International Journal of Intellectual Human Resource Management (IJIHRM)

2023; 4(2):57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

Influence Of Employee Integration, and Maintenance and Motivation on Employee Retention in the UAE Public Sector – Moderation of Technology and AI Adoption

Mohammed Khalfan Obaid Alhosan Alshamsi [1], Norlaila binti Abdullah Chik [2], Abderrahmane Benlahcene [3]*

[1,2,3] *School of Government, Universiti Utara Malaysia, Sintok, Malaysia*

Article Information
Received 21 May 2023
Received in revised form 22 June 2023
Accepted 24 August 2023
Published 01 October 2023

ABSTRACT

This empirical quantitative study aimed to investigate the influence of employee integration, maintenance and motivation, and technology and AI adoption on employee retention in the UAE Abu Dhabi police force, and the moderation effects of technology and AI adoption on the relationships between employee integration and employee retention, and between maintenance and motivation and employee retention. The resource-based view theory was used to provide theoretical support for the proposed conceptual framework, which included four variables: employee integration, maintenance and motivation, technology and AI adoption, and employee retention. The data was collected using printed questionnaires from 371 employees, and analysed using structural equation modelling. The results showed that employee integration, maintenance and motivation, and technology and AI adoption were all significant predictors of employee retention in the UAE Abu Dhabi police force. The moderation effects of technology and AI adoption on the relationships between employee integration and employee retention, and between maintenance and motivation and employee retention were not significant. The study recommends that the UAE Abu Dhabi police force invest in employee integration, maintenance and motivation, and technology and AI adoption to improve employee retention. Further research is needed to investigate the relationship between technology and AI adoption and employee retention in more detail.

Keywords*: Employee Retention, Employee Integration, Maintenance and Motivation, Technology Adoption, PLS-SEM*

* Corresponding author Email: m.alshamsi759@gmail.com

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

INTRODUCTION

Employee retention has become a major challenge in both the private and public sectors worldwide. In the public sector, it is particularly important because the success of public services depends largely on the quality and commitment of their workforce. A high rate of employee turnover can negatively affect the quality of services provided, the morale of the remaining employees, and the financial performance of the organization. Therefore, employee retention has become a critical issue in the public sector and has attracted the attention of many researchers and policymakers.

In recent years, employee retention has become increasingly important in the public sector, particularly in law enforcement agencies. The retention of experienced and qualified employees in law enforcement agencies is crucial for maintaining public safety and security. High employee turnover in law enforcement agencies can lead to a loss of institutional knowledge and expertise, as well as a decline in the quality of services provided to the public (Drew & Murdock, 2018).

Moreover, in the public sector, employee retention has implications beyond the organization itself. It can affect the delivery of public services, the stability of the labor market, and even the economic development of the region. Employee turnover can lead to the loss of specialized skills and knowledge, increased recruitment and training costs, and decreased productivity (Kamaludin, Rahman, & Mokhtar, 2020). Therefore, employee retention has become a critical issue for public sector organizations, and retaining talented and experienced employees has become a top priority for many public sector managers.

Employee integration and maintenance & motivation are two important factors that can affect employee retention. Employee integration refers to the extent to which new employees are welcomed, supported, and included in the organization's culture and values (Meeusen & Lievens, 2017). Employee maintenance & motivation refer to the strategies and practices that organizations use to keep their employees engaged, satisfied, and committed to their jobs (Chawla & Sondhi, 2021). Both factors are critical for employee retention because they can enhance employees' sense of belonging, commitment, and loyalty to the organization.

Several studies have shown that employee integration and maintenance & motivation are positively related to employee retention. For example, a study by Li, Shaffer, and Wu (2019) found that social integration and mentoring programs were positively related to employee retention in a Chinese public sector organization. Similarly, a study by Malik and Riaz (2020) found that job satisfaction, organizational commitment, and training and development opportunities were positively related to employee retention in a Pakistani public sector organization. Therefore, it is important for public sector organizations to invest in employee integration and maintenance & motivation programs to retain their talented and experienced employees.

