



University of  
**Southern  
Queensland**

**FACTORS INFLUENCING ORGANISATIONAL  
COMMITMENT AND TURNOVER INTENTIONS IN  
ABU DHABI POLICE**

A Thesis submitted by

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## **ABSTRACT**

Employees are integral to the success of an organisation. Several factors enable employees to work effectively to the point where they can contribute to the success of the organisation. When such factors are absent, employees may find reasons leave the organisation. This research aims to identify and critically examine factors that influence organisational commitments and Employee Turnover Intentions (TI) in the Police. This line of inquiry is taken in order to develop a framework that may be utilised to reduce turnover in the United Arab Emirates (UAE) Police. Through theoretical explanations derived from literature, certain factors such as workplace stressors, work control, job stress, job satisfaction and organisational commitment were identified as factors that may influence TI. The impact of these factors on TI and the interaction between these variables are tested in UAE police through eleven hypotheses. Quantitative research design was adopted to conduct the research through cross-sectional survey methodology. An online survey is administered to UAE Police, where 213 officers participated in the study. Data is analysed using confirmatory factor analysis (CFA) and structural equation modelling (SEM) to test and confirm the relationships between antecedents and predictors of TI. The results indicate that factors such as workplace stressors and job stress influence organisational commitment in the UAE Police. Results further reveal that organisational commitment and workplace both influence TI in UAE Police. The result also highlighted the role of organisational commitment as a mediator in the relationship between workplace stressors and TI UAE Police. The study implications indicate that the framework which is a contribution to theory may be utilised in developing personal and workforce resilience in the police in light of dealing with future crises.

## CERTIFICATION OF THESIS

I Mohammed Aljneibi declare that the Thesis titled *Factors Influencing Organisational Commitment and Turnover Intentions in Abu Dhabi Police* should be presented for examination is not more than 100,000 words in length including quotes and exclusive of tables, figures, appendices, bibliography, references, and footnotes. The thesis contains no material that has been submitted previously, in a whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work.

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## **ABBREVIATIONS**

AC	Affective commitment
ADP	Abu Dhabi Police
AOC	Affective Organisational Behaviour
AVE	Average variance extracted
CC	Continuance commitment
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CS	Communication satisfaction
EFA	Exploratory factor analysis
EC	Executive Council
ESS	Emiratization Scholarship Scheme
HRM	Human resources management
IFI	Incremental Fit Index
IT	Information Technology
JE	Job Embeddedness
JP	Job Performance
JS	Job Satisfaction
JobS	Job Satisfaction (equation)
JSTr	Job Stress
JET	Job Embeddedness Theory
KPIs	Key Performance Indicators
KSA	Knowledge, Skills and Abilities
LF	Laissez-faire leadership
MOI	Ministry of Interior
NC	Normative Commitment
OC	Organisational commitment
OCQ	Organisational Commitment Questionnaire
OCQ-R	Organisational Commitment Questionnaire Revised
PSS	Perceived Supervisor Support
RMSEA	Root Mean Square Error of Approximation
SEM	Structural equation modelling

SHRM	Strategic human resource management
SPSS	Statistical Package for the Social Sciences
TL	Transactional leadership style
TF	Transformational leadership style
TI	Turnover Intentions
UAE	United Arab Emirates
WLB	Work-life balance
WoC	Work Control
WoS	Workplace Stressors
WPI	Workplace Indicators

# **CHAPTER 1: INTRODUCTION**

## **1.1 Introduction**

This first chapter starts with an introduction to the research topic and a justification for conducting this study. Background information on the concepts of employee turnover and employee turnover intention including a brief exploration of the antecedents of these constructs in management literature is provided. A brief introduction is presented on the context of police and the United Arab Emirates (UAE) police. The gaps in literature and the potential contribution of the research findings to the body of knowledge are also highlighted. The research aim, and objectives are presented. This chapter also covers the overall scope of the research and the thesis structure.

## **1.2 Background to Study**

The question of why employees quit or stay in a job has been and continues to be a popular topic in management research. There has been persisting interest in employee turnover across different academic disciplines for more than 100 years (Alhashmi et al., 2017; Basnyat & Clarence, 2020; Han, 2020). This broad interest is driven by the recognition that employees are the most important assets to an organisation (Chênevert, et al. 2022). However, this asset can be threatened by different factors (organisational or individual) to the point that employees decide to leave the organisation. A comprehensive review of literature on causes of employee turnover in the police reveal that work stress and other turnover intentions lead to employees leaving the organisation.

### ***1.2.1 Stressors in Police***

Police organisations are public sector organisations are tasked with the primary responsibility to protect lives and property (Basnyat & Clarence, 2020; Han, 2020; Rigaux & Cunningham, 2021). Police officers are therefore responsible for the prevention and investigation of crime and the apprehension and detention of individuals suspected or

convicted of violating the law (Basnyat & Clarence, 2020; Rigaux & Cunningham, 2021). Research indicates that Police is a particularly stressful occupation due to internal stressors from within the organisation itself, and the perceptions of physical danger (Basnyat & Clarence, 2020; Birze et al. 2022). Police is among the top five most stressful occupations worldwide (Birze et al. 2022; Han, 2020). Work related stress has been linked to several negative organisational outcomes such as job dissatisfaction, burn-out, poor commitment and high turnover intention among police workers (Birze et al. 2022; Han, 2020; Rigaux & Cunningham, 2021).

Stressors are defined as the antecedent conditions within one job or the organisation which require adaptive responses on the part of employees (Park & Min, 2020). Different studies have demonstrated that workplace stressors encourage resignation among police personnel (Han, 2020; Okae, 2018; Park & Min, 2020). Other studies have shown that work stress also mediates the association between individual factors such as psychological capital and turnover intention (Wynen et al. 2022). Empirical results on the links between stressors and turnover intent are not always identical and models are often not replicable across different samples (Wynen et al. 2020; Zhang et al. 2022). The need for additional research on stressors and police turnover intention in different cultural contexts has been highlighted in literature (Rubenstein et al., 2018; Okae, 2018; Park & Min, 2020). Studies on the unique experience of occupational stress for police officers in the UAE and the linkage to turnover intention is still in its infancy (Alhashmi et al., 2017; AlHashmi et al., 2019; Jabeen et al., 2020a; Jabeen & Alhashmi, 2018). The identification of modifiable stressors to guide efforts to reduce turnover among UAE police officers will be most beneficial.

Unfortunately, stress is inherent in police work as it can be an unavoidable aspect of policing (Rigaux & Cunningham, 2021). Simply identifying the relationship between stress and turnover is therefore not novel (Zhang et al. 2022). Rather than continuing to focus on individual stress process as many previous Research has done, exploring specific workplace stressors and associated organisational factors which can be mitigated is considered to be of more utility for definitive management action (Zafar et al. 2022). Previous research has identified that detection of stressors, and the application of effective coping approaches are the most helpful in reducing the negative impact of stress (Birze et al. 2022). In addition to identification of workplace stressors, identifying any mediators in these relationships will be helpful. For example, reported that burnout mediated the

association between workplace stressors and turnover intent, while job satisfaction did not (Dodanwala & Santoso, 2022). As such, efforts to reduce burnout will also reduce turnover among police officers (Li & Yao, 2022; Zafar et al. 2022). The understanding gained from authors reviewed in this section suggest that turnover intentions in the police is mostly influenced by workplace stressors. Further deductions from studies and this section are that it is worth examining turnover intentions further to determine whether or not other factors lead to turnover intentions in the police especially in UAE Police force.

### ***1.2.2 Turnover Intention in Police***

The issue of turnover intentions in the Police in recent years is well documented and should be of concern to any police force. Factors such as work-family conflict and job autonomy (Haar & Brougham, 2022; Jabeen et al., 2020a; Li et al. 2019); supervisory behaviour (Basnyat & Clarence, 2020); flexibility and management (Han, 2020) have been identified as drivers of turnover intentions. Other factors documented in literature are compensation structure (Rabe-Hemp & Schuck, 2018), procedural and distributive justice (Saleem et al. 2021) and a higher community rates of violent crime rate (Birze et al. 2022). Employees when not satisfied, may contribute to the negative impact of high turnover rates on organisational productivity, customer outcomes and performance (Chênevert et al. 2022). Employers incur significant costs to recruit, train, and socialise their employees in the bid to find and keep good employees (Andreescu & Vito, 2021). When these employees leave, the organisation suffers a significant loss of both the direct recruitment, and training costs and the indirect costs in the form of reduced productivity and lost knowledge (Andreescu & Vito, 2021; Li & Yao, 2022). This makes turnover an important issue especially in the police.

Employees bring invaluable impact to an organisation, and their loss is significant in terms of monetary and non-monetary impacts (Li et al. 2022). The negative impact of employee turnover on organisations has made it one of the most widely studied business phenomena in both academics and practitioner literature (Rubenstein et al., 2018). Studying what leads to actual turnover can be quite challenging due to the difficulty and impracticality of data collection among staff who have already left an organisation (Wan & Duffy, 2022). To address this dilemma, turnover intention is often substituted for turnover since intention has been shown to be the most significant predictor of actual turnover in different meta-analytic studies (Andreescu & Vito, 2021; Rubenstein et al.,

2018; Saleem et al. 2021). It can be explained that turnover intention as the willingness of an individual or perceived probability of voluntary permanent withdrawal from an organisation (Saleem et al. 2021). In simple terms it is the readiness of a worker to quit (Shepherd et al., 2020). Turnover intention is evident when an employee considers searching for a new job at another company; due to a lack of fulfilment in the current job (Boamah et al. 2022; Harr & Brougham, 2022). Intention is therefore a decisive factor in turnover (Andreescu & Vito, 2021; Jabeen et al., 2020a).

There are several reasons why employees leave their jobs. For example, the literature has consistently shown that personal factors, job satisfaction, and commitment most consistently impact turnover (Li et al. 2019; Rubenstein et al., 2018). Research has also linked attitudinal variables to employees' intentions to quit their job including dispositional traits (Li et al. 2019). Career adaptability is also considered as another link to intention to quit (Jiang et al. 2022); same is goal orientation (Han, 2020) and psychological capital (Zhang et al. 2022). Organisational factors and work environment have also been found to have excessive impact on turnover intention among employees (Andreescu & Vito, 2021), as do organisational politics (Saleem et al. 2021) and organisational justice (Serhan et al. 2022). The consensus is that the decision to leave is most often initiated by job dissatisfaction. This decision, in turn, leads to a search for better job opportunities (Chouhan, 2022; Ma et al. 2022).

The accessibility of better jobs then prompts prospective leavers to search for and accept another job offer and then resign (Rubenstein et al., 2018). The attempts to identify and explain the reasons why an employee wishes to voluntarily leave an organisation include several theories and models (Anand et al. 2022; Gomes et al., 2022). Relationships between many of the variables in existing theories and models of turnover intention tend to vary by population groups and occupational settings (Rubenstein et al., 2018). This contextual difference calls for approaches to determine the antecedents of turnover intentions which are tailored to each population (Serhan et al. 2022). Which motivated this study to determine the antecedents or factors peculiar to the UAE Police.



### 1.3 Problem Statement

The complexities of modern Police have increased the challenge of maintaining a stable workforce, officer attrition is increasing, sources of new recruits are decreasing, and officer responsibilities continue to expand (Anand et al. 2022). In addition to external factors such as generational differences, competition from other agencies, emerging crimes, the economy that limits recruitment of new police officers, there are also organisational factors driving increased turnover among police officers (Li et al, 2022). It is imperative that Police agencies anticipate these challenges to develop an action plan in preparation for mitigating these issues. It is necessary for each Police agency to empirically evaluate their own organisation to determine the drivers of employee turnover (Jabeen et al., 2020a). Yet research into the combinations of attributes that best predict turnover intention and the determination of how and why such antecedents predict exit have been limited within the context of Police (Anand et al. 2022).

It is observed that there is willingness among officers to volunteer for deployment, secondment or move to other security or government departments from UAE Police department. While some may view this as being proactive, it is unlikely that an officer would want to voluntarily leave a vibrant position where there is support for growth and development. In situations where recruitment of new officers to replace those who leave is difficult, employee turnover can be particularly costly to organisational performance (Gomes et al., 2022). When an individual begins to feel that the organisation, he/she works for does not fulfil their needs they start to think of leaving (AlHashmi et al., 2019). Even before the employee officially resigns, the intention to quit already starts to affect the employee's engagement, performance and commitment to the organisation (Gomes et al., 2022). This perhaps explains why theories of organisational commitment tend to be applied to turnover intentions studies as identified by Charman and Bennett (2022). It is identified that there is differential impact of turnover intentions on organisational and occupational commitment (Charman & Bennett, 2022). Barclift (2022) further reiterated that voluntary turnover intentions impact organisational commitment in the police. While the situation in UAE Police is yet to be subjected to an empirical investigation, evidence from literature indicate that there is a link between turnover intentions and organisational commitment that may explain the situation in UAE Police.

There is abundant evidence from previous meta-analytical studies linking three broad categories of variables to turnover and/or turnover intention. For example, demographic factors (personal and work-related), professional perceptions (burnout, value conflict and job satisfaction (AlHashmi et al., 2019; Rubenstein et al., 2018). Other factors such as organisational commitment, and professional commitment, and organisational conditions (stress, social support, fairness-management practices, and physical comfort etc were also identified in literature (AlHashmi et al., 2019; Rubenstein et al., 2018). Most of this literature come from Western countries with fewer explorations in other cultures (Rubenstein et al., 2018). Even among these Western studies, most studies are focussed on civilians in private organisations performing white collar or hospital work (Boamah et al. 2022; Jiang et al. 2022; Ma et al. 2022). Authors caution that these findings may not have generalizability to other occupational contexts and results may not hold in non-western cultural settings (Jiang et al. 2022; Rubenstein et al., 2018). Calls have been made for future studies to focus on antecedents of turnover intention in other cultures and occupations, to determine if these constructs operate differently in different settings (Rubenstein et al., 2018; Gomes et al., 2022). This call is important which further highlights the importance of this research.

Only two studies have explored turnover intention within the police workforce in the UAE with varied findings. For example, research indicates that psychological stress increased police personnel's turnover intention and so did leader-member exchange (AlHashmi et al., 2019). Work-family conflict and job autonomy were the significant correlates of turnover intention (Jabeen & Alhashmi, 2018). Perceived organisational support, on the other hand, was not found to be a predictor of police personnel turnover intention in the UAE (Jabeen & Alhashmi, 2018). Neither of these two studies examined the influence of job satisfaction or organisational commitment which are the most consistent determinants of turnover intentions across different occupations and populations (Rubenstein et al., 2018). For instance, a meta-analysis to determine the effect sizes of thirty-six predictors of turnover intention found that organisational commitment and job satisfaction had the highest influence on turnover intention (Gomes et al., 2022). Among work-related predictors, stress and burnout were shown to have medium to high influence on turnover intention (Jiang et al., 2022).

The urgent need to address turnover in the police force requires that research efforts focus on discovering the factors which maximally discriminate between those employees

who intend to leave the organisation and those who intend to stay with the organisation (Wan & Duffy, 2022). This research intends to identify if the factors which are strong predictors of turnover intention in other occupational contexts also effectively predict employees who intend quitting the police force. Therefore, a research framework which incorporates job satisfaction and organisational commitment in addition to identifying workplace stressors and their influences on turnover intentions in ADP is proposed. Findings will be useful in identifying potential leavers in advance so that remedial measures are taken to retain them. Findings will also contribute to the development of a framework to facilitate employee retention. Moreover, this study will also enrich the evidence base on the predictors of turnover intentions within the Police context of an emerging economy in the Arab world. Thereby bridging the gaps between the literature and contemporary managerial practices, especially in the UAE context.

#### **1.4 Research Aim and Questions**

This research aims to identify and critically examine factors that influence organisational commitments, as well as turnover intentions in the Police in order to develop a framework that may be utilised to reduce turnover in Abu Dhabi Police (ADP) in the United Arab Emirates (UAE). To achieve this aim, the following questions are answered:

- I. What factors influence organisational commitment, and what is the influence of the factors on organisational commitment in ADP?
- II. What factors influence turnover intentions, and what is the influence of the factors on turnover intentions in ADP?
- III. What is the relationship between influencing factors, organisational commitment and turnover intentions in ADP?
- IV. How can influencing factors be utilised to develop a framework can reduce turnover in the Police especially ADP and UAE Police?

#### **1.5 Research Scope**

This research investigates the factors influencing turnover intentions (TI) within the Abu Dhabi Police in the UAE. Existing research on TI is critically examined to establish the type of relationship that exists between proven TI antecedents in order to develop a

framework that can support employee retention in the force. Empirical research is conducted thereafter within ADP to investigate predictors of TI in this sample. The study focuses on staff of the Abu Dhabi Police GHQ. To ensure this scope is returned, the phrase **Turnover Intention** is used throughout this study to mean, the willingness of individuals or the perceived probability of voluntary permanent withdrawal of an individual from an organisation (Andreescu & Vito, 2021; Li et al. 2019). **Voluntary Employee Turnover** is any instance in which an employee voluntarily chooses to leave an organisation (AlHashmi et al., 2019; Rubenstein et al., 2018). **Employee turnover rate** implies the percentage of employees who left a company within a certain period. Calculated by dividing the number of employees who left the company by the average number of employees in a certain period in time. This number is then multiplied by 100 to get a percentage. An employee turnover rate is usually measured and calculated on a monthly and/or annual basis (Zojceska, 2018). Voluntary employee turnover and employee turnover rate are used in relation to turnover intention.

**Organisational Commitment** is another key word in this study. Commitment has three components: affective commitment, continuance commitment, and normative commitment (Serhan et al. 2022). Affective commitment relates to emotional attachment of an employee to his organisation. Continuance commitment relates to an employee's intrinsic obligation as a result of organisational socialization and the pressure to stay with the organisation. On the other hand, normative commitment refers to the choice of employees to stay with the organisation or change his job with the chance to incur a loss. Workplace stressors is also regularly used throughout this research. **Workplace Stressors** are the antecedent conditions within the job or the organisation which require adaptive responses on the part of employees (Basnyat & Clarence, 2020; Zhang et al., 2022). These key words and explanations herein all contribute to, and retaining the research scope.

## 1.6 Thesis Structure

The thesis consists of six chapters. Chapter one is an introduction to the study. It presents fundamental aspects of the thesis covering the research gap, aim and objectives, to pave the way for the remaining chapters. Chapter two is a critical review of the Police operation and structure in the UAE which provides context for this study especially in relation to the UAE public sector. Chapter three is a review of the literature and theories in

relation to the study context. It also presents the conceptual framework which informs empirical and intrinsic path that explores the influence TI on Police operations. The research methodology is explained in Chapter four, methods adopted for research design and process are explained and justified in this chapter. Chapter five presents and discusses the findings of the study. Chapter six discusses concludes this study, it discusses the limitations, theoretical and practical implications, recommendations for future research as well as for practice.

## **1.7 Chapter Summary**

This chapter introduces the research topic and provides the background on what is known about TI antecedents. Sections in this chapter also explained the context of the UAE and ADP. The research aim, and objectives were outlines and operational definitions of key terms presented. The scope, and thesis structure are also presented briefly. This research will not only focus on TI within the context of the ADP but will also review TI theories, models and strategies already examined by other authors. This is done in order to identify gaps in literature that this research will fill within the UAE and the potential contribution that the findings will make to the body of knowledge in the field of the TI. The intention of the research is to develop a context-specific model for TI applicable to Police organisations in the UAE, using the ADP as the study population.

## **CHAPTER 2: UAE BACKGROUND AND RESEARCH CONTEXT**

### **2.1. Introduction**

This chapter introduces, and reviews United Arab Emirates (UAE) public sector, provides context for employee management in the public sector in general. It also explains the UAE public sector structure and system that facilitates retention policy and process. This is done to explain the operational context of Employee Turnover Intention (TI) in the public sector in the country in order to define the scope for TI in the Police. Subsequent sections in this chapter then explores the background, structure and system of the UAE Police focusing on Abu Dhabi Police which has jurisdiction for providing security and safety support several regions in the UAE. By examining UAE background to TI, this chapter establishes and clarifies the research context in which TI is investigated. It also elaborates the impact of TI to emphasise the need for TI framework as intended in this study. The overall aim of this chapter is to provide clear context for the UAE public sector environment so that the factors that potentially influence TI in the Police is better understood. A background is also provided for the next chapter which critically examines theoretical explanations for TI, and relationships between workplace stressors, job satisfaction and organisational commitment and TI in the Police. Therefore, contents of this chapter relate to the first three research questions.

### **2.2 Background to UAE Public Sector System**

The United Arab Emirates formerly known as the Trucial States or Trucial Coast is located in the Arabian Peninsula is made up of seven states (AlMansoori, 2015). States or territories such as Abu Dhabi, Sharjah, Fujairah, Ajman, Dubai, Ras Al Khaimah and Umm Al Qaiwain which are called Emirates (Al-Waqfi & Forstenlechner, 2014). The location of UAE bordering Saudi Arabia to the South and Sultanate of Oman to the East, with two coastlines; Arabian Gulf and Gulf of Oman position the country as the trade routes of Asia and Europe (AlMansoori, 2017). A culturally diverse country, its population only consists

of 25% Emiratis while others are from different parts of the world (Al-Waqfi & Forstenlechner, 2014). Despite the low percentage of Emiratis in their own country, the progress therein can be credited to its governmental system and structure. Partly due to UAE's move from past 'silo' to a more 'competitive' approach in its governmental system (Alghalban, 2017). This approach may have worked in advancing the goal of the country to be globally relevant (Salem, 2016), it also helped the public administration retain some of its worse characteristics of silo approach.

Some of the characteristics identified by Salem include failure to develop trust, collaborate and forge alliances that sustain the competitive drive promoted by the government (Salem & Jarrar, 2012; Salem, 2016). The continued commitment to pre-existing managerial hierarchies that leads to resentment and mistrust (Salem, 2016) as well as macro-level services (Mansour, 2017) are still very much in operation in the public sector. These factors have hindered true human development within the public sector despite the successful integration of different organisational and quality management frameworks into the UAE's public sector modernisation process (Mansour, 2017:126-130). Although each Emirate became sovereign in 1996 to control its own affairs (AlMansoori, 2015), the seven emirates were willing years later to allow increase of federal jurisdiction or influence to advance development, safety and better security across the entire country (Al-Yahya, 2010; Sanderson, 2014). Such willingness to promoted the development of the UAE till date.

The UAE operates a 'Federal-Emirate-Municipality' system which is similar to the 'Federal-State-Local' government system in the United States of America (AlMansoori, 2015). This system is important for administrative purposes at the local level and for policy formulation at federal and emirate levels respectively. A centralised system of this nature indicates that directives are from federal level, while emirates have the responsibilities to implement accordingly with respect to the needs in their respective emirates. The federal government system comprises of the President, a cabinet with departmental ministers, Ministers of State, non-departmental ministers and ministries (AlMansoori, 2015; Alghalban, 2017). All these ministries align their goals with the Emirate Public Services agenda which had been established for service delivery. Commendable in principle, the separation of the UAE government into a federal, emirate and municipal system creates its advantages and challenges (Alghalban, 2017); federal rules may limit some Emirates, it

may not limit others, and not all Emirates have equal economy size. This indicates that the issue of employee turnover and its associated factors would vary from one Emirates to another.

In relation to this research, factors influencing employee turnover intention would differ in Ministry of Interior (MOI) which is the federal level that oversees security and safety issues in the country, and Emirate level which is Abu Dhabi Police, the case study in this thesis. While this section has introduced the UAE public sector system, this chapter does not delve into policy development for municipality. This is because the scope of this study is limited to Abu Dhabi Emirate level which may be more influenced by the federal operational system, than the municipal level. Therefore, this chapter further reviews the MOI system, and one of its Emirate-level subsidiaries, the ADP which is the case study of this research.

### **2.3 UAE Federal System and Retention Policy**

The growth of the UAE has been steady over the past few decades. Much of the growth relates to development of different infrastructure projects like residential and commercial facilities, tourism, health care, ports to mention a few. Few infrastructures existed in UAE thirty years ago, with most high-rise buildings in Abu Dhabi, Dubai and Sharjah (AlMansoori, 2015). However, this changed significantly which made the country a tourist destination and economic hub for the Gulf region. This development also meant that Emiratis needed to develop themselves to manage the development and lead change occurring in the country. Subsequently, the development advanced by the UAE government has encouraged organisations to implement talent management to develop and manage people especially Emiratis to lead development projects and remain to advance initiatives. The need to accommodate the increasing level of Emiratis in the public sector to manage infrastructure and services that emerged from the growth lead to the policy of Emiratisation.

In a bid to ensure more sustainable economy, the Council of Ministers developed the Emiratisation Policy in early 1990 (Al-Ali, 2008). One of the objectives of Emiratisation is to offer work to more nationals than foreigners which seems to be easily done in the public sector where Emiratisation policy is more common than in the private sector (Forstenlechner et al. 2014). The government has legislated laws in order to try and



rectify this imbalance (Ahmed, 2014). The overall goal of the policy is to provide employment, training, and development opportunities to the UAE nationals (Al-Ali, 2008) quickly become a working model for managing employees, talent and ensuring that Emirates are able to remain in their respective places of employment to be part of necessary development.

The concept of Emiratisation has seen both public and private organisations invest significantly in training employees to achieve the required talent for their organisational goals. The Emiratisation policy which is to give the Emirati nationals the competitive advantage in the economic sectors where several foreign organisations and workers operate, helps UAE citizens to develop necessary skills to equally operate in the sector. Authors like Al-Ali (2008), Forstenlechner et al. (2014), Ahmed (2014), AlMansoori (2015) and others who had discussed the policy of Emiratisation in their research rightly noted that beyond an organisational retention policy, the wider vision of the policy aims to generate a better level of self-reliance and security in the UAE. From the explanations of these authors, it appears that the policy of Emiratisation is a progressive pathway i.e., to secure jobs for UAE nationals, and train and create develop opportunities for the employed. It appears it the policy does little in ensuring that the nationals are ‘employable’ and able to compete with their foreign counterparts who may be more experienced and qualified than them.

Seen as a pathway to securing jobs in the country, its aim to increase the number of nationals while decreasing the numbers of foreign workers working in the public and private sectors (Ahmed, 2014) seem to have delivered limited outcomes. Despite this policy, the shortfall in local workforce continue to lead the country to rely on foreign workers (AlMansoori, 2015). Lack of trust in the eagerness of UAE nationals to work discourage organisations such as banking, insurance and other financial related fields to prefer foreigners to UAE nationals (Marchon & Toledo, 2014; Al Ameri & Dulaimi, 2011). Factors identified by Marchon and Toledo (2014) as well as Al Ameri and Dulaimi (2011), and the limitation of the policy in failing to empower nationals before employment imply that employers may end up with under qualified or inexperienced locals should they be employed in compliance with the Emiratisation policy. This probably leaves the UAE nationals to work in the public sector where it may be automatic to secure jobs, and where limited competition with foreign nationals exists.

A critique of the policy and its limited delivery since its inception in the 1990s encouraged the Ministry of Labour and Social Affairs and the National Human Resources Development and Employment Authority to assume fundamental role in preparing national citizens for training, employment and advancement in the public and private sector in 2011. It is known that the ministry of labour and national human resources adopted system and services to enhance the delivery of the policy (Al Ameri & Dulaimi, 2011). This system include:

- Advice and guidance
- Development of skills
- Exploration of alternatives
- Creation of awareness (Al Ameri & Dulaimi, 2011).

Despite these services to support policy implementation, views continue to be mixed in the country, as it appears the Emiratisation policy is unsuccessful in its goal as foreigners continue to be in demand for jobs that Emiratis are unwilling to take up or simply not qualified to do. Organisations who manage to secure or employ appropriate staff, turnover becomes another issue to contend with. Evidence of employee turnover is an ongoing problem for all UAE organisations, and growing turnover rates will remain issue for both organisations and employees over the next few years (Alhashmi et al. 2017). A study by Abu Elanain (2014) indicated that high employee turnover in the UAE has both nonmonetary and monetary costs and consequences.

While organisations have no choice than to bear the responsibility and cost of direct and indirect expenditures linked with turnover (Harhara et al. 2015), they may also continue to experience of turnover intention of an employee through declined performance before the employee leaves the organisation (Ali, 2018). Multiple impact and cost to organisations in the UAE especially the public sector make this study important. The ongoing, yet not fully resolved Emiratisation policy places more responsibilities on public sector organisations to seek and chart their relevant employee retention policy. Such employee retention policy is considered to be more successful in helping them to attract and retain the right set of workers especially UAE nationals. While it is unclear the extent to which each public sector organisation has succeeded in this organisational goal, this study zooms in on Ministry of Interior (MOI), and subsequently on Abu Dhabi Police (ADP) which is

the case study for this research. The next section examines MOI as one of the federal systems which oversees ADP activities.

### ***2.3.1 Federal System: MOI Context***

The Ministry of the Interior (MOI) was established in 1971 when the Emirates were unified under Federal Law No. 1. The ministry was charged with overseeing a number of fields, especially ensuring safety and security of UAE citizens and expatriates living in the country across a range of established sectors (Alghalban, 2017). At the time, MOI tasks also included overseeing policing at various levels, controlling affairs of federal and local naturalisation and residency, ensuring traffic and road safety, and maintaining safety for the facilities and properties of the government and people (Alghalban, 2017). This is to ensure safety of people in the country.

MOI performs its Police duties and provides security and safety to a country of different demographic pattern and variety of cultures and religion. While is not without its challenges especially meeting all expectations, the ministry maintains peaceful coexistence through its development activities and protected investment in tourism which seem to be the sector that employs foreigners the most (Alghalban, 2017). Amidst global security and safety challenges from increased terrorist incidents, MOI have found ways to engage local and international actors to prevent and mitigate attacks, emphasising the role MOI plays in securing the UAE through efforts of MOI staff and subsidiary departments.

The level of safety and security recorded in the country thus far reflect clarity of public safety mission against regional and international threats facing the country (Alghalban, 2017; AlMansoori, 2017). Therefore, its responsibility for individuals and institutions, as well as oversight spreading across all seven Emirates encourages the MOI to build an integrated platform between all Emirates to ensure that standardised and quality services are provided to the public across the country (AlMansoori, 2017). In this regard, MOI in UAE may be viewed in different light from other countries home affairs ministries because it runs a variety of functions in addition to ensuring peace and security, organising and managing security and police forces (MOI, 2020). Functions of the MOI are intended to support the Federal-Emirates-Municipality arrangement.

The MOI also manages traffic on local and internal roads, provides security and safety of premises and properties. In addition, the organisational structure is supported by a joint committee comprising on officials who coordinate work and monitors the implementation of the federal strategy (Alghalban, 2017). This is done through regular meetings and facilitation of activities that support the delivery of activities, made possible through the flexible structure MOI operates. MOI structure is updated as needed to accommodate relevant approach to meet new requirements and government directives (AlMansoori, 2017) but delivers on these directives through key directorates and departments its overseas. See Figure 2.1.

*Figure 2.1 MOI Structure and Associated Directorates and Departments (Adapted from MOI 2020)*

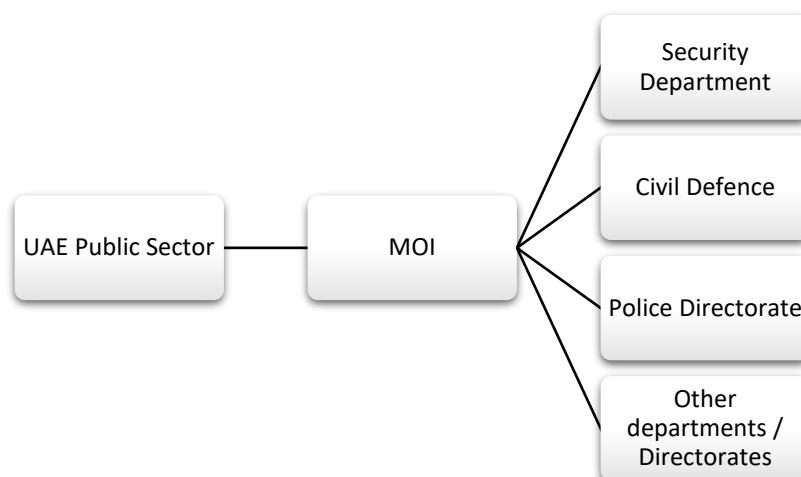


Figure 2.1, shows that MOI directly overseas key public safety directorates and departments; making its responsibility critical to UAE safety and security. For example, the policing directorate in MOI is not only responsible for the Emirates of Abu Dhabi, it covers all the seven Emirates. Under this structure and system, the three-tier level also operates where each of the Emirate level police unit oversees and coordinates the municipality level forces as shown in Figure 2.2.

Figure 2.2 MOI Police Directorate and Subsidiary Police Departments (Adapted from MOI 2020)

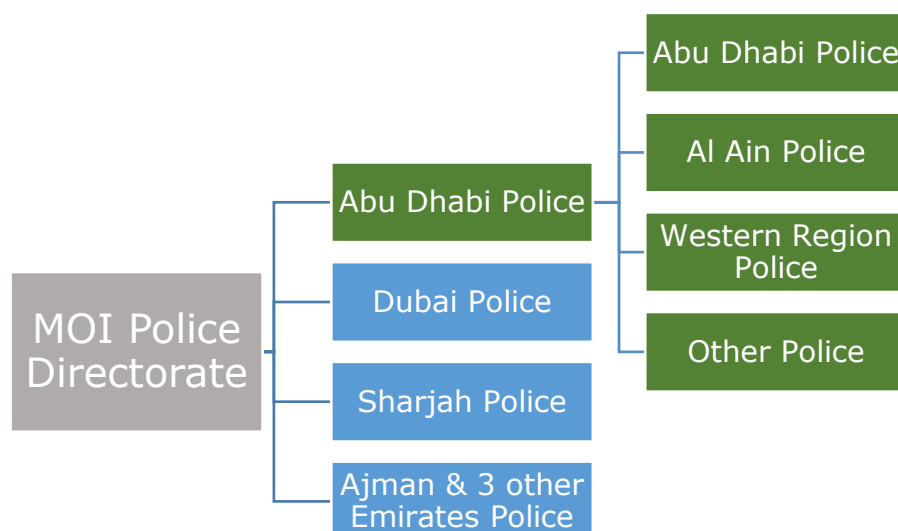


Figure 2.2 illustrates the links between MOI at federal level through the state (Emirates) to local (municipality) level. It therefore follows that in principle and structure wise, activities and organisational mission of each police unit at Emirates and municipality levels are driven or informed by MOI. However, when it comes to policy, the UAE policy implementation follows process that enable each level to engage in consultation to determine appropriate measures specific to the Emirates, as well as local context (Alghalban, 2017). While this approach may be considered as counter-productive to the structure illustrated in Figures 2.1 and 2.2, it can be justified because all the emirates do not have similar population size, nor security and safety needs. It can also be reemphasised at this point that every Emirate is still autonomous as explained earlier in this chapter, and required to make decision at Emirate (state) level best suited to their needs. This reality influences the structure of this chapter and the wider consideration of the public sector environment that guide what happens in each Emirate.

