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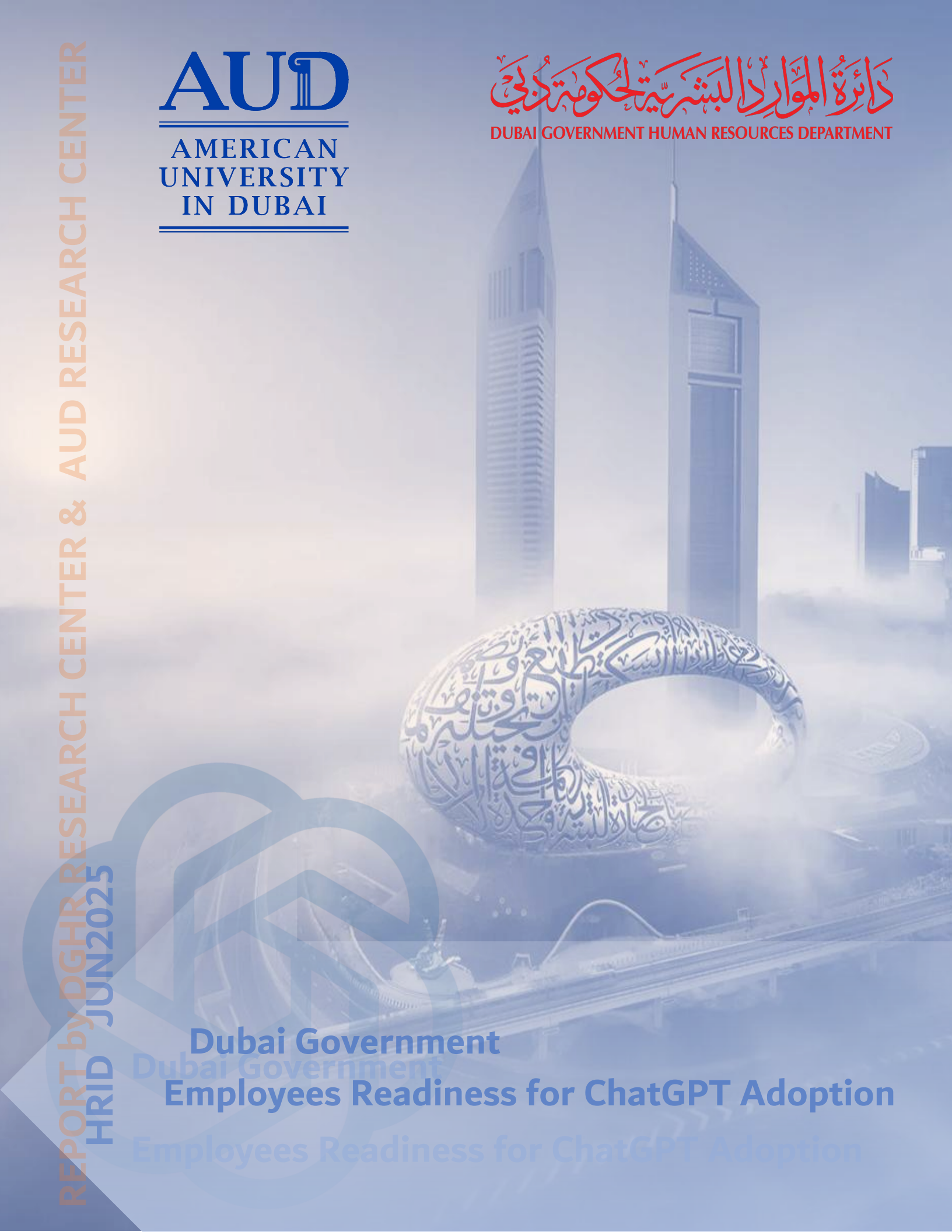
DUBAI GOVERNMENT HUMAN RESOURCES DEPARTMENT



REPORT by DGHR RESEARCH CENTER & AUD RESEARCH CENTER
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Dubai Government
Employees Readiness for ChatGPT Adoption

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Executive Report

The integration of AI-driven tools such as ChatGPT presents a transformative opportunity for government entities in Dubai to enhance operational efficiency and employee productivity. However, the successful adoption of these technologies' hinges on several key factors, including employee readiness, organizational preparedness, and the availability of a supportive digital infrastructure. Grounded in the strategic vision of Dubai's AI agenda and aligned with the Dubai Government Human Resources Department's (DGHR) leadership in implementing modern HR systems and progressive initiatives, this report is the outcome of a collaborative research effort between DGHR and the American University in Dubai (AUD). Its purpose is to expand understanding and encourage effective use of AI-driven solutions like ChatGPT across Dubai's government institutions. Data for the report was collected through an online survey distributed among employees across various Dubai government entities. The analysis identifies several critical enablers of AI adoption, including employees' "perceived Ease of Use" of ChatGPT, which plays a broader role in enhancing optimism and innovativeness of employees. The findings also highlight key barriers such as employees' fear of displacement due to AI workplace implementation. The report concludes with actionable recommendations to support AI integration, including the establishment of strong governance frameworks, implementation of robust privacy safeguards, and the cultivation of leadership support to drive organizational change.

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About Dubai Government Human Resources Department

Established in 2009, Dubai Government Human Resource Department is the central HR department for Dubai Government overseeing strategic HR across 46+ entities. The establishment of the DGHR Department reflected the wise vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, to promote government performance through transforming and developing human capital. Today, DGHR plays a pivotal role in introducing modern and integrated HR systems, customized solutions, and progressive initiatives for the Dubai Government to strengthen the role of Human Resources.

DGHR's core mandate includes developing and fostering the following:

- performance and results-oriented policies, systems & applications.
- Positive working relationships combined with an encouraging work environment that attracts talents and reinforces competencies.
- Qualified, knowledgeable, specialized, and experienced national capabilities.
- Government leaders capable of meeting the Emirate's present and future expectations.
- Modernized Human Resources techniques and work methods that leverage creativity and innovation.
- Sustainability and governance of Governmental Human Resources activities and practices.

Based on its ambitious mandate, DGHR is required to offer ground-breaking, innovative HR services, reflecting the overall innovation drive of the Dubai Government. Further, DGHR needed a platform to engage and enable entities from various sectors to exchange best practices for leveraging Dubai's knowledge-based economy. Setting up DGHR Think Tank is a logical step in this journey. In line with Vision 2021, DGHR established an applied research center in 2018 as an apt response to reflect on the notion of 'A Pioneering and Excellent Government' for human capital. A pioneering initiative, it is aimed at empowering human capital and preparing it for future development via research-driven, policy-focused, future shaping HR solutions.

