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**The Demographic determinants affecting employees' belonging-at-the
work environment as a sustainable approach for the human
development**

"A Study Applied to the RAK-DOF in UAE"

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Abstract: Many business and organization becomes have an urgent need to deepen belonging within the work environment of their employees as one of the most important moral human motives of importance within the organization in order to contribute effectively to enhancing Human development capabilities and options among those employees within the work environment in a balanced manner, and thus if there is no belonging to the individual, his feeling to be excluded from achieving the desired development within the organization, and he will not be able to participate as well in achieving the elements of self-development, whether for himself or for the development of the work environment in which he works. The study has disclosed the most important demographic factors affecting the main determinants of belonging at work among the employees according to a scale used before for the application and measurement on employees within the business institutions in Australia. Thus, this study will be aimed to reaching valuable information for decision-making and planners, in a way that contributes to supporting the elements of human development among employees. A random sample of employees will be selected from one of government entities at the RAK-DOF in the United Arab Emirates. The results showed that there were statistically significant relative differences in the value of overall scale of the employees' belonging-at-work, due to the impact of two demographic determinants representing each of gender and marital status. In addition, the proposed regression model has shown a significant impact of increasing the value of the employee's belonging-at-work by one standard unit as an independent variable affecting the increase by 0.522 in the value of reinforcing the opportunities of human development levels (HDL) either to develop the capabilities of the employees or to develop the conditions of the work environment in favor of these employees in the first place for enlarging their choices in line with developing capabilities optimally.

Key words: Demographic determinates, Belonging-at-work, Human Development.

1. BACKGROUND

The integration between the human development concept and the human capital needs to adopt within labor markets by examining the inferences drawn about the form of employees' belonging at work environment in which delivers possible successive benefits to all stakeholders (Carpenter, 2020), in shape of developing more skills, cognitive and capacities of the employees whether at the level of personal, institutional, and societal benefit. The philosophy of belonging at work of the employees rooted in four key elements within the organization, namely the following: 1) feeling seen for your unique contributions, 2) connected to your coworkers, 3) supported in your daily work and career development, and 4) proud of organization's values and purpose (Kennedy, 2020). Further the work environment is considered an important context of human development at both individual and community levels. It also provides a multi opportunities for human development researchers to apply their theoretical frameworks which allows for using an in-depth analysis for demographic problems or other factors affecting employees' realization of belonging and equity at their workplace (McElvaine, 2021).

Hence, the work institutions are a key context be appropriate for ensuring health and human development of the employees within the workplace, and thus examining the most demographic factors affecting their belonging at work can impede their choices or improve their well-being and job performance for better future for development desired. Generally, the idea of belonging at work was regarded as one element aligns in the context of holistic human development and most closely with the workplace spirituality (Bailey, 2019). Upon of this perception, the direction of potential relationship between reinforcing the human development level of employees and their belonging at work needs many studies examine this relationship by applying statistical model and structure used in the developing this field in terms of explaining the wider significance of this relation based on meaningful work for supporting the officials in the government sectors for enhancing sustainable human development opportunities for employees affiliated to this sector according to the human and spatial scope targeted by the current study. Subsequently, at this standpoint, this study comes seriously to propose a statistical model for highlighting the impact of increasing employee belonging at the work environment on improving the human development level (HDL) of the employees according to the desired directions of the government sector of the United Arab Emirates, and this also should consider adopting the best appropriate conditions at the work for the employees, and along with the work to examine the potential impact demographic determinants of these employees as well.

2. THE PROBLEM OF STUDY:

Despite some research embraces the efforts to integrate the concept of human development with human capital within the within businesses and labor markets but this work still facing obstacles to draw out the factors and motivations of employees that make visible internal mechanisms responsible for elevating their human development (Carpenter, 2020). On the other hand, the institutional values, culture, and the benefits of employees play important impacts in shaping efficient employees could significantly enhances their belonging at work towards improving the performance of the institutions, and in-turn to improve their human development levels that fit their expectation and choices by contributing to be a better employee branding in relevant to the operating industries and markets (Hean, 2022). As well as the perceptions of employees and prevailing culture about the belonging at work has direct implications for determining their development levels at the workplace either in the right direction or not (McElvaine, 2021). The concept of personal belonging at work is deeply rooted in adopting theory of human development conceptualizes each person's progression through a trial of development that forming the person identity through acquiring a set of potential factors and features like health, social, demographic and economic which are related to each one be engaged in these trials (Shaia, 2021). The employees experience isolation when they perceive a lack of sense of belonging at work in relevance to the demographic, social and professional factors that negatively affecting the indicators of progress and development levels within the workplace as planned (Green, 2019).