In the case of Abu Dhabi which is the location of the police unit being examined as the case study for this research, there is element of embedded practices between MOI and Abu Dhabi Police (Alghalban, 2017; AlMansoori, 2017). It can be deduced that based on structure illustrated in Figure 2.1, policy, especially retention policy in MOI would have several overlapping actors and stakeholders. Similar practice is also passed onto Emirate-level ADP which oversees other municipality level police unit. Due to nepotism, many leaders hold multiple positions and high level of interdependencies exist in Emirate-level

ADP by spread further apart at MOI (Alghalban, 2017). Therefore, the next section examines the employee retention policy and practice that ought to spread to ADP.

### ***2.3.2 Employee Retention in MOI***

The MOI as the parent ministry of UAE Police was given particular attention during the Emiratisation process. As a result, the UAE policing sector, both at local and Emirate levels, is mostly staffed by Emiratis (Ali Al, 2015). Designed to improve self-reliance and security in the country, the Emiratisation policy have been used by the government through its ministry to secure localised jobs for Emiratis (Al Mansoori, 2015). In more recent years, through training and development, including provision of scholarship to study overseas, the Emiratisation policy have been used as retention measure to increase the eagerness, willingness and capability of citizens to be more engaged (Jabeen & Alhashmi, 2018).

Despite the investment in implementation of Emiratisation policy, and regular performance management and staff training which are known to be helpful for overall organisational performance (Al Hammadi et al. 2020), Al Ramahi (2015) indicated that performance management can be burdensome to officers working in different directorates and departments in MOI. This is due to the incredibly high standards they are held against, constant monitoring and time constraints experienced in balancing department core business with other regional responsibilities. For instance, Jabeen and Alhashmi (2018), reveal that the military and police make up 2.1 percent of the UAE workforce and it is ranked second among the top 20 high-stress jobs. The impact of stress on staff especially in the police directorate is quite pronounced because the police has the highest rate of voluntary resignations (63.1 percent) among general turnover in the UAE (Jabeen & Alhashmi, 2018).

In recently published work by Jabeen et al. (2020), work-family conflict and job autonomy significantly correlate with turnover intentions in the police directorate. They also discovered that perceived organisational support does not predict turnover intentions indicating that Emiratisation policy may be doing little to influence retention of citizens in the public sector organisations or their respective public sector departments. Not much is evident at the federal level for factors responsible for this continued trend since the inception of Emiratisation policy, hence the reason for this study. It is envisaged that by

examining the Emirate level system, it is likely that direct causes and causal relationship between specific variables can be identified to increase retention in the Police.

## **2.4 Emirate-Level System and Policy**

Abu Dhabi is the federal capital of the United Arab Emirates (UAE), the second-most populous city of the UAE (after Dubai) and the largest of the seven emirates (Abu Dhabi Government, 2020). As a microcosm for the country, Abu Dhabi has experienced rapid economic growth, development, and construction. The emirate is located on an island in the Persian Gulf and shares borders with the Kingdom of Saudi Arabia and the Sultanate of Oman (Abu Dhabi Government, 2020). The 2020 population is estimated as 1.48 million (World Population Review, 2020). Over 80% of the population are expatriates or workers from Nepal, India, Pakistan, Eritrea, Ethiopia, Somalia, Bangladesh, Sri Lanka, Philippines, the United Kingdom and various countries from across the Arab world (UAE Interact, 2019).

In terms of Economy Abu Dhabi holds 9% of the world's proven oil reserves and almost 5% of the world's natural gas which represents 95% of the oil and 92% of gas reserves of the UAE (UAE Interact, 2019). Due to its massive oil and gas reserves, Abu Dhabi has undergone rapid development and urbanization in the last few decades and it is now a large, developed metropolis, with relatively high average income (Abu Dhabi Government, 2020). In 2009, the government began to diversify its economy to non-oil and gas, 2017 records reveal that non-oil GDP now constitutes 70% of the UAE's total GDP (UAE Interact, 2019). Abu Dhabi accounts for about two-thirds of the roughly \$696 billion UAE economy (CIA factbook, 2020). In 2009, Abu Dhabi implemented its plan called 'Abu Dhabi 2030', which is a roadmap to help cope with an estimated population boom in new industries, tourism, hospitality, education and medical sector being developed (Ghuflī, 2014). These growth and continued development in the country meant that more Emiratis were needed to work in the public sector and in all organisations that provide public services to learn from the foreign experts.

The population of important federal government offices, international financial and non-financial offices, political, industrial activities and other activities in Abu Dhabi as the capital city may sustain the Emirates for some years. At the Emirate-level, Abu Dhabi

government oversees the municipal (local) governments of Abu Dhabi, Al Ain, and various smaller cities, towns, and villages in the Western Region. Abu Dhabi Executive Council (EC) is the local executive authority of the Emirate of Abu Dhabi. It assists the Emir in carrying out his duties and powers, through regular meetings to set the Emirate's general policy. In order to achieve general well-being of the Emirate, the EC works to: set development plans and supervise their execution; authorise projects, laws, and decrees before submitting them to the Emir; supervise work flow in departments and local entities; and coordinate the joint efforts of multiple bodies.

As a result, the public sector provides the main employment opportunities particularly in Abu Dhabi. About 52% of public sectors jobs are under the Emiratisation jobs in Abu Dhabi. For most Emiratis, government sectors jobs are preferred to the private sector due to the higher salaries, non-monetary benefits and shorter working hours (Zeffane & Bani Melhem, 2017). Despite more favourable conditions in the public sector, and benefits for staff, the turnover rate in the Police is still high compared to other public sector organisations (Jabeen & Alhashmi, 2018) as explained earlier in this chapter. It therefore justifies the rationale for selecting the Police as the focus organisation for this study to identify factors responsible for the high turnover rate. Abu Dhabi Police is chosen as the research context due to these rapid reforms and developments in the last few decades in the country. The structure and system in Abu Dhabi Police which is the largest police directorate in the UAE is examined in the next section.

## **2.5 Abu Dhabi Police: Structure and System**

Since its establishment in 1957 the Abu Dhabi Police General Head Quarters (ADP) has fulfilled three main policing roles: maintaining order, enforcing the law and providing services. ADP as an organisation ensures the safety and security of all UAE citizens and residents in accordance with relevant regulations and laws since it is located in the capital city. Its operation is supported by regular planning and the need to adapt to rapid challenges and changes (Ghufli, 2014). Challenges may be associated with national projects, urban growth, tourism activities, demographic patterns that increases crime of certain type (Al Mansoori, 2015). Changes may also be regional since UAE is a tourism destination in the Gulf region despite the unrest across different borders, or global such as terrorism fight and



human trafficking (Ghufli, 2014). The vision of ADP is to provide high quality policing services.

One of the strategic goals to achieve this is meeting the needs of the Abu Dhabi Police and providing appropriately qualified personnel (ADP, 2020). ADP is seen as the UAE's biggest police force, with a provision of service covering the whole of Abu Dhabi Emirate often considered as 80% of the area of the federation. The strength of the organisation can be assessed based on its operational activities and ability to enforce the regulations of MOI in alignment with its strategy (Alghalban, 2017). This is made possible by integrating MOI policy with its governance structure, and the organisational capacity to provide over 130 services through its 42 departments (Alghalban, 2017). This organisational strength makes it one of the most suitable case studies to determine good practice, gaps and areas of improvement that may be potentially deployed across MOI. Structure and system operated by ADP is examined further in the next section.

### ***2.5.1 Structure and System***

The last two decades have been focused on improving policing methods and techniques which have led to modernisation of ADP departments (Al Mansoori, 2017). Such focus has facilitated system improvement, implementation and recognition of staff contributions through reward. ADP prepares and updates its staff with the necessary knowledge, skills and abilities (KSAs), and best practices from around the world to achieve its strategic goals, priorities and organise all its resources to realise these goals (Ghufli, 2014). Since ADP structure is integrated or aligned with MOI, this means that staff can be moved to other Emirates if and when their expertise is needed (Alghalban, 2017). The staff and officials ADP all work based on priorities of the country and by set of objectives provided by MOI. As of 2020, six key priorities have been set with corresponding objectives to guide their implementation. For example, priority 1 also called ADP 1 (see Table 2.1), is to combat crime, and four objectives have been set to ensure that this priority is implemented by ADP staff. These objectives include crime detection, crime prevention, optimal use of intelligence and optimal use of forensic evidence. These objectives are indicators for which the organisation is measured. Table 2.1 shows the full list of current priorities and objectives in ADP.

Table 2.1 ADP Priorities and Objectives (ADP, 2020)

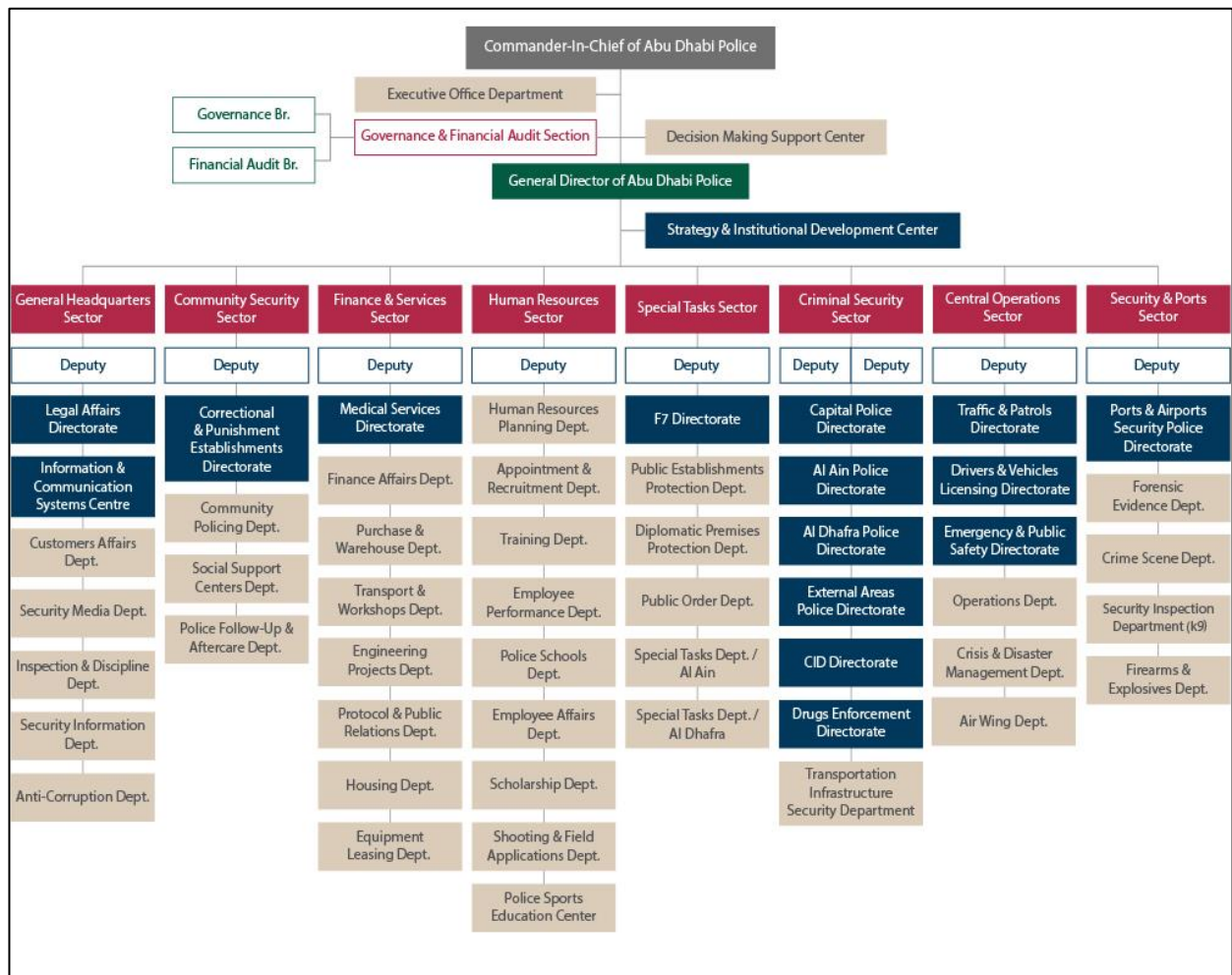
	<b>Priorities</b>	<b>Objectives</b>
ADP 1	Combating Crime	<ul style="list-style-type: none"> <li>- Crime detection</li> <li>- Crime prevention</li> <li>- Optimal use of intelligence</li> <li>- Optimal use of forensic evidence</li> </ul>
ADP 2	Making roads safer	<ul style="list-style-type: none"> <li>- Implementing traffic safety regulations</li> <li>- Increasing traffic awareness</li> </ul>
ADP 3	Community Confidence	<ul style="list-style-type: none"> <li>- Increasing community satisfaction and confidence</li> <li>- Customer service quality and professionalism</li> </ul>
ADP 4	Safety and Security	<ul style="list-style-type: none"> <li>- Preparedness</li> <li>- Effective response</li> <li>- Protection</li> </ul>
ADP 5	A policing organisation that is managed efficiently and effectively	<ul style="list-style-type: none"> <li>- Investment in information and knowledge</li> <li>- Effective management of operations</li> <li>- Developing effective partnerships</li> <li>- Governance</li> <li>- Effective financial management</li> <li>- Supporting and fostering creativity and innovation</li> </ul>
ADP 6	Optimal use of human resources	<ul style="list-style-type: none"> <li>- Meeting the needs of the Abu Dhabi Police and providing appropriately qualified personnel</li> </ul>

Table 2.1 indicate that ‘optimal use of human resources’ (ADP 6) is also a priority at ADP. It is however noticed that the objective for this priority does not make reference to Emiratisation policy, nor does it include objectives that relate to developing, increasing capacity, and optimal performance of personnel. While objectives for priorities ADP1, 2, 3 and 5 include action points that improves and progresses, it appears ADP 6 lacks a component that enables personnel to improve so that they can deliver effectively on objectives for ADP 1, 2,3, 4and 5 respectively. While this study is not aimed at critiquing the system or objectives of ADP, it has highlighted this point as possible gap in the system

that contributes to stress for staff in ADP. Though not an indicator, it can be deduced that workload in ADP is distributed or spread across several units and departments to minimise a department being overloaded with policing services and operations.

There are eight sectors in the organisation each having directorate and different departments except for human resources sector which does not have any directorate only departments. Each sector is responsible for key functions and services in the city of Abu Dhabi, other cities and regions. The organisational chart further reveal that the criminal security sector has more directorates than other sectors because of the strategy employed to deliver on security and safety goals for the local and Emirate levels simultaneously, while ensuring the capital city is safe from a federal perspective. This strategy tends to be supporting organisational performance to a large extent as discovered by Al Ramahi (2015). Through mixed methods, the use of Key Performance Indicators (KPIs) is proven to help measure staff performance status in ADP (Al Ramahi, 2015). Some of the measures used include crime rate, customer satisfaction with online services and strategic planning which were seen to affect performance of officers in ADP. Some of the research participants totally rely on key performance indicators, due to the focus and benefits they provide (Al Ramahi, 2015). An organisational chart of the ADP is shown in Figure 2.3 to further illustrate how performance may have improved through the structure and system.

Figure 2.3 Organisational Chart of the Abu Dhabi Police General Headquarters (ADP, 2020).



Though big organisation as shown in Figure 2.3, respondents in Al Ramahi (2015) research believed that clear vision and strategy from top management helps and continue to be important for their performance. The high mean value from the responses provided by respondents relates to and can be further justified in the research by Yukl (2010) who indicated that strategy and vision communication influences performance at work and play important role in developing an organisation. Though the view that clear strategy from top management directly influence individual performance in ADP is clear, the views on what influences their commitment is subjective. At the time of the research, three-quarters of the respondents believed that adhering to KPIs imposed by their immediate superiors or managers was more important for their performance and commitment (Al Ramahi, 2015).

Closely related to the department level relationship is the moral obligation to work. Respondents mentioned that they arrive at work on time because it was the right thing to

do, and religious values increased the efficiency and effectiveness of the departments. In this study and its findings, Emiratisation policy nor training and development associated with it were identified as any motivating factor for good KPIs and organisational commitment. Still on performance, a new approach adopted by ADP through the formation of community partnership to build relationships between department and the public also improved performance (Al Mansoori, 2017). Through this initiative, efforts were made by the police to build capabilities of the organisation to help them provide quality service that can be recognised and accepted by the public. Ultimately, such performance appraisal helps in decision-making especially in setting new strategic objectives for ADP to demonstrate both internal and external accountability. Beyond this, policy and activities are known to contribute to retention issues in ADP (Alghalban, 2017; Al Ramahi, 2015). Their research influences the discussion in the next section about ADP policy and retention activities.

### ***2.5.2 ADP Policy and Retention Activities***

Certain organisational policies guide staff management in ADP. As mentioned earlier ADP employees are indirectly employed by MOI which facilitates deployment across the country when needed. This policy encourages interdependence of relationship between ADP staff and people across multiple departments in the country (Alghalban, 2017). With regards to implementation, ADP policies are interdependent with other departments in MOI (Alghalban, 2017). It is worth noting that this is because other departments also have security and safety responsibilities, though not from a policing dimension. This clarification helps ADP to define the scope of its policies which are limited to policing functions with a focus on Abu Dhabi Emirate which includes Abu Dhabi Island, AI Ain and the Western region. Policies developed by ADP complies with local laws and regulations but aligns with the federal laws and systems. ADP policies can be classified into three (Alghalban, 2017), any policy must fall into any of the following three:

- Management policy: this is used for planning and organising daily work in the organisation through the support of service units such as accounting, quality control, human resources etc.
- Uni-functional policy: is a policy used at operational level which is owned by one department.

- Cross-functional policy: this relates to several departments working together which often includes external agencies / partners. Policy that falls under this category are considered as strategic due to the potential impact they can cause or generate.

Developed by ADP departments, it can be observed that all policy types are aimed at supporting the implementation of priorities in Table 2.1. Though vaguely described in this section due to security purposes, ADP relies on qualified police workforce to conduct planning and all tasks for front-line delivery in the field (Al Ramahi, 2015). Management policy supports the annual training plan which is evaluated using international best practice but designed to meet the needs of different departments (Alghalban, 2017). To maintain high security levels, extensive information is gathered, monitored, and utilised to accelerate response to emergencies (Al Ramahi, 2015). ADP assesses employee performance through a bespoke electronic performance appraisal system described as one of the best performance appraisal systems in the Emirate (AlMansoori, 2015; Alghalban, 2017). In addition to the policies reviewed in this section, and in order to attract and retain more qualified staff at all levels of the police, the Abu Dhabi Police Department has initiated a number of schemes such as:

1. The Emiratization Scholarship Scheme (ESS) is initiated for granting full scholarship to police staff members to study at international and domestic universities;
2. Tawteen Initiatives for offering specialised training to new recruits;
3. Succession planning programs to identify the future talent for key police leadership positions and for recognition of high performing police units for their achievements (ADP, 2020).

As noticed in these initiatives, they all focus on training, learning and leadership development. None focus on staff support for conducting their operational duties, as well as control measures that can help them cope with the stress level that comes with highly stressful policing work. The retention policy and other related policies in ADP, like MOI seem insufficient to prevent staff turnover which is probably why voluntarily departure from the Police is high in the UAE. This statement remains an assumption until tested and verified in this study. It however exposes the gaps in the policy, practice and initiatives in place in both MOI and ADP. It also suggests the likelihood that employee turnover may

continue to rise in UAE Police is measures are not put in place to address this critical problem that may be a barrier to achieving UAE security goals and priorities. Due to this likelihood, gaps identified in MOI and ADP system and retention policy, this study is posed to contribute to practice, while the explanation for causal factors to be examined in the next chapter may provide grounds for knowledge contribution. The next section summarises this chapter.

## **2.6 Summary**

This chapter highlighted the main system of the UAE public sector, federal, Emirate and local levels. It further examines the structure and system of the MOI as the overseeing ministry for safety and security in the country, as well as that of Abu Dhabi Police which is the organisation being examined in this study. The chapter provides an overview and critical review of the retention policy called Emiratisation, and other policies in ADP which were aimed at ensuring retention. Information presented in this chapter suggests that there are policy and objectives in place to support that employees are able to commit to their respective public sector department or organisations including the police. However, problems that motivated this study indicate that employees in the police tend to leave or want to leave their organisation. The contrast between policy, structure and system reviewed in this chapter, and reality of what is experienced suggest that there is a problem of gap that needs to be investigated. Therefore, the next chapter focuses on examining literature and theories that may help explain status of employee turnover situation in the UAE Police, as potential pathway for improvements.

## **CHAPTER 3: LITERATURE REVIEW**

### **3.1. Introduction**

This chapter is a critical and analytical overview of academic writings published by researchers and practitioners on the topic of Turnover Intention (TI) and its influencing factors especially in the Police. The purpose of this chapter is to elaborate on the theories, debates, and concepts that exist and those used to formulate the research procedures. This chapter also highlights the merits and weaknesses of the research conducted by other scholars in order to determine areas of contribution of this study. Therefore, sections in this chapter focus on the research objectives using a synthesis of existing studies to guide further research. The findings on the correlates and outcomes of TI globally and in the UAE are also discussed. The findings in this chapter inform the selection of appropriate research methods in the next chapter. This literature review concludes with a summary that highlights the key findings and the relevance to the research aim.

### **3.2 Turnover Intention (TI)**

Research aimed at understanding why employees voluntarily leave their jobs generally follow one or two streams. Those that study the intention of employees to leave an organisation and those that study actual departure of the employee from the organisation (Boamah et al. 2022; Jiang et al. 2022; Ma et al. 2022). To make a distinction between these two fields of research, it is important to start with what each term means. Employee turnover generally refers to the departure of an employee from a formally defined organisation (Serhan et al. 2022). There are two types of turnover, voluntary which is initiated by the employee and involuntary which is controlled by the organisation often due to poor job performance or organisational restructuring (Basnyat & Clarence, 2020; Zhang et al., 2022). TI is the readiness of a worker to quit the employment (Rubenstein et al., 2018). Wan and Duffy (2022) describes TI as the individual's willingness or perceived probability of voluntary permanent withdrawal from an organisation. This is often accompanied by a psychological motive to leave which may then result in subsequent job searches and eventual departure (Andreescu & Vito, 2021; Li et al. 2019).



TI is usually explained in different ways depending on views of the author and context being researched. Rubenstein et al., (2018) explains TI in terms of voluntary withdrawal from an organisation which is motivated by quest for quality working-life balance. Though TI is explained as voluntary withdrawal, it appears the search for quality work-life balance would motive the intention to leave an organisation. The idea of voluntary withdrawal is also shared by Friar, and Mulyani (2018) who explain TI as intent or effort to leave without coercion, and by Mendis (2017) as voluntary permanent withdrawal. Intention to leave an organisation may be behavioural (Andreescu & Vito, 2021; Sulamuthu & Yusof, 2018; Chin, 2018) or simply just the intention to quit or leave an organisation (AlHashmi et al., 2019; Gomes et al., 2022; Jiang et al. 2022; Ma et al. 2022). There is therefore merit in the argument that TI is often a decisive factor in actual turnover (Anand et al. 2022; Gomes et al., 2022). This cause-and-effect relationship demonstrating that TI tends to eventually result in actual turnover is widely supported in literature (AlHashmi et al., 2019; Boamah et al. 2022; Jiang et al. 2022; Ma et al. 2022; Rubenstein et al., 2018). Theoretical explanations exist for this relationship through theories of planned behaviour and reasoned action which both posit that the best predictor of a behaviour is behavioural intention (Ali, 2018; Senek et al. 2020; Zhang et al., 2022). However, the explanations for TI are first explored from organisational standpoint.

### ***3.2.1 Explanations for Organisational Turnover Intentions***

The impact of turnover intention directly and indirectly on organisation may be severe. This has motivated different studies to examine the explanations for, motivation for and factors that contribute to it in an organisation regardless of type. The close relationship between turnover intention and turnover behaviour has motivated researchers to use TI as a proxy in turnover studies particularly when there are logistical constraints in studying employees who no longer work for an organisation (Li et al. 2019; Lee, 2018). Other recent studies also considered the different focus areas that may influence TI or that turnover influences in an organisation outlined in Table 3.1.

Table 3.1 *TI Publications*

<b>Author(s)</b>	<b>Research Overview</b>	<b>Focus area</b>
Papenfuß & Schmidt (2022)	These authors focused on effects of resources provided by executive on turnover	Corporate sector, executive, personal governance, public sector.
Chouhan (2022)	The influence of career adaptability on career satisfaction and TI is explored. It focuses on IT professionals to determine the influence of career adaptability	IT professionals, career adaptability, career satisfaction and TI.
Wynen et al. (2022).	The study links change diversity to TI by exploring presenteeism among public sector officials.	Public sector, Civil servants, matching approach, TI.
Zafar et al (2022)	Their study examined punitive supervision and its impact on TI.	Punitive supervision, TI
Ayodele et al. 2020	There are different factors that influence turnover in different sectors. This study focused on the construction sector to identify influencing factors.	Turnover Factors, Construction sector, Turnover.
Park & Min (2020)	As a study that focuses on the hospitality industry, this study attempts to identify what leads to turnover intention in the hospitality industry.	Hospitality industry; TI
Lee, Fernandez & Lee (2020)	This study seeks to expand our understanding of contracting out by examining how this practice impacts the job satisfaction and turnover intention of federal government employees, those who continue to work in federal agencies that engage in contacting activity.	Contracting out, Privatization, Employee turnover intention, Employee job satisfaction, New public management
Shah et al. (2020)	This study aims to explore the significance of job embeddedness (JE) theory and practices to reducing employee turnover and then suggest future research directions.	Job embeddedness, Turnover intention, Job performance, Employee commitment
Kang & Sung (2019)	This study examined the effects of perceptions of organizational justice on the quality of relationships between employees and organizations, employee job engagement, and subsequent effects on employee turnover intention.	Employee job engagement; Employee-organization relationship; Organizational justice; Turnover intention
Jang & Kandampully (2018)	This article includes discussions of the theoretical and managerial implications of the findings.	Affective organizational commitment; Restaurant employees; Servant leadership Turnover intention

This table (3.1) shows the pattern of behaviours that people may demonstrate when it comes to turnover intention or otherwise. Table 3.1 further shows that the topic of TI is widespread across different sectors. It is a topic of concern for the corporate sector and among executives (Papenfuß & Schmidt, 2022). It is also viewed as a threat to career adaptability and satisfaction in the information technology (IT) professional field (Chouhan, 2022). Beyond this explanation implying the possible impact of turnover intention, Wynen et al (2022) indicate that there is a link between change diversity, presenteeism and turnover among public sector officials especially in the public sector or among civil servants. Turnover is also seen to be responsible for disruption in the construction field. According to Ayodele et al. (2020) there are different types of factors that influence turnover in the construction sector. Some of these factors are examined later in this chapter. It was also seen that turnover is a topic of focus in the hospitality industry where Park and Min (2020) explained what causes turnover in the industry.

Other sectors mentioned in Table 3.1 are the private sector (Lee et al. 2020), public justice (Shah et al. 2020), service and businesses (Jang & Kandampully, 2018). The common deductions from all these authors regardless of the sectors examined is that individuals who were once employed or thought to be satisfactorily employed leave the organisation. Therefore, the operational definition of TI as described in chapter one is drawn from the explanations from these authors as well as that provided by Andreescu and Vito (2021) and Li et al. (2019). It is the withdrawal cognition of an employee where there are thoughts of quitting the job, intention to search for a job as well as intention to leave the job. This summarised explanation presents TI as a three-level process where the thoughts are followed by corresponding actions such as other intentions to job search and leaving a job. Based on this summarised explanation of TI, the process may be one that is voluntary and involuntary. These two types of TI further suggest that TI may be forced or otherwise which is why it is important for organisations to understand this phenomenon to determine whether or not TI is forced or voluntary. The two main types of TI are discussed further in the next section.

### ***3.2.2 Types of Turnover Intention***

From existing studies in the field of TI especially recent ones presented in the Table 3.1, it can be inferred that behaviors that lead to employee turnover varies. TI can be a more

useful variable to study than actual turnover because corrective actions can be implemented at this stage to avoid actual turnover (Anand et al. 2022). Table 3.1 shows that TI is a topic of interest in different sectors and organisations because of its potential impact in the organisation itself whether it is voluntary or not (Jian et al. 2022). Shepherd et al. (2022) identified that some turnover intention may be voluntary without any adverse factor from the organisation or negative experienced. This is explained as a process of mutually agreed departure of the employee from an organisation due to personal or career growth reasons (Jian et al. 2022; Shepherd et al. 2022).

There are also the issues of departure of an employee from an organisation which is not so cordial or mutually agreed by all parties. Authors like AlHashmi et al. (2019), Boamah et al. (2022), Jiang et al. (2022), Ma et al. (2022), Rubenstein et al. (2018), Kang and Sung (2019), Lee et al (2020), Shah et al. (2020) all identified behaviors that are organisation-related as drivers for involuntary exit of an employee. These authors explain that negative experiences based on practices or activities relating to the job itself, workplace and other internal factors may lead to employee turnover. Such explanations of TI and its type are in line with the evidence that an employee's intention to terminate their employment is generally predictive of their eventual departure. Building on this evidence and background, this study focuses on the construct of TI but also consider findings from studies on turnover which is equally important.

### ***3.2.3 Antecedents of Turnover Intentions***

The explanations of, and types of TI indicate that there are antecedent of TI. This is based on the understanding that TI is the end result of a preceding process which may be due to one or several factors. This premise is widely researched with evidence supporting. Numerous authors have reviewed the factors leading to employee turnover intention and turnover including several systematic reviews and meta-analyses (Haar & Brougham, 2022; Li & Yao, 2022; Nguyen et al. 2020; Park & Min, 2020). This section attempts to summarize the major findings from this large and diffuse range of factors. The evaluation of the antecedents of TI started with the recognition of the costs of turnover (Wang & Sun, 2020) which then led to the inquiries into the causes of turnover (Richter et al. 2020). From these emerged studies into attitudinal responses to workplace (Papenfuß & Schmidt, 2022) which eventually culminated in the identification of two major factors, Job Satisfaction and

Organisational Commitment (Gorina & Hoang, 2020; Senek et al. 2020). Inspired by growing beliefs that dissatisfaction with work leads to quitting, other scholars began to apply broader theories of work motivation or job attitudes as a predictor of job turnover such as the motivator-hygiene deprivation theory (Chênevert et al. 2022). One of the major shortcomings of these historical studies of turnover antecedents was the broad inclusion of all types of turnover without a specific focus on voluntary turnover (Wang & Sun, 2020).

A paradigmatic shift in the studies of voluntary turnover antecedents emerged from 1958 to 1983 with different authors considering the factors that may lead to employees leaving the organisation voluntarily or otherwise. In more recent times, authors like Shepherd et al. (2020), Burrows et al. (2022), Wang and Sun (2020) and Hussain et al. (2020) have all explained TI using different theories. Hussain et al. (2020) indicate that TI voluntary or involuntary may be explained using social exchange theory based on reciprocity and exchange that occur between an employee and the organisation. Using the academic sector for this deduction, they explain that there is an interplay between organisational commitment and TI in the academic sector due to the social exchange that occurs in the sector. Wang and Sun (2020) focused on the behaviour of people rather than exchange. In their study on the relationship between organisational performance and employee turnover, it is seen that the behaviour of the firm plays an important role which affects turnover of their employees.

Despite the application of social exchange theory, behavioural theory and other applicable theories examined later in this chapter, Shepherd et al. (2020) attributed the varied perspective on TI to limited theoretical positions that directly apply to factors that influence or predictors of TI. This may be due to the reality that multiple factors may influence or lead to TI in different sectors. This is evident in Table 3.2 and explanations in this chapter which shows different predictors of TI. Some recent studies have examined predictors in form of factors that influence TI presented in Table 3.2.

Table 3.2 Factors influencing TI

Author	Research Aim	Factors
Bajwa, et al. (2014)	The main purpose of this study is to check the influence of WPI, JP and JS on the TI in Pakistan services sector.	Job satisfaction Job performance Workplace environment
Brien, et al. (2015)	Study aims to understand how the variables of organizational social capital, influence turnover in the hotel industry.	Commitment; Employee turnover intention; Organizational social capital
Ohunakin, et al. (2018)	This research established the effects of career growth opportunities on turnover intention in Nigerian context.	Career growth; Remuneration growth; Career goal progress; Professional ability development; Promotion speed; Employees' turnover intention;
Majeed, et al. (2018)	Study aims to investigate the effect of ethical leadership on employee turnover intentions through the lens of pro-social rule breaking in private sector higher education institutions of Pakistan.	Ethical Leadership; Employee Turnover Intention; Pro-Social Rule Breaking
Roy, et al. (2020)	The main purpose of the study is determined the effect of work engagement and employee turnover intention of public and private institution in Bangladesh.	
Alkhateri, et al. (2018)	The study investigated the role of Perceived Supervisor Support (PSS), Job Satisfaction (JS) and Affective Organizational Behaviour (AOC) on Employee Turnover Intention (TI) among teachers in Ras-Al-Khaimah educational sector, UAE.	Perceived supervisor support, Job satisfaction, Affective organizational behaviour, Employee turnover intention,
Ahmad, et al. (2018)	Identifies style of leadership (transformational, transactional and laissez faire) that have significant relationship towards employee turnover intention and to determine stress as a mediator role between leadership and employee turnover intention.	Transactional leadership style (TL); Transformational leadership style (TF); Laissez faire leadership style (LF); Stress; Employee turnover intention
Hussain & Abeygunawardana, (2018)	This research means to investigate the impact of non-financial motivational factors on the lower management employees' turnover intention in the travel agencies (special reference to Colombo district).	