PROJECT BACKGROUND

As part of Dubai's strategic vision to lead global efforts in digital transformation and future-ready governance, the integration of artificial intelligence (AI) into public sector operations has become a cornerstone of national development. Central to this ambition is the Dubai AI Strategy, which envisions leveraging AI to improve government efficiency, elevate service delivery, and position Dubai as a world leader in smart government solutions. Within this framework, the Dubai Government Human Resources Department (DGHR) plays a pivotal role by championing modern HR systems and progressive digital initiatives that enable a high-performing public service workforce.

Generative AI tools, such as ChatGPT, have emerged as powerful assets in this transformation journey, enabling faster decision-making, enhanced communication, and more responsive public service delivery. However, realizing the full potential of AI hinges on the readiness of the government workforce to adopt and integrate these tools into daily operations. ChatGPT was selected due to its widespread accessibility, user-friendly interface, and demonstrated applicability across diverse workplace functions, making it an ideal entry point for AI integration in government operations. Furthermore, its prominence in global discourse has made it a benchmark tool for evaluating AI readiness and adoption trends in public sector environments.

In alignment with this national agenda, this research project was commissioned to comprehensively assess employee awareness and readiness for ChatGPT adoption across all government entities in Dubai, spanning various sectors. The objective is to gain a holistic understanding of current capabilities and perceptions, as well as identify critical enablers and barriers that influence successful implementation.

This research initiative contributes directly to Dubai's Smart Government and AI Strategy by supporting evidence-based policy and program development. It also reflects DGHR's commitment to fostering a future-ready workforce equipped with the skills and mindset needed to thrive in a digitally advanced environment.

The impact of this research is twofold:

1. Strategic Insight – The findings offer Dubai's HR departments data-driven insights to inform the design of targeted training, upskilling, and change management interventions.

2. Policy Influence – The results support broader government efforts to responsibly implement AI technologies while ensuring ethical standards, workforce empowerment, and organizational agility.

By proactively evaluating workforce readiness, this study positions the Government of Dubai as a global leader in responsible AI integration setting a benchmark for innovation, governance excellence, and sustainable digital transformation.

Gools & Objectives

Through this project DGHR think tank wanted to achieve the following goals:

1- analyze the current level of employee awareness regarding the use and capabilities of Chat GPT within government workflows.
2- Evaluate the extent to which employees are prepared to integrate ChatGPT into their daily tasks and responsibilities.
3- Examine and interpret the key factors influencing employee readiness for adopting Chat GPT in the workplace.
4- Develop and propose actionable, evidence- based recommendations for HR departments to support the effective and sustainable adoption of ChatGPT across government entities.



PROJECT METHODOLOGY

This paper used a quantitative methodological approach

A detailed survey was designed using revalidated and tested scales. The survey was administered online by sharing a link with all Dubai Government entities to understand their level of readiness to use ChatGPT in their work and explore potential implementation challenges. A total of 651 responses were received, reflecting strong engagement across departments. Among the respondents, 400 were men and 251 were women, indicating a predominantly male sample. The age distribution of respondents highlights a predominantly experienced workforce: the largest group was aged 40–50 (298 respondents), followed by those aged 30–40 (181 respondents) and over 50 (155 respondents). Only 17 respondents were aged 20–30, indicating limited representation from younger employees. This demographic profile suggests a mature workforce with a strong base of mid- to late- career professionals.

AI Adoption – A global outlook

Global AI Adoption Trends

Artificial Intelligence (AI) has transitioned from a futuristic concept to a pivotal force reshaping industries and economies worldwide. As organizations seek to harness AI's transformative potential, understanding global adoption trends becomes essential. This section delves into the current state of AI integration, drawing insights from leading consultancy firms and global institutions

AI adoption has seen a significant uptick across various sectors. According to McKinsey & Company's latest survey, around 72% of organizations have implemented AI in at least one business function, marking a steady rise from previous years. Similarly, PriceWaterHouseCoopers' (PwC) Global Artificial Intelligence Study projects that AI could contribute up to

$15.7 trillion to the global economy by 2030, with China and North America poised to reap the most significant benefits [1] [2]. Klynveld, Peat, Marwick, Goerdeler's (KPMG) research highlights that almost 62% of U.S. companies are utilizing AI to a moderate or large extent within their finance functions. Furthermore, the World Economic Forum notes that over one-third of European firms adopted AI in 2023, underscoring the technology's growing footprint [3] [4].

Drivers of AI Integration

Several factors propel the integration of AI into business operations:

1. Economic Incentives: AI-driven product enhancements are expected to account for 45% of total economic gains by 2030, stimulating consumer demand through increased personalization and affordability.
2. Operational Efficiency: AI enables organizations to streamline processes, reduce errors, and enhance decision-making capabilities. For instance, KPMG reports that 72% of businesses are piloting or using AI in financial reporting, with expectations of near-universal adoption in the next three years.
3. Investor Pressure: A KPMG survey indicates that investor demands for AI deployment have surged from 68% in late 2024 to 90% in early 2025, pushing companies to prioritize AI initiatives.[5]

Challenges in AI Adoption

Despite the momentum, organizations face several hurdles in AI integration:

1. Trust and Transparency: A global study by KPMG and the University of Melbourne found that over half (57%) of workers conceal their use of AI from employers, often due to a lack of guidance and fear of job security.
2. Skill Gaps: Only 47% of employees report receiving AI training, highlighting a significant skills deficit that hampers effective adoption.
3. Data Privacy Concerns: The same study reveals that 48% of employees upload company data into public AI tools, raising concerns about data security and compliance. [6]

Despite its vast potential, AI adoption faces several challenges that hinder widespread implementation. Key barriers include a lack of digital skills among employees, concerns around data privacy and algorithmic bias, and the absence of clear regulatory frameworks. Many organizations also struggle with integrating AI into legacy systems and aligning it with their strategic goals. Additionally, cultural resistance and fear of job displacement contribute to hesitancy in embracing AI tools. Addressing these challenges requires coordinated efforts in upskilling, transparent governance, and fostering a culture of innovation and trust.