Therefore, the current study will add to the balance of the findings of previous studies in accordance with using some statistical methods to answer the following two main research questions:

- Are there statistically significant differences due to the impact of some demographic determinants of employees on the difference in the overall evaluation score of their belonging-at-work scale, based on an exploratory study for the Department of Finance at the Government of Ras Al-Khaimah (RAK-DOF)?
- Is there an expected impact of the degree of employee belonging-at-work in predicting their priorities of reinforcing human development level (HDL) according to their desired expectations within the work environment at RAK-DOF?

3. JUSTIFICATION:

The importance of this study, as follows:

- Lacking studies that have focused on examining the relationship statistically between the employees' belonging at the work, some demographic determinants and the human development level of the employees in a positive direction.
- This study pursues to extract the most important findings that can provide the appropriate solutions, suggestions and recommendations to the decision makers for developing the performance of the employees, and to raise their human development level (HDL) optimally

4. THE OBJECTIVES OF STUDY:

This paper will address the following objectives:

- To examine the statistical correlation between the demographic determinants of employees working in the RAK-DOF and the overall scale of assessing employees' belonging-to-work.
- To determine the main features of the determinants of measuring employees' belonging-to-work within the RAK-DOF in standard comparison with labor force organizations in Australia as a pivotal benchmarking to the current study.
- To examine the statistical correlation between both of the key attributes of increasing employees' belonging-at-work, the key triggers of lack belonging-at-work, and the key priorities of belonging-at-work reinforcing the HDL.
- To determine the statistically significant relative differences in the total scale of employees' belonging-at-work according to the potential impact of some demographic determinants which included in the current study.
- To estimate the expected impact of the overall scale of the belonging-at-work in predicting the potential degree of reinforcing the priorities of the HDL in a sustainable manner from the point of view of employees, as a result of the positive growth of their belonging-at-work.

5. Literature Review:

Plainly, the current study pursued to reveal about the most important trends that must be considered by literature, studies and development paths highlighting the importance of belonging at work in enhancing the development levels of the individuals within work institutions in favor of improving the employees' abilities and expanding their choices towards ensure the engagement and participation effectively in the wheel of progress of their institutions and society in general. Therefore, it has been referred to the need to investigate the impact of belonging at work and the potential consequences of its lack within the work environment, in particular the development of employees and organizations (Carr et al., 2019). Another study investigated employees' interpretations about the idea of belonging at work and its interrelation with the workplace, and reached to the belonging concept is about being part of something to reinforce the performance, engagement and participation effectively in a workplace together, and the perceived interpretation of being they seem like as a one- team and each employee has equal chances and freedom to across organizational boundaries to meet the requirements needed for the development (Filstad et al., 2019). As it has concluded that belonging at work provides a foundation for future interdisciplinary research about examining how this belonging improving human development levels among the individuals and communities over the world (Allen et al., 2021).

The patterns of belonging at work can play an important role in human development issue within the institutions through ensuring respect human rights of groups and then promote their human development (Dorzhinova, 2015). Beside it has implicitly indicated that belonging at work adding value for the institutions because of their essential roles in rising faithfulness, loyalty, and human development levels among the employees (Krusemark, 2017). Another study indicated that the government employees feeling a stronger sense of belonging at work when they have leaders increasing their willingness to engage based on compliance-oriented-behaviors for supporting their human development levels (Robbins et al., 2018). Also adopting future studies are needed that can utilize different theoretical frameworks to study more the perceptions of employees about which factors contributing to, or preventing, their sense of belonging at work that could lead to expand choices in the workplace or to enhance human development opportunities alike (McElvaine, 2021). The role of belonging at work was examined based on the relations between workplace sexism and both of mental health and job satisfaction, and it has been recommended the need to focus on the strategies that supports women and mitigates the effects of gender gap and examining the impact of other demographic factors within the institutions as well (Rubin et al., 2019).