<b>Author</b>	<b>Research Aim</b>	<b>Factors</b>
Anshul, et al. (2018)	The purpose of the paper is to investigate the factors that lead to turnover intention among generation Y in the coal industry.	Job satisfaction, Job stress, Job characteristics, Employee turnover intention
Abdien (2019)	This study aims to investigate communication satisfaction (CS) and work-life balance (WLB) among employees in hotels.	Schedule flexibility Job autonomy Manager's support
Yu et al. (2019)	Examines the effect of work-related identity discrepancy as an antecedent on employee turnover intention.	Work-related identity discrepancy; Employee turnover intention; Job satisfaction.
Aburumman et al. (2020)	This study examined the impact of the human resources management (HRM) practices on employee's turnover intention and the mediating role of career satisfaction.	HRM Practices, Employees Turnover Intention, Career Satisfaction
Haque (2020)	This paper aims to examine the mediating influence of employee turnover intentions (TI) on the relationship between strategic human resource management (SHRM) and perceived organisational performance (POP).	Strategic human resource management; Employee turnover intentions; Perceived organizational performance
Mawoli & Bolawa (2020)	This study examines the effect of Affective, Continuance and Normative Commitments on employee's intention to quit employment in Commercial Banks.	Intention to Leave, Employee Commitment, Recruitment
Adhikari (2020)	This paper attempts to investigate the factors influencing the employees' turnover intention in Nepalese commercial banks.	Employee turnover, Compensation, Organizational justice, Organizational culture, Leadership empowerment behavior, Job stress.
Awal et al. (2020)	This paper mainly explores the impact of job satisfaction and job alternatives on employees' turnover intention of private banks in Bangladesh.	Job satisfaction. Job opportunities. Turnover intention.
Sija (2021)	Study measures the determinants of job satisfaction and its effect on employee turnover intention in the financial services industry in Malaysia.	Employee turnover intention, Compensation and benefits, Employee recognition, Supervision support, Promotional opportunity

Table 3.2 shows different factors various authors have researched. It appears most of the factors are internal organisational factors that the organisation can do something about in terms of improvement. There is a plethora of turnover predictors that have been researched with varying effect sizes. The most recent meta-analysis by Rubenstein et al., (2018) acknowledged 57 predictors across 1,800 effect sizes.

#### ***3.2.4 Classification of Turnover Antecedents***

The sheer number of antecedents is a challenge for new researchers seeking to explore antecedents in new population groups or work settings. This calls into question which antecedents have made the greatest impact to draw conclusions for future work. This review therefore identifies those antecedent variables which have consistently demonstrated effect across a variety of contexts. To achieve parsimony and improved focus for this very large pool of literature the two most recent meta-analyses of the predictors of turnover and turnover intention are discussed.

Rubenstein et al. (2018) computed composite correlations for 316 quantitative studies published between 1975 through July 2016 on the predictors of voluntary turnover (Rubenstein et al., 2018). It should be noted that a large majority (78.9%) of these studies came from the United States. The occupation most represented was health services (25.9%) and only 9.1% of the sample was from studies in the military however, the police was not explicitly mentioned (Rubenstein et al., 2018). Findings from the study conducted by Rubenstein et al were compared to those of the meta-analysis by Kim and Kao, (2014) on the turnover intentions of public child welfare workers in the United States. This included 22 studies and effect sizes were determined for thirty-six predictors on the intention to leave or the intention to remain employed (Kim & Kao, 2014). The antecedents which were found to be significant and those with the largest effect sizes are broadly classified into individual, work-related, work environment, attitudes/perceptions and external job market categories. Findings are summarised and presented in Table 3.3.



Table 3.3 A comparison of turnover predictors

<b>Antecedent Factor</b>	<b>Variables (Number of studies)</b>	<b>Author</b>
Individual predictors	Well-being (2)	(Kim & Kao, 2014)
	Age (8)	
	Work Tenure (6)	
	Level of education (2)	
Work-related predictors	Overall Stress (3)	
	Job demand (3)	
	Safety concerns (2)	
	Burnout/Emotional exhaustion (3)	
	Depersonalization (2)	
Work environment	Organisational culture (3)	
	Organisational support (9)	
	Supervisor support (9)	
	Salary (5)	
	Perceptions of fairness in pay, benefits, and promotions (3)	
	Co-worker support (11)	
Attitudes and perceptions	Job satisfaction (8)	
	Organisational commitment (7)	
	Professional commitment (7)	
	Work self-efficacy (5)	
Individual predictors	Age (121)	(Rubenstein et al., 2018)
	Children (25)	
	Tenure (118)	
	Coping (7)	
Work-related predictors	Job security (5)	
	Pay (55)	
	Role ambiguity (8)	
	Role conflict (10)	
	Job satisfaction (174)	
	Organisational commitment (129)	
	Stress/exhaustion (32)	

<b>Antecedent Factor</b>	<b>Variables (Number of studies)</b>	<b>Author</b>
Work	Climate/culture (8)	
Environment	Organisation support (16)	
	Rewards offered (25)	
Attitudes and perceptions	Person-Fit (17)	
	Job embeddedness (29)	
	Leadership (42)	
	Work–life conflict (7)	
External job market	Alternatives (79)	

This comparison demonstrates the differences in effect sizes for different occupational settings. Among child welfare workers, stress, organisational commitment, burnout/emotional exhaustion, job satisfaction, worker's perceptions of fairness, organisational support, safety concerns and individual well-being had the highest influence on turnover intention (Kim & Kao, 2014). In contrast, in the meta-analysis with a wider pool of occupations, effect sizes were smaller with coping skills having the largest effect followed by rewards, organisational commitment, job satisfaction, person-fit and job embeddedness (Rubenstein et al., 2018). The only factors that had similar relatively large effect sizes in both studies were organisational commitment and job satisfaction. The centrality of these two factors in turnover and turnover intention literature are discussed further in the next section.

### **3.3 Job Satisfaction, Organisational Commitment and TI**

In this section, TI is further examined in relation to the explanations already provided and deductions made from previous sections. The working premise is that if and when employees are committed to an organisation, they would not leave. If they leave, then they are not committed. This premise influences the empirical evidence examined in this section especially in exploring the relationship between organisational commitment and TI. It is important to investigate this relationship in order to answer all research questions and

to identify the type (if any) of relationship between influencing factors, organisational commitment and TI. This interconnected approach or lens differentiates this study from others which consider the topic of TI from a directional approach by identifying predictors or influencing factors of TI or actual turnover.

The centrality of job satisfaction and organisational commitment as predictors of TI have been explained for decades. The publication by Charman and Bennett. (2022) reveal that there is relationship between turnover antecedents, the influence of organisational commitment and job satisfaction. This relationship is seen to remain stable across populations and occupational contexts (Astiti & Surya, 2020; Guzeller & Celiker, 2020; Li et al. 2020; Pratama et al. 2022; Tran et al. 2020; Wahyono & Riyanto, 2020). Job satisfaction may be explained as the emotional reaction toward the various facets of job demonstrated by the employee towards the job (Pratama et al. 2022). It may also be described as the extent to which an individual considers and the job valuable to the extent of having strong feelings about the various aspects of the job (Guzeller & Celiker, 2020; Tran et al. 2020). Job satisfaction is one of the most studied antecedents of turnover and turnover intention, yet the direction and magnitude of its relationship with TI and other turnover correlates has remained mixed and sometimes contradictory (Li et al. 2020).

First, the effect sizes reported for job satisfaction and voluntary employee turnover varies widely (Jannat et al. 2020). In the meta-analysis of collective turnover at the unit level, Ramlawati et al. (2021) found a weak negative correlation for satisfaction, while Kim and Kao (2014) found a stronger negative effect on turnover intention, and Rubenstein et al. (2018) reported a moderate effect for turnover. It can however be argued that these differences are due to individual-level turnover versus collective turnover methodologies or the differences in occupational contexts. Whatever the case is, it appears that views on job satisfaction and TI remains varied, and subjective to the context being examined. Nonetheless, a relationship exists between the two variables.

Second, job satisfaction is often correlated with several other antecedents of TI. The range of these correlates of job satisfaction also vary. For example, a meta-analysis of job satisfaction from different studies in public administration found relationships between job satisfaction and 43 correlates (Ramlawati et al. 2021). Job satisfaction was positively and most strongly correlated with mission valence, organisational commitment, person-job fit and inclusion. In this study by Ramlawati et al. (2021), job satisfaction was also positively

and strongly correlated with trust, intrinsic motivation, justice, autonomy, clarity, organisational performance, and person-organisation fit and several other individual and workplace related variables. However, job satisfaction was not correlated with age, being married or gender (French et al., 2020). These findings agree with a previous qualitative review of correlates of job satisfaction but also found differences (Li et al, 2020). It is not clear if job satisfaction can be presumed to be a separate construct or a composite of several other variables. This complex relationship of job satisfaction with other TI antecedents is further complicated by its role as a mediator for other variables associated with TI.

Based on a survey of 259 full-time employees in the public sector in eastern China, it was found that person-organisation (P-O) fit predicted both job satisfaction and turnover intention in a Chinese context (Li et al., 2022). This study further revealed that P-O fit impacts turnover intention with job satisfaction as a mediator (Li et al., 2022). Other authors have argued that the effect of job satisfaction on turnover intention is inconsistent and often influenced by many other variables (Park & Min, 2020). In addition, another study in Eastern China argued that the effect of job satisfaction on turnover was not static but dynamic. Demonstrating that it is the changes in job satisfaction over time that account for the change in employees' "turnover intentions" rather than just the absolute levels of job satisfaction (Chen et al., 2011). Regardless of these concerns, in certain human welfare related occupations, such as social work and nursing where job satisfaction versus compensation has been compared, satisfaction has been shown to have a greater importance in turnover intention than other factors (Han, 2020; Nguyen et al. 2020; Okae, 2018; Senek et al. 2020). The varied views on the relationship between job satisfaction and turnover intentions, especially with job satisfaction playing different role in the relationship indicate that it is important to determine the nature of relationship between job satisfaction and turnover intentions in the police organisation. This is to determine whether or not similar pattern identified in other countries or context are observed in the UAE especially in the police.

The debate on the interaction between antecedents of turnover is of particular relevance for the relationship between job satisfaction and organisation commitment. Organisational commitment has demonstrated the same consistent relationship enjoyed by job satisfaction with turnover (Han, 2020; Lee et al., 2018). By definition, committed employees are those who wish to remain with their employing organisations (Gomes et al.,

2022). Kim and Beehr (2020) revisited the three-component model of commitment with three distinguishable forms of organisational commitment: affective (AC), normative (NC), and continuance (CC) commitment. Originally proposed by Allen and Meyer (1996), AC is explained to reflect an emotional attachment to, identification with, and involvement in the organisation, whereas NC is experienced as a sense of obligation to remain with the organisation even when one does not really want to, and CC reflects the perceived costs associated with leaving (Kim & Beehr, 2020). Although all three forms of commitment have been linked to turnover, one of the major reasons for distinguishing among them is the different impact observed on TI (Somers et al., 2020). Research has demonstrated that AC is most strongly associated with TI, followed by NC and CC; although CC has often been found to be unrelated or negatively related to turnover behaviours (Albrecht & Marty, 2020; Somers et al., 2020).

Previous studies have also identified varying relationships between job satisfaction and organisational commitment as the principal antecedents of turnover intention. According to a Turkish study examining the relationships among job satisfaction, organisational commitment, and turnover intention, high levels of job satisfaction also resulted in higher commitment and lower turnover intention (Akgunduz et al. 2020; Al Zamel et al. 2020). In this study job satisfaction positively influenced affective commitment, continuance commitment, and normative commitment while negatively impacting turnover intention (Kim & Beehr, 2020). Similarly, an American study of hospital nurses, reported that both job satisfaction and organisational commitment significantly predicted nurse turnover intention (Lee & Kim, 2020).

However, job satisfaction alone predicted nurse turnover intention to a lesser extent than the combination of satisfaction and commitment. The conclusion was that lower levels of both variables was associated with stronger turnover intention, particularly among younger nurses and those with less job tenure (Lee & Kim, 2020). The argument here is that the combination of both factors is more important than the effect of either variable alone. This study also highlighted the role of individual differences in commitment and job satisfaction as a possible reason for the absence of a comprehensive turnover model that holds for a wide population (Somers et al. 2020). In contrast, another meta-analysis found that organisational commitment was the strongest predictor of voluntary turnover among nurses with a lesser role for job satisfaction (Kim & Beehr, 2020).

Cultural differences for the three components of commitment have also been documented. In a meta-analysis of commitment levels in 54 countries and nine geographic regions, cultural values/practices explained the greatest amount of variance in Normative Commitment, followed by Affective Commitment but did not explain variance in CC (Albrecht & Marty, 2020). Commitment was correlated with cultural values such as individualism/collectivism and power distance preferences at a country level. Culture values also explained the most variance in normative commitment (Albrecht & Marty, 2020). These differences are important for studies of commitment in multi-national organisations or in organisations employing individuals with varying cultural backgrounds.

For instance, in a UAE study of the 600 oil and gas employees to explore the links between two components of commitment affective and continuance and employees' intention to stay/quit in the oil industry, in contrast to theory there was no significant relationship between affective commitment and intention to stay with the organisation. None of the dimensions of organisational commitment was significantly associated with either personal variables or job-related variables (Abudaqa et al. 2022). Similarly, a study of employees in a Nigerian paramilitary organisation revealed a weak positive relationship between organisational commitment dimensions (affective, continuance and normative) and turnover intentions. The study concluded that the commitment of an employee to organisational goals, missions, and values was not enough to predict his/her stay in the organisation (Mensah et al. 2020).

Some other authors have highlighted that other variable moderate the relationship and effects of organisational commitment on TI. A study of four Fortune Global 500 companies in Korea indicated that career satisfaction and organisational commitment are predicted by organisational learning culture and performance goal orientation. In return organisational learning culture, career satisfaction, and organisational commitment also predict turnover intention (Li & Yao, 2022; Wang & Sun, 2020). The effects of other variables have been shown to vary by type of occupation (Jannat et al. 2020; Richter et al. 2020). Methodological factors, such as research design, operational definition of organisational commitment, sample selection, may also account for a large proportion of the variance in the commitment TI relationship. For example, a significantly stronger relationship was found between commitment and turnover when commitment was measured by the full 15-item version of the organisation commitment questionnaire OCQ

than when the shorter version was used (AlHashmi et al., 2019; Gomes et al., 2022; Li et al. 2020).

In a bid to clarify the relationship between job satisfaction and the dimensions of organisational commitment, different authors have tested the interaction between the two constructs and concluded that partial mediation exists between the two constructs (Güllü et al. 2020). Job satisfaction directly influences affective commitment, continuance commitment, normative commitment, and turnover intention (Güllü et al. 2020). The three dimensions of organisational commitment also mediate the effect of job satisfaction on employees' turnover intention (Güllü et al. 2020). These findings confirm previous reports that the level of job satisfaction would predict organisational commitment (Guzeller & Celiker, 2020; Güllü et al. 2020; Tran et al. 2020). The study confirmed that positive and significant relationship exist between job satisfaction and organisational commitment. Organisational commitment and job satisfaction also showed a negative and significant relationship with turnover intention. In addition, organisational commitment is stronger predictor of intention to turnover than job satisfaction. Effect of job satisfaction on turnover intention was influenced by many other variables (Güllü et al. 2020).

In summary, although evidence supports both job satisfaction and organisational commitment as significant determinants of turnover in the working population. It remains unclear which is the most important predictor of turnover intention. There are indications that organisational commitment may be a better predictor of turnover intention than job satisfaction according to the meta-analysis by Park and Min (2020) and Li and Yao (2022). An Indonesian study which tested four models of these relationships also confirmed previous research showing that organisational commitment is a stronger predictor of intention to turnover than job satisfaction (Vizano et al, 2020). Although both job satisfaction and organisational commitment showed a positive and significant relationship with each other and both exerted a negative and significant relationship with turnover intention (Güllü et al. 2020). Conversely, other studies demonstrate equivalency of these two factors such as the meta-analysis by Rubenstein et al., (2018) where nearly identical relationships were found for the impact of satisfaction and commitment on turnover respectively. This convergent validity supports the argument that these variables should be treated as a single latent job attitude (Guzeller & Celiker, 2020; Güllü et al. 2020; Tran et al. 2022; Rubenstein et al., 2018).

In conclusion, job satisfaction and organisational commitment should both be recognized as important antecedents of turnover intention. However, it should be noted that studies vary in their conclusions as to the relative role of each predictor. This is because of other factors that may influence TI especially if such factors cannot be controlled directly by the organisation. The varying success of each factor in predicting turnover intention suggests that the impact of each factor may depend on the population being studied.

### **3.4 Relevant Theories and Models of TI**

People decide to willingly leave an organisation for several reasons including job stress, lack of job satisfaction, lack of organisational commitment and unfavourable work environment (Burrows et al. 2022; Kim & Kao, 2014; Hussain et al. 2020; Rubenstein et al., 2018). Various scholars have identified that the attitude of employees is a major factor in the decision to quit (Burrows et al. 2022; Wang & Sun, 2020). The traditional model of voluntary turnover suggests that people become dissatisfied with their jobs, search for alternative jobs, compare their options with the current job, and leave if any of these alternatives are judged better than the current situation (Shepherd et al. 2020). Most turnover models include two major categories of predictor variables: a category for job attitudes (such as satisfaction and commitment) and another category which emphasizes the ease of movement (reflected in perceived alternatives and job search behaviour) (Lin & Huang, 2021; Hussain et al. 2020; Xiong & Wen, 2020). Some of the models and theories used to explain the process of turnover over and turnover over intention are discussed.

#### ***3.4.1 Social Exchange Theory***

The Social exchange theory by Blau (1964) when applied to TI, indicate that employees are connected by a network of ties whose strength influences the intention to leave or stay in their jobs (Chung & Jeon, 2020). In this view, turnover intention will occur if the implicit or explicit agreed rules of the relationship between management or colleagues is breached (Arsawan et al. 2020; Jabutay & Rungruang, 2021; Meira & Hancer, 2021; Tsen et al. 2022). It is also explained by these authors that there is an association between organisational commitment and TI which especially with reference to norm of reciprocity. The reciprocity is often associated with task interdependence and antecedent of



commitment and negative predictors of TI. In summary, TI can be reduced if there is an improvement on organisational commitment of workers especially new ones at call centres (Jabutay & Rungruang, 2021). Most outcomes generated through the aforementioned publications indicate that the importance of the influence of other organisational factors such as leadership. The general outcomes shows that TI can be reduced or minimised through other organisational factors led to the next theory examined.

### ***3.4.2 Job Embeddedness Theory (JET)***

This is a new theory that postulates that employees feel so integrated within their professional and social environment that they do not want to lose these connections for a new job or unfamiliar environment and therefore remain in their jobs (Shah et al., 2020a). Job embeddedness was developed to be a key construct in employee retention. It represents a focus on the accumulated, affective, and nonaffective reasons why a person stays in a job (Faisal et al, 2020; Ratnawati et al., 2020). Job embeddedness may be described as a broad constellation of psychological, social, and financial influences on employee retention (Shah et al., 2020a; Ratnawati et al., 2020). These influences are present on the job, as well as outside the employee's immediate work environment, and are often likened to strands in a “web” or “net” in which a person can become enmeshed (Faisal et al, 2020).

Individuals with a greater number of strands become more enmeshed in the web and have greater difficulty leaving their job (Kim & Kim, 2021). According to this theory, colleagues, relatives and friends are key factors shaping the work and community links of an employee (Kim & Kim, 2021; Shah et al., 2020a). Job embeddedness assesses a broad set of influences on employee retention including:

1. the extent to which an employee’s job and community are similar to or fit with the other aspects in his or her life space;
2. the extent to which employees have links to other people or activities; and
3. the ease with which links can be broken—what employees would give up if they left, especially if they had to physically move to another city or home (Kim & Kim, 2021; Shah et al., 2020a).

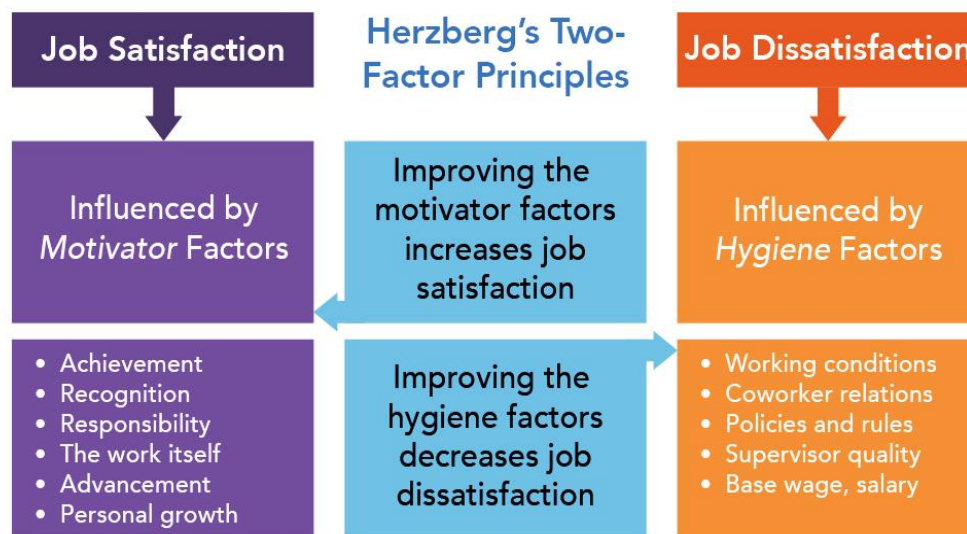
These three dimensions are called fit, links, and sacrifice and each has an organisational and community component. These six effects vary across people, jobs, or

circumstances, such as one's age or the organisation's size (Shah et al., 2020a). Based on a meta-analytic study of 65 independent samples on job embeddedness and turnover outcomes, it was discovered that both on-the-job and off-the-job embeddedness negatively related to turnover intentions and actual turnover (Shah et al., 2020a). This was identified after controlling for job satisfaction, affective commitment, and job alternatives. It can be implied that these factors i.e., on-the-job and off-the-job embeddedness do not lead to turnover intentions nor actual turnover in most organisations. This effect was also found to be stronger in female-dominated samples and public organisations (collectivistic countries) (Kim & Kim, 2021). A theory such as job embeddedness theory shows that actions that aim to reduce TI should include practices and systematic process of making job multifaceted. Despite this sustainable approach as explained by Shah et al. (2020a) being rationale, there are other theories that indicate that other factors may influence TI.

### ***3.4.3 Herzberg's motivation-hygiene Theory***

Herzberg, Mausner and Snyderman published the two-factor model of work motivation and developed the motivation-hygiene theory (Chiat & Panatik, 2019). This was a two-dimensional paradigm of factors influencing people's attitudes towards work. The main concept of this theory is the difference between motivation factors and hygiene factors (Mehrad, 2020). Hygiene factors are related to 'the need to avoid unpleasantness' while motivation factors lead to job satisfaction because of 'the need of the individual for self-growth and self-actualization'. According to Herzberg, satisfaction depends on motivators, while dissatisfaction is the result of hygiene factors. He defined motivators as intrinsic to the job, and he defined hygiene factors as extrinsic to the job (Tran & Smith, 2020). Motivators deal with aspects of work itself and include achievement, recognition, responsibility, work, advancement and personal growth. However, it was further emphasised that improving the motivating factors increases job satisfaction, while improving hygiene factors decreases job dissatisfaction. These factors and how they connect are shown in Figure 3.1.

Figure 3.1 Herzberg's two-factor model (Holston-Okoe & Mushi, 2018; Skelton et al. 2020)



Hygiene factors reflect the context in which the work itself was performed, including working conditions, interpersonal relations, company policies, salary, and supervision. This theory is one of the commonly used theories in job satisfaction and turnover research (Bryant, 2018; Holston-Okoe & Mushi, 2018). As noticed in this theoretical model, certain hygiene factors directly lead to job dissatisfaction, while motivation factors contribute to job satisfaction. It is however important to highlight that the outcome is determined on whether the impact or presence of hygiene factors are high or low, and also whether the presence of motivation factors is high or low.

#### 3.4.4 Mobley's Conceptual Model of Turnover

Mobley found that age, tenure, overall job satisfaction, and reaction to job content consistently and negatively impacted turnover (Johannes Masenya et al. 2020; Shah et al. 2020b). The authors concluded that among all variables studied, commitment-attachment were found to be most consistently related to turnover. The study also reported that TI and commitment-attachment made a stronger contribution to turnover behaviour than did satisfaction and demographic variables. The full model tested by Mobley et al. is shown in Figure 3.2 which illustrates how organisations can leverage employee branding to generate employee engagement and subsequently reduce turnover intention (Yadav et al. 2020). It is important to understand the relationship between these organisational factors if organisations are to achieve the goal of reducing TI. Figure 3.2 which is the conceptual

model of turnover explains the connection between organisational factors and job-related perceptions and of individual and satisfaction.

Figure 3.2 Mobley's expanded Model (adapted by Morrell, Loan-Clarke & Wilkinson, 2001)

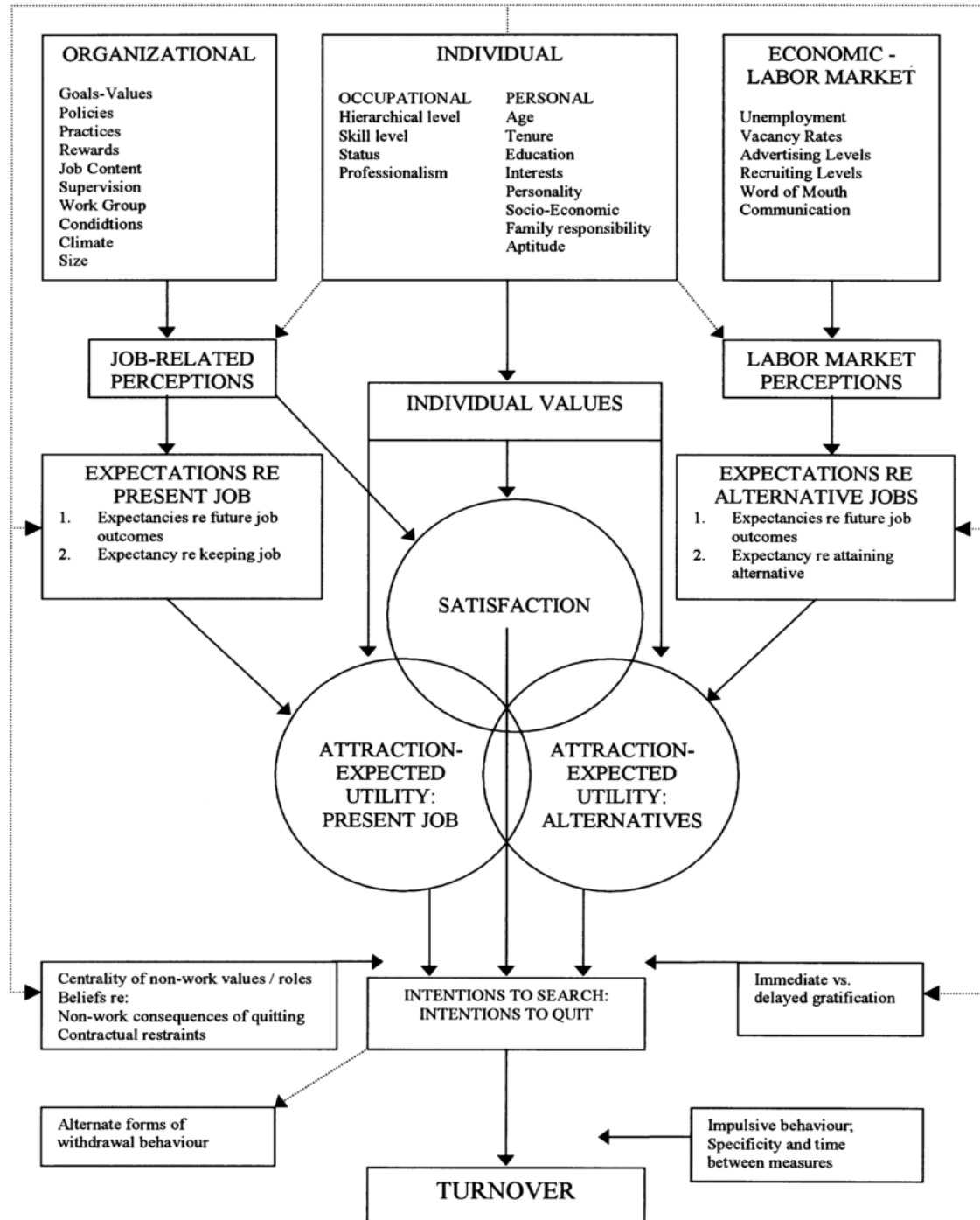


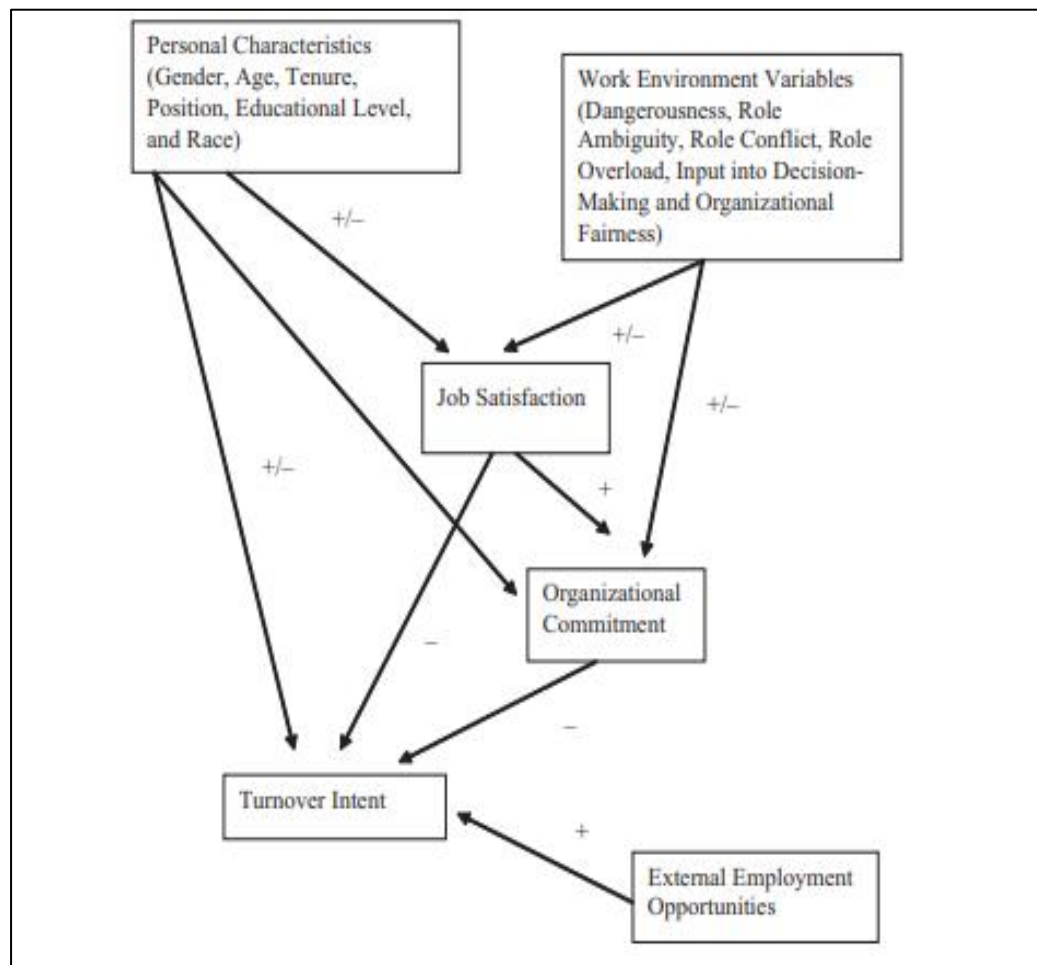
Figure 3.2 shows that there is overlap between the three big circles i.e. satisfaction, attraction expected utility (present job) and attraction expected utility (alternatives) are all factors that may lead to intentions to search and intentions to quit. Each of these factors represented by the big circles are influenced by different elements such as organisational issues influence both satisfaction and present job, while alternatives and its associated factors are influenced by economic or the labour market. Organisational factors such as goals-values, policies etc. shown in Mobley et al' model are job-related perceptions shown in Figure 3.2 are job-related perceptions which can influence satisfaction and present job respectively.

However, individual values influenced by individual elements appear to have the strongest bearing on satisfaction, present job and alternatives. This means that individual values are the central driver of intentions to search and subsequent intentions to quit as illustrated in Figure 3.2. It is important to note that this expanded model reveal that without different interventions such as immediate or delayed gratification, intentions to search and quit would lead to turnover. Overall lesson from this expanded model is that multiple factors (organisational, individual and labour market) can motivate or influence intentions to search and quit, and that it is also possible to intercept this process with immediate, delayed gratification, alternative forms of withdrawal behaviour and other measures illustrated in Figure 3.2. Understanding the link between these factors and the elements that drive them is important in preventing or dealing with intentions to quit.

#### ***3.4.5 Lambert's Causal Model of Turnover Intent***

Lambert and Hogan tested a causal model of employee turnover intent among employees of correctional facilities in 2009. The model examined the impact of the work environment, personal characteristics, external employment opportunities, job satisfaction, and organisational commitment on turnover intent (Harini et al. 2020). This model is presented in Figure 3.3.

Figure 3.3 Lambert's Causal Model of Turnover Intent (Lambert et al. 2012)



As shown in the model, the results indicated age, job satisfaction, and organisational commitment have direct effects on turnover intent (Harini et al. 2020; Tumwesigye et al. 2020). Whereas gender, job satisfaction, role conflict, role ambiguity, role overload input into decision making (Harini et al. 2020). It is also seen that organisational fairness affected the decisions of employees to leave the job indirectly (Harini et al. 2020; Tumwesigye et al. 2020). Though subjective due to the direct effects of personal characteristics on turnover intent. Overall, there is relationship between all these factors that is worthy of further investigation especially in the police context.