Regional Perspectives on AI Integration

AI adoption varies across regions, influenced by economic, cultural, and infrastructural factors:

• *Emerging Economies:* The KPMG-University of Melbourne study indicates higher AI trust and literacy in emerging economies like India and Nigeria where tangible benefits for economic development are more evident. This trend can be attributed to the perception that AI offers immediate and practical solutions to developmental challenges in emerging economies, thereby fostering greater trust and enthusiasm for its adoption.

• *Advanced Economies:* In contrast, only two in five individuals in advanced economies trust AI, with skepticism stemming from concerns over job displacement and ethical implications. [6]

Across global regions, AI integration is advancing at varied paces, shaped by local economic priorities, regulatory environments, and digital infrastructure. Leading economies in North America, Europe, and East Asia continue to invest heavily in AI to drive innovation and competitiveness. In the Middle East, particularly the UAE and Saudi Arabia, governments are actively positioning themselves as AI hubs through national strategies, regulatory reforms, and investments in AI education and research. These regional approaches reflect a growing recognition that AI is not only a technological asset but also a strategic lever for economic transformation and public sector modernization.

Sector Specific AI Applications

While private sector organizations often prioritize efficiency, competitiveness, and innovation leading to faster AI integration public sector entities may approach adoption more cautiously due to regulatory constraints, ethical considerations, and the need for public trust. Understanding these contrasting attitudes can uncover unique challenges and enablers in each context, offering tailored strategies for successful implementation. Different industries are leveraging AI in unique ways:

• *Finance:* AI is transforming financial reporting, with nearly three-quarters (72%) of businesses piloting or using it, and expectations of near-universal adoption in the next three years. [3]

• Healthcare: AI applications in diagnostics and patient care enhance accuracy and efficiency, though widespread adoption is tempered by regulatory and ethical considerations.

• *Manufacturing:* AI-driven automation is optimizing production lines, reducing downtime, and improving quality control.

Artificial intelligence is transforming sector-specific operations by enabling precision, efficiency, and predictive capabilities across industries. In healthcare, AI supports diagnostics, patient care, and medical imaging; in finance, it powers fraud detection and algorithmic trading; while in manufacturing, it enhances supply chain resilience and predictive maintenance. The public sector, including government services, is also embracing AI for streamlining citizen services, automating administrative tasks, and improving policy implementation. These varied applications highlight how AI adoption is not uniform but tailored to the strategic priorities and operational needs of each sector, driving significant performance improvements and innovation.

The Future Outlook

The trajectory of AI integration points toward deeper entrenchment in business strategies:

1. *Strategic Integration:* PwC's 2024 Pulse Survey reveals that nearly half (49%) of technology leaders report AI being fully integrated into their companies' core business strategies. [7]
2. •*Workforce Transformation:* AI is expected to automate specific tasks without entirely replacing roles, allowing employees to focus on more strategic work. KPMG notes that 76% of leaders agree AI will automate tasks, while 69% believe it will help high performers focus on strategic work. [8]
3. *Economic Impact:* The World Economic Forum projects that AI will contribute approximately 21% to the U. S. GDP by 2030, underscoring its significance in economic growth. [9]

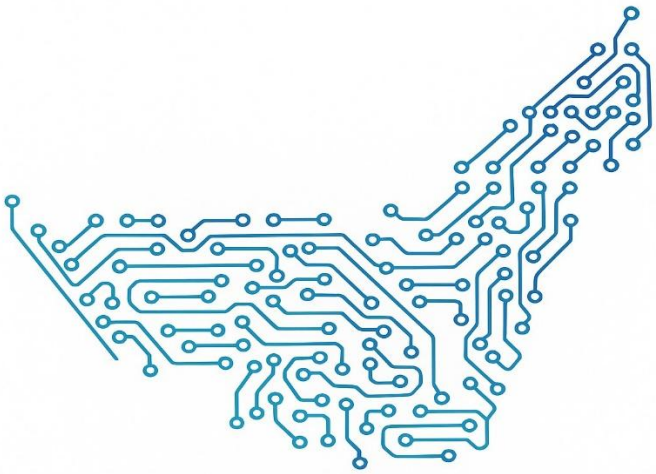
AI's global adoption is reshaping industries, economies, and the workforce. While the benefits are substantial, challenges related to trust, skills, and data privacy persist. Addressing these issues through comprehensive training, transparent policies, and ethical frameworks will be crucial in realizing AI's full potential. As organizations navigate this transformative landscape, strategic integration and stakeholder engagement will determine the success of AI initiatives.

AI ADOPTION IN DUBAI GOVERNMENT

As previously discussed in this report, as part of Dubai's strategic vision to lead in digital transformation and future-ready governance, the integration of artificial intelligence (AI) into public sector operations is now a national priority. However, the success of AI integration depends heavily on the readiness of the government workforce to adopt and use these tools effectively.

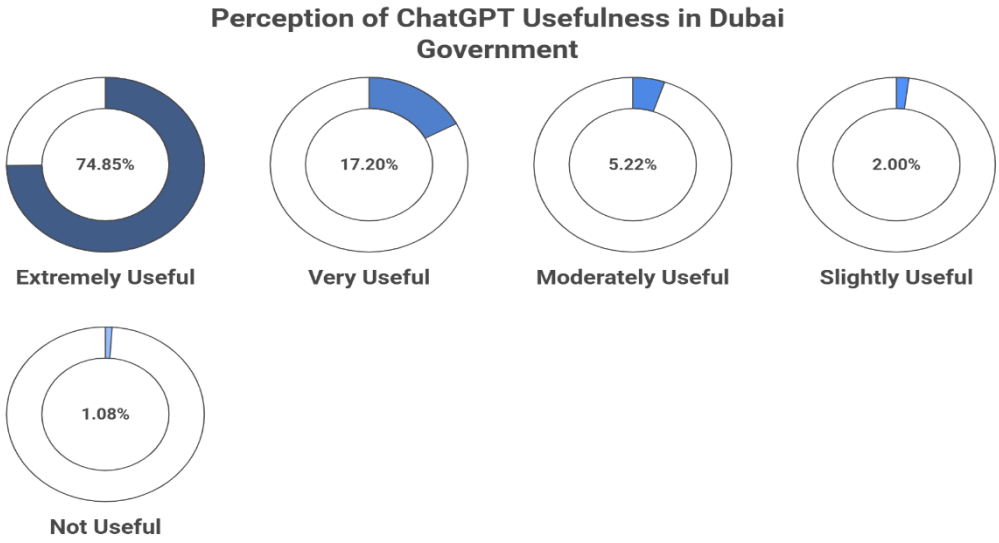
In this section of the report, the results of the survey and the insights about employees' readiness to use AI will be presented in detail. The survey focused on how awareness, organizational and technological readiness and social influence can affect an employee's level of readiness to use AI on the job.