Consequently, the role that empathy plays in overall human development of the individuals starting from emphasizing on their belonging at work that includes a mutual sense of comfort, care and harmony with others in the organization (LaGrant, 2021). In light of the review of previous studies has examined the belonging at work and its impact on employee engagement. Yet, lack of studies that have included the impact of belonging at work on increasing the human development of employees in the workplace, and in which the culture of corporate inherently influences all aspects of belonging desired based on the potential differences of demographic factors of these employees for realizing this culture in positively way. Despite of the literature focused on the concept of belonging at work of the employees these studies lack to examine the relation between human development and this concept of belonging in favor of the employees at the government sector, in-particular the MENA area which is witnessing interest at the global level in achieving the progress towards either the human or sustainable development by continuous supporting to the SDGs by 2030, especially the gulf area including the UAE which has maturity national plans and programs for enjoying the quality of life at the level of individuals or societies alike, as well as to ensure the excellence systems enablers in favor of develop government performance and their employees whose are belonging to this sector in general.

6. The Human Development & Belonging-at-Work:

The relationship between the human development and belonging-at-work emerges from introducing the concept of Human development according to the latest Human Development Report issued in 2022 by the United Nations Program is simply defined as a process of enlarging choices in which every day human beings make a series of choices some economic, some social, some political, some cultural. Thus, if people are the proper focus of development efforts, then these efforts should be geared to enhancing the range of choices in all areas of human endeavor for every human being. Human development in both a process and an outcome, in which it is concerned with the process through which choices are enlarged, but it also focuses on the outcomes of enhance choices. human choices are enlarged when people acquire more capabilities and enjoy more opportunities to use those capabilities (UNDP, 2022). While the concept of belonging at work sense means acquiring three common factors simultaneously which are namely the comfort by feeling treated fairly and respected, the connection by feeling connected to other people within the workplace as a one team, and lastly the contribution by contributed to meaningful outcomes and play a part in achieving common goals, as well as this sense enables the individuals in work environment to be their 'whole self' at work through main elements of belonging at work are organizational trust, inclusion, company culture, and purpose & values (Read & McCudden, 2021).

Moreover, the Human development represents an equation where the left-hand side reflects human capabilities, while the right-hand side reflects both of economic, political and social opportunities to use those capabilities. Ultimately, building a sense of belonging-at-work concept within the institutions and business ensure the employees feel valued through expanding growth opportunities, development, and instilling team spirit. Besides, anchoring to this relation providing the optimal chances for employees'

development which is considered important in order to enlarge their capabilities and opportunities sustainably in line with the directions of human development in general.

7. METHODOLOGY:

The study relied on applying the inductive approach for the purpose of linking the initial premises and the results together, and according to realizing the hypotheses of research which was based on the examination of the proposed relationship between the employees' belonging-at-work and increasing their priorities towards enhancing their human development levels as a result for improving this belonging. As this approach depends on studying the generalities and gradually reaching the significant details, and is characterized by or based on the inference of particular instances from a general law. Therefore, the spatial field of the current study was represented by the Department of Finance of the Government of Ras Al-Khaimah (RAK-DOF) in the United Arab Emirates. The study also relied on using both of descriptive and inferential statistical analysis for the data collected by a representative sample to the target population of this study which is represented the employees working in the RAK-DOF, and their total number are 56 employees. The percentage of response reached to 63% of the total employees in which the sample amounted 35 employees, and this is considered a statistically acceptable percentage in order the results of samples can be generalized to the total population of this study in general. The statistical methods used represented in each of the extraction both of the percentages and frequencies, T-test for independent samples, correlation analysis, and multi-regression model in order to achieve the objectives of this study.

The study used a measurement tool to determine the overall scale of employees' belonging-at-work according to their point of view, and this tool was divided into three main directions to measure each of the key attributes of increasing employees' belonging-at-work, the key triggers of lack belonging-at-work, and the key priorities of belonging-at-work reinforcing the human development level. It has been used to attract the determinants of measuring belonging-at-work according to its application in a normative study conducted on Australian workplace (Read & McCudden, 2021). In addition to the SPSS program ver. (26) was used to conduct all statistical treatments to extract the results according to the nature of data measurement and the type of variables that be suitable to each analysis separately.