### ***3.4.6 Cox's Transactional Model of Occupational Stress***

Stress has been defined as a psychological state which reflects the interaction between the person and their work environment (Mikus & Teoh, 2022). Several models have been posited as summaries of the stress process. For instance, Cooper's model focuses on the nature and detail of work stresses and their individual and organisational outcomes. Under the rubric of "environmental" sources of strain (Cox et al. 2022) identified six primary job-related stressors:

- I. Factors intrinsic to the job itself
- II. Roles in the organisation
- III. Relationships at work, such as those with supervisors, colleagues and subordinates,
- IV. Career development issues
- V. Organisational factors, including the structure and climate of the organisation as well as its culture and political environment,
- VI. The home-work interface (Cox et al. 2022)

Cox's model of work stress built on Cooper's model in the attempt extend this theory for the management of work-related stress. Cox conceptualized stress as being the psychological state that occurs when there is a mismatch between perceptions of a demand, and perceptions of one's ability to cope with it (Mikus & Teoh, 2022). This implies that the way that people perceive and appraise their work situation drives their coping behaviour, and this, in turn, determines the perception of the work situation, including whether the demands of those situations match their capacities for coping (Okikiola, 2022). Cox's work-related stress model is a transactional model based on the subjective perception of psycho-social hazards (stressors) of the employees, related to both the content of and context of the work. Job Content stressors include job demands, control and support from colleagues and superiors, while job context stressors consist of role, relationships and change (Cox et al. 2022) as shown in Table 3.4.

Table 3.4 Cox's Workplace Psycho-social stressors (adapted from Cox et al., 2022)

Category	Conditions defining hazard
Context to work	
Organisational culture and function	Poor communication, low levels of support for problem-solving and personal development, lack of definition of organisational objectives
Role in organisation	Role ambiguity and role conflict, responsibility for people
Career development	Career stagnation and uncertainty, underpromotion or overpromotion, poor pay, job insecurity, low social value to work.
Decision latitude / control	Low participation in decision making, lack of control over work (control, particularly in the form of participation, is also a context and wider organisational issue)
Interpersonal relationships at work	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support.
Home-work interface	Conflicting demands of work and home, low support at home dual career problems.
Content of work	
Work environment and work equipment	Problems regarding the reliability, availability, suitability and maintenance or repair of both equipment and facilities
Task design	Lack of variety or short work cycles, fragmented or meaningless work, underuse of skills, high uncertainty.
Workload / workplace	Work overload or underload, lack of control over pacing, high levels of time pressure.
Work schedule	Shift working, inflexible work schedules, unpredictable hours, long or unsocial hours.

Cox's transactional model of work stress is closely related to the work of Wynen et al. (2022) and Cox et al. (2022) and the stages in the two models are similar. The Cox's model however puts a greater focus on the health outcomes of stress and the influence of individual differences (Wynen et al. 2022). The Cox's framework has five stages.

**Stage one:** the demand or job characteristics of the environment **Second two:** represents the individuals' perceptions of these demands relative to their ability to cope. These two stages are regarded as analogous to the primary appraisal stage of Folkman and Lazarus' model which Wynen et al. (2022) advanced. According to Cox et al. (2022) this primary appraisal process is influenced by the internal and external demands experienced, as well as coping abilities and resources, and support from others.

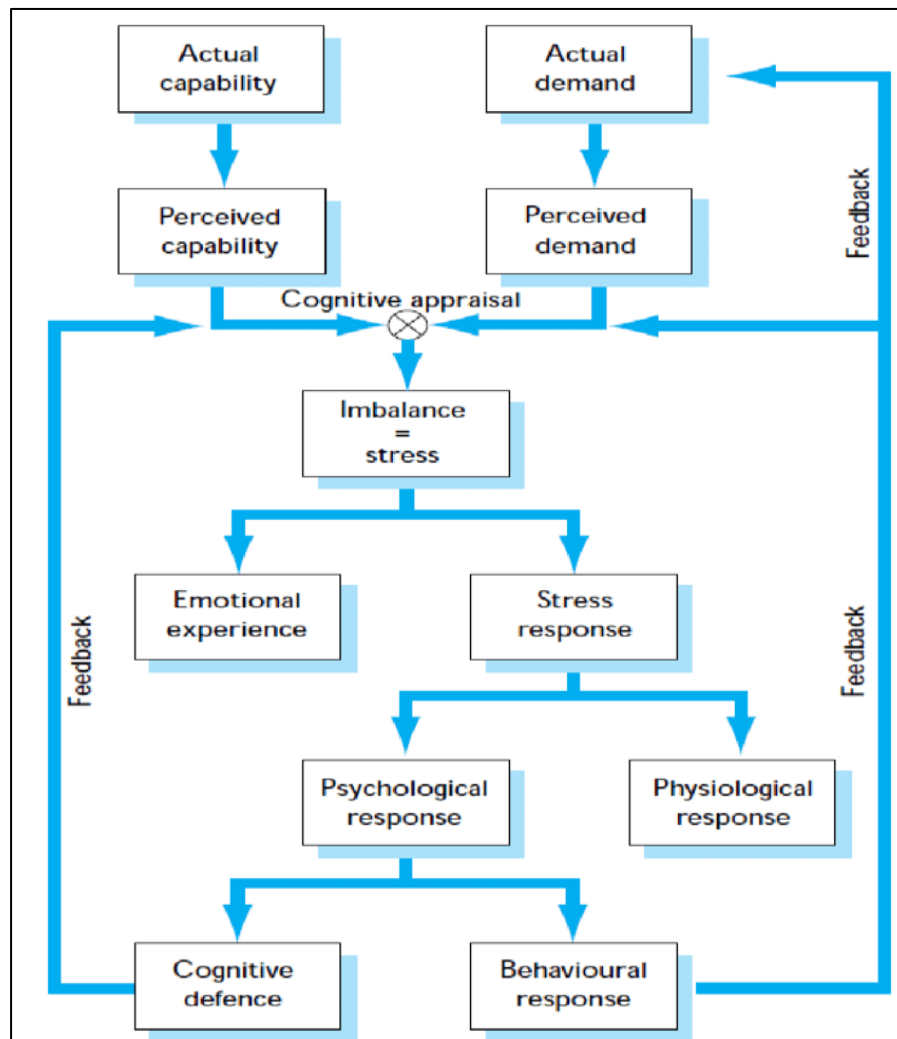


**Stage three:** associated with the mental and physical changes that the person undergoes as a result of the recognition of a stress state, and involves secondary appraisal and coping, which are similar to those in Folkman and Lazarus' model (Wynen et al. 2022). These psychological changes include mood change, emotional experience, e.g., tension, feeling worn out, or depressed etc., all of which are indicative of a stress state. As such it is the awareness of a stressful problem that initiates a cycle of behaviour that are “an adjustment to the situation, or an adjustment of the situation”. If this response fails, then negative health outcomes occur (Cox et al., 2022).

**Stage four:** represents the outcomes or consequences of coping, and finally, **Stage five:** is feedback which is proposed to occur in relation to all other stages (Cox et al, 2022). Cox posits that the basic framework for process involves the recognition of a problem, diagnosis, suggestion of possible solutions, evaluation of suggested solutions, implementation, feedback, and learning, and that such a problem-solving approach can also be used as the basis for Organisational interventions. Cox et al. (2022) also stresses the importance of individual differences in this transactional model. Differences in locus of control, and coping resources are deemed particularly important (Okikiola, 2022). These stages are presented in Figure 3.5.

The Cox model shows that there is interaction between the feedback phase where actual capability interacts with perceived capability which lead to cognitive appraisal. Similarly, actual demand interacts with perceived demand to connect with cognitive appraisal. In the second feedback phases there are more interactions between imbalance stress and emotional experience as well as stress response. It is noticed that stress response leads to two possible outcomes which are psychological response and physiological response. While physiological response may remain contained, psychological response may lead to either cognitive defense or behavioural response or both.

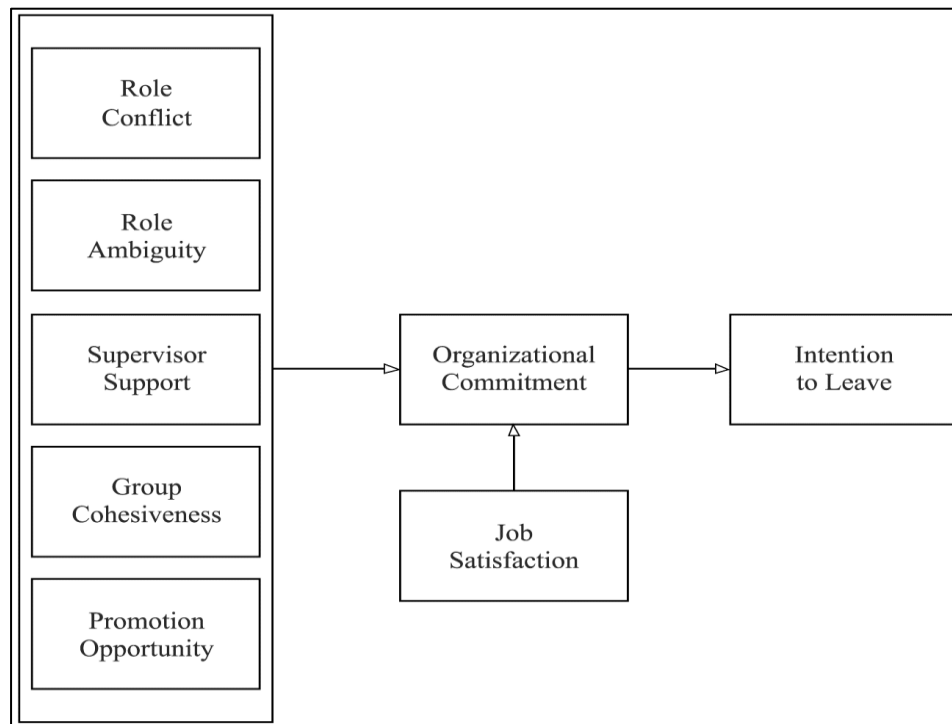
Figure 3.5 Cox's Transactional Model of Occupational Stress (adapted from Cox et al. 2022)



### 3.4.7 Turnover Intentions Model in Police

This section is an attempt to comprehensively investigate the effects of contextual police stressors, internal to the organisation. Internal factors examine include; role ambiguity, role conflict, supervisor support, group cohesiveness, and promotion opportunities, and their impact on organisational commitment. Jaramillo et al. (2005) developed the model (Figure 3.6) based on a survey of police officers of six Police agencies to determine the relationship between these internal factors and organisational commitment.

*Figure 3.6 Turnover Intentions Police Model (Jaramillo et al. 2005)*



Results demonstrate that in addition to job satisfaction, supervisor's support, group cohesiveness, and promotion opportunities are the best predictors of organisational commitment of Police officers. The results also indicate a significant relationship between organisational commitment and intention to leave. The model proposes that stressors affect organisational commitment after controlling for the effect of job satisfaction. Deductions from this study suggest that lack of job satisfaction, supervisor's support, group cohesiveness and promotion opportunities may increase TI in the Police. The next section focuses on TI in the Police sector with the aim to determine the prevailing predictors of TI in the Police.

### **3.5 Turnover Intention within the Police Sector**

After several years of scholarship, the review of literature demonstrates that the occupational context of the study of TI is important in its interpretation (Charman & Bennett, 2022). Most models of turnover are often applied to entire populations, but what if turnover theories apply differentially across different ranges of employee populations? This study aims to examine the relationship model of job satisfaction, organisational commitment, and turnover intention within the context of Police. The aim is to examine

how context affects antecedent–turnover relationships. Police organisations are public sector organisations tasked with the primary responsibility to protect lives and property (Rigaux & Cunningham, 2021). This means that Police officers are confronted with crime and interactions with those suspected or convicted of violating the law (Saleem et al. 2021). Such regular interactions with crime scene, suspects and attempt to maintain law and order could in itself be considered stressful, and unsatisfactory over a long period of time. Studies have revealed some TI predictors within the Police which are examine next.

### ***3.5.1 Turnover Intentions Predictors within the Police***

This section examines TI within other police and law enforcement entities. The goal is to determine the predictors and the strongest predictors of TI in law enforcement as a whole to determine if any predictors are similar to those reviewed in this chapter thus far. Research indicates that Police is a particularly high turnover occupation (Anand et al. 2022; Andreescu & Vito, 2021; Li et al. 2019; Rigaux & Cunningham, 2021; Saleem et al. 2021). In recent decades police organisations have also encountered difficulty in attracting new employees (Gomes et al. 2022). Several antecedents of turnover intentions among police officers have been documented in literature. Unlike other human service employee such as social work and health services, only one meta-analyses on turnover intention could be located for the justice practitioner population (Andreescu & Vito, 2021; Paoline & Gau, 2020). This meta-analysis synthesized 13 empirical studies on turnover intentions to assess the effect size of personal characteristics, work environment, and job attitudes on turnover intent, using the correlation coefficient. The study focussed on criminal justice sector including Police, institutional corrections, and community corrections workers within the United States. The results revealed 65 distinct variables correlated with turnover intent across the 13 studies (Andreescu & Vito, 2021). The five strongest variables that correlated with turnover intent for police included:

- alternative/job search behaviour
- job satisfaction
- Psychological distress
- Emotional exhaustion/ burnout
- Procedural Justice
- Distributive justice (Andreescu & Vito, 2021).

Only one personal characteristic, education, was found to have a statistically significant result although this was weak association. Thus, confirming that personal characteristics, overall, has the weakest association with turnover intent (Gomes et al. 2022). Only one study examined the role of organisational commitment and this was found to be non-significant. However, the small sample size of 38 makes this finding questionable (Prysmakova & Vandenabeele, 2020). This finding also contradicts previous studies which demonstrate that organisational commitment is consistently the strongest predictor, sharing an inverse relationship with turnover intent (Andreescu & Vito, 2021; Jaramillo et al., 2005; Paoline & Gau, 2020). Andreescu and Vito (2021) also found that the five strongest predictors of turnover intent for institutional corrections were normative commitment, emotional exhaustion, depersonalization, affective commitment, and job satisfaction. Overall, the findings of the meta-analysis of predictors of turnover intent within the criminal justice sector is in congruence with the previous study of turnover intention in police organisations in the United States of America which found that organisational variables were better predictors than demographic characteristics of turnover intention (Andreescu & Vito, 2021).

In other Police populations outside of the United States of America other antecedents such as work-family conflict and job autonomy (Jabeen et al., 2020a; Torres et al. 2022); supervisory behaviour (Li et al, 2022); flexibility and management (Ali, 2018), compensation structure (Rabe-Hemp & Schuck, 2018), procedural and distributive justice (Andreescu & Vito, 2021) and a higher community rates of violent crime rate (Andreescu & Vito, 2021) were significant. Other factors associated with job satisfaction such as emotional intelligence, wellbeing and engagement were also reported in Australia (Charman & Bennett, 2022). Intrinsic motivation and over all motivation impacted turnover intention in Pakistan (Bukhari et al., 2022). Psychological burnout negatively influenced job satisfaction and positively impacted turnover intention in a South Korean study (Paek, 2022). The empirical evidence within the Police sector, though limited largely confirms what previous research had reported in other meta-analysis pointing to the fact that personal characteristics such as age, race, and gender are not the major driving forces behind agency turnovers, or feelings of wanting to quit.

Factors related to the work environment and job attitude tend to have stronger, more consistent, associations with turnover intent. In addition, emotional exhaustion, psychological distress and depersonalization (a measure of burnout) were also important

correlates of the intentions to leave for both Police and corrections personnel (Li et al, 2022). These factors therefore pose the most serious threats to the Police's ability to retain their staff. While it is possible to generalise and imply that these predictors may be peculiar to the police and other law enforcement agencies in the United States of America, their relevance to other police and law enforcement in other countries should be further investigated. For example, in the UAE, operational police practices from the United States are adopted, and the police collaborate with the United States law enforcement frequently. Despite collaboration between the two countries, research shows that two studies (AlHashmi et al., 2019; Jabeen & Alhashmi, 2018) have explored antecedents of TI in UAE Police. Review of these two studies further revealed that neither considered the two overarching factors of job- satisfaction or organisation commitment, thereby highlighting gaps in current studies in the UAE which further justify the importance of this study.

### ***3.5.2 Workplace Stressors in the Police***

Police officers are exposed to more acute stressors than most other occupations. This is due to the formidable task of enforcing the law and the exposure to violence, death and other traumatic events in the line of duty (Li et al. 2022). Additionally, there is a burden of societal responsibility and strict legal norms which are placed on officers as they deal with these demands (Acquadro Maran et al. 2022). The police are also characterized by strict hierarchies and pervasive bureaucracies which also exerts a toll on the officers. All of these factors combined, make Police among the top five most stressful occupations worldwide (Lockey et al. 2022). Work related stress has been linked to several negative organisational outcomes such as job dissatisfaction, burn-out, poor commitment and high turnover intention among Police workers (Acquadro Maran et al. 2022; Lockey et al. 2022; Rabbing et al. 2022).

The sources of stress in policing may be classified into two general categories: those arising from the "job content" or operational stressors such as work schedules, shift work, long-work hours, overtime and court work, and traumatic events and threats to physical and psychological health; and those arising from the "job context" or organisational stressors such as the characteristics of the organisation and behaviour of superiors and co-workers (Brunetto et al. 2022). These different workplace stressors ultimately lead to stress in the employees (Rabbing et al. 2022). Work stress is the psychological distress or strain that

arises from both individual and organisational stressors in the workplace (Lockey et al. 2022). From the perspective of Brunetto et al. (2022) work-related stress refers to physical and psychological tensions resulting from job demands that exceed available resources.

Studies have revealed that organisational stressors such as management, autonomy, flexibility, participation in decision making, etc. may be a greater source of stress for police officers than job content stressors (Brunetto et al. 2022). However, they are less studied compared to operational stressors which dominate the literature. A recent study of police officers showed that organisational stressors such as fellow officers not doing their job and having inadequate or poor-quality equipment were among the top five of the 60 most frequently occurring stressors (Rabbing et al. 2022). Another detailed examination of the impact of operational versus organisational stressors on police performance showed that 45 percent of the variance in police performance is attributable to organisational stressors and the mean scores of organisational stressors were significantly higher compared to mean scores of operational stressors (Varker et al, 2022). These findings indicate a need to critically examine prevalent organisational stressors in each organisational context in order to create better work environments. Mitigating stressors is important to employee retention since employees with higher levels of job stress are more likely to think about leaving (Acquadro Maran et al. 2022; Kukić et al. 2022).

The stress-turnover relationship has received considerable attention and has been empirically supported in different contexts, worker types, and cultures (Andreescu & Vito, 2021; Acquadro Maran et al. 2022; Baek et al. 2022; Kukić et al. 2022; Jaramillo et al., 2005). For example, the first meta-analysis on the predictors of job stress in correctional officers by Acquadro Maran et al. (2022) revealed that perceived dangerousness and role difficulties were the strongest predictors of job stress. Job stress was also found to be strongly correlated with job satisfaction, commitment, and turnover intention. Although variations were observed based on the country of study (Acquadro Maran et al. 2022). In a more recent systematic review of correctional officers by Kukić et al. (2022) the organisational structure and climate were found to have the most consistently related to job stress. According to the meta-analysis by Kim and Kao (2014) among child welfare workers, overall stress showed a very high positive relationship with turnover intention. Stress alone explained about 36% of variance of turnover intention.

Other notable stressors such as safety concerns, role conflict, role ambiguity, and job demand were also correlated to turnover intention (Kim & Kao, 2014). A study of Hong-Kong police officers found that family–work conflicts, was a stressor in addition to organisational and operational factors (Li et al., 2019). Other sources of stress (stressors) identified in police work include:

- the complex and dangerous nature of the working environment and dealing with violent situations (Kukić et al. 2022; Rabbing et al. 2022),
- demanding job conditions, including heavy workloads and irregular shift work (Qureshi et al., 2019)
- organisational factors, such as poor communication between administrators and officers, unfair supervision, controversial performance ratings and weak supervisory support (Acquadro Maran et al. 2022; Varker et al, 2022)
- lack of support from superiors and perceived disrespect from the public (Acquadro Maran et al. 2022)
- handling uncooperative and disrespectful citizens (Li et al., 2019)
- Lack of influence over work activities and bias against one's racial, gender, or ethnic group stood out as important predictors of stress (Rabbing et al. 2022; Varker et al, 2022).

These sources of stress when combined together or generated by crisis situation may further lead to TI and actual turnover as noticed when the global pandemic, Covid-19 occurred early 2020.

### ***3.5.3 Covid-19 and its Impact***

Demanding job conditions, including heavy workloads and irregular shift work have been identified as one of the factors identified by Qureshi et al. (2019). This was particularly true when Covid-19 which is a global pandemic started. Li et al (2022) explained with reference to Hong Kong police officers that TI increased due to other work-related stressors during Covid-19. The nature of the police work during Covid-19 required that the officers were present at different location to maintain law and order, as well as ensure compliance with Covid-19 rules put in place by the government. This scenario led to complex situation for the operational work of the police causing work-family conflicts, stress and TI. This impact of Covid-19 shows the direct link between two stressors and TI.



In another scenario, McAlearney et al. (2022), examined the pandemic experience among first responders especially the police officers. This study shows that fear, frustration and stress were common factors that influenced police officers during operational duties during the pandemic. The impact of Covid-19 was so severe due to its prolonged nature that Mohamed et al. (2022) identified its direct impact on the mental health of police officers in Malaysia. Their study identified depression, anxiety and stress as causal factors among Malaysian police officers during Covid-19 pandemic. Anxiety was also another factor associated with job stress during Covid-19 among police officers in the United Kingdom.

Unlike other workers and sectors who could work remotely from home, the police officers were mostly on the streets or on duty at the station working long hours and being deployed to homes when violence occurred (De Camargo, 2022). They were also policing the pandemic rules, preventing protest and mostly exposed to the spread of the pandemic. Though the nature of their job, it puts them at the heart of the pandemic, leading to anxiety from regular virus testing and more anxieties of contracting the virus (De Camargo, 2022). While it is important to the police to stay safe, the nature of their duty during the pandemic increased their stress because of social distancing policies or rules of Covid-19 and the numerous changes and alterations in protocols such as wearing of personal protective gears (Kyprianides, et al. 2022).

Other authors such as Zhou (2022) identified fatigue resulting from workload and stress, Newiss et al. (2022) identified stress, low mood and anxiety at individual and organisational levels. Authors who identified heightened or increased stress during the Covid-19 pandemic response or stress due to the direct impacts of Covid-19 in the police include Brown and Fleming (2022), Maskály et al. (2022), Sadiq (2022), Ravikumar (2022), Huang et al. (2022), García-Fernández et al. (2022) and Wood et al. (2022). Despite the global acknowledgement through these studies that Covid-19 had direct impact on police officers and police organisations, leading to increased stress and mental health issues, Peker and Cengiz (2022) in their study identified the mediating role of psychological resilience in coping with stress.

Due to the evidence provided in recent studies about the direct impact of Covid-19, the impact of Covid-19 in the UAE and among the UAE police officers is also briefly examined among other factors. Therefore, the various factors including that of Covid-19 as

identified across different Police agencies or organisations in this section provide further justification to critically examine and test relationship between stressors, organisational commitment, job satisfaction and TI. The next section provides more argument in support for this research focus.

#### ***3.5.4 Turnover Impact and Need for Reduction Framework***

The significance of employee turnover is demonstrated by the extensive research into this subject in the field of management, human resource management and organisational behaviour (Rubenstein et al., 2018). This concern is shared by practitioners, for example the Society for Human Resource Management (SHRM) reported that 46% of human resource managers deem employee turnover as their top concern in 2016, up from 25% in 2012 (SHRM, 2016). In the most recent study of the American workforce more than half of the employees surveyed (51%) are actively looking for new jobs or watching for openings (Gallup Inc, 2020). From the academic perspective, Lee et al., (2017) reported that over two thousand articles have been published on voluntary employee turnover over the last one hundred years. This persistent attention is attributed to the recognition that turnover materially affects organisational functioning (Lee & Kim, 2020; Mensah et al. 2020). It highlights the need to promote better understanding of predictors of TI especially in the police.

The first attempt to document hiring and replacement expenses as a consequence of turnover was done several decades ago. Recent estimates of these direct costs range from 90% to 200% of the annual salary of the employee being replaced (Tran et al., 2020). Besides the costs of replacing an employee, turnover is also linked to disruptions in various organisational outcomes including productivity and performance (Guzeller & Celiker, 2020; Tran et al. 2020). Other researchers have also documented how the human or social capital losses from employee's departure to rival organisational can lead to a loss of competitive advantage (Li & Huang, 2021; Vizano et al. 2020; Xiong & Wen, 2020). There is also the possibility of a spread of turnover contagion influencing other employees' decisions to quit (Guzeller & Celiker, 2020). The action of one employee to quit can act as trigger for others who may have been considering it which is why predictors and their direct impacts on organisational commitment and TI need to be better understood.

Another rationale to better understanding is the reality that personnel losses can also disrupt service delivery and alienate customers while also expanding the workload of

remaining employees (Lee & Kim, 2020). Such a scenario would not only lead to service disruption, but stress due to increased workload which were evidence seen from the direct impacts of Covid-19 among police officers and in the Police. In several sectors, before employees quit, they are often involved in an active job search with associated lack of engagement with the current job (Jabeen & Alhashmi, 2018). Other manifestations of work disengagement such as increased absences, taking extended breaks also result in a reduction on the level of performance and productivity of such employees (Akgunduz, et al. 2020; Al Zamel et al. 2020; Cox et al, 2022; Mikus & Teoh, 2022). The gradual reduction in productivity resulting in outright TI are not positive reputation for any organisation including the police.

Turnover of talented professionals is a major challenge faced by both private and public organisations regardless of the organisation's location, size, business, or strategy (French et al. 2020). The Police sector is however one of the industries characterized by high turnover with significant costs to the organisation (Astiti & Surya, 2020; Wang & Sun, 2020; Wahyono & Riyanto, 2020). Police chiefs consistently rank the loss of police officers through turnover as one of the top concerns of their administration (Andreescu & Vito, 2021). Rigaux and Cunningham (2021) also stated that attracting and retaining staff in the police workforce is one of the greatest challenges faced within Police. There are significant expenses to recruit, train, and socialise police officers which makes turnover a big loss (Birze et al. 2022; Varker et al. 2022; Jabeen et al., 2020b). Such big losses may be traced to direct costs and also indirectly through reduced productivity and loss of accumulated knowledge (Baek et al. 2022; Jabeen et al., 2020b).

Preventing unwanted turnover becomes even more important in critical sectors like the Police due to the challenges in attracting new officers and the time it takes to acquire the skills necessary for effective policing (Baek et al. 2022; Kukić et al. 2022). The toll of turnover on police effectiveness drives this research into the current, evidence-based ideas and frameworks on why employees leave their jobs. It is important that knowledge continues to increase in this area since better understanding would aid measures that may be taken to mitigate cessation of organisational membership within the police.

Increased knowledge of different factors in addition to predictors of TI in the police is important in a world where there are different crises that the police may not be able to prevent, but need to respond to as part of their duties. This reality further drives the direction

of this study and approach taken to examine the relationship between predictors, organisational commitment and TI. Explanations and evidence of the impacts of certain factors including Covid-19 as well as predictors of TI all examined in this chapter support the rationale for a framework that would help the police reduce TI. To achieve the goal and develop a framework suitable for the police organisation, the next section focuses on formulating hypotheses that can be combined for a conceptual framework that is validated in the UAE.

### **3.6 Research Hypotheses and Conceptual Framework**

Based on the conceptualizations offered by some authors (Cox et al., 2022; Hilal & Litsey, 2020; Jaramillo et al., 2005; Zafar et al. 2022), a conceptual model is proposed to determine the impact of stressors on organisational commitment, job satisfaction and turnover intentions in the Abu Dhabi Police Force. This model extends prior conceptualizations found in the literature in two ways: explore the impacts of workplace related factors and job-related factors. Based on this understanding and context established in literature, deduction is made to formulate hypotheses that can be tested in the UAE Police context. The next section explains and outlines the research hypotheses as well as the conceptual framework developed using the hypotheses.

By extending the previous literature on predictors of TI, this study integrates the Lambert's causal model of TI among Police officers with Cox's Work stress model to explain the to explore how stressors interact with job satisfaction and commitment as mediators of TI. These two theories are complementary to each other, and both can be utilized to understand the effects of the work environment and individual attitudes on individuals' turnover intentions at the workplace (Cox et al. 2022; Jaramillo et al., 2005; Kim & Kao, 2014). Therefore, it is postulated that workplace stressors lead to increasing dissatisfaction which in turn impacts commitment to the organisation and thus result in turnover intentions. Hypotheses are proposed to determine the factors that influence organisational commitment as well as turnover intentions in in the Police especially in ADP.

### ***3.6.1 Factors Influencing Organisational Commitment***

First, several studies have investigated the impact of work stressors on job satisfaction (Li et al., 2019; Mehrad, 2020; Zhang et al. 2022) all pointing to a negative association. The higher the number of stressors the lower the level of satisfaction, and potentially leading to a decline in the level of commitment to organisational goals. This is supported by Herzberg's motivation-hygiene theory (Chiat & Panatik, 2019) which demonstrates that hygiene factors related to 'the unpleasantness' of the work environment contributes to dissatisfaction. Therefore, it is proposed that:

*H1: Workplace stressors influence organisational commitment*

On the contrary, to this first hypothesis, and from the initial model of employee turnover intentions by Mobley as explained by Johannes Masenya et al. (2020) and Shah et al. (2020), that a good workplace can be beneficial to the organisation. For instance, there has been evidence that satisfactory work environment including the ability to resolve problems and the feeling of control over tasks and situation are positively associated with organisational commitment. The link between workplace situation especially control has been supported by other authors (Li et al. 2020; Zhang et al. 2022). Therefore, based on this evidence, it is hypothesized that:

*H2: Work control influence organisational commitment*

The study of stressors among police officers by Anand et al. (2022), Li et al. (2022) and Gomes et al. (2022) reveals that job activities as a result of stressors lead to lower organisational commitment. For example, the first meta-analysis on the predictors of job stress in correctional officers by Birze et al. (2022) reveal that perceived dangerousness and role difficulties were the strongest predictors of job stress. Other studies indicate that job stress was also found to be strongly correlated with commitment. Although variations were observed based on the country of study (Birze et al. 2022), the evidence in literature nonetheless which were further supported by Andreescu and Vito (2021), AlHashmi et al. (2019), Saleem et al. (2021), Thus, it is proposed that:

*H3: Job stressors influence organisational commitment*

Building on the previous literature on employee turnover intentions (Anand et al. 2022; Boamah et al. 2022; Gomes et al., 2022; Jabeen et al., 2020a), the associations of job satisfaction with organisational commitment is reflected and explained by Ashraf (2020), Lambert et al. (2020), Loan (2020) and Qing et al. (2020). Following the evidence that relationship exists between job satisfaction and organisational commitment, this study borrows from this premise to propose the next hypothesis;

*H4: Job satisfaction influences organisational commitment*

### ***3.6.2 Factors Influencing Turnover Intentions***

The role of these traditional predictors of turnover intentions has been studied extensively among criminal justice workers in the Western context but remains understudied in emerging economies (Basnyat & Clarence, 2020; Zhang et al., 2022; Rubenstein et al., 2018). Notwithstanding, the reality of the impacts of turnover as explained by Boamah et al. (2022), Jiang et al. (2022), Ma et al. (2022) and Jabeen and Alhashmi (2018) make it important to determine the factors that influence turnover intentions before employees exit an organisation especially the police. Determining and understanding such implications or impacts is crucial to Abu Dhabi police because as explained by Jabeen and Alhashmi (2018), before exiting, employees job search mission may make them less active, unengaged or less committed in the organisation. Therefore, the next hypothesis is;

*H5: Organisational commitment influences turnover intentions*

The stress-turnover relationship has received considerable attention and has been empirically supported in different contexts, worker types, and cultures (Dodanwala & Santoso, 2022; Li et al. 2019; Han. 2020; Haar & Brougham, 2022). This is because organisational factors, such as poor communication between administrators and officers (Anand et al. 2022) are some of the workplace factors that may create stress for an employee. Other factors like, unfair supervision, controversial performance ratings and weak supervisory support (Rigaux & Cunningham, 2021) may further motivate turnover intentions. It is identified especially in the police force that lack of support from superiors and perceived disrespect from the public (Rigaux & Cunningham, 2021) as well as handling

uncooperative and disrespectful citizens (Andreescu & Vito, 2021) are workplace stressors that may lead to turnover intentions among officers. These explanations inform the next hypothesis which is; *H6: Workplace stressors influence turnover intentions*

This study not only examines the association between different workplace related stressors and turnover it also assesses whether the outcome on turnover is different when the work conditions are more conducive for employees to carry out their duties. For example, among a range of conducive police work related factors are supervisory support (Anand et al. 2022; AlHashmi et al., 2019; Rigaux & Cunningham, 2021) and job -autonomy (Jabeen et al., 2020a; Debus et al. 2020). These factors among others were identified as predictors of turnovers, but yet to be tested in the Abu Dhabi police context. Due to this gap, it is proposed that;

*H7: Work control influences turnover intentions*

In a more recent systematic review of correctional officers by Gong et al. (2020); the organisational structure and climate were found to have the most consistently related to job stress. According to the meta-analysis by Kim and Kao (2014), among child welfare workers, overall stress showed a very high positive relationship with turnover intention. Stress alone explained about 36% of variance of turnover intention. A study of Hong-Kong police officers found that family–work conflicts, was a stressor in addition to organisational and operational factors (Li et al., 2019). Other studies indicate that job stress strongly correlated with turnover intention, while other notable stressors such as safety concerns, role conflict, role ambiguity, and job demand were also correlated to turnover intention (Kim & Kao, 2014). Although variations were observed based on the country of study (Gong et al. 2020), the potential link between job stress and turnover intentions are noted by authors such as Gong et al. (2020) and Kim and Kao (2014). As a result, the eighth hypothesis is that;

*H8: Job stressors influence turnover intentions*

The role of job satisfaction as a traditional predictor of turnover intentions has been studied extensively among law enforcement field and among police staff all over the world (Ganji & Johnson, 2020; Rubenstein et al., 2018). This study aims to fill the gap in literature on the role of job satisfaction in predicting turnover intentions among police officers in the

UAE. Other studies have demonstrated that job satisfaction negatively impact turnover intent (Hilal & Litsey, 2020; Nguyen et al. 2020; Paoline & Gau, 2020; Prysmakova & Vandenabeele, 2020). It is proposed that; *H9: Job satisfaction influences turnover intentions*

### **3.6.3 Relationship between Research Variables**

The previous sections about influence of factors on organisational commitment as well as on turnover intentions have explained the relationships between these variables. On the basis of this, two mediating hypotheses are formulated to determine the mediating role of organisational commitments in the police. Critical evaluation of turnover and organisational commitments especially in police context has shown in this chapter indicate that there are workplace and job-related factors that contribute to turnover as well as organisational commitments. First, the direct association between different workplace related stressors and turnover have been established, where supervisory support (AlHashmi et al., 2019; Kerdpitak & Jermstittiparsert, 2020; Manoppo, 2020) and job-autonomy (Jabeen et al., 2020a; Wan & Duffy, 2022) are seen to lead to turnover intentions. However, the mediating role of organisational commitment may further explain the process through which workplace stressors and turnover intentions are associated.