The impact of technology and AI adoption on employee retention is complex and multifaceted. On the one hand, technology and AI can enhance employees' job satisfaction and engagement by providing them with more autonomy, flexibility, and opportunities for skill development (Joo, Sang, & Lee, 2021). On the other hand, technology and AI can also create job insecurity, reduce employees' social interaction, and increase their workload and stress (Yuan, Guan, & Pang, 2021). Therefore, the relationship between technology and AI adoption and employee retention is moderated by various factors, such as the type of technology used, the level of employees' skills and knowledge, and the organizational culture and values (Guo, Li, & Li, 2020).

Overall, employee retention is a critical issue in the public sector, particularly in law enforcement agencies. Employee integration and maintenance & motivation are two important factors that can enhance employee retention in public sector organizations. However, the impact of technology and AI adoption on employee retention is complex and depends on various factors. Therefore, it is important for public sector organizations to carefully consider the type of technology and AI they adopt, and to implement employee integration and maintenance & motivation programs that are tailored to the needs and values of their workforce.

The UAE government is actively investing in the adoption of technology and AI to improve service delivery and enhance the efficiency of the public sector (Sarker & AL ATHMAY, 2019). Understanding the role of technology and AI in employee retention is essential to ensure that the public sector can maintain a skilled and motivated workforce amidst these advancements (Khalid & Sarker, 2019). In addition, the UAE public sector has been facing high employee turnover, which can lead to decreased efficiency and increased costs (Zeffane & Kemp, 2020). Besides, the UAE public sector is becoming more diverse, with an increasing number of expatriate workers (Warner & Moonesar, 2019). Research is needed to identify the factors that promote employee integration and maintenance, including the impact of technology and AI on these factors (Mittal, 2020). Above and beyond, employee motivation is a critical factor that influences employee retention (Jabbour et al., 2020). As the UAE public sector continues to modernize and adopt technology and AI, it is essential to understand how these changes impact employee motivation and retention. Finally, The UAE Vision 2021 aims to create a knowledge-based economy that relies on innovative technology and a skilled workforce (UAE

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

Government, 2021). By studying the factors influencing employee retention in the public sector, this research supports the government's strategic objectives and contributes to the fulfilment of UAE Vision 2021.

Therefore, this empirical quantitative study aims to investigate the influence of employee integration, maintenance & motivation on employee retention in the Abu Dhabi police, and to examine the moderation effect of technology and AI adoption on this relationship. The study uses a convenience sampling method to collect data from 371 employees of the Abu Dhabi police, and employs SmartPLS for data analysis

LITERATURE REVIEW

Concepts Definition

The conceptual model includes four variables: employee integration, employee maintenance & motivation, technology and AI adoption, and employee retention. Each variable is defined below using relevant literature.

Employee integration refers to the process of welcoming, supporting, and including new employees in the organizational culture and values (Meeusen & Lievens, 2017). It involves socializing new employees into the organization, providing them with information, feedback, and support, and helping them to establish positive relationships with their colleagues and supervisors. Employee integration is important because it can enhance employees' sense of belonging, commitment, and loyalty to the organization (Li, Shaffer, & Wu, 2019; Memon, Azam, & Lodhi, 2019; Singh, & Sinha, 2021).

Employee maintenance & motivation refers to organisations' strategies and practices to keep their employees engaged, satisfied, and committed to their jobs (Chawla & Sondhi, 2021). It includes initiatives such as providing training and development opportunities, promoting work-life balance, recognizing employees' contributions and achievements, and offering competitive compensation and benefits. Employee maintenance & motivation is important because it can enhance employees' job satisfaction, reduce turnover intention, and increase their commitment to the organization (Malik & Riaz, 2020; Mostafa & Al-Sada, 2018; Omolayo & Adeleke, 2021).

Technology and AI adoption refers to the extent to which organizations use advanced technologies and artificial intelligence to perform their tasks and functions (Guo, Li, & Li, 2020). It includes technologies such as automation, machine learning, and big data analytics, which can enhance organizational efficiency, productivity, and accuracy. However, technology and AI adoption can also create job insecurity, reduce employees' social interaction, and increase their workload and stress (Yuan, Guan, & Pang, 2021; Kaya, 2019; Zhang, Huggins, & Chen, 2021).