8. RESULTS & DISCUSSION:

The results of the next table (1) showed the percentage of male employees within the sample representing approximately 54%, and was higher than the percentage of female employees, which amounted to 46%. As the percentage of employees with postgraduate education was 29%, which represents almost a quarter of the total employees working in the RAK-DOF, while the percentage of employees with university graduate education was approximately 71%. Also, the percentage of national employees reached 54%, which was higher than the percentage of non-national employees, which reached 56%. And the percentage of married employees amounted to 71%, which represents almost three quarters compared to the percentage of non-married employees, which amounted to 29%. Also, the percentage of employees residing within the emirate of RAK was approximately 66%, while the percentage of employees residing outside the emirate of RAK was 34%. Likewise, the percentage of employees with management positions reached 46%, while the percentage of employees with functional positions amounted for 54%. Besides, the percentage of employees with a supervisory nature reached 51%, which was relatively higher than the percentage of employees with an executive nature, which reached approximately 49%, thus this indication reflects the alignment between the vision of the supervisory leaders and those involved in the implementation of the basic functions that relate to the tasks of top-management in general.

Table 1. The background characteristics of the participated employees in the survey and examining its correlated with the overall scale of employees' belonging-at-work at the RAK-DOF

Respondents Background		N (35)	%	Chi-Square (χ^2)	Eta Coeff.
Gender	Females	16	45.7	26.941	0.877
	Males	19	54.3		
Education Level	University graduate	25	71.4	25.200	0.849
	Postgraduate	10	28.6		
Nationality	National	19	54.3	28.956	0.910
	Non-National	16	45.7		
Marital Status	Married	25	71.4	30.100	0.927
	Not- Married	10	28.6		
Residence	Inside RAK	23	65.7	26.123	0.864*
	Outside RAK	12	34.3		
Division	Management	16	45.7	26.941	0.877
	Functional	19	54.3		
Nature of job	Executive	17	48.6	30.997	0.941
	Supervisory	18	51.4		
Professional Certified	Certified	23	65.7	28.342	0.900
	Not- Certified	12	34.3		
Years of Experience	Less than 10 years	13	37.1	28.575	0.904
	10 years and above	22	62.9		

* Significant at the level less than 0.05.

** Significant at the level less than 0.01.

- **Source:** The outputs of SPSS program Ver. 26.

Further the results in the previous table showed that the percentage of employees who obtained accredited professional certificates amounted for 66%, and was higher than the percentage of employees without professional certificates, which reached 34%. Thus it reflects there is a maturity in the cognitive awareness of the study sample targeted during the process of evaluating the determinants of belonging-at-work that could support their assessment to be effective about the expected impact of these determinants on raising their human development level (HDL), as a direct relation of cause and effect, in which the action or event representing an increase of belonging-at-work of employees is the cause, that produces an potential outcome or result representing an increase in their human development level (HDL) is the effect. The percentage of employees have experience of less than 10 years was 37%, while the percentage of employees have experience of 10 years or more was 63%. And this also may reflect a good indication of the high experience years among the target sample units for the employees working in the RAK-DOF.

Moreover, the results of table (1) have been shown by using the Chi-Square (χ^2) coefficient test that there was no statistically significant correlation between all the demographic determinants included in this table regarding the employees at the RAK-DOF on one side, and the overall scale value of their belonging-at-work on the other side. Also, the results of this table showed that the Eta (η) correlation coefficient test indicated the most of demographic determinants of employees are not related statistically significant to the value of overall scale of their belonging-at-work, but there was an exception only for the variable of residence in which the value of the Eta (η) correlation coefficient was statistically significant at the level less than 0.05. Thus, this indication reflects the existence of a statistically significant relationship between both of the residence variable and the value of the overall measure of belonging-at-work. Consequently, this finding may indicate to a somewhat potential impact of the employee's residence, whether inside or outside the emirate of Ras al-Khaimah, on increasing their belonging-at-work environment in general, and this also requires more interest by the officials and planners of the human

resource development at the government level to examine the root causes and check its effects on the direction of human development level precisely.