First, establishing that there are links between these influencing factors, organisational commitment and turnover intentions suggest that different relationship may exist. This relationship has been attributed to the mediating role of organisational commitment (Alzamel, 2020; Masenya et al. 2020; Shah et al. 2020b). Organisational commitment has been researched as a mediator to determine its effect in the relationship between leadership and performance (Park & Seo, 2016; Setyaningrum et al., 2017; Yeh & Hong, 2012). In these studies, organisational commitment is applied to explain the process in which leadership influences performance for which it was identified that relationship exists between leadership and performance when mediated by organisational commitment. Other studies further indicate that organisational commitment is a mediator in the relationship between leadership and motivation of employees (Aslam & Khan, 2011; Binfor et al. 2013; Zareen & Razzaq, 2013). While these studies establish organisational commitment as a mediator in different organisational settings, they did not cover workplace stressors nor turnover in the police organisation. This gap has motivated the deduction for the first mediating hypothesis which is:



*H10: Organisational commitment mediates the relationship between workplace stressors and turnover intentions.*

Several meta-analyses have revealed the close link between job satisfaction and organisational commitment (Ashraf, 2020; Lambert et al. 2020; Loan, 2020; Qing et al. 2020). The relationship between these two factors has also been identified as predictors of turnover intentions (Kim & Kao, 2014; Rubenstein et al., 2018). According to French et al. (2020) job satisfaction directly influenced affective commitment, continuance commitment, normative commitment, and turnover intention, and these three dimensions of organisational commitment also mediated the effect of job satisfaction on employees' turnover intention. These findings confirm previous reports that the level of job satisfaction would predict organisational commitment (Kim & Beehr, 2020; Tran et al., 2020; Serhan et al. 2022). Organisational commitment has also been researched to mediate the relationship between leadership and turnover intentions (Gyensare et al., 2017) but not as mediator between job satisfaction and turnover intentions in the police. Thus, it is hypothesised that:

*H11: Organisational commitment mediates the relationship between job satisfaction and turnover intentions.*

In summary, the hypotheses proposed for this study to be tested in Abu Dhabi Police are:

- H1: Workplace stressors influence organisational commitment
- H2: Work Control influences organisational commitment
- H3: Job Stressors influence organisational commitment
- H4: Job satisfaction influences organisational commitment
- H5: Organisational commitment influences turnover intentions
- H6: Workplace stressors influence turnover intentions
- H7: Work control influences turnover intentions
- H8: Job stressors influence turnover intentions
- H9: Job satisfaction influences turnover intentions
- H10: Organisational commitment mediates the relationship between workplace stressors and turnover intentions.

- H11: Organisational commitment mediates the relationship between job satisfaction and turnover intentions.

These eleven hypotheses are combined to design a conceptual framework that can be tested in ADP. Next section explains this proposed framework.

### ***3.6.4 Research Conceptual Framework***

Eleven hypotheses are formulated from literature reviewed in this chapter and based on evidence deduced from previous chapters. The eleven hypotheses comprise of hypotheses that aim to test three major categories of associations. First, a set of direct hypotheses that illustrate the association of workplace related factors as well as job related factors and organisational commitment. The second set of direct hypotheses focused on assessing the influence of workplace related factors as well as job related factors and turnover intentions. The last category of hypotheses is the two hypotheses that illustrated the association between organisational commitment, workplace stressors and turnover intentions. The relationship between organisational commitment, job satisfaction and turnover intentions is also reflected which is the eleventh hypotheses. These three categories of hypotheses are combined to design a conceptual framework to be tested in ADP. Figure 3.7.

Figure 3.7 Proposed Conceptual Framework

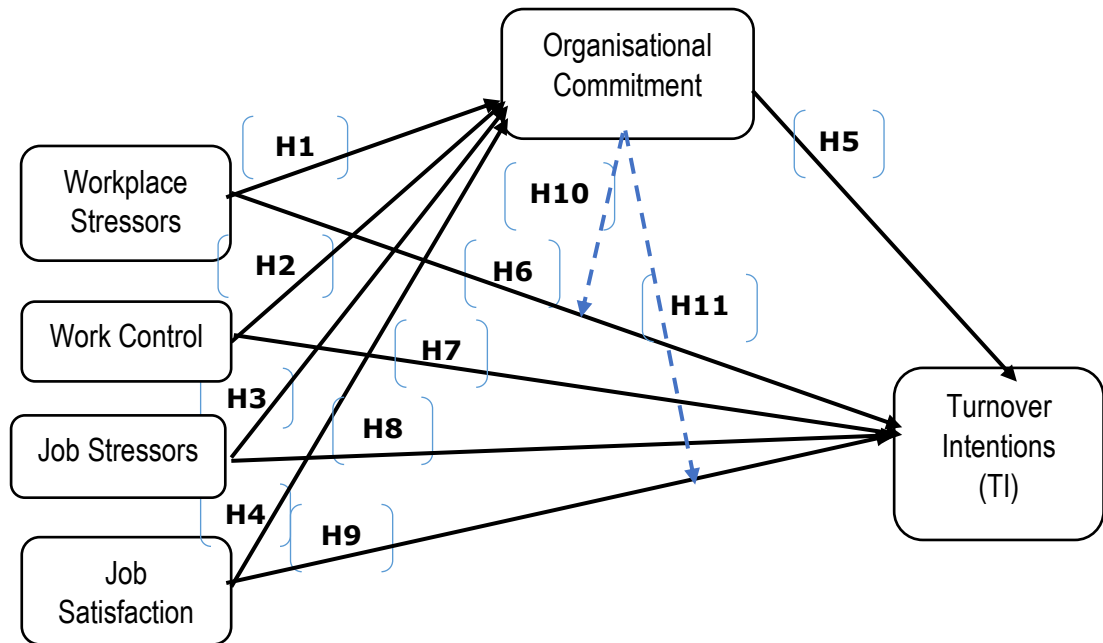


Figure 3.7 shows that two types of arrows that potentially interact to influence turnover intentions in ADP. The one-direction black arrows indicate that direct influence exist between the variables. The relationship modelled through this one-direction black arrows is tested in ADP with the aim to identify which factor has the strongest influence on the target variable. It also aims to determine what type of association, negative or positive exists in the ADP work environment. The rationale for this is to suggest necessary steps for ADP, especially the factors the organisation ought to put measures in place to minimise its impact without compromising the role of Emiratization policy.

It is shown in the conceptual framework that, two one-direction blue dotted arrows intercept H6 as well as H9. These two hypotheses are mediating hypotheses to determine to what extent (if at all) organisational commitment explains the process through which H6 and H9 are related in ADP. Mediating test is conducted in a study to find ways through which dependent variable can be changed, and to better understand the process through an independent variable affects the dependent variable (Loan, 2020). Therefore, no matter the outcome the test and relationships in the proposed model produce, there are new findings envisaged since most of the association formulated are first of its kind in ADP context. The

findings of these hypotheses are posed to explain the situation in ADP, and subsequently MOI with respect to providing further explanations for the high turnover rate especially in the former. To this end, deciding the most appropriate methods for conducting this study is important. The next chapter addresses this, but the next section summarises this chapter.

### **3.7 Chapter Summary**

This chapter has critically examined concepts of employee turnover intention especially the antecedents and predictors. Model or theories of turnover intention have also been examined to determine the essential components of a relevant TI model for the Police. While it appears from literature that there are similar trends in turnover intention issues in private and public sector organisations, antecedents of TI are the Police are peculiar given that it is a highly stressful job by nature of its operation. In this chapter, we have seen that the issue of Emiratisation policy does not play any role in mitigating or preventing the impact of different stress factors. No link is identified between the policy and capacity development of Police officers to cope with the continued exposure to stress from performing operational duties and from meeting organisational priorities instituted by leaders in the country. Identifying this gap is significant because it reveals no system or model exists to prevent TI in UAE Police. The latter part of this chapter included deductions that emphasise the importance of an TI framework or model. The last section contains information on hypotheses formulated that aided the design of a proposed conceptual framework to be tested in ADP. As set out at the beginning of this chapter, information in this chapter has helped to identify the correlates and outcomes of TI globally and in the UAE. The next chapter is the methodology chapter which explains and justify the methods selected to conduct hypotheses test and decide outcome peculiar to the UAE that can help determine the most suitable model for UAE Police.

## **CHAPTER 4: METHODOLOGY**

### **4.1 Introduction**

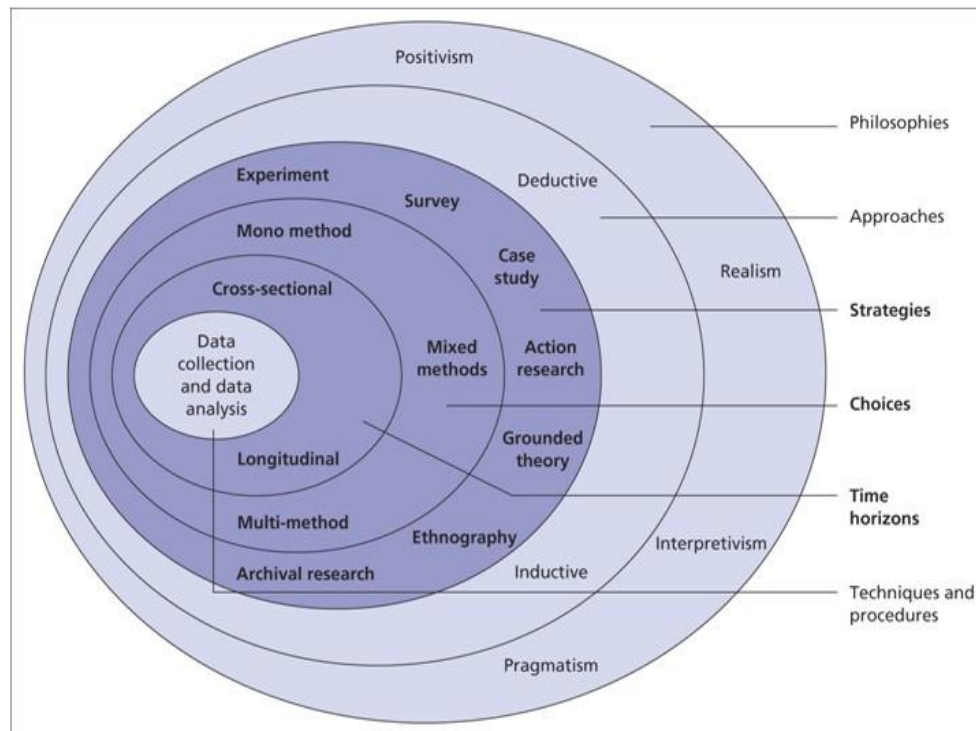
This chapter provides a detailed information and justification for the methodology used in this study. It discusses the study design and the theoretical approach used to answer the research questions, and to test the hypotheses deducted from Chapter Three. This includes the explanations of different approaches, philosophy, strategy, and data collection technique adopted for this research. The chapter begins with a review of the research type and process, presenting the “research onion” as a framework for the contents. This includes the research philosophy, approach, methodological choice, research strategy, and time horizon. There is also an in-depth explanation of the sampling methods, determination of the sample size, data sources, research instruments, data collection techniques and data analysis. In addition, this chapter also includes the details of how the validity and reliability of the research instrument is determined.

### **4.2 Research Process**

Research can be undertaken in different ways to ensure validity of data and reliability of findings. For this research the research onion is adopted as a guide to ensure that the process for undertaking this research is thorough and in compliance with the University research inquiry process. The research onion is chosen as guide because it is flexible methodology model that allows researchers to select the most suitable theories and methods to answer research questions or achieve a research aim (Melnikovas, 2018). Further justifications for adopting research onion is that it can be used to shed light on the main philosophical and methodological characteristics of a research (Orth & Maçada, 2021) and may serve as an empirical approach to build up methodology and development (Abdelhakim, 2021). Saunders et al. (2012) created the Research Onion model to explain the different stages in research and to guide the presentation of a better organised methodology. Figure 4.1 depicts the research onion which symbolically illustrates the ways in which different elements involved in this research would be examined and this informs the final research design in line with the recommendations of Saunders et al., (2012). The

diagram consists of six layers which researchers may consider or use as a guide to navigate the inquiry process. This section explains how the onion is adopted to explain the research process as well as the position of the researcher in the entire process.

*Figure 4.1: Research onion model (Saunders et al., 2012)*



As shown in Figure 4.1, the research onion consists of six main layers, with each layer of the research onion containing multiple options. To establish the methodology for this research in a proper context, the six-layered onion research process was adopted to present the philosophy, approach, methodological choice, strategy, time horizon, and techniques for the research.

#### **4.2.1 Research Philosophy**

Philosophy is the first layer in the research methodology framework. This refers to the set of principles concerning the worldview or stance from which the research is conducted. It explains the reasoning, branch of knowledge, and perspective of reality used (Fan et al. 2022; Saunders et al., 2012). Research philosophy is usually studied in terms of ontology and epistemology. Ontology refers to the authenticity of the information and how

one understands its existence, whereas epistemology refers to the validity of the information required for the research and how one can obtain it (Geels, 2022). Authors like Cash et al. (2022) and Saunders et al. (2019) explain that whilst several philosophies exist for conducting research, there are two philosophies that are more applicable to research in the social sciences: positivism and interpretivism. These philosophies vary in their assumptions about the nature of reality and are formed from ontological, epistemological, and axiological philosophical assumptions (Cash et al. 2022).

Positivism assumes that knowledge is independent of the subject being studied, and interpretivism claims that individual observers have their own perception and understanding of reality. Hence positivist studies are often regarded as more scientific and result in testing phenomena, whereas interpretivism studies are often qualitative in nature (Fan et al. 2022). Positivism research uses quantitative methodologies, which are based on measurement and numbers, to collect and analyse data while interpretivists use qualitative data, which are based on words or images (Saunders et al., 2012). Table 4.1 compares the perspectives of positivism and interpretivism.

*Table 4.1 Comparison of the perspectives of positivism and interpretivism (Adapted from Cash et al. 2022; Fan et al. 2022; Geels, 2022; Saunders et al., 2012)*

<b>Philosophical Assumption</b>	<b>Positivism</b>	<b>Interpretivism</b>
Ontological assumption (Nature of reality)	<ul style="list-style-type: none"> <li>• Reality is objective</li> <li>• Reality is external to the researcher.</li> <li>• There is only one reality</li> </ul>	<ul style="list-style-type: none"> <li>• Reality is subjective</li> <li>• Reality is socially constructed</li> <li>• There are multiple realities</li> </ul>
Epistemological assumptions (How to obtain & accept valid knowledge)	<ul style="list-style-type: none"> <li>• Knowledge comes from objective evidence</li> <li>• Based on observable and measurable phenomena.</li> <li>• The researcher is removed from phenomena under study.</li> <li>• Views knowledge as based on facts, transcending time and cultural location.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge comes from subjective evidence from participants.</li> <li>• The researcher interacts with phenomena under study.</li> <li>• Views knowledge as subjective and contingent on time and cultural location and individual interpretation</li> </ul>
Axiological assumption (the role of values)	<ul style="list-style-type: none"> <li>• The researcher is independent from phenomena under study.</li> <li>• The results are unbiased and value-free.</li> </ul>	<ul style="list-style-type: none"> <li>• The researcher acknowledges that research is subjective.</li> <li>• The findings are subjective and value laden.</li> </ul>
Methodology	<ul style="list-style-type: none"> <li>• Uses “scientific” techniques</li> <li>• Tend to look for relationships or ‘correlations’ between two or more variables</li> <li>• Prefer quantitative methods such as social surveys, structured questionnaires, and official statistics.</li> </ul>	<ul style="list-style-type: none"> <li>• Believe that different people experience and understand the same ‘reality’ in very different ways and have their own unique responses</li> <li>• Aims to understand human action or behaviour</li> <li>• Uses qualitative methods such as interviews or participant observation</li> </ul>



#### ***4.2.2 Adopted Philosophical View and Position of Researcher***

This research is based on the positivist paradigm as it intends to apply techniques to discover patterns of TI and explore relationships between TI and known antecedents using instruments that have been used globally to detect the same phenomenon. These research questions are more suited to the positivist paradigm which allows for the development and testing of hypotheses (Leavy, 2022). In the positivist paradigm, different researchers are able to conduct the same study in the same way and achieve comparable results (Knight et al. 2022). This study follows the positivist logic of argument with a belief that research hypotheses are testable and amenable to being verified, confirmed, or shown to be false by the empirical observation of reality (Fan et al. 2022). Data is therefore collected with the goal to demonstrate causality, and to aid hypotheses testing.

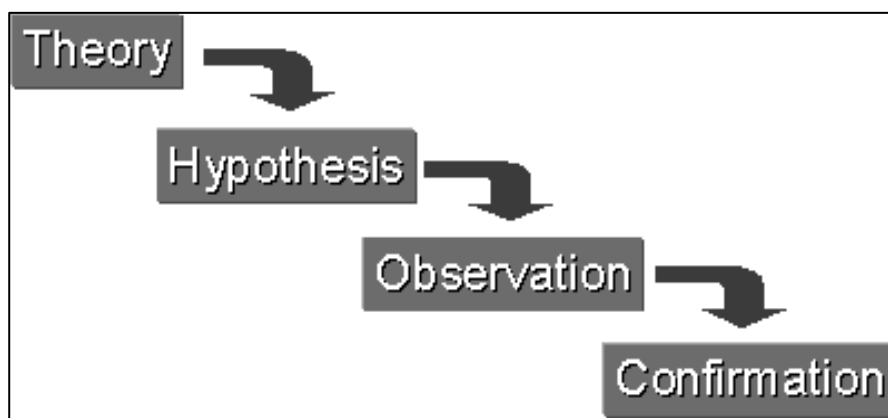
Based on this philosophical view and explanations that support ability to make deductions from existing studies, the researcher is positioned in this phase of the study to make deductions, identify patterns of TI and explain the relationships between TI and different influencing factors. The role of the researcher is evident at the end of the literature review where deductions leading to hypotheses are explained and presented. The role and position of the researcher is also noticeable in interpreting the findings and discussing results within the context of literature since this cannot be done automatically by statistical software used. The deductions to explain the validated framework, implications of results and recommendations outlined in the result and conclusion chapters are also reflections of the position and role of the researcher. These roles do not interfere with the data analysis, reliability or validity of the findings since this is done using statistical methods which are commonly used for quantitative studies. Results chapter elaborate further on the procedure adopted for the data analysis to demonstrate validity. The approach for this research is discussed next.

#### ***4.2.3 Research Approach***

Researchers may use three types of approaches to theory development and to comprehend data: deductive reasoning, inductive reasoning and the combined inductive-deductive approach or abductive (Leavy, 2022). In business research methodology inductive and deductive are the two main approaches to gaining new knowledge (Saunders

et al., 2019). The relevance of hypotheses to the study is the main distinctive point between deductive and inductive approaches (Dudovskiy, 2018). The deductive approach develops hypotheses from a pre-existing theory and then formulates the research approach to test it (Silverman, 2017). The deductive approach can be considered particularly suited to the positivist approach, which permits the formulation of hypotheses and the statistical testing of expected results to an accepted level of probability (Sileyew, 2019). It is characterized as the development from general to particular: the general theory and knowledge base is first established, and the specific knowledge gained from the research process is then tested against it (Knight et al. 2022). Deductive approach uses questionnaires to create understanding of an observation which allows the comparison of different phenomena through empirical data (Leavy, 2022). The data gathered helps to confirm or reject the research hypothesis (Naumovska & Zajac, 2022). Then data collected is analysed to test these hypotheses and this leads to a confirmation (or not) of the original theory. This is illustrated in Figure 4.2.

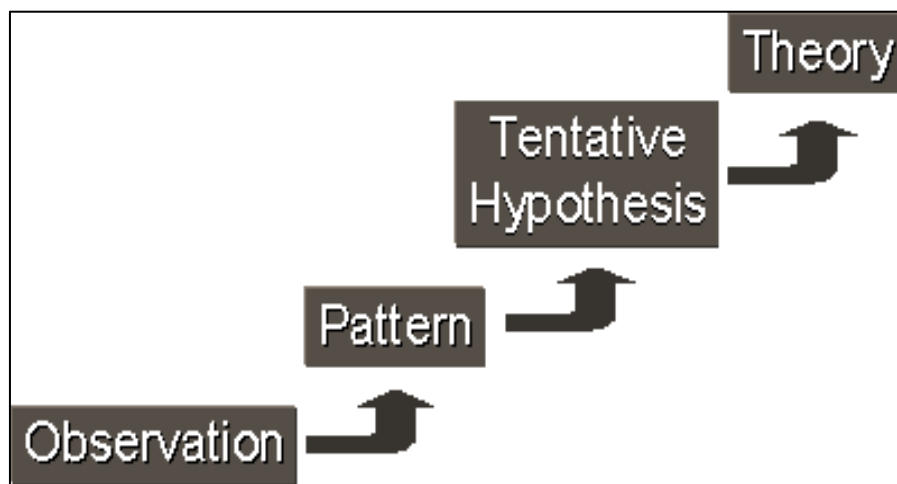
*Figure 4.2 Steps in Deductive Reasoning (Trochim, 2019)*



On the other hand, the inductive approach helps to create a theory rather than to simply adopt a pre-existing one as done with deductive approach. The inductive approach therefore moves from the specific to the general (Bell et al., 2018). In this approach, there is no framework that initially informs the data collection and the research focus can thus be formed after the data has been collected. This method is commonly used for qualitative research. Interviews are carried out concerning specific phenomena and then the data may be examined for patterns between respondents (Silverman, 2017). The main difference

between inductive and deductive approaches is that while the deductive approach is aimed at testing an existing theory, an inductive approach is concerned with the generation of new theory from the data (Knight et al. 2022). The steps in inductive reasoning are presented in Figure 4.3.

*Figure 4.3 Steps in Inductive Reasoning (Adapted from Fan et al. 2022; Knight et al. 2022; Leavy, 2022; Naumovska & Zajac, 2022)*



There is also abductive reasoning. Abductive reasoning relates to a process which starts with an incomplete set of observations and then proceeds to a possible set of explanations for the observed phenomenon (Leavy, 2022). This differs from inductive reasoning which starts with observations of a more specific, limited scope and then proceeds to a generalised conclusion based on accumulated evidence (Fan et al. 2022; Naumovska & Zajac, 2022). The differences in the three types of reasoning are presented in Table 4.2.

*Table 4.2 Differences between Deductive, Inductive and Abductive Approaches (adapted Fan et al. 2022; Leavy, 2022; Naumovska & Zajac, 2022)*

<b>Area of Comparison</b>	<b>Deduction</b>	<b>Induction</b>	<b>Abduction</b>
Logic	When the premises are true, the conclusion must also be true	Known premises are used to generate untested conclusions	Known premises are used to generate testable conclusions
Generalizability	Generalises from the general to the specific	Generalises from the specific to the general	Generalises from the interactions between the specific and the general
Use of data	Data collection is used to test hypotheses related to an existing theory	Data collection is used to explore a phenomenon, identify themes and patterns and create a conceptual framework	Data collection is used to explore a phenomenon, identify themes and patterns, locate these in a conceptual framework and test this through subsequent data collection and so forth
Theory	Theory verification	Theory generation and building	Theory generation or modification; incorporating existing theory where appropriate, to build new theory or modify existing theory

#### ***4.2.4 Adopted Research Approach***

This study chose the deductive process as the research approach because the research process started with the review of literature to develop hypotheses on TI and associated factors. Bell et al., (2018) confirms that the deductive approach begins with analysing literature to provide a background for the research, identifying gaps between theories or existing evidence, formulating hypotheses, collecting data, and finally, analysing the findings. The use of the deductive process as the research strategy enables the confirmation of the research hypotheses derived from existing knowledge; these hypotheses govern and constrain the research, keeping it from taking on a more nebulous

quality (Saunders et al., 2012). In this study, existing knowledge led to the development of the study hypotheses, the hypotheses guided data collection, and collected data were subjected to testing to confirm or refute the stated hypotheses. Using the deductive approach allows for the exploration of the associations between the study variables using quantitative data gathered using questionnaires to test the research hypotheses.

#### **4.2.5 Research Strategy**

The research onion suggests that strategies can include action research, experimental research, interviews, surveys, case study research or a systematic literature review. The strategy is chosen based on the data required for the research and the purpose of the study. Yin (2017) indicates that three criteria can be used to select the most suitable strategy for research: 1) the type of research question(s) 2) the researcher's control over behavioural aspects; and 3) whether the research focusses on contemporary events. Table 4.3 shows how each criterion relates to each research strategy.

*Table 4.3. Criteria for different research strategies (Yin, 2017)*

<b>Strategy</b>	<b>Type of research question</b>	<b>Control of behavioural aspects of study</b>
Experimental	How, Why	Yes
Survey	Who, What, Where, How Many, How Much	No
Systematic literature review	Who, What, Where, How Many, How Much	No
Interview	Who, What, Where, Why	No
Action Research	How, why	No
Case Study	How, why	No

This research adopts survey as the research strategy to gather data that relates to each variable, as well as case study strategy to ascertain the how and why the hypotheses and relationship formulated exist in the Police. A case study is a research approach that is used to generate an in-depth, multi-faceted understanding of a complex issue in its real-life context using multiple sources of evidence (Yin, 2017). It is used extensively in a wide variety of disciplines, particularly in the social science and it focussed on how and why

things happen (Yin, 2017). The case study is versatile and is fluid with regard to accommodating varied ontologies, epistemologies, methodologies, and methods (Geels, 2022; Cash et al. 2022). The case study research is most often described as an inquiry that encompasses exploratory, explanatory, interpretive, or descriptive research form (Knight et al. 2022). Case study research is useful for a comprehensive, and in-depth investigation of a complex issue such as the factors associated with a phenomenon of interest in within an organisational context.

The case study in this study of TI within Police need to be applied to a policing context or applied to a police organisation rather than data collected from other sources (Birze et al. 2022; Gomes et al. 2022; Li et al. 2022; Saleem et al. 2021; Torres et al. 2022). In a case study, the objective is not to study the whole organisation but rather to understand a particular issue or unit of analysis (Denham et al. 2022; Drabish & Theeke, 2022) which are organisational commitment and turnover intentions. Therefore, case study is used as a strategy in this study to have a police specific context in addition to using survey as the main strategy for data that helps to answer the What and How questions of this study. Research method adopted for the strategies is explained next.

#### ***4.2.6 Research Method***

Research method refers to how research questions will be answered and the general plan for how the information will be gathered. Saunders et al., (2012) identified mono-method, mixed method and multi-method as possible choices for conducting research in the research onion. The mono-method uses only one method for the study while the mixed method uses two or more methods usually a combination of qualitative and quantitative methodologies. Finally, the multi-method engages a wider selection of methods (Leavy, 2022). This study adopts the mono-method to examine the factors under examination. In addition, the in-depth understanding required for a topic such as turnover and influencing factors may be explored using a mono-method especially when empirical explanations from literature have been derived to formulate testable hypotheses. Therefore, combining sources of information from literature as done in previous chapters, and through the primary data collected from ADP is important in order to determine the actual influence of factors identified from literature in ADP.

The benefits of combining different data sources in research is that it provides more detailed information, helps complete and corroborate findings from one method and aids the interpretations of observations from existing studies (Leavy, 2022). This investigation therefore begins with a review of factors influencing turnover intentions as done in the literature review. Findings are incorporated into the existing theory before conducting the quantitative survey. This provides insights into turnover intentions in ADP, yet it is equally important to determine the actual influence of each of the influencing factors on organisational commitment as well as turnover intentions. Quantitative data is thereafter collected using questionnaire which is distributed to a sample of ADP staff to collect the information on workplace stressors, work control, job stress, job satisfaction, organisational commitment and turnover intentions. Quantitative data is collected from ADP over a timeframe explain next.

#### ***4.2.7 Research Time Horizons***

This refers to the time frame of the research. Generally, observations or data collection can be of two types based on time horizons, namely cross-sectional and longitudinal. The cross-sectional design is used when all observations are conducted at a single point of time as occurs in most surveys (Leavy, 2022). Longitudinal data, however, requires observations over a period of time. A cross-sectional survey methodology was selected to capture data from a representative subset of the population of interest at a specific point in time. The cross-sectional design was deemed appropriate because the research questions posed in this study lend themselves to investigating multiple variables at the same time (Creswell, 2017; Saunders et al., 2012). The theoretical and systematic analysis necessary to investigate the specified research questions are also possible with a cross-sectional design (Bell et al., 2018). Therefore, cross-sectional time horizon is adopted for this study to ensure that relevant information to the study variables, especially with the goal to ascertain the nature of relationships between the variables and the hypotheses that represent the relationships. While the time horizon is as important as other methodological process explained in this chapter thus far, the questionnaire and measures included in the instrument are equally important if valid data were to be collected. The survey which is the quantitative data collection instrument is explained next.

### 4.3 Survey Instrument and Measures

A questionnaire is used for the research. According to Sharma (2022) a meaningful questionnaire is designed to draw information that will fulfil research objectives, it should appeal to respondents, not be too long, too intrusive or too difficult to understand. Questions also need to measure accurately the issue under investigation and thus it is recommended that, when possible, to use questionnaires that have already been thoroughly validated and used in research studies that are similar to the proposed research (Sharma, 2022). A structured questionnaire with closed ended questions is used in this research. This allows the collection of objective information on TI and the associated factors of interest. The survey instrument was drawn from previous studies on TI and associated factors. The survey instrument comprises of five sections as explained in the next few paragraphs. Responses are captured with Likert scales to rate the extent of their agreement with each statement relating to each variable.

**Section 1 (General Information):** The first section will consist of seven items to capture the demographic characteristics of respondents such as employees' gender, level of education, age, marital status, tenure of office, job title and department at work. Gender was measured as a dichotomous variable (0 = female, 1 = male). Age was measured in continuous years and tenure at the ADP was measured in five-year categories. Position was left open ended as there are up to 17 ranks for ADP.

**Section 2 (Job satisfaction):** There are two ways in which job satisfaction research measures this construct. Either using a global measure of job satisfaction or through the use of the sum of the evaluations of the discrete elements of which the job is composed (Rogowska & Meres, 2022). The preferred measure for assessment of overall job satisfaction is sum of the satisfaction with the facets of work measured (Ahmad et al. 2020; Idris, 2021). This study assumes that overall job satisfaction is a function of the interaction with the work environment as such situation specific facets they are deemed to be important to the police force was included in the measures of job satisfaction. The short - form Minnesota Satisfaction Questionnaire was adapted to obtain the sum of the facet satisfactions (Bello et al. 2020; Lakatamitou et al. 2020; Nailissaadah & Suharnomo, 2022; Yu et al. 2020).



The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job (Lakatamitou et al. 2020; Nailissaadah & Suharnomo, 2022). Factor analysis of the 20 items resulted in two major factors--Intrinsic and Extrinsic Satisfaction (Bello et al. 2020). Intrinsic job has facets like; satisfaction, ability, utilization, activity, achievement, authority, independence, moral values, responsibility, security, creativity, social service, social status and variety (Yu et al. 2020). Extrinsic job satisfaction include advancement, company policy, compensation, recognition and supervision (Nailissaadah & Suharnomo, 2022). General Satisfaction includes working conditions and co-workers (Yu et al. 2020). The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction.

There are facets of the Minnesota satisfaction questionnaire and their respective categories. The short-form MSQ consists of 12 items which represent scales of job satisfaction is adopted. The (MSQ) short form uses a five-point Likert scale to rate the satisfaction with each job facet in which 5 = Extremely Satisfied and 1 = Not Satisfied. This scale has been widely used in the literature being a well-known and stable over the time instrument with previous researches yielding excellent coefficient alpha. Zeng et al., (2020) utilized the MSQ among police in China and reported a Cronbach's  $\alpha$  of 0.93. A previous study among teachers in Dubai, UAE reported a reliability of the 0.83 for the MSQ.

**Sections 3 (Work Control):** Certain job stressors have been documented in studies of the Police sector. They include role conflict, role ambiguity, supervisor support, work-family conflict, job autonomy (Li et al. 2020b; Qureshi et al., 2019). These factors are in line with the theory on the "environmental" sources of stress (Yu et al. 2020) which identified six primary job-related stressors. Factors intrinsic to the job itself, such as ability to control, manage and ability to conduct the work are some of the factors related to work control factor that may influence commitment or turnover intentions (Qureshi et al., 2019; Yu et al. 2020). Based on these links, 5-item were adopted from these studies for section 3 of the questionnaire which aims to assess the impact of work control.