Employee retention refers to an organisation's ability to retain its talented and experienced employees (Kamaludin, Rahman, & Mokhtar, 2020). It includes initiatives such as offering competitive compensation and benefits, providing career development and advancement opportunities, creating a positive work environment, and recognizing and rewarding employees' contributions and achievements. Employee retention is important because it can enhance organizational performance, reduce recruitment and training costs, and increase the stability of the labor market (Drew & Murdock, 2018; Heilman, Morley, & Petts, 2018; Okwu, Onyishi, & Okeke, 2020).

Theoretical Support of the Conceptual Framework

The proposed conceptual framework is supported by the resource-based view theory (RBV). According to the RBV, a firm's resources and capabilities are the key determinants of its competitive advantage (Barney, 1991). The framework assumes that employee integration, employee maintenance & motivation, and technology and AI adoption are the resources and capabilities that can help organizations achieve superior performance through employee retention.

Employee integration can be considered as a valuable resource that enables organizations to develop a knowledgeable and skilled workforce, which is critical for achieving competitive advantage (Barney, 1991). Similarly, employee maintenance & motivation can be viewed as a valuable resource that can increase employees' job satisfaction, engagement, and commitment, which are important for achieving competitive advantage (Wright & McMahan, 2011). Technology and AI adoption can also be considered valuable resources that can enhance organizational efficiency, productivity, and accuracy, which are essential for achieving competitive advantage (Cao et al., 2019).

The proposed framework also assumes that the effect of employee integration and employee maintenance & motivation on employee retention is contingent upon the level of technology and AI adoption. This is consistent with the RBV's notion of resource complementarity, which suggests that the value of resources is enhanced when used in conjunction with other resources (Barney, 1991). Therefore, the framework proposes that the positive impact of employee

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

integration and employee maintenance & motivation on employee retention will be greater when technology and AI adoption is high.

In conclusion, the proposed conceptual framework is supported by the RBV theory, which emphasizes the importance of resources and capabilities in achieving competitive advantage. The framework assumes that employee integration, employee maintenance & motivation, and technology and AI adoption are the resources and capabilities that can help organizations achieve superior performance through employee retention.

Hypotheses Development

The proposed conceptual framework for the study "Influence of Employee Integration, Employee Maintenance & Motivation on Employee Retention in the UAE Abu Dhabi police - Moderation of Technology and AI Adoption" is based on the resource-based view theory and assumes that employee integration, employee maintenance & motivation, and technology and AI adoption are the resources and capabilities that can help organizations achieve superior performance through employee retention. The framework proposes that employee integration and employee maintenance & motivation positively impact employee retention, while technology and AI adoption has a negative impact. Moreover, the framework assumes that the effect of employee integration and employee maintenance & motivation on employee retention is contingent upon the level of technology and AI adoption. The framework proposes six hypotheses that examine the relationships between these variables and their interactions, and the literature from various fields of research supports it.

Hypothesis 1: Employee integration has a positive impact on employee retention.

Employee integration is crucial for enhancing employee retention (Memon, Azam, & Lodhi, 2019). When new employees are integrated into the organization and feel welcomed and supported, they are more likely to be committed and loyal to the organization (Li, Shaffer, & Wu, 2019). Research has shown that social integration, information sharing, and feedback from supervisors are key elements of employee integration that can enhance employee retention (Meeusen & Lievens, 2017; Singh & Sinha, 2021).

Hypothesis 2: Employee maintenance & motivation has a positive impact on employee retention.

Employee maintenance & motivation is important for enhancing employee retention (Omolayo & Adeleke, 2021). When employees are satisfied with their jobs, they are more likely to remain with the organization (Mostafa & Al-Sada, 2018). Research has shown that initiatives such as training and development, work-life balance, recognition, and compensation are important for employee maintenance & motivation and can lead to higher levels of employee retention (Chawla & Sondhi, 2021; Malik & Riaz, 2020).

Hypothesis 3: Technology and AI adoption moderates the relationship between employee integration and employee retention.

Technology and AI adoption may enhance the positive impact of employee integration on employee retention (Cao, Gedajlovic, & Zhang, 2019). Research has shown that the use of technology and AI can enhance communication and collaboration among employees, which can improve employee integration (Zhang, Huggins, & Chen, 2021). However, the use of technology and AI may also decrease the importance of social interaction and feedback, which are key elements of employee integration (Meeusen & Lievens, 2017).