In addition to the above, the table (2) showed the means and standard deviations to each determinant or classification was included in the overall scale of belonging-at-work, in which these subscales of belonging-at-work were applied to the sample of study in a one measurement tool, and these results extracted to each one was presented briefly in the following table:

Table 2. The arithmetic means, standard deviations, and variances of the key classifications included in the overall scale of employees' belonging-at-work at the RAK-DOF

Key classifications of belonging-at-work scale	Mean	STD	Variance
Key attributes of increasing belonging-at-work	29.80	4.695	22.047
Key triggers of lack belonging-at-work	19.43	5.918	35.017
Key priorities of belonging-at-work reinforcing the HD level	78.71	10.910	119.034

The results of table (2) showed that the standard deviation coefficient of the determinants of priorities of belonging-at-work reinforcing the human development level of employees in the work environment is more different among the study sample compared to the rest of the values of other classifications or subscales included in the overall measure of belonging-at-work. Whereas, the value of the determinants of attributes of belonging-at-work was less dispersed among the employees than the rest of other subscales within the overall scale. The figure (1) also indicates the relative distribution of the determinants of the key attributes of employees' belonging-at-work according to their point of view, and the determinant of "*transparency and honesty from leadership*" achieved the highest percentage of 86% to increase the employees' belonging-at-work, and it was followed by the percentages of each of the determinant of "*learning and development*", which amounted to 80%, and the determinant of "*opening channels for feedback*", which amounted to 79%. On the other hand, the percentages of determinants for the "*Company social events supporting diversity*" and "*community initiatives*" were the lowest by 66% and 67%, respectively.

Figure 1: The relative distribution of the key attributes of increasing employees' belonging-at-work at RAK-DOF

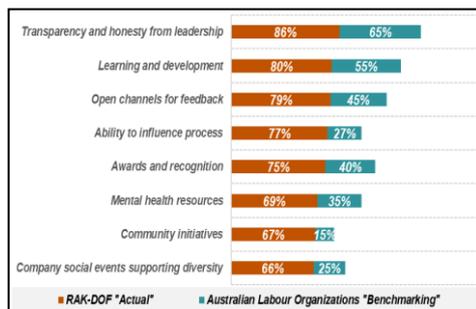
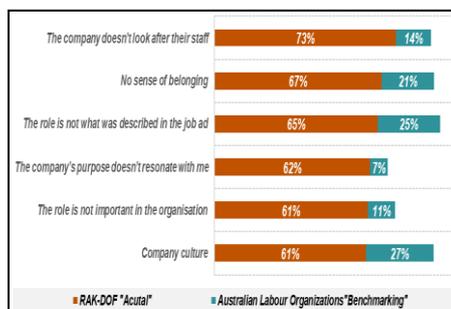


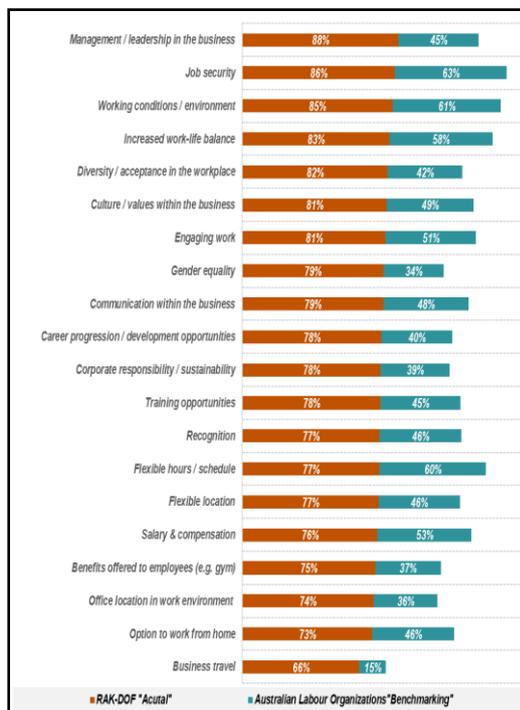
Figure 2: The relative distribution of the key triggers of lack employees' belonging-at-work at the RAK-DOF



In addition, the findings in the Figure (1) regarding the assessment of the employees at the RAK-DOF were largely consistent with the Australian labor organizations about the assessment of these determinants of the key attributes of belonging-at-work. What's more, the figure (2) has highlighted the relative distribution of the determinants of the key triggers of lack employees' belonging-at-work, in which the determinant of "*the company doesn't look after their employees*" achieved the highest percentage that amounted for 73%, in accordance to the results of employees at the RAK-DOF. However, the results of the evaluation of employees in the Australian labor organizations for these determinants of the same scale showed that the determinant of "*Company culture*" was the highest percentage, as shown in the figure (2), while this determinant of "*Company culture*" was the lowest percentage which amounted for 61% compared to other determinants regarding this scale for measuring the key triggers of lack belonging-at-work according to the point of view of the employees in the RAK-DOF.