**Sections 4 (Workplace Stressors & Job Stress):** Following this, focus is turned to workplace stressors and job stress. Workplace stressors such as role conflict, role ambiguity, supervisor support, work-family conflict, job autonomy is work related factors

that may influence commitment as well as turnover (Sameshima et al. 2020; Rengganis, et al. 2020; Qureshi et al., 2019). Furthermore, roles in the organisation, relationships at work, such as those with supervisors, colleagues and subordinates, Career development issues, organisational structure and climate and home-work interface (Sameshima et al. 2020). A 9-item index for the workplace stressors and 4 item measure was used for job stress were combined to create this section of the survey using items from previous studies (Jabeen et al., 2020b; Jaramillo et al., 2005; Qureshi et al., 2019). Each item was rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

**Section 5 (Organisational Commitment):** Studies have identified affective commitment, continuance commitment and normative commitment as dimensions of organisational commitments especially when determining the outcomes for turnover intentions (Elisabeth et al. 2021; French et al. 2020; Hadi & Tentama, 2020). These studies indicate that affective, continuance and normative commitments are the three aspects to help determine validity and reliability of organisational commitment scale and measures especially in relation to employee turnover. Therefore, in this research, organisational Commitment was measured with the 18 item Organisational Commitment Questionnaire-(OCQ) Revised (OCQ-R). The revised version OCQ includes three subscales that is affective, continuance, and normative commitment with four items for affective and six items for each of continuance and normative. Each statement has response options from strongly disagree (1) to strongly agree (5). The OCQ questionnaire is used because previous researchers have reported Cronbach's alpha of the OCQ-R between .74 - .83 (Alghusin & Al-Ajlouni, 2020; Eliyana et al. 2020). The affective subscale measures the sense of belonging and emotional attachment to the organisations, continuance commitment measures the perceived costs of leaving the organisations and the normative subscale measures the perceived obligation to remain in the organisations (Eliyana et al. 2020). The mean score for each sub scale will be determined with the higher scores indicating higher levels of organisational commitment. The OCQ- revised has been used across several countries with stable reliabilities exceeding the threshold of 0.7 (Aydoğan & Arslan, 2021; Eliyana et al. 2020; Ibrahim Alzamel, 2020; Meixner, 2020). The OCQ has also been used in the UAE among nurses with reliability (Cherian et al., 2018).

**Section 6 (Turnover Intention):** There are four cognitive parts of turnover intent: (a) thinking of quitting; (b) planning to leave; (c) searching for alternative employment; and (d) a desire to leave current job. In this study, turnover intention was measured using seven

items adapted from (Mirzaei et al. 2021; MM2021; Wen et al. 2020). The seven questions covered three questions on thinking of quitting, two questions each from planning to leave and searching for alternative employment. Desire to leave is similar to thinking of quitting so a question about this is included as part of thinking of quitting. Response options range from 1 = strongly disagree to 5 = strongly agree). The seven items were summed together to form the turnover intent index. Turnover rate is usually measured and calculated on a monthly and/or annual basis (Zojceska, 2018), but this study uses the statistical software discussed later to assess the relationship between the variables being studied in this research. The data collection procedure is discussed next.

#### **4.4 Data Collection Procedure**

This is the final layer of the research onion and this captures the techniques and procedures used to gather research data. Here, choices include primary and secondary data collection (Creswell, 2017; Saunders et al., 2012). Primary data is data collected mainly for the purpose of the investigation being conducted and comes directly from the sample population, whilst secondary data is data that has been collected by other authors for another reason that may provide context for the study. Secondary data can include information from peer-reviewed papers, newspapers, reference books, theses, magazines, journal articles, researches, and the internet (Fan et al. 2022). It is essentially data that has been collected as primary data by another party and stored in one medium or the other for later retrieval (Leavy, 2022). Since secondary data is already collated and evaluated in the literature, attention is put on the primary data which is needed to ascertain the hypotheses.

Therefore, primary data is collected and analysed for this this study. Primary data is the information collected from ADP officers who are randomly selected to participate in the survey. Primary data collection is considered more challenging to acquire because of the need to secure cooperation of the respondents and consideration of various ethical issues (Saunders et al. 2019). However primary data is considered necessary to provide the depth of understanding required to answer the research questions. Survey data is collected using an online questionnaire. Introductory letter is sent to the leadership of each department to obtain permission for the research.

An online survey site is set up to distribute questionnaires to the ADP staff upon acquisition of approval to commence data collection. Consent is incorporated into the

online questionnaire site so respondents tick as way to confirm their consent before commencing their completion of the online questionnaire. Respondents are also informed that they are free to withdraw from the questionnaire at any time without penalty and can do so by abandoning the questionnaire or refusing to submit their answer at the end of the questionnaire. Since the study is about the police, the ADP which is the largest police force in the UAE is used as the case study and the sample population. The context of the organisation being sampled is explain further in the next section.

#### ***4.4.1 Sample and Sampling Process***

This study focused on the Abu Dhabi Police general headquarters. Abu Dhabi Police GHQ is the sole and local government instituted Police agency within the Abu Dhabi Emirates (Abu Dhabi Police GHQ, 2020). The Abu Dhabi Police GHQ has its own human resources department, where data on staff turnover resides. Survey participants are selected from the departments listed as follows;

- General Headquarters Sector
- Community Security Sector
- Finance and services sector
- Human resources sector
- Special Tasks Sector
- Criminal security sector
- Central Operations Sector
- Security and Ports Security Sector (ADP, 2020).

Though these are all the main sectors in ADP, no specific sector is targeted in this study. The questionnaire link is sent to all sector with the hope that there would be representation from each sector. To achieve this goal, participants are selected using random sampling. This sampling technique ensures that every individual from the entire staff population would have an equal chance of being chosen to participate in the study (Aidara, 2018). This simple random sampling process means that participants have equal opportunity to participate in this study.

#### ***4.4.2 Sample Size Estimation***

Good quantitative research must be designed to have the requisite power to provide valid conclusions for the main hypothesis (Berndt, 2020). Statistical power is defined as the probability of correctly rejecting the null hypothesis when it is false (Norouzian, 2020; Leavy, 2022). The correct sample size is imperative as it impacts the ability to detect the statistical significance of a test (Dul et al. 2020). If the sample size is too small results may be inconclusive and thus the study yields no useful information. Similarly, if a sample size is too large, scarce resources are wasted (Berndt, 2020). Thus, an appropriate determination of the sample size is a crucial step in the design of a study (Dul et al. 2020).

In studies that use structural equation models, the study needs to have adequate sample size to differentiate between good and bad models (Berndt, 2020). If the power of the statistical test is low, then the null hypothesis will not be rejected and the researcher may accept a false theory, thus making a Type II error (Norouzian, 2020). For structural equation models (SEM) it is generally necessary to have a sample size at least between 150 to 200 respondents (RVSPK et al. 2020) with a minimum of five cases for each parameter in the model to satisfy the assumptions for multivariate analysis (Rosseel, 2020). An online sample size estimator was used to determine the adequate sample size for the study. At a 95% confidence interval, with 5% margin of error and a staff strength of 12,5000, ideal sample size was found to be 373 (Qualtrics, 2019).

Based on this, the questionnaire was distributed online to all selected participants. Based on other studies conducted in UAE response rates for cross sectional surveys in service industries varies. Alsuwaidi et al. (2020) reported a response rate of 30%, Radwan et al. (2020) reported a response rate of 80%, and Bhagavathula, reported a response rate of 85.6% response rate for their study on Covid-19 knowledge and perception among healthcare workers. An average response rate of 50% is anticipated. Therefore, to allow for non-responders the number of participants invited to participate in the survey was doubled such that the questionnaire link is sent through the human resource department, and using the official and social communication platform for officers i.e., ADP WhatsApp group for teams and officers.

#### ***4.4.3 Pilot Test***

A pilot study was also used to address other threats to the validity of the research instrument such as ensuring that survey instructions are clear and adequate alternatives options for responses are provided (Leavy, 2022; Rosseel, 2020). The process also ensured that questions were presented in the proper order, and questions describe items clearly so that they are not misinterpreted. In addition, the pilot ensured that the questionnaire was not too long or take too much time and it is too hard to read (Van de Schoot & Miocević, 2020). The pilot test was done with 10 officers ADP – ranks Lieutenant to Major, current and previous employees. The pilot test approach is recommended to capture the responses of an audience similar to the target audience for the questionnaire to ensure that questions are understood, and responses are consistent with the information the questionnaire is designed to elicit (Creswell, 2017). Piloting also helps to ensure that the questionnaire structure is coherent, objective and user friendly (Leavy, 2022). Subsequent to the pilot study, ambiguous wording and formulation of any measures will be modified to ensure face and content validity of the questionnaire.

#### ***4.4.4 Ethical Consideration and Collection Protocol***

Ethical considerations are critical in any research, particularly the issues of informed consent and subject confidentiality (Creswell, 2017). Approval was sought from the Ethical Committee of University of Southern Queensland for the study research protocol prior to data collection. All ethical considerations were ensured throughout the research process including respect for persons, beneficence and justice (Leavy, 2022). Confidentiality was assured through the anonymity of the study participants at all stages of the research. Data was stored safely with access restricted to only authorized parties. Participants were informed of the purpose of the study and how the data collected will be used. Participation is voluntary, and informed consent obtained from participants by indicating their willingness to participate in the study by completing the online questionnaire. Confidentiality, anonymity, informed consent and approvals were also discussed with ADP management and their permission sought before engaging staff to participate in the survey.

Introductory letter was sent to the leadership of the ADP sectors to obtain permission to conduct the research. Upon acquisition of a written permission, an online

survey site was set up onto which the final version of the questionnaire was uploaded with necessary information before the link was sent to ADP staff. Consent statement was also incorporated into the online questionnaire as part of the introductory section of the online questionnaire. All the procedures explained in this section were followed to ensure that valid and relevant data is collected for the purpose of this research. Each step explained in this section were adhered to in order to demonstrate that due process was followed and the data can be analysed to achieve reliable findings that can inform recommendations.

## **4.5 Data Analysis**

Data obtained from the questionnaires is analysed using R studio version 4.13 latent variable analysis (Lavaan) package. This package is used because it is suitable for running relationships supported through literature from which a conceptual model is already developed. It is selected for this study because it is an easy-to-use for analysing the relationships between observed and latent (unobserved) variables to quickly test hypotheses and confirm relationships (Ringle et al., 2020). It can also be used to summarize the quantitative data collected from the questionnaire using descriptive statistics frequencies, percentages, and charts. In addition to descriptive statistics, Lavaan is also used for reliability tests and correlation tests to interpret data.

### ***4.5.1 Analysis Types***

The research hypotheses are tested by applying Structural equation modelling (SEM). SEM is also known as analysis of covariance structures, or causal modelling. It uses a series of statistical methods that allow complex relationships between one or more independent variables and one or more dependent variables to be explored (Stein et al., 2017). A path analysis is also conducted using the maximum likelihood estimation technique. This technique has been found to generate reliable results even in situations where the data may violate the assumptions of SEM such as normal distribution and large sample size (RVSPK et al. 2020; Chou et al., 2012). SEM uses a path diagram for model specification and displays parameter estimates graphically on a path diagram. The path analysis consists of two models:

- The structural model which displays the relationships (paths) between the constructs of interest.
- The measurement models which display the relationships between the constructs and the indicator variables.

SEM focuses on the prediction of a specific set of hypothesized relationships that maximizes the explained variance in the dependent variables (Hair Jr et al., 2014). Item loadings and reliability coefficients (composite reliability), as well as the convergent and discriminant validity is used to assess the model. Individual item loadings greater than 0.7 will be considered adequate (RVSPK et al. 2020). The reliability estimate is interpreted like the Cronbach's alpha for internal consistency, as such a composite reliability score of 0.7 or greater are considered acceptable (Rosseel, 2020). The average variance extracted (AVE) are determined to measure the variance captured by the indicators relative to measurement error to justify using each construct.

The use of a construct is retained when values are greater than 0.50 (Rosseel, 2020). The discriminant validity of the measures which is the degree to which items differentiate among constructs or measure distinct concepts are assessed by examining the correlations between potentially overlapping constructs (Dul et al. 2020). Items are expected to load more strongly on their own constructs in the model, and the average variance shared between each construct and its measures is expected to be greater than the variance shared between the construct and other constructs (Rosseel, 2020). The structural model is assessed by examining the path coefficients (standardized betas). T statistics is also calculated to assess the significance of these path coefficients. In addition, R<sup>2</sup> is used to evaluate the overall predictive strength and utility of the proposed model (Stein et al., 2017).

SEM includes two types of factor analysis: exploratory and confirmatory factor analysis. Exploratory factor analysis (EFA) is employed to obtain the structure of a set of measured data (Hair, 2014; Rosseel, 2020). EFA assesses the construct validity during the initial development of an instrument. While in confirmatory factor analysis (CFA) is used to validate the hypotheses for unobserved variables and latent variables (Hair, 2014; Dul et al. 2020). In conducting SEM analysis, CFA was employed in this study to validate the latent factor structure. The confirmatory analysis of the Workplace stressor, work control, job stress, job satisfaction, organisational commitment and turnover intention utilize the



one-factor congeneric model following the approach suggested by Marsh et al. (2020). One-factor congeneric model allow several observed variables to be reduced to a single composite scale, which takes the unique contribution of each item into account. Through the use of one-factor congeneric model, a set of observed indicator variables are regressed on a single latent variable. Each scale of the variables is regressed on the indicated latent construct.

The methodology used to test the congeneric models is the strictly confirmatory approach (Marsh et al. 2020). This form of confirmatory test is considered the most rigorous since the focus is on accepting or rejecting a given model. In this approach, the researcher used data to either accept or reject a single a priori measurement model. Similar to the present study, a priori models may be derived from a combination of both theory and data (Baistaman et al. 2020; Marsh et al. 2020). The covariance matrix and parameter estimate from the items in each a priori dimension is obtained, and the maximum likelihood method is used to test the model fit in order to analyse each congeneric model (Baistaman et al. 2020).

#### ***4.5.2 Model of Fit***

The statistics used to evaluate model fit is parameter estimates (Lambda), t-values, and goodness-of-fit indices. The Lambda coefficients indicate the loading of the items on the latent variable. The associated t-values indicate whether or not a Lambda coefficient is significantly different from zero (Zaušková & Rezníčková, 2020). T-values greater than 2.00 are regarded to be statistically significant (Zaušková & Rezníčková, 2020). The goodness-of-fit indices used in this study are measures of incremental fit. Incremental fit indices test the incremental fit of each a priori model over that of a null model. Thus, incremental fit indices provide measures of the proportional improvement in the fit of a substantive model relative to a null model.

The null model specifies zero or null covariance among the manifest variables (manifest variables in the present study are the items in each dimension) and is the most widely accepted form of the null model (Baistaman et al. 2020). The model being tested hypothesizes that the covariance among the items significantly differs from zero (Marsh et al. 2020). The commonly used incremental fit indices are relatively independent of the sample size. Thus, they are appropriate goodness-of-fit measures for smaller to medium

samples (Stein et al., 2017). This incremental fit index is considered for this study when the analysis is carried out.

The model fit was estimated using the Comparative Fit Index (CFI), and the Incremental Fit Index (IFI) (Van de Schoot & Miočević, 2020). The CFI is the index of choice for model fit where the sample size is relatively small (Rosseel, 2020). The IFI was also developed to take into account the issue of small sample size CFI and IFI values greater than 0.9 are generally accepted as indicating a good model fit (Rosseel, 2020). This process is followed to ensure that the result is valid and can be trusted to make a conclusive deduction for the hypotheses tested.

#### **4.6 Reliability and Validity**

The two most important features in the evaluation of a research instrument or tool are the reliability and validity (Baistaman et al. 2020). Validity is about how well the instrument measures what it is supposed to measure while reliability is the stability of findings and how well the data obtained from the use of an instrument can be replicated (Zaušková & Rezníčková, 2020). Validity is also described as the extent to which the research variables and measures reflect internal consistency and relevance to what is being studied or investigated (Saunders et al., 2019). The reliability measures consistency, precision, repeatability, and trustworthiness of a research (Baistaman et al. 2020; Zaušková & Rezníčková, 2020).

##### **4.6.1 Reliability**

A detailed assessment of reliability and validity is expected for any instrument used to collect data particularly in the evaluation of the accuracy of psychometric instruments (Zaušková & Rezníčková, 2020). The most common measure of reliability and internal consistency used by researchers in business research is the Cronbach's alpha ( $\alpha$ ) which is an estimate of the correlation between two random samples of items (Barbera et al. 2020). The value of this coefficient of reliability falls between 0 and 1, with perfect reliability being 1, and no reliability = 0. Reliability coefficients of 0.8 or 0.7 are generally acceptable, in business research reliability greater than 0.7 is considered acceptable (Baistaman et al. 2020; Zaušková & Rezníčková, 2020). The Cronbach's alpha reliability score is also computed for all quantitative measurement scales to ensure that meet or exceed the

suggested level of 0.70 (Adeniran, 2019; Barbera et al. 2020). This result is presented and discussed in the next chapter.

#### ***4.6.2 Validity***

There are four types of validity tests commonly described in literature i) content validity, ii) face validity, iii) construct validity, and iv) criterion-related validity (Creswell, 2017; Quintão et al. 2020). For this research, the content validity was determined for all measures. Content validity is the extent to which the questions on the instrument and the scores computed for these questions represent the variables of interest and adequately measure the concept (Creswell, 2017; Sürücü & Maslakçi, 2020). There is no statistical test to determine content validity and this assessment was based on the judgment of experts in the field (Schaufeli et al. 2020). In addition to content validity, face validity was also determined.

Face validity is the degree to which a test appears to measure what it claims to measure, and it is a component of content validity (Quintão et al. 2020; Sürücü & Maslakçi, 2020). It ascertains that the measure appears to be assessing the intended construct under study. If a measure has demonstrated content validity, face validity can be assumed, although face validity does not ensure content validity (Schaufeli et al. 2020). Face validity is easily demonstrated by stakeholders (Sürücü & Maslakçi, 2020). The face validity of the questionnaire was assessed by two experienced academics who reviewed the questions before the pilot study and those involved in the pilot test. Feedback from this review is used to modify questions to reflect the local context.

#### ***4.6.3 Construct Validity***

Convergent and discriminant validity are both considered subcategories of construct validity (Schaufeli et al. 2020). Convergent validity estimates how much scale items are related to each other using the correlation coefficient. The patterns of intercorrelations for all the scale items in each of the constructs being studied was therefore determined. High correlations between scale items indicate that they measure the same construct (Sürücü & Maslakçi, 2020). Discriminant validity demonstrates that items for each construct are not related and measure different constructs. This is based on the principle that measures of theoretically different constructs should not correlate highly with

each other (Schaufeli et al. 2020). Confirmatory factor analysis (CFA) will be used to assess both discriminant and convergent validity in this study.

CFA is one of most common methods to test whether measures of a construct are consistent with a researcher's understanding of the construct (Baistaman et al. 2020; Rosseel, 2020). The CFA has replaced older methods of analysing construct validity (Marsh et al. 2020). CFA tests if the data fits a hypothesized measurement model. This hypothesized model is usually based on theory and/or previous analytic research (Rosseel, 2020). This study posits that work stressors, job satisfaction and organisational commitment may influence TI measures, and that these factors may determine TI in the police. This model is tested using structural equation modelling. Model fit measures will be used to assess how well the proposed model captures the covariance between all the items or measures in the model.

#### **4.7 Summary of Chapter**

This chapter has explained the research design and justification for adopting the research design. It also details how participants were chosen and why, the number of participants and the selection process. The research instrument and the procedure for collecting data were also presented. The chapter also states the validation and reliability process for the study instruments and the process of the pilot study; the methods for analysing data to answer the research questions and the statistical software used. Information in this chapter provides the background for the findings presented and discussed in the next chapter.

## **CHAPTER 5: RESULTS AND DISCUSSION**

### **5.1 Introduction**

This research aims to identify and critically examine factors that influence organisational commitment, as well as employee turnover intentions in the police. To achieve this aim, this chapter presents and interprets data collected through online questionnaire administered to staff of Abu Dhabi Police (ADP) headquarters in the United Arab Emirates (UAE). Different analyses conducted are presented in sections with section 5.2 focused on explanations of the processes taken to achieve the findings outlined at the end of the chapter, providing the background to the hypotheses testing and modelling. Section 5.3 presents the demographic data findings, and information of the study respondents, and section 5.4 explains the reliability and data description analysis. Section 5.5 is about the confirmatory factor analysis (CFA) which is the analysis for each research variable to show their value and how they are used to for the structural equation modelling (SEM). Sections 5.6 presents the model and hypotheses testing which also interprets the findings for each hypothesis and those supported and not supported in ADP. The last section summarises the main outcomes of this chapter.

### **5.2 Background to Data Analysis**

The chapter presents findings from data collected through an online questionnaire from Abu Dhabi Police headquarters in the United Arab Emirates (UAE). The analysis presented in this chapter is conducted using R studio version 4.13 latent variable analysis (Lavaan) package. This package is used because it is suitable for running relationships supported through literature from which a conceptual model is already developed. As a result, the purpose of this chapter is to ascertain whether the relationship derived based on deductions from literature are supported in ADP context. To determine the relationship between directly observed and indirect relationships, confirmatory factor analysis (CFA) is run to assess the relationship between constructs and variables in the conceptual model. Subsequently, a structural model is used to display the relationship or paths between the

constructs of interest to this research. Structural equation model (SEM) is used to present the path analysis of variables for a total of eleven hypotheses (direct and mediating) from literature. The nine direct hypotheses are;

- H1: Workplace stressors influence organisational commitment
- H2: Work Control influences organisational commitment
- H3: Job Stress influences organisational commitment
- H4: Job satisfaction influences organisational commitment
- H5: Organisational commitment influences turnover intentions
- H6: Workplace stressors influence turnover intentions
- H7: Work control influences turnover intentions
- H8: Job stress influences turnover intentions
- H9: Job satisfaction influences turnover intentions

The hypotheses are classified into two groups with the first four hypotheses aim to test the influence of four factors on organisational commitment. Similarly, H5 to H9 aim to test the four factors on turnover intentions rather than on organisational commitment. In addition to the nine direct hypotheses, this chapter also presents analysis for the two mediation hypotheses which are;

- H10: Organisational commitment mediates the relationship between workplace stressors and turnover intentions.
- H11: Organisational commitment mediates the relationship between job satisfaction and turnover intentions

To ensure that data is analysed to determine the appropriateness of the data collected to assess the hypotheses, some preliminary analyses or steps were taken. First, the data is downloaded in form of excel spreadsheet from the online platform or software used for the data collection. The initial screening indicate that a total of 222 people participated in the

study but only 213 were completed. 9 (4%) were eliminated because they were not completed, the 213 completed shows a 96% completion rate. Another step taken at the preliminary stage is determining the missing rate as explained by Hair et al. (2017) who mentioned that 5% missing rate is acceptable in statistical analysis. For this research, there was no missing rate because of questions were made mandatory. This means respondents can either commit fully or abandon the survey. As mentioned, 9 respondents started but did not complete the survey, leaving 213 completed responses to analyse. Data screening, normality analysis, common method bias etc. need to be undertaken to ensure that statistical significance is not reduced nor error variance increased (Hair et al. 2017). After all these, the final data set used for the analysis consisted of 213 responses. This chapter focuses on the actual analyses that directly informed the findings and outcomes that need to be discussed to achieve the research aim.

### **5.3 Demographic Description and Analysis**

The online questionnaire was designed to collect the following demographic data; age, gender, highest level of education achieved, sector in which respondents work in ADP, and number of years of employment in ADP. The purpose of collecting demographic information is to determine the background of the research participants to reflect the representativeness of the sample from the target population (Saunders et al. 2011). Demographic data is also important for generalisation purposes and in ensuring representation of the characteristic relevant to this study (Fernandez et al. 2016). Therefore, where necessary further explanation is provided of any demographic data in comparison to actual status of ADP. Analysis of data relating to a total of 213 respondents is presented and interpreted in this section.

#### ***5.3.1 Age and Gender Profile of Respondents***

With regards to the age of respondents, there were six age -groups represented as shown in Table 5.1. The age group of 20 and under is provided because 18 is the entry age into the police force in United Arab Emirates (UAE).

*Table 5.1 Age Profile of Respondents*

<b>Age Group</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
20 and under	16	7.5%
21-30	75	35.2%
31-40	72	33.8%
41-50	35	16.4%
51-60	14	6.6%
60+	1	0.5%
<b>Total</b>	<b>213</b>	<b>100%</b>

Over one third of the respondents [75 (35.2%)] were in the age group 21-30 years. This was the most represented age group for this research which is similar to the representation for the study conducted by Al Derei and Musa (2022). In their study shows that the highest age group represented range from 26 to 45 years (Al Derei & Musa, 2022). The next age group in terms of frequency is the age group 31-40 years which 72 (33.8%) of respondents selected. Only one respondent was over the age of 60 years, and this made up 0.5% of the population.

Based on these findings, most of the ADP staff or respondents as indicated by this sample were under the age of 40 years, a total of 147 (69.0%) were between the ages of 20 -40 years. This finding is consistent with recent findings by Al Derei and Musa (2022) conducted on ADP. Another demographic information collected is the gender composition of the respondents. The gender category of the respondents is presented in Figure 5.1 using male or female option for the participants to decide which represents them the most. Of the 213 respondents, 72 (33.8%) identified as female while 141 (66.2%) selected the male gender category indicating a predominantly male participant profile.



*Figure 5.1 Gender Profile of Respondents*

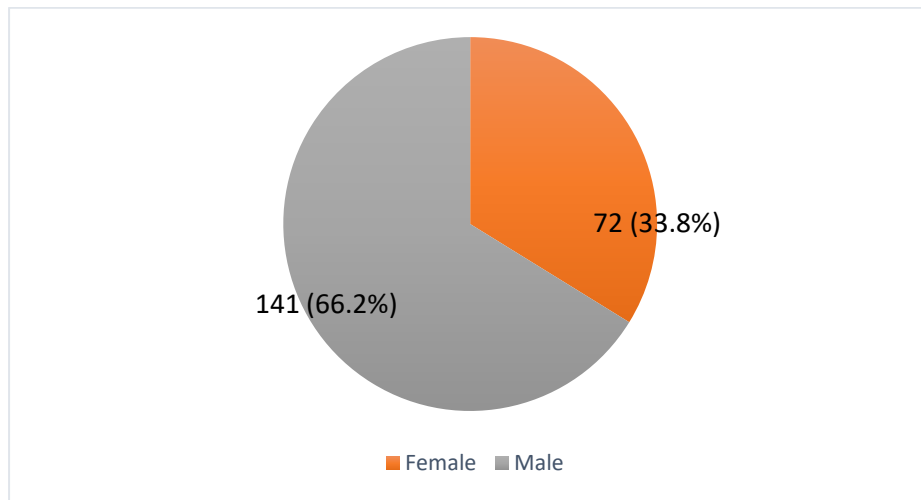


Figure 5.1 shows that more male participated in this study than female. This is an expected outcome since other authors like Al Derei and Musa (2022) and Alameri and Alrumaithi (2018) who researched ADP also had similar outcome with more male participation than female. It can then be inferred that the finding for this study is consistent with demographic pattern in ADP. Findings for gender composition and others presented in this research is similar to those generated from research conducted about ADP since 2018.

### ***5.3.2 Education Level of Respondents***

The next demographic information is the education of respondents. To explore the level of education of the study sample, respondents were asked to select from one of five educational levels indicated in the question. Findings for this are presented in Table 5.2.

*Table 5.2: Education Level of Respondents*

<b>Level of Education</b>	<b>N</b>	<b>%</b>
High School	42	19.7%
Diploma	25	11.7%
Bachelors	110	51.6%
Masters	27	12.7%
PhD	9	4.2%
<b>Total</b>	<b>213</b>	<b>100%</b>

Forty-two (19.7%) of respondents had high school level education, 25 (11.7%) had a diploma, 110 (51.6%) had a bachelor's degree. Collectively 36 (16.9%) of the respondents had a post-graduate degree, of these 27 (12.7%) had a master's degree and 9 (4.2%) had a PhD. The most reported educational level for this study sample was bachelor's degree. This is reflective of most recent studies conducted on ADP which shows that most engaged staff or those who participate in research surveys are bachelor degree holders. Though this study is not focused on determining who participates the most in research, it highlights this information to indicate that the respondents of this research have sufficient literacy level to understand the questions and provide corresponding answers that reflect their honest opinion of the questions asked.

### ***5.3.3 Respondent Distribution by Police Sector***

Another demographic information is the sector in which the respondent work in ADP. This question is asked to determine the representation of the respondents, and the sectors in ADP that did not participate in this research. ADP has staff working across many departments and as explained in the previous chapter, there are eight sectors in the ADP general headquarters. The responses below do not indicate mutually exclusive categories. The different sections of the organisation in which employees work. The study sample included staff who work across the eight sectors of the organisation depicted in Figure 5.2. The top three sections represented among respondents were the Human Resources Section with 34 (18.3%) staff indicating they worked in this section, 34 (16.0%) work in Criminal Security and 30 (14.1%) in Community Security. Conversely, Central Operations

(24/11.3%); Special Tasks (21/9.9%) and Security and Ports (18/8.5%) sections had the lowest numbers of staff represented in the study.

*Figure 5.2 Sector Representation*

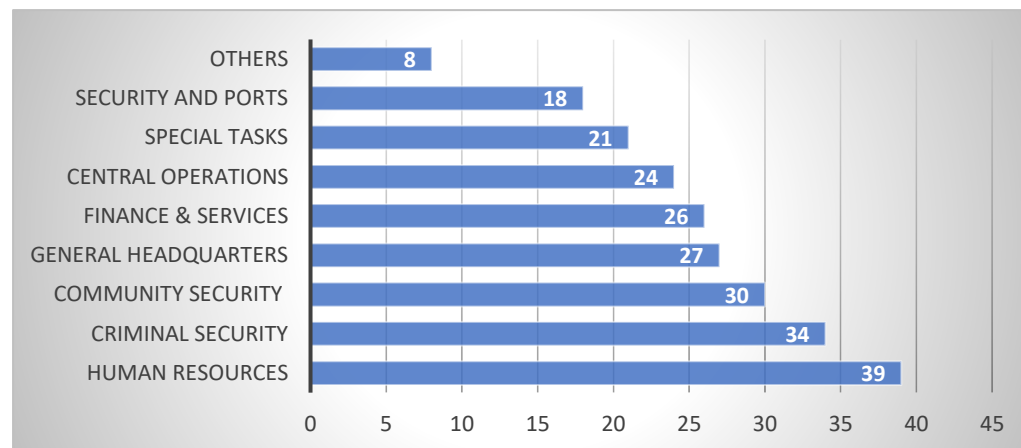
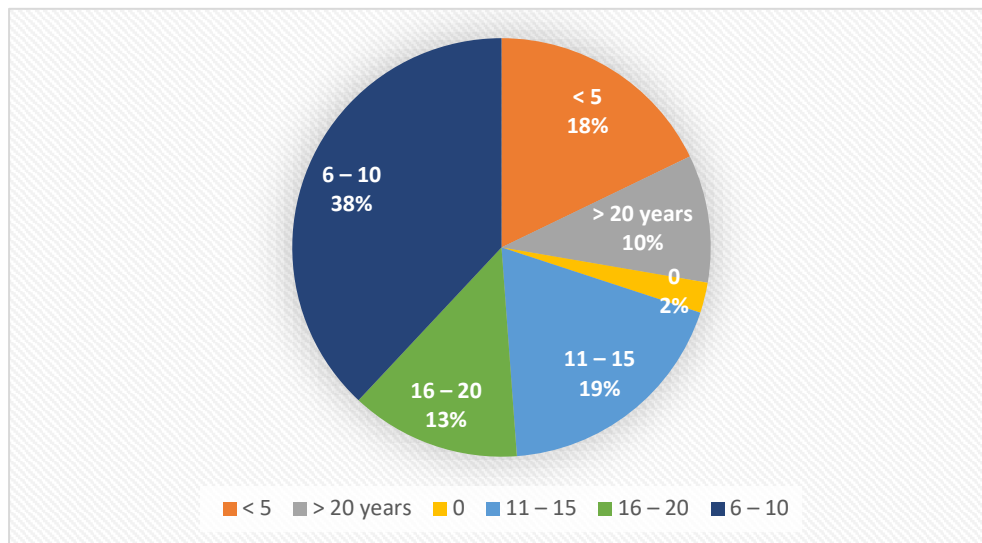


Figure 5.2 shows that eight people did not indicate which section of the organisation they worked in, the ‘others’ option was created to encourage anonymity for any respondent who did not want to indicate the sector they work. The implication of this is that the results generated are spread across the sectors and are not the concentrated views of one sector or department. It is also concluded that the findings presented later in this chapter are presentative and results may be generalised since all sectors are represented in this study.

#### ***5.3.4 Years of Experience in ADP***

The number years of employment in the organisation is an important variable to determine whether individuals have sufficient experience in the organisation (Saunders et al., 2011). Number of years spent in an organisation indicate the extent to which an individual is familiar with, and understand the organisational practices, norms and other relevant information that may help ascertain that they would be able to provide information required for the study (Saunders et al., 2011). Figure 5.3 presents the data regarding years of working experience in the sampled organisation, ADP.

Figure 5.3 Years Employed in ADP



The largest representation (81/38%) of respondents have been at the Abu Dhabi Police for 6-10 years. This category was followed by those who had spent 11-15 years (40/18.8%). The third ranked are those who have been at the organisation for five years or less (38/17.8%). Fewer people selected 16-20 years (28/13.1%) and >20 years (21/9.9%). Five respondents (2%) did not respond to this question by selecting the ‘others’ option.

Based on the data presented in this section, it is observed that the descriptive analysis of the demographic data is that respondents are appropriate and work in the sampled and target organisation which is ADP. Demographic findings further reveal that all eight sectors are represented in this study, and their views regarding factors influencing organisational commitments and turnover intentions are reflective of the situation or status of different sectors in ADP. Though more male participated in this study more than females, this is characteristic of most organisations in the UAE public sector since the UAE statistics of Emiratis indicate that there are more males than females. The gender representation is not considered a problem since gender is not a variable of measurement, it is however clarified as the only demographic information that may show disparity. Overall, this section has further shown that sample, data and representativeness are appropriate for further analysis conducted to arrive at the overall research findings. The next section is the presentation and interpretation of reliability and descriptive statistics of the main variables of this study.

## **5.4 Analysis of Study Variables**

In this section, the reliability and descriptive statistics are of the variables being assessed in this study. Determining the reliability of the variables in this study is important because it allows the studying of measurement scales, their properties and the number of items that each scale comprises of (El-Den et al. 2020). The descriptive statistics of the variables is also presented in this section. This statistic is also presented in section 5.2.2 before the hypotheses testing so that highlight the appropriateness of the variables. It is measured by calculating the mean and standard deviation, and it is important because it enables the process through which the data collected can be presented and interpreted (Vetter, 2017). For this study, as presented in section 5.2.1, the reliability statistics is determined or measured by calculating Cronbach's alpha value.

