


# Journal of Human Resource and Leadership (JHRL)

**Increasing Turnover Rate among Emirati Employees in Private Sector in Ras Al Khaima**

Ruqayya Saeed Alshehhi



**Increasing Turnover Rate among Emirati Employees in Private Sector in Ras Al Khaima**

 <sup>1\*</sup>Ruqayya Saeed Alshehhi  
School of Business & Quality Management, Hamdan Bin  
Mohammed Smart University

**Article History**

*Received 8<sup>th</sup> April 2024*

*Received in Revised Form 16<sup>th</sup> May 2024*

*Accepted 5<sup>th</sup> June 2024*



How to cite in APA format:

Alshehhi, R. (2024). Increasing Turnover Rate among Emirati Employees in Private Sector in Ras Al Khaima. *Journal of Human Resource and Leadership*, 9(3), 19–32.  
<https://doi.org/10.47604/jhrl.2649>

**Abstract**

**Purpose:** This study is aiming to examine the factors that contribute to the increasing rate of Emirati employees leaving their jobs in Ras Al Khaima private sector. It will demonstrate how these factors affect employees and result in their decision to leave their jobs. Additionally, which factor has the most impact on their intentions to resign will be identified. Moreover, what Human Resource Management do in response to that issue in order to strengthen their organization's position in the business market. According to the findings, this paper will attempt to introduce and propose some recommendations on how Human Resource Management can attract Emirati people to work in Ras Al Khaima private sector.

**Methodology:** To handle this problem, the research will depend on the based-literature review methodology. The study relied on literature review to infer the factors that contribute to the increasing turnover rate among Emirati employees in Ras Al Khaima private sector. A comprehensive review of relevant academic and empirical literature was conducted to find out these factors.

**Findings:** The main finding of the study is the positive relationship between job satisfaction and salary, rewards, benefits & compensation, as well as flexible work practices and career development opportunities. Job satisfaction decreases the employee intention to quit their jobs. Additionally, shorter working hours which is needed to achieve work-life balance is related positively to employee retention and decreases turnover rate among employees.

The paper also concluded that organizational support, fairness perception, and work-family culture are critical variables in employee retention.

**Unique Contribution to Theory, Practice and Policy:** The study will provide new insights that would incorporate different views on employee turnover relevant to the Emirati context particularly in the private sector of Ras Al Khaimah. It will offer some recommendations that will enable policymakers to develop measures that can help reduce turnover rates among Emirati employees. It will also help in improving the HR practices according to the awareness of the socio-cultural and economic characteristics that affect the Emirati workers. Additionally, the policy recommendations may inform the creation of laws and measures that could enhance the employment status and satisfaction of Emirati employees in the private sector. The paper recommends creating strategic Emiratization initiatives, enhancing work environment through focusing on cultural values, engaging HR managers in setting UAE-specific HRM models that account for cultural and organizational peculiarities.

**Keywords:** *Turnover Rate, Retention, Private Sector, Emiratization, Corporate Social Responsibility (CSR), High Performance Work Practices (HPWPs), Ministry of Human Resources and Emiratization (MoHRE)*

©2024 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>)

## **INTRODUCTION**

The turnover rate among Emirati employees in the private sector of Ras Al Khaimah is a multifaceted issue. Factors contributing to this trend could include the pursuit of better career prospects, more working hours or a high workload, a mismatch between job expectations and reality, or perhaps a lack of engagement, incentives and rewards within the workplace. Addressing this challenge requires a holistic approach, including enhancing job satisfaction through meaningful work, competitive benefits, and opportunities for professional growth. Emirati people reluctance to work in the private sectors will affect the Emiratisation program in the United Arab Emirates which is stated to be cumulative at 2% rate annually (u.ae, n.d.). Consequently, not implementing this rule will impact the organizational survival and success in the UAE market. Additionally, initiatives like 'Nafis' aim to increase Emiratisation in the private sector by making Emirati talent more competitive and attractive to private companies (Nafis, n.d.). Understanding and mitigating the reasons behind the increasing turnover rate is crucial for the sustainable development of the workforce in Ras Al Khaimah and the broader UAE.

It is expected that the ineffective Human Resource Management systems have a great influence on the Emirati employees' intentions to leave their jobs in Ras Al Khaima private sector.

Employee turnover rate can be defined as "the percentage of employees who leave an organization during a certain period of time" (Pavlou, 2019). The turnover rate involves voluntary resignations, retirements, and dismissals. However, it does not include the promotions or transfers within the organization.