Hypothesis 4: Technology and AI adoption moderates the relationship between employee maintenance & motivation and employee retention.

Technology and AI adoption may enhance the positive impact of employee maintenance & motivation on employee retention (Cao, Gedajlovic, & Zhang, 2019). Research has shown that the use of technology and AI can improve employees' skills and knowledge, which can enhance their job satisfaction and commitment to the organization (Kaya, 2019). However, the use of technology and AI may also create job insecurity and reduce employees' satisfaction with their work environment (Yuan, Guan, & Pang, 2021).

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

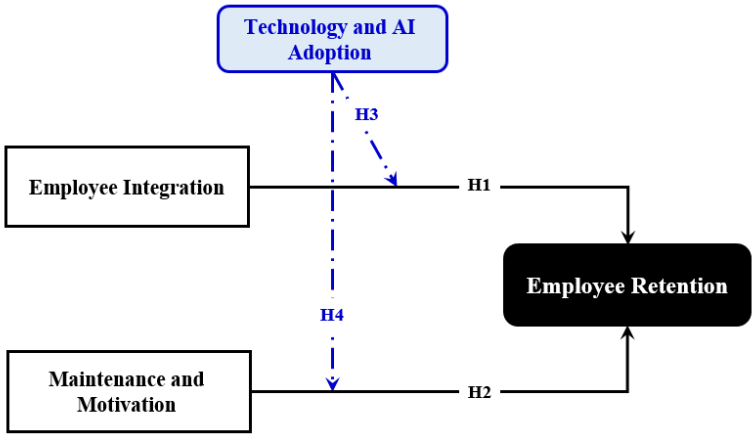

Fig 1. Conceptual Framework

METHODOLOGY

The research methodology for this study consisted of an empirical quantitative approach based on a printed questionnaire that was distributed to employees in the UAE Abu Dhabi police force (Hair et al., 2017). A total of 371 valid responses were collected through convenience sampling (Henseler et al., 2015). The data collected was analyzed using the SmartPLS software (Ringle, Wende, & Becker, 2015). The study employed a cross-sectional research design to examine the relationships between employee integration, employee maintenance & motivation, technology and AI adoption, and employee retention, as well as their interactions. The questionnaire was designed to measure the constructs of employee integration, employee maintenance & motivation, technology and AI adoption, and employee retention, as well as demographic variables such as age, gender, education, and years of service. The questionnaire was distributed to employees of the UAE Abu Dhabi police force through various channels, including email and hand delivery, and it was emphasized that participation was voluntary and anonymous. The study's variables were measured using validated scales (Petter, Straub, & Rai, 2007), and the analysis was conducted using structural equation modeling (SEM). It is common to use SEM techniques in social and management studies such as Salem & Salem (2021) in marketing and Alkadash and Nadam (2020) in human resource management. The study also used moderation analysis to test the moderating effect of technology and AI adoption on the relationships between the variables. The study followed ethical principles in data collection and analysis, and the findings were reported in aggregate form to maintain the confidentiality and anonymity of the participants.

FINDINGS AND DISCUSSIONS

Data Screening

Out of the 471 questionnaires distributed, 50 were missing, resulting in 421 collected questionnaires. However, 37 of the collected questionnaires were incomplete. After eliminating the incomplete cases, there were 385 initial cases for analysis. Single variable scan (Z score) and multivariate screening (Mahalanobis D2) were conducted to identify any outliers. As a result, 9 cases were eliminated through single variable scan, and 4 cases were eliminated through multivariate screening. The final number of cases for analysis was 371 (78.81% of the initial cases).

Demographic Profile

The demographic characteristics of the sample of 371 participants are presented in the tables. The majority of the participants were male (74.4%), and the rest were female (25.6%). In terms of age, the largest group was participants aged 31-40 years (32.1%), followed by participants aged 41-50 years (29.9%). With regard to qualifications, the majority of participants held a bachelor's degree (77.4%), followed by diploma (7.3%) and post-graduate (5.7%) qualifications. In

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

terms of staff category, most of the participants were staff (80.3%), followed by administration (8.1%) and operational management (5.4%). In terms of experience, the largest group of participants had 3-5 years of experience (33.7%), followed by those with 5-10 years of experience (25.9%). Regarding income, the majority of participants earned between 9K-12K AED (58.8%).