### ***5.4.1 Reliability Statistics***

Cronbach's alpha test is used to assess the internal consistency of variables (Baistaman et al. 2020). According to Taber (2018), it allows comparison between variable item and other items of a similar latent construct. A latent construct as mentioned here refers to a variable that is estimated by related variables because it cannot be measured directly (El-Den et al. 2020). The alpha value of Cronbach's alpha is typically between 0 and 1. The minimum requirement for a Cronbach's alpha value that is appropriate for analysis is 0.7 (Taber, 2018). If Cronbach's alpha is less than 0.7, the authors conclude, it is because there are fewer items or the internal consistency among the items of the variable is weak, which will not allow the researcher to ensure data reliability (El-Den et al. 2020; Taber, 2018). The Cronbach's alpha statistic was used as a measure of the reliability, all the study constructs had standardized Cronbach's Alpha values above 0.9. The reliability statistics of the study constructs are presented in Table 5.3. SPSS version 28 was used to estimate the internal consistency of the instrument.

*Table 5.3 Reliability Statistics*

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>No of Items</b>
Job Satisfaction	0.976	.976	12
Work Control	0.966	.967	5
Work Stressors	0.942	.926	7
Job Stress	0.937	.937	4
Organisational commitment	0.969	.969	10
Turnover Intentions	0.967	.968	7

Table 5.3 shows that all the latent constructs of this study have Cronbach's alpha values greater than 0.7, which is an acceptable value because each is greater than the threshold level, indicating good internal consistency. According to Hair et al. (2010), Cronbach Alpha values of 0.7 or above is satisfactory. Table 5.3 reveal that regardless of the number of items of each variable or construct remain within the threshold before and after standardizing the items. All the items on the questionnaire, therefore, proved satisfactory as reliable measures of the constructs of interest.

Removing two questions from the list of questions to assess work stressor increased the Standardised Cronbach Alpha values from 0.926 to 0.942. Therefore, the following questions were removed from the scale "The objectives of my job are clearly defined" and "At my job, I cannot satisfy everybody at the same time". None of the standardized Cronbach alpha's values for the other constructs improved with the deletion of any question. The implication of the reliability findings is that the variables or constructs for this study have good internal consistency and are satisfactory.

#### ***5.4.2 Descriptive analysis of study constructs***

Descriptive statistics summarise the characteristics of the data set for which the mean and standard deviation is calculated (El-Den et al. 2020). The mean is used to describe the sample using a single value that represents the centre of the data (Marsh et al. 2020). As done by most statistical analyses, the mean is used as a standard measure the centre of

the distribution of the data (Hair et al. 2010), this study uses mean as explained by these authors. The standard deviation which is the most common measure of dispersion or how spread out the data are about the mean (Zaušková & Rezníčková, 2020) is also presented in this section. The descriptive statistics which include the mean and standard deviation values of each variable are presented in Table 5.4.

*Table 5.4 Descriptive of the Study Constructs*

<b>Scale</b>	<b>N of Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job Satisfaction	12	44.48	13.10
Work Control	5	18.78	5.68
Work Stressors	7	29.11	8.94
Job Stress	4	14.33	5.44
Organisational commitment	10	34.29	11.57
Turnover Intentions	7	24.38	9.66

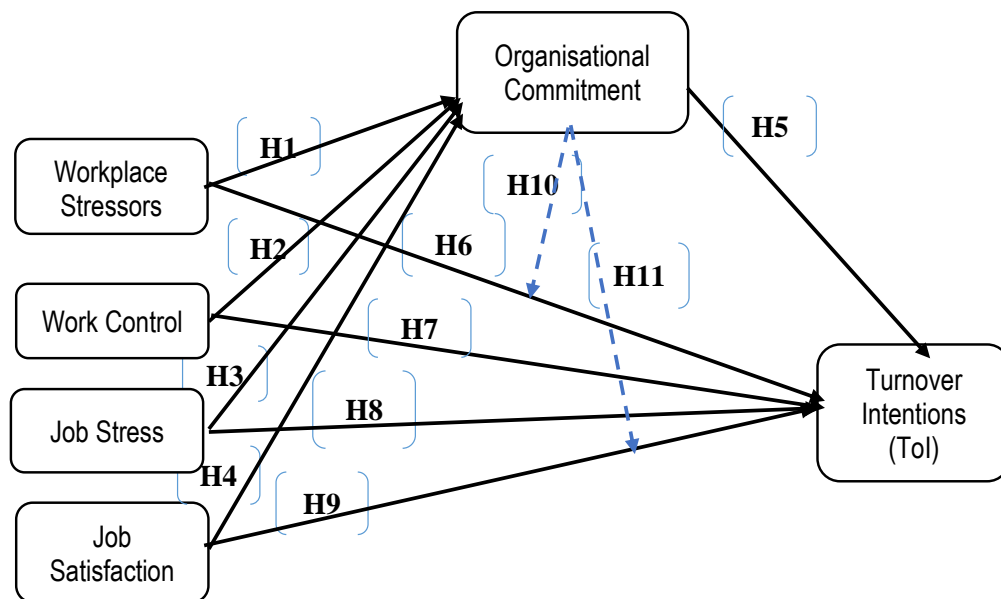
Table 5.4 shows that the standard deviation, which is based on the distance from the mean, for each variable is more than the mean for each variable. Summary of this finding is that the data generated for each variable are satisfactory to run a confirmatory factor analysis for each variable without necessarily exploring factors or conducting exploratory factor analysis. Exploratory factor analysis is not conducted because it does not distinguish between independent and dependent variables (Zaušková & Rezníčková, 2020) which is needed in this study given that turnover intention is a dependent variable and attempt is also made to determine which factors influence organisational commitment the most without leading to turnover intentions. Therefore, the next section presents the confirmatory factor analysis.

### ***5.4.3 Confirmatory Factor Analysis (CFA)***

A confirmatory factor analysis (CFA) is a method with primary feature that is hypotheses-based (Marsh et al. 2020) through which the underlying factors are established to test the relationship in a model (Rosseel, 2020). Therefore, to conduct a CFA, a

conceptual framework needs to be used to ensure that the evaluation of the factor model is appropriate for further analysis to be conducted. The conceptual framework developed from the hypotheses and deductions from literature is shown in Figure 5.4.

*Figure 5.4 Conceptual Model that informed CFA and SEM modelling*



As shown in Figure 5.4, there are four variables or factors (by the left) this study aims to determine their influence on organisational commitment and turnover intentions. These factors influence the CFA statistics done in this section. First step in testing the conceptual model is to assess the suitability of the study variables. The relationships between the latent constructs and the observed variables were assessed using CFA as recommended by Hair et al. (2010). According to Marsh et al. (2020), the CFA model recognises the relationship between the observed variables and the latent constructs.

CFA was conducted on each of the following four variables; Workplace stressors (WoS); Work Control (WoC); Job Stress (JSTr) and Job satisfaction (JobS). The number of model parameters, test statistics and other statistical measure applied to the analysis are presented in Table 5.5.



*Table 5.5 CFA parameters and components*

Number of model parameters	73
Number of observations	213
Test statistic	979.300
Degrees of freedom	394
P-value	0.000

P-value indicated in Table 5.5 is expected for the CFA outcomes for the four latent variables for which CFA were conducted. Each of finding for job satisfaction, work control, workplace stressors and job stress are further presented. The CFA result for job satisfaction is shown in Table 5.6. The question for this variable is in Section 2 of the questionnaire, and as shown in Table 5.6 there are twelve items or questions asked to measure job satisfaction.

*Table 5.6 CFA for Job Satisfaction*

Latent Variables	Estimate	Std.Err	P(> z )
JobS =~			
JS1	1.000		
JS2	0.976	0.041	0.000
JS3	0.974	0.025	0.000
JS4	0.936	0.048	0.000
JS5	0.994	0.026	0.000
JS6	0.985	0.031	0.000
JS7	0.958	0.041	0.000
JS8	0.921	0.054	0.000
JS9	0.913	0.061	0.000
JS10	0.988	0.040	0.000
JS11	0.935	0.046	0.000
JS12	0.838	0.093	0.000

Results indicated that all the variables had factor loading of >0.5 which is 0.000. The criteria for retaining items on a latent variable is factor loading >0.5 (Baistaman et al. 2020). As such, all the observed items for the job satisfaction variable were retained. Like the job satisfaction variable, the CFA for work control which is another factor whose influence on organisational commitment and turnover intention is being tested. The

question for work control is situated in section 3 of the questionnaire and has five questions or items aimed as measuring the variable. CFA result is shown in Table 5.7.

*Table 5.7 CFA for Work Control*

Latent Variables	Estimate	Std.Err	P(> z )
WoC =~			
WC1	1.000		
WC2	1.017	0.024	0.000
WC3	1.023	0.027	0.000
WC4	1.030	0.030	0.000
WC5	0.981	0.044	0.000

Results indicated that all the observed items for work control had factor loading of >0.5 which is the criteria for retaining items on a latent variable (Baistaman et al. 2020). All the observed items for work control were also retained. Workplace stressors have nine questions which are in the fourth section of the questionnaire.

Table 5.8 shows the estimate, standard error and p-value for all the nine items that focused on measuring workplace stressors in ADP. Results indicated that only seven observed items out of nine for workplace stressors had factor loading of >0.5 based on recommendations by Baistaman et al. (2020). WS1 and WS2 were removed to ensure that the remaining items for workplace stressors are retained for further analysis.

*Table 5.8 CFA for Workplace Stressors*

Latent Variables	Estimate	Std.Err	P(> z )
WoS =~			
WS3	1.000		
WS4	1.023	0.048	0.000
WS5	1.066	0.058	0.000
WS6	1.092	0.053	0.000
WS7	1.075	0.047	0.000
WS8	1.112	0.058	0.000
WS9	1.070	0.064	0.000

Job stress has four questions which are in section four of the questionnaire. Table 5.9 shows the estimate, standard error and p-value for all four items that focused on measuring job stress in ADP.

*Table 5.9 CFA for Job Stress*

Latent Variables	Estimate	Std.Err	P(> z )
JSTRe =~			
JSTr1	1.000		
JSTr2	1.158	0.080	0.000
JSTr3	1.128	0.074	0.000
JSTr4	1.065	0.072	0.000

Results indicated that all the observed items for job stress had factor loading of >0.5 which is the criteria for retaining items on a latent variable (Baistaman et al. 2020). All the observed items for job stress were also retained like job satisfaction and work control.

Following the CFA analysis, and the outcome being satisfactory, the hypotheses are then tested. Findings are presented next.

## 5.5 Research Findings

Data obtained from the questionnaire was analysed using R Studio Version 4.13 latent variable analysis (Lavaan) package to model the relationships between directly observed and indirectly observed (latent) variables (Stein et al., 2017). The absolute and incremental fit indices of the structural model was evaluated and presented in Table 5.10.

*Table 5.10 Model Fit Indices*

<b>Statistics</b>	<b>Model Fit Indices</b>	<b>Level of Acceptance</b>	<b>Obtained Model fitness value</b>
<b>Absolute Fit</b>	P value	P <0.05	0.000
	Root Mean Square Error of Approximation (RMSEA)	<0.8	0.084
<b>Incremental Fit</b>	Comparative Fit Index (CFI)	>0.90	0.906

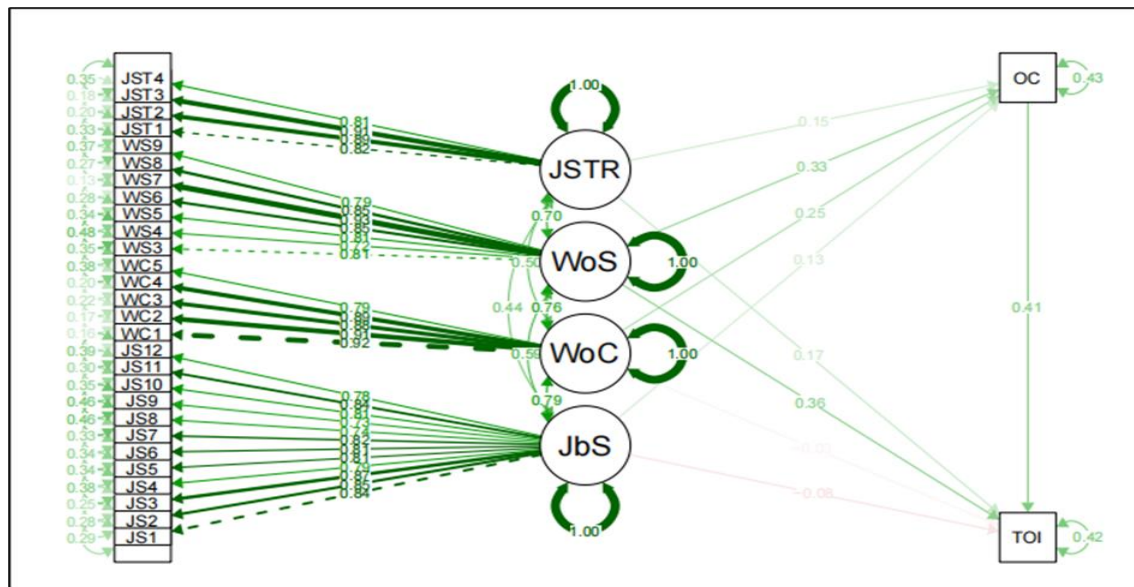
The results show that model statistic of 979.300 at 394 degrees of freedom gave a P value <0.005 which is considered a significant model fit. Similarly, RMSEA values between 0.05 to 0.08 are considered as modest fit and the value for this model was 0.084. The incremental fit index CFI had a value of 0.906 which is close to 1 and therefore considered a good fit. Each path shows the  $R^2$  value for each path which is the total variation in the endogenous variable explained by each exogenous variable. Following this, the path analysis is done. Figure 5.5 presents the relationship between study variables to examine whether there is a statistically significant relationship or not. The model consists of two elements:

- The measurement model which displays the relationships between the latent constructs and the indicator variables

- The structural model which displays the relationships (paths) between the constructs of interest.

Item loadings and reliability coefficients was used to assess the model. Individual item loadings greater than 0.7 was considered adequate (Marsh et al. 2020). The reliability estimate is interpreted using the Cronbach's alpha for internal consistency, as such a composite reliability score of 0.7 or greater will be considered acceptable (Rosseel, 2020). The use of the construct will be retained when values are greater than 0.50 (Rosseel, 2020). Following recommendations from these authors, the SEM is used to present a path analysis of variables (exogenous and endogenous).

Figure 5.5 Path Analysis



The bold thick green arrows Figure 5.5 show that there is association between certain variables or that some relationships are supported. A total of five of the nine direct hypotheses were supported while four were not supported. This is explained further in this section using tables.

### 5.5.1 Testing for Factors influencing Organisational Commitment

Testing and findings for four direct hypotheses are presented in this subsection. The four hypotheses focus on answering the first research question which is; “*what factors influence organisational commitment, and what is the influence of factors on organisational commitment in ADP?*”. Four factors were identified from literature as having potential to influence organisational commitment in organisations. The influence of workplace stressors, work control, job stress and job satisfaction are the four factors, and the influence of each on organisational commitment is tested. Explanations from literature is then adopted and tested in ADP using hypotheses. The findings are presented in Table 5.11.

Table 5.11 Path Analysis for factors influencing Organisational Commitment

Hypothesis	Path	Estimate (β)	Std Error	P Values	Hypothesis
H1	OC <--- WoS	3.537	1.247	0.005	Supported
H2	OC <--- WoC	2.858	1.558	0.067	Not supported
H3	OC<--- JSTRe	1.404	0.704	0.046	Supported
H4	OC <--- JobS	1.503	0.941	0.110	Not supported

The first research hypothesis aims to test the influence of workplace stressors on organisational commitment in ADP. The observations of influence presented in the path analysis in Table 5.11 shows that this relationship is statistically significant ( $p = 0.005$ ), indicating that this hypothesis is supported. Thus,

*H1: Workplace stressors influence organisational commitment in ADP is supported.*

The second hypothesis aimed to determine the influence of work control on organisational commitment in ADP. Table 5.11 shows that this relationship is not statistically significant ( $p = 0.067$  which is  $> 0.05$ ). Therefore,

*H2: Work Control influences organisational commitment in ADP is NOT supported.*

For the third hypothesis which is about testing the influence of job stress on organisational commitment in ADP. The observations of influence presented in the path analysis in Table 5.11 shows that this relationship is statistically significant ( $p = 0.046$ ), indicating that this hypothesis is supported. Therefore,

*H3: Job Stress influences organisational commitment in ADP is supported*

Hypothesis four aims to test the influence of job satisfaction on organisational commitment. Based on the observation of Table 5.11, this relationship did not generate any statistically insignificant outcome ( $p = 0.110$ ). This finding indicates that;

*H4: Job satisfaction influences organisational commitment in ADP is NOT supported.*

Summary of this section and findings for these set of direct hypotheses presented in Table 5.11 indicate that work control and job satisfaction had no significant influence on organisational commitment ( $\beta = 2.858$ ,  $p\text{-value} = 0.067$ ) and ( $\beta = 1.503$ ,  $p\text{-value} = 0.110$ ) respectively. These findings imply that H2 and H4 were not supported. The implication of findings presented in this section is that while four factors were identified in literature as having potential to influence organisational commitment, findings in this section show that only workplace stressors and job stress that influence organisational commitment in ADP.

### ***5.5.2 Testing for Factors Influencing Turnover Intentions***

This section presents the test conducted for five direct hypotheses and their respective findings. The purpose of findings presented in this section focus on answering the second research question which is; “*what factors influence turnover intentions, and what is the influence of the factors on turnover intentions in ADP?*”. This question is answer through five direct hypotheses and findings are presented in Table 5.12. This table shows that the findings for influence of four factors on turnover intentions in ADP.

Table 5.12 Path Analysis for factors influencing Turnover Intentions

Hypothesis	Path	Estimate ( $\beta$ )	Std Error	P Values	Hypothesis
H5	TOI <--- OC	0.365	0.120	0.002	Supported
H6	TOI <--- WoS	3.537	1.247	0.005	Supported
H7	TOI <--- WoC	-0.301	1.179	0.798	Not supported
H8	TOI <--- JSTRe	1.404	0.704	0.046	Supported
H9	TOI <--- JobS	-0.825	0.776	0.287	Not supported

The fifth research hypothesis which aims to test the influence of organisational commitment on turnover intentions in ADP is presented in Table 5.12. A statistically significant relationship is observed ( $p= 0.002$ ). Thus;

*H5: Organisational commitment influences turnover intentions in ADP is supported.*

Hypothesis six (H6) which tested the influence of workplace stressors on turnover intentions in ADP is presented next. The result shows that a statically significant influence exists ( $p= 0.005$ ), therefore,

*H6: Workplace stressors influence turnover intentions in ADP is supported.*

The seventh direct research hypothesis focused on determining the influence of work control on turnover intentions in ADP. Analysis for this hypothesis did not result in any statistically significant outcome ( $p= 0.798$ ). Based on this outcome,

*H7: Work control influences turnover intentions in ADP is NOT supported.*

Question relating to impact of Covid-19 is also asked as part of measure for determining impact of workplace stressors on TI. The respondents were asked to agree or disagree to the statement that; ‘Covid-19 response requires more time and efforts than I can cope with’. Two respondents did not answer this particular question. The analysis and findings on the direct impact of Covid-19 is presented in Table 5.13.



*Table 5.13 Impact of Covid-19 as part of Workplace Stressors*

<b><i>Answer key</i></b>	<b><i>Count</i></b>	<b><i>Percentage</i></b>
Strongly Disagree	3	1.46%
Disagree	30	14.58%
Neutral	66	32.04%
Agree	75	36.41%
Strongly agree	30	14.56%
No answer	2	0.97%

This finding shows that a cumulative percentage of 50.97% agree or strongly agree to the statement that Covid-19 response was more demanding that they could cope with. A cumulative percentage of 16.04% either strongly disagree or disagree. It is also noticed that 32.04% were neutral, which means they neither agree nor disagree about this question as to whether they consider Covid-19 response more demanding and potentially a workplace stressor. The implication of this is further discussed later in this chapter.

Eighth direct hypothesis focused on determining the influence of job stress on turnover intentions in ADP. The analysis reveal that a statistically significant influence exists between the two variables ( $p= 0.046$ ). As a result,

*H8: Job stress influences turnover intentions in ADP is supported.*

The last direct hypothesis focused on determining the influence of job satisfaction on turnover intentions in ADP. The results reveal a lack of statistical significance ( $p = 0.287$ ) as presented in Table 5.12. Therefore,

*H9: Job satisfaction influences turnover intentions in ADP is NOT supported.*

The main findings from this section are that neither work control nor job satisfaction significantly influenced employee's turnover intention ( $\beta= -0.301$ ,  $p\text{-value}=0.798$ ) and ( $\beta= -0.825$ ,  $p\text{-value}=0.287$ ) respectively. Based on the analysis conducted, findings indicate that H7 and H 9 are not supported, while H5, H6 and H8 were supported. Only organisational commitment, workplace stressors and job stress influence turnover intentions in ADP.

### 5.5.3 Mediation Analysis

This study has two mediation hypotheses which were tested which focus on answering the third research question, which is; “*what is the relationship between influencing factors, organisational commitment and turnover intentions?*”. Two hypotheses were generated to answer this question. Unlike the direct hypotheses derived to answer the first two research questions, hypotheses for the third question are mediating hypotheses due to the need to determine the relationship between more than one variable. The two mediating hypotheses are as follows:

- H10: Organisational commitment mediates the relationship between workplace stressors and turnover intentions.
- H11: Organisational commitment mediates the relationship between job satisfaction and turnover intentions

These hypotheses are tested using SEM. The hypotheses of interest in mediating analysis are done to determine the effects of two variables when mediated by organisational commitment. In a mediating analysis, full mediation, partial mediating and no mediation may be observed. Gunzler et al. (2013) explained that partial mediation tends to be more common where the mediator partly mediates the effects of the intervention on the outcome. Indirect effects are consistent with mediation (Hair et al., 2010). The total effects are the sum of all direct and indirect effects of one variable on another (See Figure 5.5). The direct effect is considered the pathway from the exogenous variable while controlling for the mediator (Hayes, 2018). The indirect on the other hand is a pathway through which the exogenous variable comes through the mediator (Gunzler et al., 2013). As explained by Preacher and Hayes (2008), it is possible to determine the direct effect of one variable X on another Y as well as the indirect effects of X on Y through the mediate. These background on the likely scenarios and outcomes influence the mediating analysis carried out to determine the analysis of the two mediating hypotheses for this research. Therefore, to demonstrate mediating effects, the mediating analysis is conducted to determine whether direct or indirect effects are present in each of the two hypotheses or whether the effect is partial or full.

As shown in Table 5.14, hypothesis H10 was supported as shown by the effects (ab) and the reduction of the regression coefficient ( $\beta = 1.290$ ,  $p\text{-value} = 0.003$ ).

Table 5.14 Mediating Hypothesis Testing

	Estimate ( $\beta$ )	Std Error	P Values	Hypothesis
<b>Mediation</b>				
TOI <--- OC* WoS (a*b)	1.290	0.430	0.003	H10: Supported
TOI <--- OC* WoS Total Effect	0.796	0.044	0.000	

Full mediation occurs if the independent variable (WoS) has no significant effect when the mediator (OC) is in the equation. Partial mediation occurs if the effect of the independent variable (WoS) is smaller but still significant when the mediator (OC) is in the equation (Yahya, 2011). Based on the findings it can be concluded that Organisational commitment partially mediates the relationship between workplace stressors and turnover intentions. On the hand, the absence of a significant relationship between job satisfaction and organisational commitment and turnover intension (H4) also meant that there were no mediation parameters generated for H11. Therefore, it can be concluded that H11 is not supported.

#### 5.5.4 Summary of Research Findings

This section has shown that out of two mediating hypotheses, only one (H10) is supported while H11 is not supported because of prior analysis that showed that no statistically significant relationship exists between job satisfaction and turnover intentions. Therefore, for H11 no indirect relationship exists and no direct relationship exist either. Findings show that while some hypotheses were supported, others were not supported in ADP. All findings are presented in Table 5.15 to recap the hypothesis that is supported and those not supported.

*Table 5.15 Summary of Hypotheses Findings*

<b>Hypotheses</b>	<b>Finding</b>
H1: Workplace stressors influence organisational commitment in ADP	Supported
H2: Work Control influences organisational commitment in ADP	Not supported
H3: Job Stress influences organisational commitment in ADP	Supported
H4: Job satisfaction influences organisational commitment in ADP	Not supported
H5: Organisational commitment influences turnover intentions in ADP	Supported
H6: Workplace stressors influence turnover intentions in ADP	Supported
H7: Work control influences turnover intentions in ADP	Not supported
H8: Job stress influences turnover intentions in ADP	Supported
H9: Job satisfaction influences turnover intentions in ADP	Not supported
H10: Organisational commitment mediates the relationship between workplace stressors and turnover intentions in ADP	Supported
H11: Organisational commitment mediates the relationship between job satisfaction and turnover intentions in ADP	Not supported

Table 5.15 indicates that a total of 6 hypotheses were statistically supported while 5 hypotheses were not supported statistically. It is observed that two factors; workplace stressors and job stress are the two factors that influence organisational commitment in ADP. Findings for the direct impact of Covid-19 is also presented. This and all findings presented and interpreted in this chapter are discussed next.

## **5.6 Discussion of Findings**

This chapter discusses the findings presented in the previous chapter. It provides explanations for each finding in relation to the following research questions (RQ);

- RQ1: What factors influence organisational commitment, and what is the influence of the factors on organisational commitment in ADP?
- RQ2: What factors influence turnover intentions, and what is the influence of the factors on turnover intentions in ADP?
- RQ3: What is the relationship between influencing factors, organisational commitment and turnover intentions in ADP?
- RQ4: How can influencing factors be utilised to develop a framework can reduce turnover in the Police especially ADP and UAE Police?

Sub-sections have been created in this chapter to discuss results for each research question. This section starts with discussion regarding factors that influence organisational commitment in the police and the influence of the factors in ADP. Subsequent sections focus on each research question to provide theoretical explanations for findings and overall pattern of results that emerged from the study conducted in ADP. The overall approach taken in this section is to cross evaluate and compare deductions from literature with the findings in order to highlight the contributions to knowledge, areas of improvements as well as findings consistent with literature.

### ***5.6.1 Factors Influencing Organisational Commitment***

Being able to identify factors that influence organisational commitment in any organisation or sector type is important. Priority is given to determining the factors that influence organisational commitment because literature indicate that organisational commitment is a principal antecedent of TI (Kim & Beehr, 2020). In a study conducted in Turkey, the relationship between organisational commitment and TI was further confirmed when higher commitment resulted in lower TI (Akgunduz et al. 2020; Al Zamel et al. 2020). Building on this study and others by Kim and Beehr (2020), Lee and Kim (2020) and Somers et al. (2020) predictors of organisational commitment such as workplace stressors, work control, job stress and job satisfaction were identified as having the potential to

influence organisational commitment. These factors and their influences were tested in ADP.

The findings presented earlier in this chapter reveal that, out of the four factors identified only two were supported to influence organisational commitment in the police. H1 which is; *workplace stressors influence organisational commitment in ADP* is supported so is H3 which is; *job stress influences organisational commitment in ADP*. This finding is consistent with deductions from literature where the impact of work stressors on job satisfaction is seen to have negative association and they lead to low commitment to organisational goals (Li et al., 2019; Mehrad, 2020; Zhang et al. 2022). This finding can be further explained through the Herzberg's motivation-hygiene theory (Chiat & Panatik, 2019) which reveal that hygiene factors related to 'the unpleasantness' of the work environment contributes to dissatisfaction and therefore low commitment. Based on this finding from ADP, this is seen to be true that there are workplace stressors that influence organisational commitment in the police.

The finding for H1 is further strengthened by H3 finding which was supported. H3 relates to job stressors and literature from which deductions were made were police studies literature. The study of stressors among police officers by Anand et al. (2022), Li et al. (2022) and Gomes et al. (2022) reveals that job activities as a result of stressors lead to lower organisational commitment. For example, the first meta-analysis on the predictors of job stress in correctional officers by Birze et al. (2022) reveal that perceived dangerousness and role difficulties were the strongest predictors of job stress, leading to low or lack of commitment.

While these two findings were not surprising, it was surprising that H2 and H4 were not supported, indicating that in the police especially in ADP, work control does not influence organisational commitment nor does job satisfaction. For H2, literature indicate that satisfactory work environment including the ability to resolve problems and the feeling of control over tasks and situation are positively associated with organisational commitment (Li et al. 2020; Zhang et al. 2022). Though literature indicate that job satisfaction would influence organisational commitment (Ashraf, 2020; Lambert et al. 2020; Loan, 2020; Qing et al. 2020), H4 findings does not confirm this premise as true in ADP. Though references from studies from which the association between job satisfaction

and organisational commitment were identified were not police studies, identifying that the scenario in the police differ is a contribution to knowledge.

Findings for H2 and H4 appear unique and inconsistent with literature making it new knowledge to explore. The implication of these findings for practice and knowledge are discussed in the next chapter. Regardless of the unsupported hypotheses, it can be inferred that the first research question; (RQ1) is now answered. Overall results for this question can be summarised as follows;

- Four factors i.e., workplace stressors (H1), work control (H2), job stressors (H3) and job satisfaction (H4) were identified in literature as possible factors that may influence organisational commitment.
- Findings revealed that only two factors workplace stressors (H1) and job stressors (H3) are the factors that influence organisational commitment in the police.

Therefore, while literature establishes that certain factors would influence organisational commitment, only two factors does actually influence organisational commitment in the police. The implication of the overall findings for this RQ is discussed in the next chapter.

### ***5.6.2 Factors Influencing Turnover Intentions***

The overall results for factors that influence organisational commitment is important for determining TI because literature already indicated that organisational commitment is a principal antecedent for low TI (Kim & Beehr, 2020). It is expected that the factors that influence organisational commitment as well as organisational commitment itself would influence turnover intentions in the police. This is because the relationship between organisational commitment and low TI appears similar across population and occupational contexts (Astuti & Surya, 2020; Guzeller & Celiker, 2020; Li et al. 2020; Pratama et al. 2022; Tran et al. 2020; Wahyono & Riyanto, 2020). Therefore, findings discussed in this section aims to establish the cause and effect (if any) between these variables especially in the police context. First, identifying from literature that five factors such as organisational commitment, workplace stressors, work control, job stress and job satisfaction would influence TI is important to this research. The factors and their influences are tested in ADP to generate the findings discussed in this section.

The summary of findings in Table 5.1.5 shows that two hypotheses which were not supported while three were supported in ADP. H5 which is about the association between organisational commitment and TI in ADP is supported. This result is important because it also confirms what other sectors have established in terms of organisational commitment being the principal antecedent of low TI. It is seen that this result is also the same in the Police. This finding is consistent with literature but unique to the police or criminal justice context which is understudied in terms of the cause and effect between factors, organisational commitment and low TI. The findings for H6 and H8 are also supported indicating that the same factors that influence organisational commitment would subsequently influence TI in the police. All these findings are consistent with literature, though they differ in the sense that the factors are now confirmed in police context especially in the police organisation with high TI (Jabeen & Alhashmi, 2018). The overall results for this theme indicate that the same factors that influence organisational commitment would subsequent also contribute to low TI in the police when focused on.

Findings from ADP further support that organisational commitment influences TI in the police (H5), workplace stressors influence TI in the police (H6) as well as job stressors (H8). The study of stressors among police officers by Anand et al. (2022), Li et al. (2022) and Gomes et al. (2022) reveals that job activities as a result of stressors lead to lower organisational commitment. For example, the first meta-analysis on the predictors of job stress in correctional officers by Birze et al. (2022) reveal that perceived dangerousness and role difficulties were the strongest predictors of job stress, leading to low or lack of commitment. It is however seen from the findings in ADP that all these factors i.e., organisational commitment, workplace stressors and job stress also lead to TI in the police.

While these three findings are consistent with deductions in literature, findings for H7 and H9 which were not supported help to highlight areas of improvement in the ADP. The analysis conducted for these groups of hypotheses aimed to identify any form of influence, negative or positive. In the case of H7 and H9 no influence was identified to be present which means job satisfaction does not have any form of influence on TI in ADP nor does work control in any way influence TI in the police. These combined findings contradict literature and highlights area that may need to be further investigated. The implication of these findings for practice and knowledge are discussed in the next chapter. Regardless of the unsupported hypotheses, it can be inferred that the second research question; (RQ2) is now answered. Overall results for this question are;



- Five factors i.e., organisational commitment (H5), workplace stressors (H6), work control (H7), job stressors (H8) and job satisfaction (H9) were identified in literature as possible factors that may influence TI.
- Findings revealed that three of these factors; organisational commitment (H5), workplace stressors (H6) and job stressors (H8) actually influence TI in the police.

Therefore, while literature establishes that certain factors would influence TI, three factors does actually influence TI in the police. The implication of the overall findings for this RQ is discussed in the next chapter.

### ***5.6.3 Relationship between Influencing Factors, OC and TI***

After establishing that two factors influence organisational commitment in the police, and those three factors, inclusive of organisational commitment influence TI in the police, this section discusses the relationship between influence factors, organisational commitment and TI in the police. In order to answer the third research question which focused on the relationship / interactions between the identified factors, literature helped to identify organisational commitment as a mediator (Ibrahim Alzamel, 2020; Johannes Masenya et al. 2020; Shah et al. 2020b). Recent studies appear to acknowledge the influence of organisational commitment in the relationship between any predictors of TI (Ibrahim Alzamel, 2020; Johannes Masenya et al. 2020; Shah et al. 2020b). It is therefore not surprising that out of the two mediating hypotheses formulated to test this premise, it is the one with association between TI and workplace stressor predictor rather than the one between TI and job satisfaction.