### **Research Aim**

It is observable that that private sector in Ras Al Khaima lacks to Emirati people. This paper will shed a light on the turnover rate among Emirati employees in Ras Al Khaima private sector. The factors that contribute to the increasing rate of Emirati employees leaving their jobs in private sectors in the Emirate will be discussed in this study.

### **Research Objectives**

The objectives of the research are to:

- (1) Identify the reasons that make Emirati private sectors' employees leaving their jobs.
- (2) Demonstrate how those reasons affect Emirati employees and result in their decision to resign.
- (4) Recommend some suggestions to resolve this issue and reduce the Emirati turnover rate in Ras Al Khaima private sector.

### **Significance of the Study**

It is obvious that the turnover rate is associated to the human resource management system, and this is because the recruitment, employees' relations, training and development, employees' retention and compensation systems are some of the core functions of human resource management department in any organization and they are, at the same time, related directly to the employees. Thus, studying turnover rate is significant for developing the human resource management systems especially if they have deficiencies leading to the employees' dismissals like what is happening in Ras Al Khaima private sector. Loosing worthy employees affects the overall organization, because the remaining employees will lose trust in organizational

competence and effectiveness. It also increases the workload for the remaining employees which in turn creates a high level of stress. That may lead to increasing absenteeism and reducing morale and, at the end, result in negative impact on the organizational performance. Therefore, if the company fails to perform, it will not be able to excel. Moreover, it will be clear that the HRM department of that organization is not qualified enough to fix such problems in order to keep its performance and productivity level.

This research is substantial particularly in the UAE society where the government legislates a new rule about Emiratization in private sector. In order to improve the economy, the UAE government increases the Emiratization rate in private sector to enhance the public and private sectors integration. The rate of Emiratization should be 2% annually for the skilled jobs in companies with 50 or more employees. Moreover, it stated the percentage to be cumulative in order to reach 10% at the end of 2026. The Ministry of Human Resources and Emiratization (MoHRE) will cooperate with the Cabinet Secretariat to control the implementation of that decision and penalize the organizations which will not attain the nationalization target (u.ae, n.d.). Adding this new legislation to the Emirati dismissals from the private sector will put the private sector organizations in a difficult situation. To avoid that situation, they should attract national employees to achieve commitment to the governmental laws and fulfil their objectives and strategies. The research will highlight the factors that are leading to Emirati resignations and will suggest some recommendations to support private sector companies to grow in order to improve the UAE economy. The factors of turnover which will be mentioned in the literature review found advantageous notions for the employees' turnover.

### **Theoretical Background**

In the context of employee turnover and job dissatisfaction, the theoretical framework will be based on Herzberg's Two-Factor Theory and Expectation Theory of motivation.

#### **Herzberg's Two-Factor Theory**

This theory differentiates between factors that are likely to prevent job dissatisfaction (hygiene), and factors that are likely to lead to job satisfaction (motivators). Knowing how these factors work in relation to Emirati employees will help in explaining certain aspects that cause their turnover. Motivators and hygiene factors have a great impact on the employees' working attitudes and behaviours alongside with their performance. Due to Herzberg theory, motivators which are intrinsic factors are enhancing job satisfaction within the organization. Whereas extrinsic hygiene factors restrain job dissatisfaction (Osemeke & Adegboyega, 2017).

#### **Expectation Theory**

This theory explains the link between the behaviors and expectations. The employees' behaviors and attitudes are goal oriented which means the behavior occurrence is impacted by individuals' expectations. In other words, the employees' efforts depend on the subjective value of the results expected from the achievements (Ryan, Bradshaw, & Deci, 2019). It posits that employees' expectations about their ability to perform tasks and receive desired rewards can influence their motivation to stay or leave an organization. It suggests that enhancing job satisfaction and organizational commitment could potentially reduce turnover rates. Thus, by applying these theories, the study will seek to contribute to the knowledge of causes of employee turnover in the Emirati culture, which will be both beneficial for theory development and practical application.

## LITERATURE REVIEW

### **Positive Relation between Job Dissatisfaction and Turnover Rate**

One of the factors that may lead to the increasing turnover rate is employees' burnout, which is related to the work stress. Burnout is a vocational syndrome happening when the employees are exhausted emotionally, feeling negatively toward their jobs, and lacking in personal achievement (Gabriel & Aguinis, 2021). This is one potential reason for resignation which leads to job dissatisfaction and increases employees' attrition in RAK private sector organizations.