> "Approximately 97 million people are expected to work in the field of artificial intelligence which underscore the importance for governments to recognize the potential of this transformative force. Understanding its capabilities is crucial for bringing about fundamental changes and adapt to its various trends to achieve the best possible utilization of these technologies for the development of digital economy."
>
> H.E. Omar bin Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications at the World Governments Summit (WGS) 2024

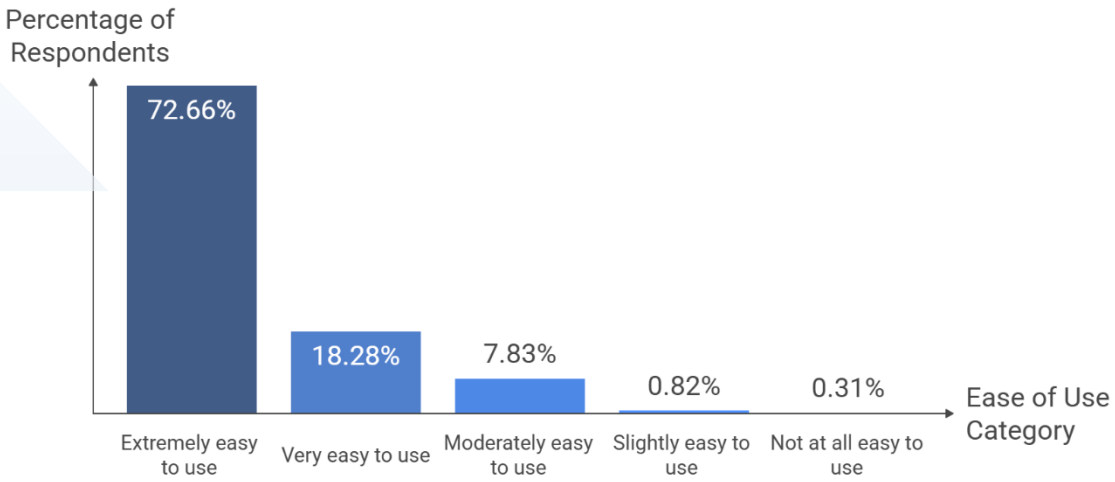


SURVEY RESULTS

As indicated below in Figure 1 the perception of ChatGPT's usefulness among employees at Dubai Government is strongly positive. Out of 651 respondents, a significant majority rated the tool as highly beneficial: 485 respondents (74.85%) considered it "Extremely useful", and 112 (17.20%) rated it as "Very useful". Only a small number of participants expressed moderate (34- 5.22%), slight (13- 2%), or no (7- 1.08%) usefulness. These results suggest that ChatGPT is widely appreciated for its contribution to productivity and daily work tasks. The overwhelmingly favorable responses reflect a high level of organizational readiness for further AI integration and position ChatGPT as a valuable component of Dubai Government's digital transformation strategy. Detailed list of figures and tables is available in Appendix B.

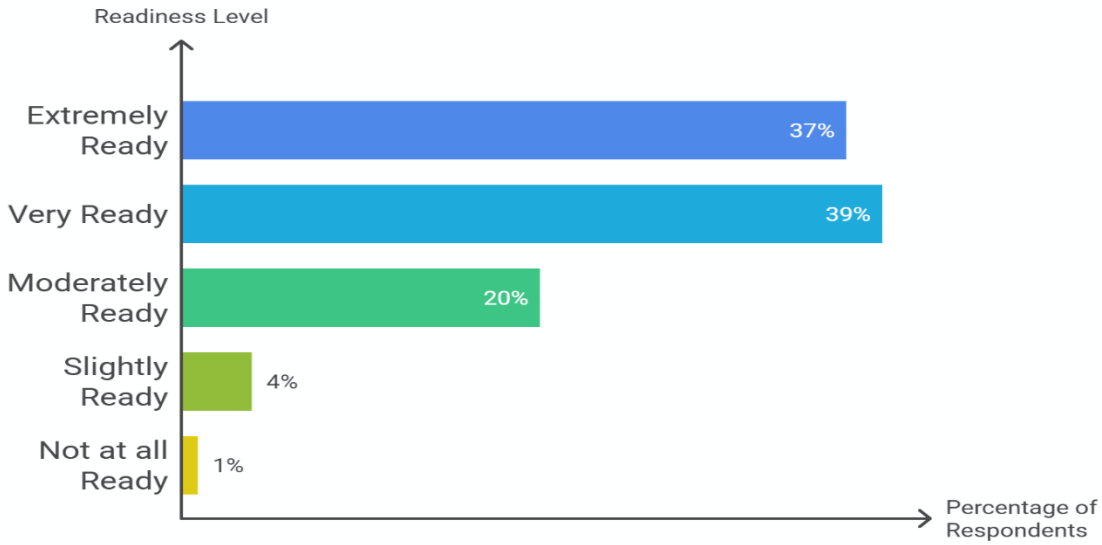


The below Figure 2 explains that employees at Dubai Government overwhelmingly perceive ChatGPT as easy to use. Out of 651 respondents, 473 rated it as "Extremely easy to use" (72.66%) and 119 selected "Very easy to use" (18.28%), reflecting a strong consensus around the tool's intuitive design and accessibility. Only a small minority reported it as "Moderately easy to use" (51 respondents- 7.83%), "Slightly easy to use" (6 respondents- 0.82%), or "Not at all easy to use" (2 respondents- 0.31%). These findings underscore ChatGPT's overall user-friendliness and suggest that usability is not a barrier to adoption, paving the way for wider and more confident integration of AI tools in government operations.