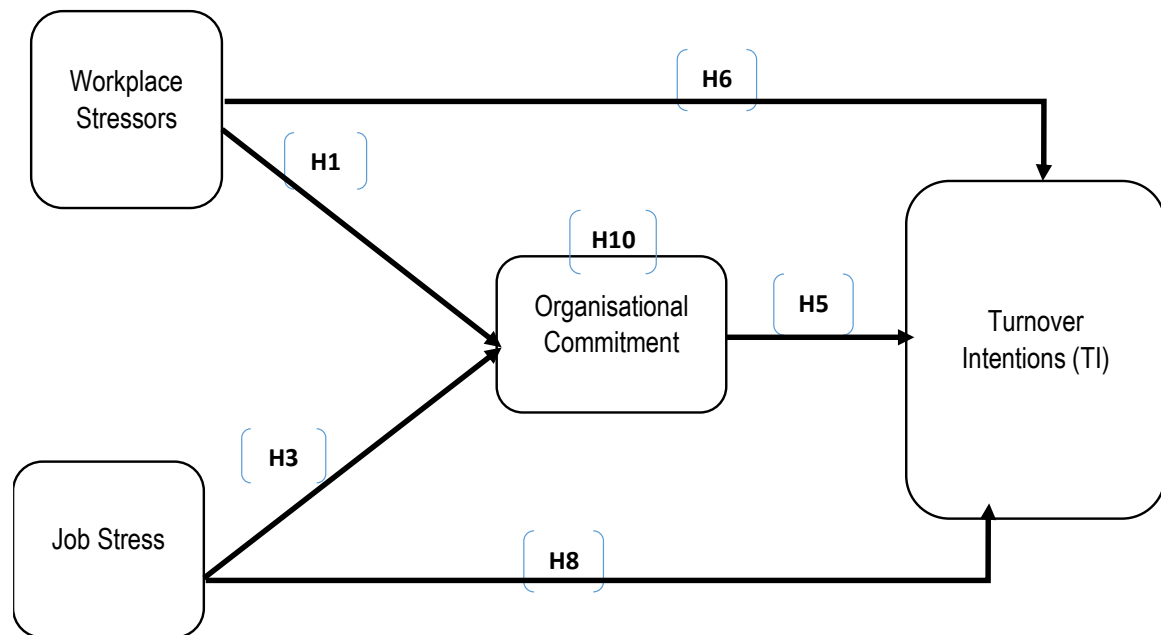
Given that other analysis did not support the link between job satisfaction and TI, it is therefore not surprising that this relationship is not supported. However, the unsupported hypothesis gives rise for further investigation given that deductions from literature imply that some form of association should exist (Kim & Beehr, 2020; Tran et al., 2020; Serhan et al. 2022). Therefore, the unexpected outcome for the last hypothesis informs the recommendations outlined in the last chapter. Overall results for the third research question reveal that the question is answered, and that organisational commitment is a mediator in the relationship between workplace stressors and TI in the police. This result though consistent with literature, it is seen to be possible when supervisory support

(AlHashmi et al., 2019; Kerdpitak & Jermsittiparsert, 2020; Manoppo, 2020) and job-autonomy (Jabeen et al., 2020a; Wan & Duffy, 2022) are present. A mediating relationship exists between the variable and this is significant for understanding TI in the police. Based on the overall research results, the next section combines the supported hypotheses to explain how influencing factors may be utilized to reduce TI in ADP and the police in general.

#### ***5.6.4 Turnover Reduction Framework***

The overall results that, factors such as workplace stressors and job stress influence organisational commitment in the police, and that these two factors as well as organisational comments are predictors of TI in the police are used for discussion in this section. These results have provided basis for answering the last research question and for developing a framework that can be utilised by ADP and the police to reduce TI. RQ4 which is; *how can influencing factors be utilised to develop a framework can reduce turnover in the Police especially ADP and UAE Police?* is answered by combining all the results for RQ1, 2 and 3 to determine the most appropriate way in which the police can utilise the result for TI reduction. To achieve this goal, the conceptual framework is revisited and redrawn to illustrate how the factors validated in this research can be used by the police. Figure 5.6 shows all the six supported hypotheses (H1, H3, H5, H6, H8 and H10) that were tested and subsequently interpreted to answer the research questions.

Figure 5.6 Validated Framework



The validated framework (Figure 5.6) is a contribution to knowledge because it includes both the influencing factors for the principal antecedent of TI. It also illustrates how organisational commitment as the principal antecedent may be applied to limit the impact of workplace stressors such as vagueness of job objectives, lack of clarity on expectations, inability to satisfy colleagues, impact of Covid-19, overwork, unrealistic expectations, fatigue that hinders quality family time and lack of time for other activities on TI. For an organisation like the police, workplace stressors are inevitable which is why several meta-analyses have revealed the close link between job satisfaction and organisational commitment (Ashraf, 2020; Lambert et al. 2020; Loan, 2020; Qing et al. 2020). The relationship between these two factors has also been identified as predictors of turnover intentions (Kim & Kao, 2014; Rubenstein et al., 2018). According to French et al. (2020) job satisfaction directly influenced affective commitment, continuance commitment, normative commitment, and turnover intention, and these three dimensions of organisational commitment also mediated the effect of job satisfaction on employees' turnover intention. However, this research did not identify any link between job satisfaction and organisational commitment in the police, suggesting that the officers at ADP or the police may not have job satisfaction. This probably accounts for H4 and H11 being

unsupported in the police. These unsupported hypotheses may be due to the impact of Covid-19 which is still ongoing.

It is difficult for the police to be satisfied on the job with continuous and prolonged response to a society wide crisis like Covid-19 for example. The police officers had to work long hours and deployed to the streets unable to work remotely (De Camargo, 2022). The nature of their duty during the pandemic increased their stress because of social distancing policies or rules of Covid-19 and the numerous changes and too frequent alterations in protocols for safeguarding themselves (Kyprianides, et al. 2022). Covid-19 has been identified in recent police studies as the major cause for increased workplace stressors, and subsequent TI. For example, Zhou (2022) identified fatigue resulting from workload and stress for dealing with the pandemic daily over a long period of time. Newiss et al. (2022) revealed that stress, low mood and anxiety were the common and major causes for TI at both individual and organisational levels.

Though these authors present Covid-19 as a secondary hazard and stress as the eventual trigger for TI witnessed, other authors (Maskály et al. 2022; Ravikumar, 2022; Huang et al. 2022; García-Fernández et al. 2022; Wood et al. 2022) were able to identify the pandemic and the workload and exposure to risk as the direct causal factor for the TI in the police. The direct impacts of Covid-19 on police officers and police organisations are also researched to have led to increased stress and mental health issues (Peker & Cengiz, 2022). Which is why Peker and Cengiz recommended the mediating role of psychological resilience in coping with stress rather than organisational commitment.

Therefore, the validated framework is recommended as one of the ways to reduce TI in the police with consideration of psychological resilience (Peker & Cengiz, 2022) as well as organisational resilience (Newiss et al. 2022; Tehrani, 2022). With respect to organisational resilience specifically in the police, Newiss et al. (2022) indicated that Covid-19 pandemic was a strain on the police wellbeing and that organisational resilience of the police is important to ensure public compliance and reduce the strain on police. Tehrani (2022) highlighted the importance of training to promote personal and organisational resilience in the police to both increase the resilience of the police personal during Covid-19 and beyond. Due to increase in fear and anxiety among the police when policing the pandemic, Brouzos et al. (2022) encouraged resilience to help regulate the fear among the workforce. Specifically for the British and Italian police, Brunetto et al. (2022)

also highlighted the importance of organisational resilience to help the police officers increase and improve their engagement during crisis response.

As explained in literature, the role of traditional predictors of TI is not new, but utilising this knowledge to reduce TI needs to be improved on. As explained by authors like Boamah et al. (2022), Jiang et al. (2022), Ma et al. (2022) and Jabeen and Alhashmi (2018) who highlighted the importance of identifying predictors of TI before employees exit the organisation. Within ADP context, authors like Jabeen and Alhashmi (2018) also identified and emphasised the need to improve on conditions before exit. This is because the commitment of employees to search for other jobs and their determination to leave the organisation often supersedes their commitment to the police force. Such drive and TI often make them less active, unengaged or less committed in the organisation (Jabeen & Alhashmi, 2018). Based on evidence from literature, results from the police in UAE and deductions from recent police studies referenced in this research, it is therefore recommended that this validated framework is adopted to reduce TI in the police, but also to ensure that the two factors that influence organisational commitment which the principal antecedent of TI need to be improved and better understood. This recommendation and others explanations for the unsupported hypotheses are discussed in the next chapter.

## **5.7 Chapter Summary**

This chapter sets out to present the demographic data findings, explain the reliability and data description for the study variables. It is seen from the data presented and interpreted in this chapter that an extended process was followed to ensure that the data achieves its intended outcome for which it is collected. CFA was also used to determine or verify the items that account for the variation and covariation among the set of questions asked the respondents. This analysis and others conducted as part of the initial data screening process were crucial in ensuring that each variable can be tested and are reliable for the SEM that needed to be done to ascertain the relationship in the conceptual framework. As a result, this chapter have been able to present the findings for all the research hypotheses.

Findings presented, interpreted and discussed in this chapter also show that three factors; organisational commitment, workplace stressors and job stress which all influence

turnover intentions in ADP. It is interesting to see workplace stressors and job stress both influencing both organisational commitment and turnover intentions respectively in ADP. Lastly, the findings show that organisational commitment is a mediator in the relationship between workplace stressors and turnover intentions in ADP. Identifying a mediator in this study is significant even though the mediator only influences the relationship between workplace stressors and the dependent variable i.e., turnover intentions. These findings and their relevance to literature and the research questions have also been discussed. There are implications for findings (supported and unsupported) of this nature given that some hypotheses were supported and others not supported. Such outcomes have implications for knowledge and practice in the field of police studies and other related public sector entity responsible for security and safety are discussed further in the next chapter.

## **CHAPTER 6: CONCLUSION, IMPLICATION AND RECOMMENDATIONS**

### **6.1 Introduction**

This chapter concludes this research. The first section in this chapter aligns the overall results with the research aim which is the purpose for conducting this study. This section is followed by the result implications where the practical and theoretical contributions are discussed. Limitation of this research is discussed next after which recommendations are provided by practice and future researchers. The last section is the conclusion of this chapter and entire results.

### **6.2 Alignment of Results with Research Aim**

Discussions in the last chapter has shown that all four research questions had been answered through the eleven hypotheses tested in ADP. This section focuses on aligning the overall results with the research aim outlined in Chapter One. This research sets out to identify and critically examine factors that influence organisational commitment as well as turnover intentions in the police in order to develop a framework that may be utilised to reduce turnover in Abu Dhabi Police (ADP) in the United Arab Emirates (UAE).

Factors that influence organisational commitment had been identified, and their influence examined in ADP. The results discussed in the last chapter show that four factors were identified in literature, but two factors influence organisational commitment in the police. The second aspect of the aim set out to identify and critically examine the factors that influence turnover intentions. This aspect of the aim was also achieved by identifying five factors in literature, three of which were confirmed and examined to influence turnover intentions in the police. By achieving these two aspects of the aim, it was then possible to focus on the latter part of the aim which is to develop a framework that may be utilised to reduce turnover in ADP and UAE police.

Figure 5.6 was discussed in the last chapter as the validated framework which is now tested through the results discussed in the last chapter. From hypotheses findings

presented and interpreted in the last chapter, it is evident that factors such as workplace stressors, job stress are crucial to organisational commitment. These two factors consistently feature in the relationship with organisational commitment as well as turnover intentions. Workplace stressor also feature in the association between organisational commitment and turnover intentions. Based on these empirically supported results, decision was made to consider supported hypotheses and factors involved as the factors that may be utilised to develop a framework that can help to reduce turnover in the police. The development of this framework discussed in the previous chapter concludes this particular research, but not without its implication for practice and knowledge which is discussed next.

### **6.3 Implication of Results**

For an important topic such as turnover intentions in the police, it is important to highlight the significance of results for theory and practice. This section outlines and discusses the different contributions that emerged from conducting this research.

#### ***6.3.1 Implication for Knowledge***

This study examined the mediating role of organisational commitment in the relationship between workplace stressor and turnover intentions in ADP which resulted in a number of theoretical contributions discussed in this section.

First, the result on organisational commitment and influencing factors contribute to knowledge that these variables are linked in the police. By determining the two factors that influence organisational commitment in the police, it is evident that organisational as the principal antecedent of turnover also have predictors that determines its status. This has added to existing knowledge in the area of organisational commitment and turnover in the police studies in the UAE as well as police studies in general. This result now constitutes body of knowledge or data that may be secondary source for other related studies in the UAE.

Past literature mentioned that organisational commitment is a principal antecedent of turnover intentions, but not empirically verified in the police context. This research has



provided lucid empirical explanations of the link or association between these two variables, and that organisational commitment does not exist without predictors of its own which influence its outcome and subsequent impacts on turnover intentions especially in police context. This is a contribution to knowledge because this research has described and justified the association especially in the police context where the nature work is always high risk and high tensioned operation.

Finally, there is a theoretical implication for developing a framework informed by empirical outcome. Prior to conducting this research, there was no validated framework for reducing turnover in the police especially one that includes the mediating role of organisational commitment in the relationship between workplace stressors and turnover intentions. The research results and this framework advances the model by Jaramillo et al. (2005) explained in the literature. In their model, the relationship between role conflict, role ambiguity, supervisor support, group cohesiveness, promotion opportunity and their impact on organisational commitment.

Though organisational commitment mediates the association between these factors and intention to leave the police, it does by when job satisfaction is a moderator. Result of this research differ because there is no moderator and there is no direct impact of job satisfaction on organisational commitment nor on turnover intentions in the police. This finding is peculiar and it may be due to the impact of covid-19 which is a prolong crisis which the police around the world had to respond to while exposing themselves to the risk of the virus. This particular contribution i.e., the validated framework developed as a result of this research also have implication for practice which is discussed next.

### ***6.3.2 Implication for Practice***

This research has shown that challenges exist in the police as an organisation responsible for maintaining law and order who is ever present on the streets dealing with high-risk incidents all the time. More importantly, findings have shown that there is need for improvement regardless of the stressful workplace and environment in which officers and staff operate. Findings further revealed that workplace stressors and job stress influence turnover intentions. Based on these results, one of the practical implications of this research is that workplace stressors and job stress both influence organisational commitment in ADP. This discovery means that ADP ought to assume responsibility to protect staff from

workplace stressors and job stress respectively through escape mechanism, stress symptom management and social support. This three-prone mechanism is used among nursing staff in the public health services to cope with job stress (Beh & Loo, 2012). Whether ADP chooses to adopt this three-prone mechanism or not, findings from H1 and H3 strongly indicate that a control measure, stress management and support system (Bowen et al. 2014; Tetrick & Winslow, 2015) are needed for staff to minimise and prevent turnover in the organisation.

Another implication for practice is the turnover reduction framework. Developing a framework that provides clarity on predictors and antecedents of organisational commitment as well as turnover intentions is a valuable practical contribution to ADP as well as other police in the UAE. This framework can assist ADP and other police departments in the UAE to determine how to use organisational commitment to mitigate turnover and turnover intentions. It is also possible to align elements of this framework with the talent retention scheme discussed in the literature review as a means to improve the reputation of ADP as an organisation with high turnover. A practical implication of utilising this framework indicate that factors identified in this research are instrumental to turnover intention reduction.

In order to achieve this, more responsibilities fall on the human resources (HR) department of the organisation to improve the talent retention scheme as well as the policy of “Emiratisation” discussed in Chapter Two. The scheme and policy are crucial to personal and career development in the UAE especially in ADP. Therefore, the validation framework may help with better implementation of the scheme and policy by ensuring that challenges in the workplace are identified, and opportunities to improve job stressors are the police are maximised. The framework developed based on the research findings also have implication for practice and implementation of procedures for training officers especially frontline officers who are regularly deployed for response.

Due to increase in fear and anxiety among the police during different major operations for civil protection concerns, the framework may be used in support of training that helps officers to understand the importance of developing resilience as an individual and as an organisation. According to Brouzos et al. (2022) resilience may help police officers and the police workforce to regulate their fear when they need to deal with major incident or disasters. Therefore, there is contribution to practice is the empirical evidence

provided in this research is utilised in this manner to support training and development, as well as future implementation of the talent retention scheme and policy of 'Emiratisation'. Such usage and practical use would help the police workforce pay attention to how to reduce workplace stressors and job stressors which may subsequently improve the overall performance of the police especially during crisis or disaster response.

#### **6.4 Research Limitations**

This research has addressed some issues that relates to the police organisation but the study itself is not without limitations. First, the use of a mono method i.e., quantitative study rather than mixed method is not without its limitation in any study. For a topic as this, it would have been beneficial to also use qualitative study to further investigate why the pattern of results emerged and why turnover is high in ADP. While mixed methods may have been beneficial, the topic would have discouraged officers from openly discussing their intentions to leave the organisation. Therefore, given the topic and nature of the organisation, the method used is still considered the most appropriate despite its limitation.

Another limitation is focusing the study on a single country or single police organisation. Conducting a comparative study may have been more advantageous to determine whether the factors identified in ADP would be similar to those of other police organisation and vice versa. Regardless of this possibility, the timeline and period in which this research was conducted was a busy time for police departments around the world due to ongoing response to the global pandemic. Due to the limitations of this study, recommendations are provided for future researchers as well as for practice in the next section.

#### **6.5 Research Recommendations**

Conducting research provides an opportunity for learning because it may be challenging if not impossible to cover all areas that emerge as interesting or important. First recommendations for future researchers are provided due to the limitations of this research. The second aspect of this section then highlights the recommendation for practice.

### ***6.5.1 Recommendations for Future Researchers***

The use of quantitative research design for this study is already acknowledged as limiting because it restricts the information gathered to quantitative data only. It is recommended for future researchers to consider the value of both quantitative and qualitative research designs for a study of this nature especially in exploring the explanations for the relationship identified and examined in this research.

Due to the nature of relationship between the variables where organisational commitment is a mediator without a moderator as seen in previous police studies, it may be beneficial to future researchers to consider case study technique or larger sample size. Future researchers may also strongly consider a comparative study which compares and contracts two police directorates in the UAE or police departments in different countries. Such comparative study provides an opportunity to identify strengths and weaknesses in each police department especially in terms of what constitute their workplace stressors and job stressors.

Furthermore, the dynamic nature of the factors that contribute to turnover intentions and their potential to impact decisions to leave the organisation highlight the need for a management tool. It would be beneficial to adopt a more tailored management tool to the organisational needs to effectively manage and address factors contributing to turnover intentions as identified in this study. For example, Barclift (2022) recommended management monitoring tools that manager can use to reduce and address work environment issues. Recommendations such as this, can offer practical strategies for mitigating turnover intention and fostering organisational stability. Therefore, future researchers to investigate essential components of monitoring tools appropriate for managers at strategic, tactical and operational levels to reduce and address work environment stress and issues.

Lastly, it is recommended that future researchers utilise the results from this research as a baseline for turnover or turnover intention studies as well as organisational commitment studies in UAE police and other police organisations. The information embedded in this research is unique because the data was collected during an unprecedented global pandemic that tested resources and response capacity of the police around the world. Common problems that emerged had been discussed in Chapter three but also highlighted as crucial for consideration when and if results are taken on board in the police.

### ***6.5.2 Recommendations for Practice***

The validated framework is recommended as one of the ways to reduce TI but only when views as a guide to develop organisational resilience. It is therefore recommended that the framework is adopted by the ADP HR as well as management to embark on a process for developing personal and organisational resilience. The call for organisational resilience in the police had become rampant since the Covid-19 started and its direct impact on police officers, police workforce and turnover are continuously highlighted. Using the framework developed using the predictors and antecedents identified in this research is crucial for reduced turnover intentions in ADP and other police.

Peker and Cengiz (2022) recommended a consideration of psychological resilience, while authors like Newiss et al. (2022) and Tehrani (2022) emphasised the need for police organisational resilience. Since workplace stressors and job stressors are already identified in this research as having potential to influence organisational commitment as well as turnover intentions, it also means that strain from crisis such as Covid-19 (Newiss et al. 2022) and others may set up a chain of events that lead to actual turnover. Therefore, Newiss et al. (2022) indicated that organisational resilience of the police is important to ensure public compliance and reduce the strain on police.

It is also crucial in helping the police increase and improve their engagement with the organisation / workplace when dealing with crisis (Brunetto et al. 2022). Better training in this area is therefore recommended as highlighted by Tehrani (2022). Training is identified as one of the ways to promote personal and organisational resilience in the police especially in helping the police to better cope with continued pandemic response and other forms of crisis (Tehrani, 2022). Based on evidence drawn from recent studies, it is recommended that the framework is used to commence the process for personal and organisational resilience, as well as training provided to officers to raise awareness and teach them how to develop personal resilience. By so doing, the whole organisation would gradually develop a resilient workforce.

## **6.6 Reflection and Conclusion**

This research was designed to identify and examine the factors that may influence organisational commitment as well as turnover intentions in ADP. It has done this but not without drawing out key findings and contributions to knowledge and practice. Combining the predictors and antecedents of turnover in a single study is unique and contribution to knowledge. Though not without its challenges or limitations, the investigation process has been exposure to the academic field and process for conducting an empirical study to explore certain area of study or understand a problem. Engaging in literature also provided insights into studies that exist in this field and approaches taken by other researchers to better understand the field of turnover intentions in different sectors including in the police which is a high-risk organisation.

As demonstrated in the last two chapters of this thesis, the research aim has been achieved, and research questions answered. Beyond achieving an aim, and or answering sets of questions, this research and information documented in this thesis has opened up different areas for further consideration in future. It has also provided empirical explanations for the problems that motivated this study and how they might be addressed by different police departments. It is expected that the recommendations for future researchers and practice highlighted in this chapter if taken on board would translate this research from theoretical space of turnover to practiced field of the concept. It is hoped that this thesis and the results discussed in the last two chapters are viewed from both theoretical piece of work as well as empirical evidence for improvement in the police force helping them better prepared for imminent crises. By providing actionable solutions including those that can inform future research, the thesis has played a pivotal role in advancing proactive approaches to managing turnover and enhancing organisational commitment within the ADP framework.

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## **APPENDIX A: EXPLANATORY STATEMENT**

### **Factors Influencing Employee Turnover Intentions in the Law Enforcement: A Case Study of Abu Dhabi Police**

Dear Participant,

My name is Mohammed Aljneibi and I am a PhD student at University Of Southern Queensland, Australia. My research is to examine the Factors Influencing Employee Turnover Intentions in the Law Enforcement with the aim of developing a talent management strategy to attract and retain employee to law enforcement organisations in the UAE.

This questionnaire link is sent to you because you work in Abu Dhabi Police (ADP) which is the case study organisation being examined in this research project. You and other officers in ADP were sent link to complete the online survey which comprises of five sections. The questions involve the context of the police work, your satisfaction with different aspects of your job, your commitment to law enforcement and the stressors in your job. There is also a section where you can suggest areas of improvements. All questions have been interpreted to Arabic to facilitate better understanding of what each question means. Please provide your answers in your preferred language.

Please note that participation is strictly voluntary, and the information provided is for this study only. You may refuse to participate at any time without any negative consequence. If you choose to participate, please answer all questions as truthfully as possible. The questionnaire will take approximately 20 minutes to complete. There is no known risk to you if you participate. The survey is anonymous, please do not include your name. Please also note that there is no risk associated with taking part. There is also no incentive for participating in this study. All data are confidential and will be used for the purpose of this study only without any reference to your

identity. If you require additional information or have questions, please contact me using the details below or you can register any complaints to my supervisor [REDACTED]

Sincerely,

Name: [REDACTED]

Email: [REDACTED]

Mobile Number: [REDACTED]

### العوامل المؤثرة في نوايا دوران الموظفين في تطبيق القانون: دراسة حالة لشرطة أبوظبي

عزيزي المشارك ،

اسمي محمد الجنيبي وأنا طالب دكتوراه في جامعة جنوب كوينزلاند ، أستراليا. بحثي هو فحص العوامل التي تؤثر على نوايا دوران الموظفين في تطبيق القانون بهدف تطوير استراتيجية إدارة المواهب لجذب الموظفين والاحتفاظ بهم في منظمات إنفاذ القانون في الإمارات العربية المتحدة.

يتم إرسال رابط الاستبيان إليك لأنك تعمل في شرطة أبوظبي (ADP) وهي منظمة دراسة الحالة التي يتم فحصها في هذا المشروع البحثي. تم إرسالك أنت وضباط آخرين في ADP رابطاً لإكمال الاستطلاع عبر الإنترنت الذي يتألف من خمسة أقسام. تتضمن الأسئلة سياق عمل الشرطة ، ورضاك عن الجوانب المختلفة لعملك ، والتزامك بإنفاذ القانون والضغط في عملك. هناك أيضاً قسم حيث يمكنك اقتراح مجالات التحسين. تم استجواب جميع الأسئلة إلى اللغة العربية لتسهيل فهم أفضل لما يعنيه كل سؤال. يرجى تقديم إجاباتك بلغتك المفضلة.

يرجى ملاحظة أن المشاركة طوعية تماماً ، والمعلومات المقدمة لهذه الدراسة فقط. يمكنك رفض المشاركة في أي وقت دون أي نتائج سلبية. إذا اخترت المشاركة ، يرجى الإجابة على جميع الأسئلة بأمانة قدر الإمكان. سيستغرق استكمال الاستبيان حوالي 20 دقيقة. لا يوجد خطر معروف عليك إذا شاركت. الاستطلاع مجهول ، يرجى عدم تضمين اسمك. يرجى أيضاً ملاحظة أنه لا توجد مخاطر مرتبطة بالمشاركة. لا يوجد حافز للمشاركة في هذه الدراسة. جميع البيانات سرية وسيتم استخدامها لغرض هذه الدراسة فقط دون أي إشارة إلى هويتك. إذا كنت بحاجة إلى معلومات إضافية أو لديك أسئلة ، فيرجى الاتصال بي باستخدام التفاصيل أدناه أو يمكنك تسجيل أي شكوى إلى المشرف الخاص بي الأستاذ جيفري سوار عبر البريد الإلكتروني [Jeffrey.Soar@usq.edu.au](mailto:Jeffrey.Soar@usq.edu.au)

بإخلاص،

الاسم: محمد الجنابي

البريد الإلكتروني: Aljunaibi@live.com

رقم الجوال: 0506653322

## APPENDIX B: QUESTIONNAIRE SAMPLE

### Section 1: General Information القسم الأول: معلومات عامة

*In this section please select the option that best explains your answer and status.*

في هذا القسم، يرجى تحديد الخيار الذي يفسر أفضل إجابتك

1. What is your age group? ما هي فئتك العمرية؟

20 and under <small>تحت الـ 20</small>		41 – 50	
21 – 20		51 – 60	
31 – 40		60+	

2. Please select your gender (optional): يرجى تحديد جنسك

Male <small>ذكر</small>	
Female <small>أنثى</small>	

3. What is your highest level of education

High School <small>المرحلة الثانوية</small>	
Diploma	
Bachelor <small>البكالوريوس</small>	
Master <small>الماجستير</small>	
PhD <small>الدكتوراة</small>	

4. What is your current marital status? ما هي الحالة الاجتماعية؟

Married <small>متزوج</small>	
Single <small>أعزب</small>	

5. In which sector do you work in ADP? في أي قطاع تعمل في شرطة أبوظبي؟

Community Security أمن المجتمع		Criminal Security الأمن الجنائي	
Finance & Services المالية والخدمات		Central Operations العمليات المركزية	
Human Resources الموارد البشرية		Security & Ports شؤون الأمن والمنافذ	
Special Tasks المهام الخاصة		General Headquarters شؤون القيادة	
Others, please specify: أخرى يرجى التوضيح			

6. How many years have you spent working in this organization? ما هي مدة الخدمة في المؤسسة؟

Less than 5 years أقل من 5 سنوات	
6 – 10 years	
11 – 15 years	
16 – 20 years	
Over 20 years فوق 20 سنة	

7. What is your current rank/position in the organization? ما هو الرتبة و المنصب الحالي في المنظمة؟


## Section 2: Job Satisfaction القسم الثاني: الرضا الوظيفي

Please rate how strongly you agree with each of the statements below. يرجى تقييم مدى موافقتك على كل من العبارات أدناه.

5 = Strongly agree موافق بشدة  
4 = Agree موافق  
3 = Neutral محايد  
2 = Disagree غير موافق  
1 = Strongly Disagree غير موافق بشدة

With regard to my work, I am satisfied with فيما يتعلق بعملي ، أنا راضٍ عن	1	2	3	4	5
1. How my work place is organised مكان عملي منظم					
2. The opportunity to use my abilities الفرصة لاستخدام قدراتي					
3. Organizational policies and procedures السياسات والإجراءات التنظيمية					
4. Opportunities for training, professional development or education فرص للتدريب أو التعليم					

5. Conflict resolution at work حل النزاعات في العمل					
6. Support received from supervisor تلقى الدعم من المسؤولين					
7. Participation in decision making المشاركة في اتخاذ القرار					
8. Promotion opportunities فرص الترقية					
9. Appreciation, recognition, and rewards for good work التقدير والمكافآت على العمل الجيد					
10. Job security الامان الوظيفي					
11. Relationship with co-workers العلاقة مع زملاء العمل					
12. Working hours ساعات العمل					

### Section 3: Work Control التحكم والاحترام الثالث:

Kindly indicate the extent to which you agree or disagree with each of the following statements: يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل من العبارات التالية:

التحكم والاحترام Work Control	1	2	3	4	5
1. There is a way I can solve the problems I have at work هناك طريقة لحل المشاكل التي أواجهها في العمل					
2. I have control over the things that happen to me at work أتحكم في الأشياء التي تحدث لي في العمل					
3. I can do most things I am required to do at work يمكنني أن أفعل معظم الأشياء التي يطلب مني القيام بها في العمل					
4. On the whole I feel satisfied with myself بشكل عام أشعر بالرضا عن نفسي					
5. I am able to do things as well as most people أنا قادر على فعل الأشياء مثل معظم الناس					

### Section 4: Workplace Stressors الضغوطات في مكان العمل القسم الرابع:

Kindly indicate the extent to which you agree or disagree with each of the following statements: يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل من العبارات التالية:

الضغوطات في مكان العمل Workplace Stressors	1	2	3	4	5
1. The objectives of my job are clearly defined أهداف وظيفتي محددة بوضوح					
2. It is clear to me what others expected of me at work من الواضح لي ما يتوقعه الآخرون مني في العمل					
3. At my job I cannot satisfy everybody at the same time في وظيفتي لا يمكنني إرضاء الجميع في نفس الوقت					
4. To satisfy some people I have to upset others لإرضاء بعض الأشخاص يجب أن أزعج الآخرين					

5. Covid-19 response requires more time and efforts than I can cope with					
6. I have more work than I can handle لدي عمل أكثر مما أستطيع التعامل معه					
7. My job requires that I work very hard لدي عمل أكثر مما أستطيع التعامل معه					
8. My job makes me too tired to enjoy my family life وظيفتي تجعلني متعبًا جدًا للاستمتاع بحياتي العائلية					
9. My job does not give me enough time for other activities وظيفتي لا تعطيني الوقت الكافي لأنشطة أخرى					

Job Stress العمل ضغط	1	2	3	4	5
1. I feel exhausted by my job أشعر بالإرهاق من وظيفتي					
2. I feel frustrated at my job أشعر بالإحباط في عملي					
3. I feel tense at work أشعر بالتوتر في العمل					
4. Job related problems keep me awake at night المشاكل المتعلقة بالوظيفة تبقيني مستيقظًا في الليل					

#### Section 5: Organizational Commitment القسم الخامس: الالتزام التنظيمي

		1	2	3	4	5
1.	I would be very happy to spend the rest of my career with this organization. سأكون سعيدًا جدًا لقضاء بقية حياتي المهنية في هذه المؤسسة					
2.	I enjoy discussing my organization business (?) with people outside the organization. أنا أستمتع بمناقشة تفاصيل المؤسسة التي أعمل بها مع أشخاص من خارج المؤسسة					
3.	I feel like I am a 'part of the family' at my organization. أشعر أنني جزء من الأسرة في مؤسستي					
4.	It would be very hard for me to leave my organization right now, even if I wanted to. سيكون من الصعب للغاية بالنسبة لي مغادرة مكان العمل الآن ، حتى لو أردت ذلك					
5.	Leaving my organization now will cause problems in my life ترك العمل في هذه المؤسسة الآن سيسبب مشاكل في حياتي					
6.	One of the reasons I stay with this organization is because there is a scarcity of other jobs. أحد أسباب بقائي في هذه المؤسسة هو ندرة الوظائف الأخرى					
7.	I think that people these days move from organization to organization too often. أعتقد أن الناس ينتقلون هذه الأيام من مؤسسة إلى أخرى كثيرًا					
8.	I believe that a person must always be loyal to their organization أعتقد أن الشخص يجب أن يكون دائمًا مخلصًا لمؤسسته					
9.	I feel a sense of moral obligation to remain with this organization. أشعر بإحساس بالالتزام الأخلاقي للبقاء مع هذه المؤسسة					

10.	I believe in the value of remaining loyal to one organization. أنا أؤمن بقيمة البقاء مخلص لمؤسسة واحدة.					
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#### Section 6: Turnover Intentions القسم السادس: نوايا دوران/ التغيير

Kindly indicate the extent to which you agree or disagree with each of the following statements: يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل من العبارات التالية:

	1	2	3	4	5
1. I frequently think of quitting my job كثيرا ما أفكر في ترك وظيفتي					
2. I frequently check the internet for job opportunities كثيرا ما أبحث في الإنترنت بحثا عن فرص عمل					
Only family responsibilities have prevented me from quitting this job فقط المسؤوليات العائلية منعتني من ترك هذه الوظيفة					
3. If I have my own company, I will not be working for this organization 1 year from now إذا كان لدي شركتي الخاصة، فلن أعمل في هذه المنظمة بعد عام واحد من الآن					
4. There is a high probability that I will leave this job, if I get another suitable offer هناك احتمال كبير بأن أترك هذه الوظيفة إذا حصلت على عرض مناسب آخر					
5. I frequently think of transferring to another police department. أفكر كثيرا في الانتقال إلى إدارة شرطية أخرى					
6. If my next job interview is successful, I will leave this job إذا نجحت مقابلاتي الوظيفية التالية، سأترك هذه الوظيفة					

#### Recommendations to reduce turnover توصيات للحد من التغيير الوظيفي

In your view what are 3 things the organization can do to attract and retaining employees to the ADP في رأيك ما هي الأشياء الثلاثة التي يمكن أن تفعلها المؤسسة لجذب الموظفين والاحتفاظ بهم في شرطة أبوظبي

1. ....
2. ....
3. ....

Thanks for your time!

شكرا على وقتك!