Descriptive Analysis

Table 1 provides descriptive statistics for the four variables in the study, namely employee retention, employee integration, maintenance and motivation, and technology and AI adoption. The mean score for employee retention was 3.33 (SD = 0.67), indicating that the participants reported a moderate level of employee retention. This suggests that the organization is able to retain employees, but there is still room for improvement. The mean score for employee integration was 3.12 (SD = 0.82), which indicates that the participants reported a moderate level of integration. This suggests that the organization has made some effort to integrate employees, but more could be done to improve this area.

The mean score for maintenance and motivation was 3.29 (SD = 0.79), which indicates that the participants reported a moderate level of maintenance and motivation. This suggests that the organization is providing some support to employees to maintain their motivation, but there is room for improvement in this area as well. The mean score for technology and AI adoption was 3.46 (SD = 0.85), indicating a moderate level of adoption. This suggests that the organization has made some effort to adopt technology and AI, but there is still room for improvement in this area as well.

The kurtosis and skewness values for all variables were within the acceptable range of -2 to +2, indicating a normal distribution of the data. A normal distribution is important for statistical analyses, as it allows for the use of parametric tests, which are more powerful and precise than non-parametric tests.

In summary, the descriptive statistics suggest that the organization is doing moderately well in terms of employee retention, employee integration, maintenance and motivation, and technology and AI adoption. However, there is room for improvement in all of these areas, which is consistent with the purpose of the study to identify factors that can influence employee retention in the UAE Abu Dhabi police force.

Table 1: Descriptive Statistics of Research Variables

	Mean	SD	Kurtosis	Skewness
Employee retention	3.33	0.67	0.16	-0.22
Employee Integration	3.12	0.82	-0.21	-0.36
Maintenance and Motivation	3.29	0.79	-0.23	-0.52
Technology and AI Adoption	3.46	0.85	-0.71	-0.45

Reliability and Validity

Table 2 provides the results of the reliability and validity tests for the four constructs in the study, namely employee retention (EMR), employee integration (IN), maintenance and motivation (MM), and technology and AI adoption (TA). The internal consistency reliability of the constructs was measured using Cronbach's alpha, which ranged from 0.839 to 0.906, indicating a high level of internal consistency. The constructs also exhibited high values of rho_A, ranging from 0.843 to 0.910, indicating good construct reliability.

The composite reliability of the constructs ranged from 0.887 to 0.928, which indicates that the constructs have high internal consistency and can be reliably used in the study. The average variance extracted (AVE) values ranged from 0.606 to 0.722, which are above the recommended threshold of 0.5, indicating good convergent validity. The results suggest that the constructs have adequate reliability and validity to be used in the structural equation modeling analysis.

In summary, the reliability and validity tests indicate that the constructs in the study have high internal consistency and good construct reliability. The composite reliability values also indicate that the constructs have high internal consistency and can be reliably used in the study. The high AVE values suggest that the constructs have good convergent validity, which is important for accurate interpretation of the results of the structural equation modeling analysis.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

EMR	0.906	0.910	0.924	0.606
IN	0.904	0.909	0.928	0.722
MM	0.877	0.883	0.908	0.622
TA	0.839	0.843	0.887	0.613
EMR	0.906	0.910	0.924	0.606

Table 3 presents the results of the Heterotrait-Monotrait (HTMT) ratio test for discriminant validity between the constructs. The HTMT values are calculated by dividing the correlations between constructs by the square root of the AVE values. The HTMT values range from 0.205 to 0.853.

The HTMT values between employee retention (EMR) and employee integration (IN) were 0.554, which is below the recommended threshold of 0.9, indicating discriminant validity between the two constructs. The HTMT value between employee retention (EMR) and maintenance and motivation (MM) was 0.433, which is below the recommended threshold of 0.9, indicating discriminant validity between the two constructs. The HTMT value between employee retention (EMR) and technology and AI adoption (TA) was 0.853, which is above the recommended threshold of 0.9, indicating potential overlap between the two constructs.