User Perception of ChatGPT Ease of Use

Figure 3 reveals a strong perception of organizational readiness for ChatGPT among employees at Dubai Government. Out of 651 respondents, 239 rated their organization as “Extremely ready” (37%) and 252 as “Very ready” (39%) indicating that most participants view their organization as well-prepared to adopt and integrate ChatGPT into its operations. A smaller segment considered their organization “Moderately ready” (127 respondents- 20%), while 26 respondents (4%) selected “Slightly ready,” and only 7 viewed it as “Not at all ready” (1%). These results reflect high levels of confidence in leadership, infrastructure, and strategic planning associated with AI implementation. Overall, the findings position the organization as forward-thinking, technologically prepared, and supportive of digital innovation through AI tools like ChatGPT.



Organizational Readiness for ChatGPT in Dubai Government

Figure 4 indicates a robust level of confidence among employees in their organization's technical readiness for ChatGPT. Out of 651 respondents, 390 rated their organization as “Extremely ready” (59.91%) and 160 as “Very ready” (24.58%) suggesting strong belief in the availability of the necessary infrastructure, systems, and capabilities to support the implementation of AI tools like ChatGPT. A smaller group indicated “Moderately ready” (76 respondents- 11.67%) or “Slightly ready” (19 respondents- 2.92%), while only 6 respondents viewed their organization as “Not at all ready” (0.92%). These findings reflect widespread confidence in the organization's technological preparedness and reinforce the view that Dubai Government is not only forward-thinking but also well-equipped to deploy advanced AI solutions at scale.

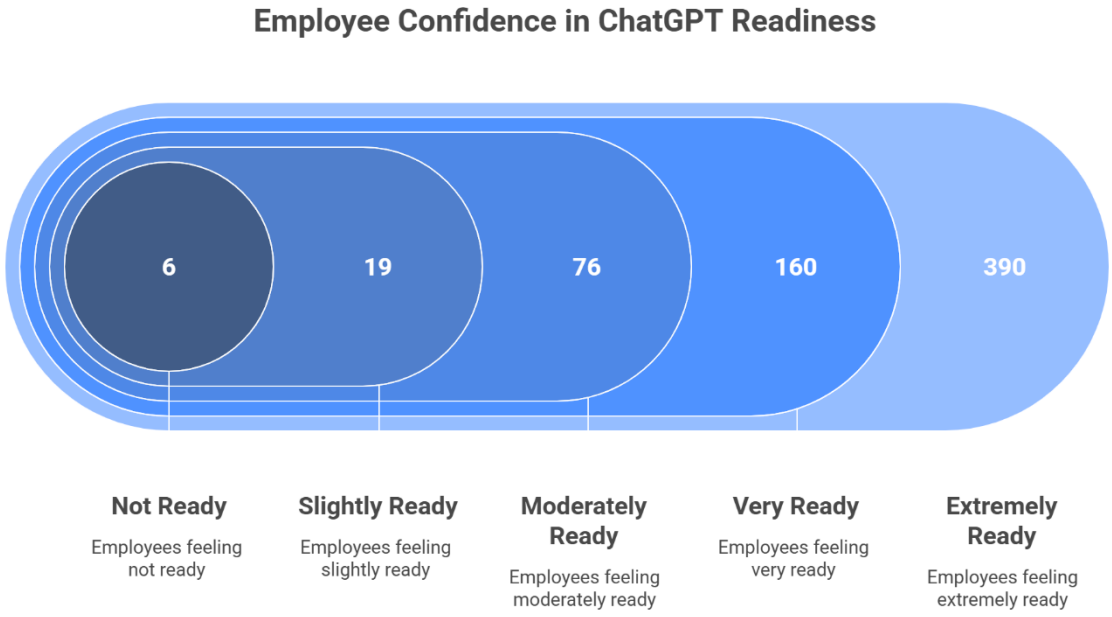
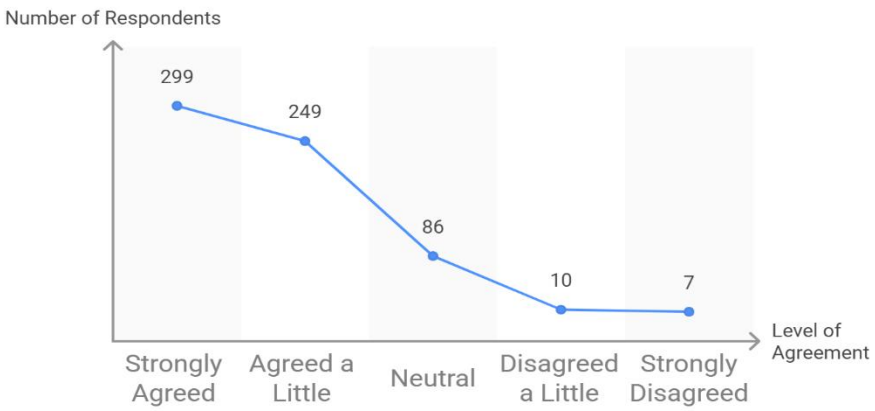


Figure 5 results reveal a strong perception of social and organizational support for using ChatGPT among employees at Dubai Government. A significant majority of respondents expressed positive agreement with the scale items: 299 respondents “strongly agreed” (45.93%) and 249 “agreed a little” (38.25%) that influential individuals, managers, and the organization itself encourage the use of ChatGPT. These items measured the perceived influence of peers, managerial backing, and institutional endorsement. Only a small number of participants were neutral (86- 13.21%), and even fewer expressed disagreement (10 disagreed a little- 1.54%, and 7 strongly disagreed- 1.08%). These findings indicate that ChatGPT adoption is not only supported at an individual level but is also reinforced by a wider organizational culture that fosters AI engagement through leadership encouragement and collective endorsement.



Employee Perception of Organizational Support for ChatGPT

Figure 6 data reflect strong optimism among Dubai Government employees regarding ChatGPT's impact on their work experience. Most respondents expressed high agreement with statements such as gaining greater control, increased productivity, and enhanced flexibility through ChatGPT. Specifically, 426 respondents "strongly agreed" (65.44%), and 161 "agreed a little" with these benefits (24.73%), underscoring a clear perception of the tool's positive role in enhancing work processes. A smaller group remained neutral (38 respondents- 5.84%), while only a few expressed disagreement (9 disagreed a little- 1.38%, and 17 strongly disagreed- 2.61%). These findings suggest that ChatGPT is widely regarded as a valuable digital assistant that contributes meaningfully to professional effectiveness and autonomy within the government context.