As Al Shareef & Daleure (2015) stated in their study, despite plentiful job opportunities in the private sector, Emirati people are avoiding working there. The study discussed the reasons that lead to the Emirati employees' job dissatisfaction in public, private and semi-government sectors in order to understand the national employees' reluctance to work to the private sector. The research found that job satisfaction in the private sector was lower than that in public and semi-government sectors. This finding enhances the idea of relating the turnover rate to job dissatisfaction in the private sector. According to the study, among 14 dissatisfaction criteria; salaries and benefits were the most dissatisfaction criteria for the Emirati employees. This supports the current research hypothesis which assumes that less salaries may drive job dissatisfaction and quitting the job. The study used online survey followed by calls to support the data gathering and some paper surveys were distributed among the companies that allow only paper survey for collecting data.

Private sector employees' intention to quit their jobs in Kuwait and UAE private sectors were studied by Elessawy, Al Kandari, & Al Mansoori (2019). The study examined the factors that impacted the employees' decisions to abandon their jobs voluntarily. It found that the organization performance, education level and job satisfaction have a considerable effect on the turnover rate among locals in the UAE. This study stated an interesting finding about UAE employees' tendency to leave. It revealed that the educational level is the factor that has the most significant effect of quitting decisions. It assumed that this finding might be because of the level of awareness and knowledge of the educated workforce. Educated employees are less satisfied about their jobs and quit their jobs in private sectors. The researchers distributed quantitative surveys among 350 employees and analyze the data using SPSS software.

Paais & Pattiruhu (2020) studied the effect of the organizational culture, leadership and motivation on employees' satisfaction and performance. The study found that the employees' performance is affected positively by the culture of the organization and the motivations they have received in their jobs. However, the workforce job satisfaction is not influenced by the organizational culture and motivation. On the other hand, leadership enhances the employees' job satisfaction and does not have an obvious impact on their performance. Thus, the motivation which is one of the human resource management practices influences the performance of the employee but not the employee engagement and as a result the employee retention is not enhanced as expected.

### **Factors That Increase Employee Retention (Negatively Related to the Turnover Rate)**

Huang et al., (2016) conducted a study in which they found that the employees' perceptions about the organizational climate safety are related to the level of job satisfaction, employees' engagement, and turnover rate. Where the job satisfaction is considered as a mediator between the safety of the organizational climate and human resource outcomes, employee engagement



and turnover rate. They confirmed that the safer the organizational climate is, the more engaged the employees are and the less turnover rate is. This result could be true for construction organizations which are very common in RAK. The data of the study was collected from two trucking companies using quantitative survey. They collected some objective information about starting dates of employment beside the end dates to support their view about the reason for turnover.

According to the previous studies, it is observed that job dissatisfaction is one main reason of quitting jobs in private sector. But what can cause job dissatisfaction among employees. The paper hypothesized that ineffective HRM practices lead to the employee job dissatisfaction which in turn increases their intentions to quit. The upcoming lines will discuss some HRM practices that are related positively and negatively to the turnover rate.

### **Human Resource Management Practices' Relation to the Employees' Retention or Resignation**

#### **Practices that are Related Negatively to the Employee Turnover (Increase Employee Retention)**

Dietz & Zwick (2020) discussed the visibility and portability of training and its connection to the employees' retention in their research. They concluded that, on average, training increases the employees' retention in the same organization if the training is conducted in the organization. However, the employees' retention is reduced if the training contents are portable to outside the organization. Training visibility decreases the employees' retention as well. In other words, if the training is provided by external institutions the employees' retention decreases and the turnover increases.

According to Chênevert, Hill, & Kilroy (2021), intentions for turnover are affected by the nonmonetary recognitions. They studied the proximal recognition given by the direct supervisors and other co-workers and distal recognition presented in the organization. The study found that the turnover intentions increase if the proximal recognition, specifically from supervisors, is less than the distal recognition coming from the organization. They found that the other sources of proximal recognition such as co-workers do not have any effect on the quitting intentions. Moreover, if both proximal and distal recognitions are low the employees' tendencies to leave their jobs are higher. In order to gather data, quantitative questionnaires were sent to the employees through their emails.

Amushila & Bussin (2021) explored how is the talent management related to employee retention. It found that the synchronization of practices of talent management and workforce retention leads to the employees' turnover reduction. It concluded that the combination between talent management development and the performance management apparatuses when practicing human resource management operations will impact the retention of qualified employees. Moreover, if the managers consider talent management as their responsibility, beside the HRM department, the image of the organization will be higher due to the high-performing employees' retention and less intention of turnover. The study used semi-structured interviews to collect its primary data. This study supports the idea of increasing turnover rate with ineffective HRM practices, since the effective HRM practices enhance employee retention.