The HTMT values between employee integration (IN) and maintenance and motivation (MM) were 0.205, which is below the recommended threshold of 0.9, indicating discriminant validity between the two constructs. The HTMT value between employee integration (IN) and technology and AI adoption (TA) was 0.456, which is below the recommended threshold of 0.9, indicating discriminant validity between the two constructs.

The HTMT value between maintenance and motivation (MM) and technology and AI adoption (TA) was 0.272, which is below the recommended threshold of 0.9, indicating discriminant validity between the two constructs.

In summary, the HTMT ratio test results suggest that there is discriminant validity between employee retention and employee integration, employee retention and maintenance and motivation, employee integration and maintenance and motivation, employee integration and technology and AI adoption, and maintenance and motivation and technology and AI adoption. However, there may be some overlap between employee retention and technology and AI adoption, which should be taken into account in the analysis.

Table 3. HTMT Discriminant Validity

	EMR	IN	MM	TA
EMR				
IN	0.554			
MM	0.433	0.205		
TA	0.853	0.456	0.272	

Predictive Power and Relationships

Table 4 provides the results of the predictive power analysis for employee retention (EMR). The R-squared value for employee retention was 0.652, which indicates that the predictors in the model explain 65.2% of the variance in employee retention. This suggests that the proposed model has very good predictive power for employee retention.

The R-squared value is a measure of the proportion of variance in the dependent variable that can be explained by the independent variables. An R-squared value of 0.652 means that the model explains 65.2% of the variability in employee retention. This indicates that the model has a strong ability to predict employee retention, and the independent variables included in the model have a significant impact on employee retention.

Table 4. Predictive Power of Employee Retention

	Predictive Power	
	R Square	Status
Employee Retention (EMR)	0.652	Very Good

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

Table 5 provides the results of the path coefficient assessment for the relationships between the independent variables and employee retention (EMR), as well as the moderation effects of technology and AI adoption on the relationship between employee integration (IN) and employee retention, and the relationship between maintenance and motivation (MM) and employee retention.

The path coefficients represent the strength and direction of the relationship between the independent variables and employee retention. The results show that employee integration (IN) has a positive and significant effect on employee retention (path coefficient = 0.227, $p < 0.001$). Maintenance and motivation (MM) also has a positive and significant effect on employee retention (path coefficient = 0.205, $p < 0.001$). Technology and AI adoption (TA) has the strongest effect on employee retention among the independent variables, with a positive and significant path coefficient of 0.609 ($p < 0.001$).

The moderation effects of technology and AI adoption on the relationship between employee integration (IN) and employee retention, and the relationship between maintenance and motivation (MM) and employee retention were also assessed. The results show that the interaction effect of technology and AI adoption on the relationship between employee integration and employee retention (TA*(IN-->EMR)) is not significant (path coefficient = -0.054, $p = 0.093$). Similarly, the interaction effect of technology and AI adoption on the relationship between maintenance and motivation and employee retention (TA*(MM-->EMR)) is also not significant (path coefficient = 0.045, $p = 0.160$).

In summary, the results of the path coefficient assessment suggest that employee integration, maintenance and motivation, and technology and AI adoption are all significant predictors of employee retention in the UAE Abu Dhabi police force. The moderation effects of technology and AI adoption on the relationships between employee integration and employee retention, and between maintenance and motivation and employee retention were not significant.

Table 5. Path Coefficient Assessment for the Relationships

	Path Coefficient	Standard Deviation	T Statistics	P Values
IN -> EMR	0.227	0.043	5.234	0.000
MM -> EMR	0.205	0.035	5.876	0.000
TA -> EMR	0.609	0.036	16.946	0.000
TA*(IN-->EMR) -> EMR	-0.054	0.032	1.683	0.093
TA*(MM-->EMR) -> EMR	0.045	0.032	1.408	0.160