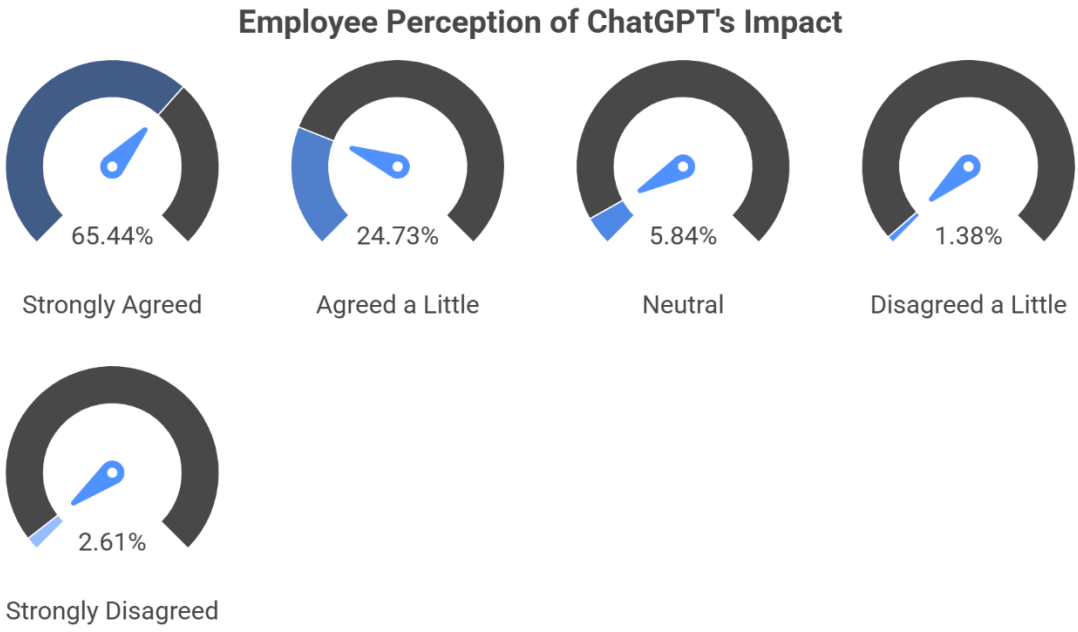


Figure 7 presents result that demonstrate a high level of personal innovativeness among Dubai Government employees when it comes to technologies like ChatGPT. The scale measured participants' willingness to experiment, early adoption tendencies, and confidence in using new tech without assistance. A Substantial majority of respondents expressed strong agreement with these traits, with 343 selecting "Strongly agree" (5.269%) and 222 selecting "Agree a little" 34.10%). Only a small portion remained neutral (77 respondents- 11.83%) or expressed disagreement (9 disagreed a little- 1.98%, and 0 strongly disagreed). These findings suggest that the workforce is not only receptive to AI tools like ChatGPT but also proactive and confident in exploring and integrating emerging technologies into their work routines.

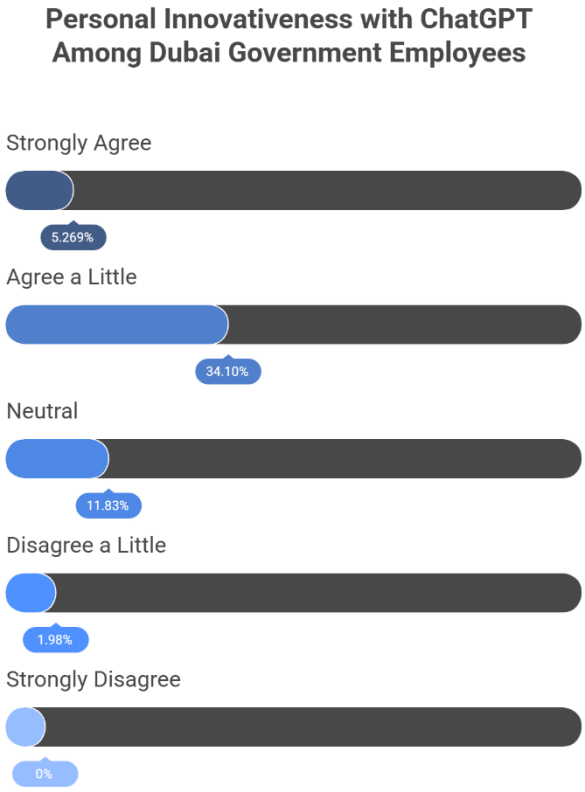
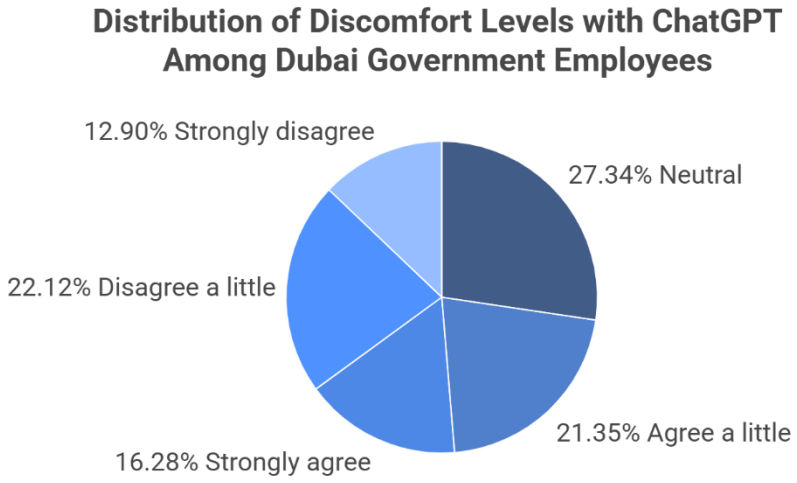
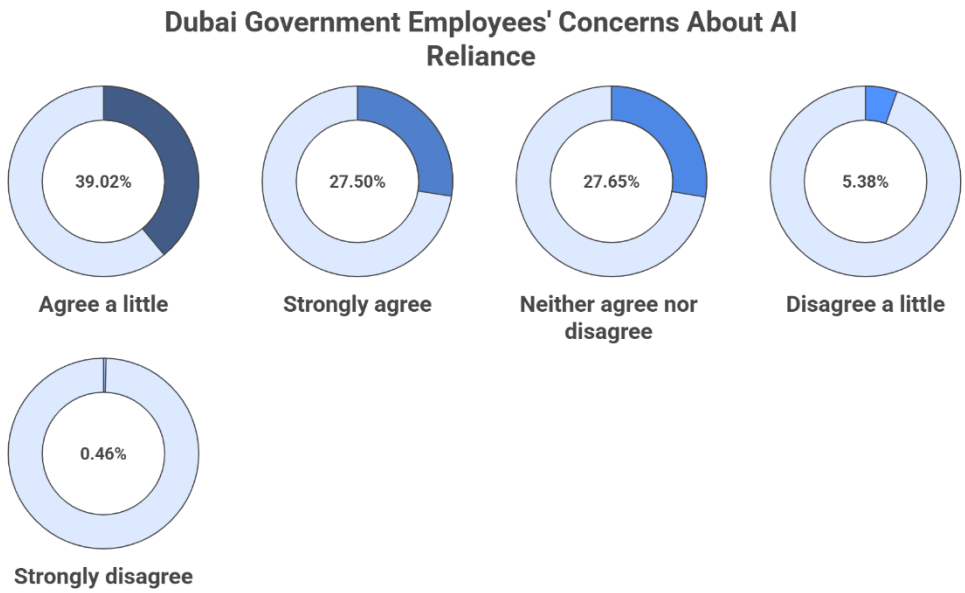


