The relationship between communication and networks and organizational performance

Communication and networks	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Calculated F Value	Significance Level
Organizational performance	0.006	0.000	0.006	0.937

It indicates a statistically significant correlation and effect at a significance level of less than 0.01. The indicators mentioned above show that the correlation coefficient value is (0.006) at a significance level greater than (0.05), with a significance level of (0.937). This indicates that there is no significant correlation between the two variables, indicating that the communication and networks variable does not impact organizational performance. Therefore, all the indicators mentioned above confirm the validity of the hypothesis.



Fourth Sub-hypothesis: There is no significant positive impact with statistical significance between applications and organizational performance.

Table No. 16 Shows the indicators that outline the relationship and effect between the study variables.

Table 16. The relationship between applications and organizational performance

Applications	Correlation Coefficient (R)	Coefficient of Determination (R ²)	Calculated F Value	Significance Level
Organizational performance	0.738	0.545	227.496	0.000

It indicates a statistically significant correlation and effect at a significance level of less than 0.01. The indicators mentioned above show that the correlation coefficient value is (0.738) at a significance level of less than (0.01), indicating a strong positive correlation. This suggests that applications impact organizational performance. Supporting this answer is the coefficient of determination R², which is (0.545), meaning that applications affect organizational performance by (54.5%). Therefore, all the indicators mentioned above confirm the invalidity of the hypothesis, leading to the rejection of the hypothesis.

The findings of this study reveal that Khalifa Economic Zones Abu Dhabi (KEZAD Group) effectively integrates information technology to enhance organizational performance. The organization stores its device and equipment databases on CD-ROMs and utilizes software to support essential data extraction processes. Network communication is consistently employed to ensure the rapid transfer of information among employees. Senior staff play a key role in training new employees on the use of applications, promoting operational efficiency. KEZAD also adopts a cost-reduction policy while maintaining service quality and places a strong emphasis on delivering a wide range of services to its customers. Furthermore, the organization continuously works to simplify work procedures and is actively developing its internal systems to achieve its strategic objectives.

The recommendations of this study emphasize the need for Khalifa Economic Zones Abu Dhabi (KEZAD Group) to strengthen its technological infrastructure and strategic development initiatives to enhance organizational performance. It is crucial to ensure that devices and equipment efficiently respond to work inquiries and that software is further developed to support indexing processes. Network communication should be improved to enable more effective and selective information dissemination, while application support and development must be enhanced to provide immediate assistance in facilitating economic operations. Additionally, KEZAD should focus on making its publications more attractive and allocate a solid financial plan to support ongoing development efforts. Expanding into new markets and regions is essential for



global growth, alongside improving operational efficiency and investing in talent attraction, development, and retention. Moreover, greater attention should be given to the fundamental components of information technology – particularly software, applications, and networks – due to their significant positive impact on organizational performance. Finally, sustained investment in information technology development is necessary to advance organizational performance across both government and private sectors.

Conclusion

In conclusion, this study highlights the significant role of information technology in enhancing organizational performance within Khalifa Economic Zones Abu Dhabi (KEZAD Group). The findings reveal that KEZAD effectively utilizes software, network communication, and structured training to support operational efficiency, maintain service quality, and achieve its strategic objectives. The organization demonstrates a clear commitment to simplifying work procedures and continuously improving its internal systems. However, to further strengthen performance, the study emphasizes the need to enhance technological responsiveness, upgrade software capabilities, and improve network communication. Additionally, allocating sufficient financial resources, expanding market reach, and investing in talent development are crucial for sustaining growth and competitiveness. Ultimately, the effective integration of information technology remains a key driver in improving organizational performance and ensuring long-term success for KEZAD Group.

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Law, Policy, and Social Science

مجلة القانون والسياسة والعلوم الاجتماعية

E-ISSN: 2948-3964, Vol. 4, No. 1, 2025, pp. 108-131

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