Figure 3: The relative distribution of the key priorities of employees' belonging-at-work reinforcing HDL at the RAK-DOF

The figure (3) showed the relative distribution of the determinants of key priorities enhancing the human development level (HDL) among the employees of the RAK-DOF, and the priority of "*Management & leadership in the business*" achieved the highest percentage of 88% in accordance to the point of view of those employees, in its ability to contribute to enhancing their level of human development in the work environment. Hence, it has been followed in succession by the determinants of priorities for both "*job security*", "*working conditions and environment*", and "*increased work-life balance*", which were amounted for 86%, 85%, and 83%, respectively.



Otherwise, the determinant of "job security" priority has reached the highest percentage according to the assessment of employees in the Australian labor organizations compared to the other priorities, which was considered as the highest priority for improving the human development level resulting from the impact of rising their belonging-at-work, and as shown in the same figure (3) clearly. As well as, it was followed by the percentages of determinants to both of "*working conditions and environment*", "*Flexible hours & schedule*", and "*increased work-life balance*" respectively. Generally, there are almost a significant convergence in the results between the two sides and may barely be identical with regard to

evaluating the priorities of the determinants of belonging-at-work enhancing the opportunities for the human development level (HDL) for the employees, which it seem like are mainly based on enhancing the following elements of the determinants to each of (job security, working conditions, and work-life balance), either in-separately or combined as the top priorities in relevance to the point of view of employees on both sides.

Thenceforth, these indications require the officials and planners in the RAK government considering it during the development of policies and plans of belonging-at-work in the right way in favor of enlarging the positive opportunities and chances for the employees. Undoubtedly, these determinants should be put on the list of highest priorities and Future-proof strategies that reinforce the work of raising employees' belonging-at-work to ensure meeting their priorities significantly towards the progress in raising their human development level, as desired by these employees within the government sector, which is being the main focus by the current study.

The correlation matrix was extracted in the table (3) to measure the relationships correlation among the three main classifications or measures of the overall scale of employee' belonging-at-work. Therefore, Pearson correlation coefficients were calculated between the three measures, in which were represented in both of the measure of key attributes of employees' belonging-at-work, the measure of the key triggers of lack or employees' de-belonging at-work, and the measure of key priorities of belonging reinforcing the HDL among employees. Also, the results of the table No. (3) showed that the highest correlation coefficient, which amounted for 0.526 was between both of the variable of the determinants of key attributes of employees' belonging-at-work, and the variable of the determinants of key priorities of belonging for reinforcing the HDL among the employees, and as result this enlarging their opportunities and chance to develop their capabilities in the work environment optimally, and the value of this correlation reflects a positive medium relationship that was statistically significant at a level less than 0.01. This finding indicates that there is a relationship in increasing the value of the determinants of human development priorities according to the point of view of employees resulting from the increase in the value of the determinants of the key attributes of employees belonging-at-work, and thus provided that this relationship should be in a direct positive way.

However, the table (3) also showed that there was no statistically significant correlation for the key triggers of decreasing belonging-at-work from one side and both determinants of key attributes of

belonging-at-work and the determinants of key priorities of belonging reinforcing the HDL of the employees. Obviously, these conclusions were reached based on the results of the following table:

Table 3. The correlation Matrix to both of attributes of belonging-at- work, the triggers of decreasing belonging-at-work, and the priorities of belonging-at-work for enhancing HD level

Key Variables	Attributes of belonging-at-work	Triggers of lack belonging-at-work	Priorities of belonging for the HDL
Overall scale of belonging-at-work	0.709**	0.481**	0.883**
Priorities of belonging-at-work for reinforcing the HDL	0.526**	0.099	
Triggers of lack belonging-at-work	0.129		

* Significant at the level less than 0.05.

** Significant at the level less than 0.01.

- **Source:** The outputs of SPSS program Ver. 26.

Furthermore, the results of table (3) showed that there is a direct correlation relationship between the value of overall scale of employees' belonging-at-work and each one of the three main determinants or sub-measures, in which each relationship in-separately was statistically significant at the level less than 0.01. The measure of key priorities of belonging reinforcing the HDL was the highest strongly correlated with the overall scale of employees' belonging-at-work, in which the correlation coefficient of this relationship amounted for 0.883, while the measure of the key triggers for decreasing belonging-at-work was the lowest correlated with the overall scale, in which the correlation coefficient of this relationship amounted for 0.481.