Figure 8 results reflect varied levels of discomfort and anxiety among Dubai Government employees regarding the use of ChatGPT. This measure assessed concerns such as fear of misuse, potential errors, and general intimidation with AI technologies. The majority of respondents (178- 27.34%) remained neutral, selecting "Neither agree nor disagree." Notably, 139 employees "Agreed a little" (21.35%), and 106 "Strongly agreed" (16.28%) that they felt discomfort, indicating that more than a third of the sample experienced some degree of unease. Meanwhile, 144 respondents "Disagreed a little" (22.12%) and 84 "Strongly disagreed" (12.90%) suggesting a sizeable portion did not share these concerns. These findings underline the importance of addressing psychological and training-related barriers in AI adoption to build confidence and support among users.

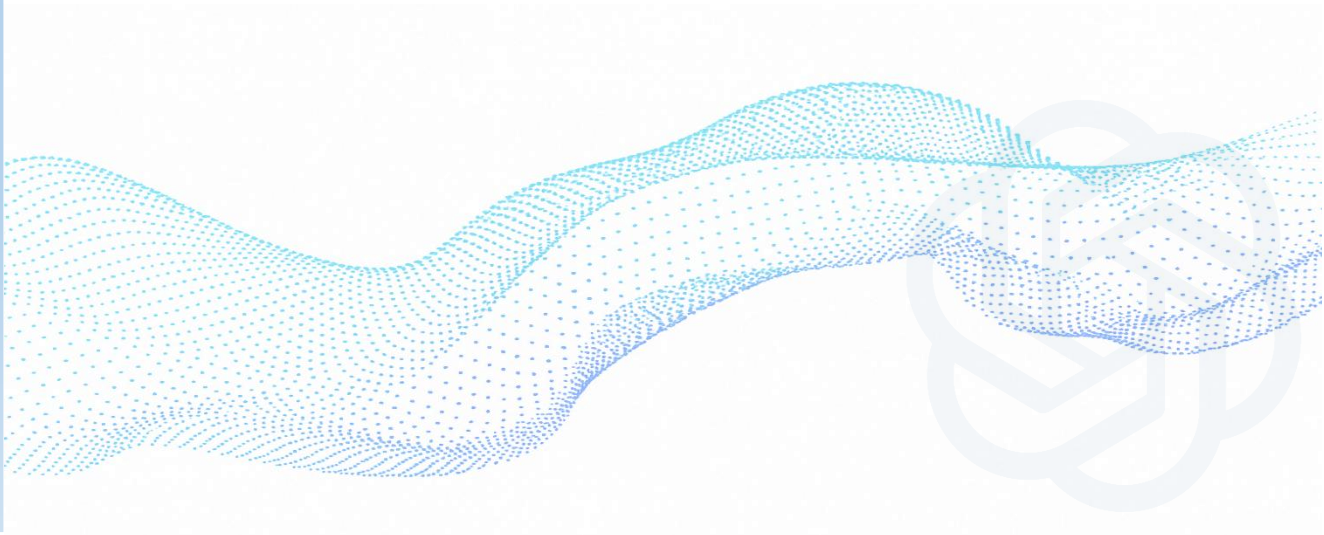


The Figure 9 findings reveal substantial concern among Dubai Government employees about over-reliance on ChatGPT and digital technologies. The below scale captured perceptions of risk tied to excessive dependence on AI tools and discomfort with digital-only engagement. A large majority expressed unease, with 254 respondents selecting “Agree a little” (39.02%) and 179 choosing “Strongly agree” (27.50%). An additional 180 respondents remained neutral (27.65%), while only a small minority expressed disagreement; 35 “Disagreed a little” (5.38%) and just 3 “Strongly disagreed” (0.46%). These results underscore that while digital tools like ChatGPT are widely accepted, many employees remain cautious about their long-term impact on critical thinking, human autonomy, and workplace dynamics. Proactive communication, blended solutions, and inclusive digital strategies will be key to addressing these apprehensions.



Overview of Results

To better understand what drives employees' readiness to adopt ChatGPT, a conceptual model was developed focusing on the four key psychological outcomes: optimism, innovativeness, discomfort, and insecurity. These variables were treated against five proposed antecedents: Perceived Usefulness, Perceived Ease of Use, Organizational Readiness, Technological Readiness, and Social Influence. The results (Appendix A) reveal additional pattern of influence. Perceived Usefulness (PU) significantly increases optimism and reduces both discomfort and insecurity, indicating that when employees recognize ChatGPT's value, they feel more positive and less anxious about its use. However, PU does not significantly affect innovativeness. Perceived Ease of Use (PEU) plays a broader role by enhancing both optimism and innovativeness, while also reducing discomfort, but it does not significantly influence insecurity. Interestingly, Organizational Readiness does not impact optimism or innovativeness but is associated with higher discomfort and insecurity, suggesting that formal readiness may not always translate into psychological ease; in some cases, it might even raise expectations or pressure. Technological Readiness, on the other hand, shows no statistically significant effects on any of the four psychological outcomes, indicating a disconnect between infrastructure availability and individual attitudes. Finally, Social Influence emerges as the most consistently influential factor, positively affecting all four dimensions: it boosts optimism and innovativeness, while also increasing feelings of discomfort and insecurity. This suggests that while social endorsement of ChatGPT encourages adoption, it may simultaneously introduce pressure or fears of inadequacy. Together, these findings highlight the complex and sometimes counterintuitive pathways through which organizational and perceptual factors shape individual readiness. The model underscores the need for balanced strategies that enhance usefulness and ease of use, while also managing the social and organizational climate to minimize unintended stress or resistance.