The job embeddedness which is defined as the combination of forces that enhance employee retention is divided into on-the-job embeddedness and off-the-job embeddedness. Ghosh &

Gurunathan (2015) studied the relationship between human resource practices, on-the-job embeddedness, and off-the-job embeddedness. They found that human resource policies result in lowering employees' intention to leave and increase employees' retention through on-the-job embeddedness which supports the proposed study hypothesis. However, off-the-job embeddedness has no apparent effect on the employees' willingness to quit. A quantitative survey using questionnaires was used to gather primary data from 1056 employees working in the banking sector.

Organizations can use human resource management policies like compensation systems and performance management to increase their employees' awareness about Corporate Social Responsibility (CSR). This may increase the employees' trust in their organization commitment to CSR and in turn increase their involvements in the social responsibilities. Those new social responsibilities which are involved in the employee's performance evaluation and make compensation and reward for him will make the job more meaningful and the employee may be re-engaged to his organization. As a result, the employees' retention and the turnover rate may be affected in a desirable way (Aguinis, Villamor, & Gabriel, 2020).

High performance work practices (HPWPs) have three important elements which are performance appraisal, compensation, and employment security (Mohd Nasuridin, Tan, & Naseer Khan, 2018). The relation between the turnover intention among employees and those three elements is discussed in Nasuridin's research. The study stated that the compensation and performance appraisal increase the organizational commitment which leads to the less turnover intention. Applying effective HPWPs, specifically compensation and performance appraisal system will reduce the tendency to leave the job. Quantitative survey questionnaires were the method used by the researchers in order to collect primary data. The findings advocate the assumption of the relationship between HRM practices and employees' turnover.

### **Practices that are Related Positively to the Employee Turnover**

Dhanpat, Modau, Lugisani, MaboJane, & Phiri (2018) stated that there is a relationship between the leaving intention and the retention factors. However, the ineffective compensation system is the most influencer factor of turnover within the call center where the study took place. Cross-sectional method in which questionnaires are used to collect information. The study used inferential and descriptive statistics to analyze data.

### **Research Question and Hypothesis**

The research question is "What are the factors that contribute to the increasing rate of Emirati employees leaving their jobs in private sector in RAK?". Therefore, it is hypothesized that the Emirati private sector employees who work in organizations that have ineffective Human Resource Management system, have more intentions to leave and look for other jobs in the public and semi-government sectors.

The mediator variable is assumed to be employees' job dissatisfaction about HRM practices.

The hypothesis is:

H<sub>1</sub>: Ineffective HRM practices increase job dissatisfaction which in turn increases turnover intentions.

### **Research Gaps**

There is a lot of research conducted in the area of employee turnover, however, there are certain voids on the determinants that directly affect Emirati employees in the private sector of Ras Al

Khaimah. These gaps include the role of culture values and beliefs in job satisfaction and turnover intentions, the role of organizational support and career growth, and the effectiveness of targeted HR practices. Finally, the literature review showed that there is a lack of research concerning the community and social integration of Emirati employees in the concept of job embeddedness. Filling these gaps can help to form better practices for addressing the turnover and improving the retention of employees in this specific setting.

## **METHODOLOGY**

With this review, the study aims to identify the main causes of employee turnover based on previous scholarly publications and studies. Employee turnover is one of the most concerning factors that can affect organizations' performance and success largely. These factors are particularly relevant to the Emirati workforce in Ras Al Khaimah in order to create strategies and policies that would enable high employee satisfaction and retention.

The methodology is based on literature review. It used the literature review methodology in-depth and analyze the factors affecting Emirati employees in Ras Al Khaima private sector. The aim is to review the previous scholarly publications and studies touching on the subject, which will provide an in-depth understanding of the factors driving employee turnover.

The literature review was prepared using articles, studies, reports from industry, and other relevant publications. The conditions of the study are papers that focus on the employee turnover of Emiratis in the private sector organized around Ras Al Khaima.

Moreover, open databases like PubMed, Google Scholar, as well as industry-specific journals, are some of the tools that were used to search down the key terms related to Emirati employee turnover, the dynamics of the private sector, and human resource management methods.

To analyse data, the literature was closely examined to identify the clusters or repeated themes, patterns, and even areas of gaps. A significant part focused on performing the human resources management's way of influencing like, satisfaction toward the job, and engagement on Emirati workers when they think about quitting their jobs.

Additionally, the review explored the key points from different literature and was employed to shape the essay into a cohesive discussion. Consequently, the literature was arranged in themes, enabling organized reports of outcomes.

The studies that were engaged in this review were examined for their methodological quality and research standards to guarantee the reliability and validity of this review. The last part of the examination addressed the design of the research, sample size, data collection methods, and the general contribution to the field of study that determines Emirati employee attrition.