Concerning to the correlations among the three sub-scales or measures of belonging-at-work, the results has showed that there was only one statistically significant correlation between the measure of the key attributes of belonging-at-work, and the measure of key priorities of belonging reinforcing the HDL of employees, in which the value of the correlation coefficient of this relationship was 0.526, which is statistically significant at the level of less than 0.01. Indeed, this finding actually confirms the existence of a direct relationship to increase the opportunities and capabilities of human development for employees according to their point of view as a natural result of the expected return of interest in increasing the value of the determinants of the key attributes of belonging-at-work to these employees.

Table 4: The results of T-test to examine the relative differences in the overall scale of employees' belonging-at-work according to the impact of some demographic determinants at the RAK-DOF

Grouping Variable		N	Mean	STD	T-test
Gender	Females	16	119.38	19.283	-2.604*
	Males	19	131.79	11.321	
Education Level	University Graduated	25	126.20	16.748	-1.032
	Post Studies	10	132.30	12.919	
Nationality	National	19	124.32	17.923	-1.506
	Non-National	16	132.25	12.031	
Marital Status	Married	25	131.48	11.307	-2.209*
	Not- Married	10	119.10	21.952	
Residence	Inside RAK	23	127.39	14.177	-0.282
	Outside RAK	12	129.00	19.207	
Division Scope	Management	16	129.88	16.923	-1.108
	Functional	19	126.32	15.081	
Nature of job	Executive	17	125.76	21.429	-1.788
	Supervisory	18	130.00	7.654	
Professional Certified	Certified	23	128.52	18.409	-0.296

	Not- Certified	12	126.83	14.693	
Years of Experience	Less than 10 years	13	123.46	22.795	-1.302
	10 years and above	22	130.59	9.384	

* Significant at the level less than 0.05.

** Significant at the level less than 0.01.

- **Source:** The outputs of SPSS program Ver. 26.

The t-test for independent samples was used for the purpose of examining the existence of significant relative differences in the value of the overall scale of employees' belonging-at-work, according to the potential impact of some demographic determinants of employees listed in the above table (4). The results of this test showed that there was no impact for all the demographic determinants, except for the variables of gender and marital status, where the differences were statistically significant at a level less than 0.05. For the gender variable, there was a statistically significant difference in the value of the overall scale of belonging-at-work in favor of the average of male employees, which amounted to 131.79 with a standard deviation of 11.3, and was higher than the average of female employees, which amounted to 119.38 with a standard deviation of 19.3. As for the marital status, there was a statistically significant difference in the value of the overall scale of belonging-at-work in favor of the average of married employees, which amounted to 131.48, with a standard deviation of 11.3, and was higher than the average of unmarried employees, which amounted to 119.10, with a standard deviation of 21.9. This finding indicates a noticeable effect of raising awareness about the belonging-at-work among the male employees and those who are married within the work environment.

More importantly, the previous findings of this study highlighted on a significant correlated relationship between the determinants of the key attributes of employees' belonging-to-work and the determinants of priorities of belonging reinforcing the human development level of employees. The multiple regression method was used to set a proposed statistical model that contributes to determining the amount of change rate that can predict the value of the potential value of reinforcing in the human development level of employee based on pre-knowing the value of employee's belonging-at-work, and this should be provided that the relationship between these two variables in a positively increasing direction. Additionally, the classification percentage of the proposed model was 72% based on the coefficient of determination of the model R^2 , which amounted for 0.725, and this indicates the ability of the estimated model to explain the variance that occurred in the value of the dependent variable (the value of reinforcing the HDL of employees) based on explaining the change in the values of the independent variables included in the estimated model, and just for whose regression coefficients are significant at the level less than 0.05. Besides, the value of the F-test amounted for 11.165, as it was statistically significant at the level less than 0.05, and as a result, this indication indicates that there is a significant relationship between each of the dependent variable and the independent variables proposed in the estimated model. Therefore, the results of the regression analysis were extracted according to the outputs of the following Table 5:

Table 5. The results of multiple regression analysis to examine the impact of the sub-scales of belonging-at-work in predicting the value of reinforcing the HDL of employees at the RAK-DOF

Model	B	Std. Error	Beta	T	Sig.
(Constant)	41.412	11.284	-	3.670	0.001**
Attributes of belonging-at-work	1.214	0.352	0.522	3.449	0.002**
Triggers of lack belonging-at-work	0.058	0.279	0.032	0.208	0.836
a. Predictors: (Constant), Triggers of lack belonging-at-work, Attributes of belonging-at-work b. Dependent Variable: Priorities of employees' belonging-at-work reinforcing the HDL. c. Model Classification: ($R^2 = 0.725$ $F = 11.165$)					

* Significant at the level less than 0.05.