RECOMMENDATIONS

1- Support and Coaching Program to Address Discomfort and Insecurity.

Despite high enthusiasm for ChatGPT, a significant portion of employees reported anxiety and hesitation in using the tool, driven by fears of making mistakes or misusing the technology. These feelings were statistically linked to both organizational readiness and social influence, suggesting that formal rollout efforts or peer expectations may unintentionally generate pressure. To counter this, Dubai Government could implement tailored coaching and mentoring initiatives, such as guided simulations, one-on-one digital support, and opt-in "safe space" learning environments. These interventions will foster psychological safety and reduce apprehension, ensuring that readiness is not only structural but emotional and cognitive as well.

2- Capitalizing on the strong perception of usefulness by embedding practical use cases into daily workflows.

Perceived usefulness is a powerful enabler; it directly increases optimism and reduces both discomfort and insecurity. With 485 employees rating ChatGPT as "extremely useful," there is a solid foundation of trust in the tool's value. To harness this, Dubai Government should continuously highlight real-world use cases, success stories, and time-saving applications within teams and departments. Embedding ChatGPT into routine operations, through curated prompt libraries, task-specific templates, and peer demonstrations, will reinforce the tangible benefits of adoption, deepen engagement, and encourage organic scaling of use across functions.

3- Mobilize AI champions to fuel innovation and peer-driven experimentation.

The workforce at Dubai Government demonstrates high levels of personal innovativeness, with many employees willing to explore and adopt new technologies independently. This is further boosted by ease of use and social influence. To nurture and scale this readiness, Dubai Government should empower AI champions, early adopters who can lead exploration groups, host prompt-building clinics, and share insights across departments. These champions should not be technical experts alone but relatable peers who demonstrate how ChatGPT can solve everyday problems. This grassroots model of peer-led innovation will amplify creative engagement while diffusing best practices organically.

4- Reframe organizational readiness messaging to emphasize support over expectations

Interestingly, while government entities are widely seen as ready for ChatGPT integration, that perception correlates with increased discomfort 2and insecurity. This suggests formal declarations of readiness may raise anxiety if employees feel unprepared or pressured to perform. To address this, leadership should shift internal messaging from "We're ready, so you must use it" to "We're ready to support you." These reframing positions the organization not as a driver of expectations, but as an enabler of learning. Framing readiness as a collective journey, rather than a top-down mandate, will mitigate psychological tension and foster a more inclusive adoption culture.

5- Balance social influence to motivate without creating pressure

Social influence significantly boosts optimism and innovation, but it also increases discomfort and insecurity. This dual effect means that while peer encouragement is vital, it must be handled with care to avoid generating performance anxiety. The Dubai Government should promote narratives that normalize varied paces of adoption and diverse learning curves. By highlighting stories of employees who struggled before succeeding, and encouraging curiosity over compliance, social influence can be transformed from a source of stress into a supportive, motivational force that uplifts rather than intimidates.

6- Continue prioritizing intuitive design and role-specific usability enhancements

Most employees find ChatGPT extremely easy to use, an asset that directly enhances optimism, reduces discomfort, and fosters innovation. Maintaining this momentum requires sustained attention to interface simplicity and task alignment. Dubai Government should invest in usability enhancements tailored to specific roles, such as providing customized quick-start guides, in-platform prompt assistance, and multilingual functionality. Making the tool effortlessly accessible for all employees, regardless of background or technical skill, will preserve ease of use as a cornerstone of digital adoption and long-term engagement.

7- Mitigate Risks Through Governance, Privacy Safeguards, and Executive Support

While ChatGPT offers compelling opportunities for enhanced productivity and innovation, its use within government settings raises essential concerns around data privacy, confidentiality, and responsible governance. These concerns are particularly salient in public sector environments where sensitive information and public trust are paramount. To address these risks, the Dubai Government should establish clear usage guidelines, implement robust data protection protocols, and ensure secure integration pathways for AI tools. Additionally, visible and sustained involvement from senior leadership is critical. Executive endorsement should go beyond formal approval, it should include active participation in training sessions, visible use of the technology in leadership workflows, and open dialogue with staff about responsible use. This will mitigate risk and build a culture of transparency, accountability, and trust in AI adoption.

CONCLUSION

The survey findings present a compelling and optimistic outlook for ChatGPT adoption within Dubai Government. Employees not only recognize the tool's usefulness and ease of use but also express high levels of enthusiasm, confidence, and a willingness to innovate with it, foundations that are critical for successful digital transformation. The organization is viewed as both structurally and technically prepared, and there is widespread cultural and managerial support for AI integration. However, this readiness must now be matched with equally thoughtful strategies to manage the psychological dynamics of adoption. While optimism and innovativeness are strong, discomfort and insecurity remain significant barriers for many, often fueled by social pressure and misaligned perceptions of organizational expectations. Moving forward, the challenge is not whether employees can use ChatGPT, but how to ensure they do so with confidence, clarity, and purpose. The recommendations provided aim to translate these insights into action, bridging enthusiasm with empathy, innovation with inclusiveness, and capability with care. In doing so, Dubai Government can set a global benchmark for how public sector AI adoption succeeds not only through technology, but through people.

To further strengthen the impact of ChatGPT adoption, Dubai Government could benefit from longitudinal studies that track behavioral changes, productivity gains, and user confidence over time. This would allow the organization to evaluate the lasting effects of coaching, design changes, and governance efforts. In parallel, future exploration should examine how AI adoption differs across departments, roles, and demographics, especially in terms of equity, digital literacy, and psychological safety.

Additionally, more research is needed on how ChatGPT can enhance cross-functional collaboration, decision-making quality, and citizen-facing services. At a strategic level, Dubai Government should consider developing an AI Readiness Index tailored to public sector environments, enabling ongoing diagnostics and targeted interventions. By investing in these next steps, the organization can evolve from successful deployment to sustained, inclusive, and adaptive digital transformation.

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