## **RESULTS AND DISCUSSION**

### **Job Satisfaction Dynamics: Insights and Trends**

The extensive literature study discusses Emiratisation programs and job satisfaction measures for Ras Al Khaimah's private sector workers. Recently, employment of nationals in the private sector is a major focus in the UAE. As Al Murshidia and Al Riyamib (2020) stated, the job satisfaction is related positively to the salary and benefits, as well as the career development opportunities which in turn decreases the employee intention to quit their jobs in the private sector. This result reflects the significance of secured future for employees to keep their jobs for long time. Al Murshidia, and Al Riyamib (2020) discuss UAE Emiratisation and HRM practices in depth. The research lends validity to the study and suggests that HR managers



deliberately build UAE-relevant HRM models while prioritizing cultural and organizational adaptation.

Those findings are supported by (Al Shareef & Daleure, 2015). They studied the job satisfaction criteria and found that the salaries and benefits have the highest relation with the job dissatisfaction whereas the work environment was related to the highest satisfaction ratings. They declared that younger Emirati workers value job satisfaction, especially a good work environment, employment stability, competitive salary, growth, and progress, noting that higher earnings do not guarantee job commitment. Their study showed that respondents desire shorter working hours to achieve work- life balance which is important for the private sector employees in Ras Al Khaimah. The study found that young Emiratis value a good work environment over money. Public sector salaries are lower than expected, suggesting young people are drawn to it for reasons other than money like good work environment and career development.

Moreover, the younger responders with shorter career spans and tenures were satisfied with their jobs. Job security satisfaction was higher among older, longer-tenured respondents.

The research predicts obstacles for future job searchers, notably in Ras Al Khaimah, and stresses the need for the private sector to adjust strategically to compete with more educated and experienced generations. Ras Al Khaimah's labor market needs continual attention and strategic modifications notwithstanding UAE expansion.

For the new generation, job satisfaction is related strongly to the flexible work practices, recognition and rewards, benefits and compensation and feedback (Aggarwal, Sadhna, Gupta, Mittal, & Rastogi, 2022). These findings support the notion of salary being somewhat related to age, education and length of job, and career advancement increases were limited to longer tenures and older ages.

### **Workplace Conditions and Emirati Resignations: A Comprehensive Analysis**

The academic studies illuminate the complex issues affecting Emirati and non-Emirati youth work preferences, with a focus on the UAE private sector. It is observed that Emirati women prefer cultural and familial workplaces, whereas men desire liberal and understanding management. Both want meaningful work and to contribute to society while following their passions. It can provide insights into Ras Al Khaimah's private-sector talent attraction and retention initiatives.

This may give meaning to the literature review's recommendation to align organizational values with UAE workers' younger values. Jabeen, Friesen, & Ghoudi (2018) noted that modern workers want meaningful employment and purpose. This research, which distributed 500 paper-based survey among Emirati employees, found that misalignment with organizational culture and values often deters career choices. The findings also emphasize the UAE's rapid progress and innovative leaders as role models for Emirati youth. They want to help the country grow because they want to make a difference, which fits with the literature's focus on purpose-driven work. Following the literature's emphasis on leadership development, mentorship, and flexible work hours, the study recommends training and development, mentorship, and flexible work arrangements. Thus, the study's findings confirm and build on previous research by giving context-specific insights into Emirati youth job market motivations and preferences.

### **Employee Turnover Analysis: Unveiling Key Influencing Factors**

The paper, "An Analysis Study of The Factors Influencing Employee's Decision to Leave Their Workplace," investigates a variety of reasons why employees leave their jobs. The comprehensive research analysis identifies organizational support, fairness perception, and work-family culture as critical variables in employee retention. Survey respondents' age, gender, education level, and income are investigated to determine how they may influence employee decisions. Cronbach's Alpha, KMO, and Bartlett's Tests all illustrate the study model's durability.

According to the regression analysis, there is a positive relationship between justice perception and organizational control, organizational support, work-family culture, conflict, and employee turnover. With an R Square value of 64.9%, the model implies that these factors account for a sizable share of employees' job turnover decisions. The ANOVA results reveal that JPOC, OS, and WFCC predict employee decisions, stressing organizational factors in retention. According to the coefficient analysis, the most influential factor is organizational support, followed by fairness perception, organizational control, work-family culture, and conflict (Kitana, 2020)

Hypothesis testing confirms the significance of these variables, which link fairness perception, organizational support, work-family culture, and employee turnover. The study found that understanding corporate culture and support is critical for employee retention. The recommendations emphasize how important it is to consider these elements when developing employee satisfaction and turnover prevention initiatives.