** Significant at the level less than 0.01.

- **Source:** The outputs of SPSS program Ver. 26.

The results of the regression analysis in table (5) showed the coefficient of regression for the variable of the key attributes of belonging-at-work at was statistically significant at the level less than 0.05, while the coefficient of regression for the variable of the key triggers for lack or decreasing belonging-at-work was not statistically significant, thus this variable was excluded from the estimated model for predicting the future value of the dependent variable in relevance to the expected value of reinforcing the HDL of employees. Therefore, the formula of the estimated model, as follows:

$$Y_{(\text{The value of belonging at work reinforcing the HDL})} = B_0 + (B_1 \times X_{(\text{Attributes of belonging-at-work})})$$

$$\begin{aligned} \text{The value of belonging at work reinforcing the human development level (Y)} \\ = 41.412 + (1.214 \times \text{Attributes of belonging at work}) \end{aligned}$$

As a result of this estimated model, it has been indicated that each increase of one standard unit in the value of the key attributes of the employees' belonging-at-work leads to an increase of 0.522 in the value of the potential reinforcing level to raise the HDL of these employees at the RAK-DOF, which is considered the main scope of interest by the current study. Consequently, this finding confirms the importance of paying the attention of officials for enhancing the conditions surrounding these determinants which are related to the key attributes of belonging-to-work for the sake of the continuous improvement in expanding the opportunities of these employees by the work on a sustainable basis to refine their capacity building at the work environment, and thus this direction will support evolving the HDL of the employees towards the progress to achieve the highest rates desired at the international level.

9. RECOMMENDATIONS:

In recap, the primary discussions regarding the results extracted and conclusions of the current study outline key points that calls the importance of concentrating the attention mainly to support of the opportunities of sustainable human development level of the employees, as a main result of enhancing their capabilities and enlarging their choices at the work environment in an optimal way based on considering two demographic determinates such as the gender and marital status variables, in addition to the focus basically on developing the determinants in relevance to the key attributes of employees' belonging-at-work continuously. Thereupon, it requires those concerned to make more efforts to address any gap that due to any demographic determinant in order to increase the values of employees' belonging-at-work, especially among the female and unmarried employees, and this can be addressed by adopting an comprehensive institutional framework which is continuously focused on reinforcing the human development opportunities to all employees without any exception, and should be proactive to avoiding potential significant difference resulting from any demographic dimension in the future, in particular, to enhance fair opportunities for gender equality and sustainable development goals.

Accordingly, these employees at the government sector like the DOF-RAK in the UAE are considered one of the beneficiaries or stakeholders involved in meeting the performance efficiency required to the government sector that leading to enhancing the international competitiveness of this sector and thus the state or community in general. On top of that, the importance of allowing space to support further institutional research and future studies that aim to examine new variables and potential factors, whether demographic, economic, financial, environmental, political or others, for the purpose of accessing new information supporting decision-making at the government sector in particular, business and human labor organizations in general. As well as, there is an urgent need to open the field for conducting many comparative studies either at the level of different entities or emirates, or between the countries, to sharpen the visions and mechanisms of optimization to the good practices for the purpose of enhancing the human development level of employees within the work environment.

Indeed, this trend has become very necessary in light of what labor organizations are facing the challenges of advanced technology in conjunction with the consequences of 4th industrial revolution severity and the requirements of digital transformation that resulted in the need accelerated to sustainable developing to the new skills and capabilities of the employees, as a result of the spread of remote working technologies, virtual systems and big-data smart platforms, which adds more future obstacles to adopt the philosophy of improving the determinants of employees' belonging-at-work,

especially that were disclosed by the results of the current study, and according to adopting a global perspective of the human development that accommodates best mechanisms within the organizations of government sector to becoming ready for the future-proof conditions optimally.

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