### **Unlocking the HRM Dynamics**

The study looks at human resource management in the UAE, specifically turnover in Ras Al Khaimah's commercial sector. The major conclusions concern several elements of HRM in the UAE. The implementation of Emiratisation policies is a priority. These schemes use occupational quotas and regulatory constraints to boost UAE national employment. The statement acknowledges that Emiratisation targets are difficult to meet, particularly in the private sector, where non-national workers are preferred.

According to (Khassawneh & Abaker, 2022) literature analysis, the small and medium-sized enterprises in the UAE private sector have no clear rules or regulations for HRM practices. The salaries are low compared to the public sector, and some of the commercial-sector employers either pay their employees late or they do not pay them at all. Unclear HRM rules make the private sector unattractive for the Emirati people. Not because insufficient wages only, but also unavailability of non-monetary perks, shorter working hours and less training and development programs.

HR managers in the UAE confront challenges such as a lack of HR training in smaller organizations and the absence of an HR association. The UAE's complex HR environment necessitates HR experts with backgrounds in administration, strategic management, expatriation, diversity, and talent management. The proposals in the pamphlet highlight the complexities of the UAE's human resources industry. HR managers should actively develop and implement UAE-specific HRM models. The emphasis is on applying these concepts to UAE culture and the employment market. The declaration emphasizes the need for HR specialists to develop approaches that are appropriate for the UAE's cultural and organizational contexts, notably in RAK's private sector.

The LR finishes with research gaps and recommendations for the future research. It promotes UAE strategic HRM, private sector HR, and strategic talent management research. The article acknowledges the UAE's growing interest in human resource management, as well as the challenges HR departments confront in demonstrating their value in the country's shifting labor market. The findings provide a comprehensive and insightful reference for HR professionals and organizations navigating UAE HRM complexity.

### **Discussion**

According to Kashmoola and Ahamat (2021), job satisfaction improves the employee retention and reduces their intention to leave. As discussed, sufficient wages and flexible working practices with opportunities to develop the employees' careers through training and development programs lead to the job satisfaction and, as a result, will decrease the employee turnover. Emiratization activities, and preferences among Emirati private-sector workers are all complex.

Following Cyriac and Baskaran (2020), the organizations should formulate its HRM practices to retain talent employees through monetary and non-monetary strategies and decrease their attrition. Therefore, Emirati employees who work to RAK private sector will stay with their organizations if the attractive factors that are found in the public sector are available in the commercial sector.

The thorough research on drivers for employees' decision to leave is also confirmed by Qasim, (2020). The study investigated that the poor wage benefits to the workers and the work-life imbalance are two significant factors that are related positively to the turnover rate in the UAE.

UAE government endeavours to make commercial sector more attractive for locals, it announced equal holidays in both public and private sectors in March 2019 by which the work-life balance can be achieved in the private sector industries. Because, as mentioned before, long working hours and less holidays make the private sector less attractive to the UAE nationals (Al Murshidia & Al Riyamib 2020).

Holistic Sustainability as Key to Emiratization 21, helps us to understand the role of organizational support, fairness perception, and work-family culture in a deeper perspective. The study has revealed the correlation with Codrai's vintage photos of the mid-20<sup>th</sup> century that gives a historical framework of changes dynamics of the labour market in the UAE.

### **Implications in Practice and Research**

Human resource management practices of the private sector in Ras Al Khaimah will have the recommendations of the study synthesized by the discussion of their practical applications for the organizational strategy. Besides that, this review could also discover the missing piece of the puzzle from current research, which could be needed for further research. This research is comprehensive and meticulous approach to understanding the factors leading to employee turnover in the Emirati culture as it has been discussed previously by the literature.

In both theoretical perspectives and practical implications, this study will have the several implications, like; it will provide new insights that would incorporate different views on employee turnover relevant to the Emirati context particularly in the private sector of Ras Al Khaimah. In particular, the research will offer recommendations for HR managers and policymakers that will enable them to develop measures that can help reduce turnover rates among Emirati employees. Due to the awareness of the socio-cultural and economic characteristics that affect the Emirati workers, the findings will help in improving the HR

practices. Additionally, the policy recommendations may inform the creation of laws and measures that could enhance the employment status and satisfaction of Emirati employees in the private sector.

### **Recommendations**

**Strategic Emiratization initiatives:** It is recommended to initiate strategic Emiratization initiatives to retain Emirati talent, and provide excellent work environments, job satisfaction, and opportunity for advancement. Also, aligning plans with the changing tastes of younger Emirati workers is suggested.

**Work Environment Enhancements:** In order to enhance workplace conditions, prioritize improvements based on previous research and emphasize cultural and familial values in the workplace, especially among Emirati women.

**Organizational Support and Fairness Perception:** To improve organizational support and fairness perception to increase employee retention. Establish work-family rules that promote balance and support.

**Human Resource Management Adaptations:** This will engage HR managers in developing UAE-specific HRM models that account for cultural and organizational peculiarities. Creating HR expertise to handle Emirati workforce dynamics.

### **Conclusion**

These findings show that Emirati private-sector workers in Ras Al Khaimah are navigating a complicated web of history, culture, and organizational changes. This study contributes to the body of knowledge and provides practical assistance to organizations looking to attract and retain a diverse Emirati workforce. A complex relationship occurred between young Emirati workers' job satisfaction, Emiratization, and shifting preferences. This study shows that workers expect better working conditions, higher wages, and different aims, hence private sector strategy must alter. Studies on women and economic transition in the Arab Gulf investigated how working circumstances influence Emirati resignations.

Employee attrition was investigated via the lens of organizational support, fairness perceptions, and work-family culture. A focus on the Emiratization agenda revealed that nationalization objectives are difficult to attain in UAE human resource management. In this cultural and organizational climate, UAE HR managers are actively developing UAE-specific HRM models, emphasizing the value of adaptable solutions.

These results support the study hypothesis, which states positive correlation between ineffective HRM practices and turnover rate via mediating job dissatisfaction, by which it can be approved.

### **Final Statement**

By improving HRM in Ras Al Khaima private sector organizations, employees will be more satisfied, and the image of the companies will be high, by which Emirati employees will be attracted to that sector in order to achieve integration between government and private economic sectors.

## REFERENCES

- Aggarwal, A., Sadhna, P., Gupta, S., Mittal, A., & Rastogi. (2022). Gen Z entering the workforce: Restructuring HR policies and practices for fostering task performance and organizational commitment. *Journal of Public Affairs*, 22(3), Article e2535. Retrieved from <https://doi.org/10.1002/pa.2535>
- Aguinis, H., Villamor, I., & Gabriel, K. P. (2020). Understanding Employee Responses to COVID-19: a Behavioral Corporate Social Responsibility Perspective. *Management Research: Journal of the Iberoamerican Academy of Management*, 18(4), 421–438. Retrieved from <https://doi.org/10.1108/mrjiam-06-2020-1053>
- Al Murshidia, G. and Al Riyamib, R. (2020). Emiratisation policy: Factors affecting job satisfaction and intentions to continue jobs in the public sector. *International Journal of Innovation, Creativity and Change*, 14(1), 1043-1057. Retrieved from [https://www.ijicc.net/images/Vol\\_14/Iss\\_1/14193\\_Murshidi\\_2020\\_E\\_R.pdf](https://www.ijicc.net/images/Vol_14/Iss_1/14193_Murshidi_2020_E_R.pdf)
- Amushila, J., & Bussin, M. H. R. (2021). The Effect of Talent Management Practices on Employee Retention at the Namibia University of Science and Technology: Administration Middle-Level Staff. *SA Journal of Human Resource Management*, 19(0), 11. Retrieved from <https://sajhrm.co.za/index.php/sajhrm/article/view/1485/2580>
- Chênevert, D., Hill, K., & Kilroy, S. (2021). Employees perceptions of non-monetary recognition practice and turnover: Does recognition source alignment and contrast matter?. *Human Resource Management Journal*, 32(1), 40- 57. Retrieved from <https://doi.org/10.1111/1748-8583.12354>
- Cyriac, N.T. and Baskaran, K. (2020). A study on the effectiveness of non-monetary retention strategies in UAE. In *2020 8th International Conference on Reliability, Infocom Technologies and Optimization (Trends and Future Directions)(ICRITO)* (pp. 556-561). IEEE.
- Daleure, G., & Al Shareef, Z. (2015). Exploring under-representation of young Emirati adults in the UAE private sector by examining Emirati job Satisfaction. *Sheikh Saud Bin Saor Al Qasimi Foundation for Policy Research*.
- Dhanpat, N., Modau, F.D., Lugisani, P., MaboJane, R. and Phiri, M. (2018). Exploring employee retention and intention to leave within a call centre. *SA Journal of Human Resource Management*, 16(1), 1- 13. Retrieved from <https://doi.org/10.4102/sajhrm.v16i0.905>
- Dietz, D., & Zwick, T. (2020). The retention effect of training: Portability, visibility, and credibility. *The International Journal of Human Resource Management*, 33(4), 710-741. Retrieved from <https://doi.org/10.1080/09585192.2020.1737835>
- Elessawy, F., Al Kandari, I., & Al Mansoori, A. (2019). Factors Affecting Employees Turnover Intention in Kuwaiti & Emirati Banking Sector. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 24(12), 34-44. DOI: 10.9790/0837-2412033444
- Gabriel, K., & Aguinis, H. (2021). How to Prevent and Combat Employee Burnout and Create Healthier Workplaces During Crises and Beyond. *Business Horizons*, 65(2), 183-192. Retrieved from <https://doi.org/10.1016/j.bushor.2021.02.037>



- Ghosh, D., & Gurunathan, L. (2015). Do commitment based human resource practices influence job embeddedness and intention to quit? *IIMB Management Review*, 27(4), 240–251. Retrieved from <https://doi.org/10.1016/j.iimb.2015.09.003>
- Huang, Y. H., Lee, J., McFadden, A. C., Murphy, L. A., Robertson, M. M., Cheung, J. H., & Zohar, D. (2016). Beyond safety outcomes: An investigation of the impact of safety climate on job satisfaction, employee engagement and turnover using social exchange theory as the theoretical framework. *Applied Ergonomics*, 55, 248–257. Retrieved from <https://doi.org/10.1016/j.apergo.2015.10.007>
- Jabeen, F., Friesen, H. L., & Ghoudi, K. (2018). Quality of work life of Emirati women and its influence on job satisfaction and turnover intention: Evidence from the UAE. *Journal of Organizational Change Management*, 31(2), 352-370. Retrieved from <https://doi.org/10.1108/JOCM-01-2017-0016>
- Kashmoola, B.W. and Ahamat, A. (2021). Job Satisfaction and Intention to Leave among Middle-Level Managers of SMEs in Dubai, UAE. *Indonesian Management and Accounting Research*, 19(2), 163-180. DOI: <http://dx.doi.org/10.25105/imar.v19i2.7344>
- Khassawneh, O. and Abaker, M.O. S. M. (2022). “Human resource management in the United Arab Emirates: Towards a better understanding,” in *HRM in the Global South. A critical perspective* (PP 103–128). Cham: Springer International Publishing. DOI: 10.1007/978-3-030-98309-3\_5
- Kitana, A. (2020). An Analysis Study Of The Factors Influencing On Employee’s Decision To Leavetheir Workplace At UAE. *International Journal of Business and Management Invention (IJBMI)*, 9(2), 1- 9. Retrieved from <https://www.researchgate.net/publication/339602378>.
- Mohd Nasurdin, A., Tan, C. L., & Naseer Khan, S. (2018). The Relation between Turnover Intention, High Performance Work Practices (HPWPs), and Organisational Commitment: A Study among Private Hospital Nurses in Malaysia. *Asian Academy of Management Journal*, 23(1), 23–51. Retrieved from <https://doi.org/10.21315/aamj2018.23.1.2> Nafis | نافيس. (n.d.). Nafis.gov.ae. <https://nafis.gov.ae/>
- Osemeke, M., & Adegboyega, S. (2017). Critical Review and Comparism between Maslow, Herzberg and McClelland's Theory of Needs. *FUNAI JOURNAL of ACCOUNTING BUSINESS and FINANCE*, 1(1), 161- 173. Retrieved from <https://www.fujabf.org/wp-content/uploads/2018/01/Critical-Review-and-Comparism-between-Maslow-Herzberg-and-McClellands-Theory-of-Needs.pdf>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577–588. Retrieved from <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Pavlou, C. (2019). *How to calculate employee turnover rate*. Retrieved from: <https://resources.workable.com/tutorial/calculate-employee-turnover-rate>.

- Qasim, A. (2020). The Impacts of High Employee Turnover in the UAE Hospitality Industry. In: Pereira, V., Neal, M., Temouri, Y., Qureshi, W. (eds) Human Capital in the Middle East. Palgrave Studies in Global Human Capital Management. Palgrave Macmillan, Cham. [https://doi.org/10.1007/978-3-030-42211-0\\_4](https://doi.org/10.1007/978-3-030-42211-0_4).
- Ryan, R., Bradshaw, E., & Deci, E. (2019). A History of Human Motivation Theories. [http://selfdeterminationtheory.org/wp-content/uploads/2019/07/2019\\_RyanBradshawDeci\\_HistoryOfMotivationTheories.pdf](http://selfdeterminationtheory.org/wp-content/uploads/2019/07/2019_RyanBradshawDeci_HistoryOfMotivationTheories.pdf)
- u.ae. (n.d.). *Emiratis' employment in the private sector - The Official Portal of the UAE Government*. [online] Available at: <https://u.ae/en/information-and-services/jobs/emiratis-employment-in-private-sector>.