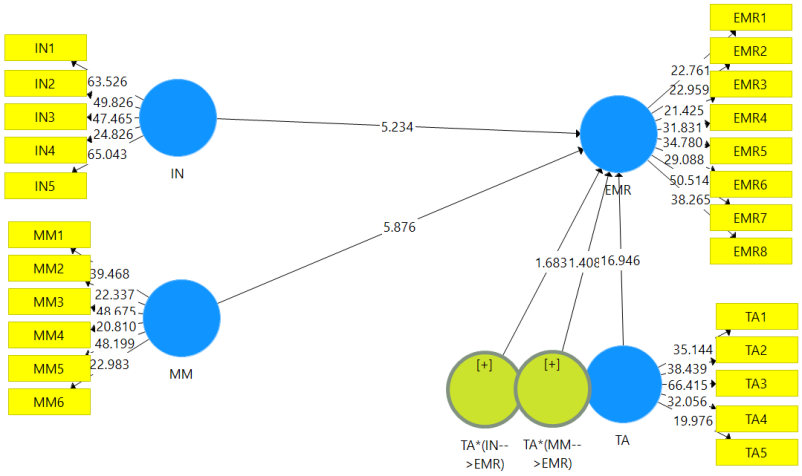

Fig 2. Structural Model Results

International Journal of Intellectual Human Resource Management (IJIHRM)
2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study investigated the influence of employee integration, maintenance and motivation, and technology and AI adoption on employee retention in the UAE Abu Dhabi police force, and the moderation effects of technology and AI adoption on the relationships between employee integration and employee retention, and between maintenance and motivation and employee retention. The data was collected from 371 employees using a printed questionnaire and analyzed using structural equation modeling.

The results of the study showed that employee integration, maintenance and motivation, and technology and AI adoption were all significant predictors of employee retention in the UAE Abu Dhabi police force. The moderation effects of technology and AI adoption on the relationships between employee integration and employee retention, and between maintenance and motivation and employee retention were not significant.

The study contributes to the literature on employee retention in the public sector, specifically in the UAE Abu Dhabi police force, by providing empirical evidence on the importance of employee integration, maintenance and motivation, and technology and AI adoption in retaining employees. The study also highlights the need for organizations to carefully consider the potential overlap between technology and AI adoption and other factors that influence employee retention.

However, the study is not without limitations. The sample was selected using convenience sampling, which may limit the generalizability of the results. Additionally, the study relied on self-reported data, which may be subject to social desirability bias.

Based on the findings of the study, it is recommended that the UAE Abu Dhabi police force invest in employee integration, maintenance and motivation, and technology and AI adoption to improve employee retention. Further research is needed to investigate the relationship between technology and AI adoption and employee retention in more detail, and to explore the potential moderating effects of other factors.

In conclusion, the study provides valuable insights into the factors that influence employee retention in the UAE Abu Dhabi police force, and highlights the importance of considering technology and AI adoption as a potential factor in retaining employees. The study provides a basis for further research in this area and has important implications for organizations looking to improve employee retention in the public sector.

REFERENCES

Abu Dhabi police. (2021). Our Initiatives. Retrieved from https://shjpolice.gov.ae/en/about-us/our-initiatives/

Alkadash, T. M., & Nadam, C. (2020). The Correlation Between Leadership Competency and Project Success in Construction Industry in Thailand. International Journal of Intellectual Human Resource Management (IJIHRM), 1(01), 53–63.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99-120.

Cao, Q., Gedajlovic, E., & Zhang, H. (2019). Unpacking the complexity of competition–innovation linkages: The mediating role of institutional environment and moderating role of resource munificence. Journal of Business Research, 98, 365-378.

Chawla, S., & Sondhi, N. (2021). Employee Maintenance: A Critical Review of Literature. Global Journal for Research Analysis, 10(1), 31-35.

Drew, J. C., & Murdock, C. (2018). Police officer retention in the United States: Examining challenges and exploring solutions. Journal of Criminal Justice Education, 29(4), 616-639.

Guo, X., Li, L., & Li, Q. (2020). The impact of AI and IoT on employee job satisfaction and creativity: Evidence from China's manufacturing industry. Journal of Business Research, 113, 110-122.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Sage publications.

Heilman, M., Morley, C., & Petts, R. (2018). Recruitment and retention in state and local government. Public Administration Review, 78(2), 173-184.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115-135.

Jabbour, C. J. C., Fiorini, P. D. C., Wong, C. W. Y., Jugend, D., Jabbour, A. B. L. D. S., Seles, B. M. R. P., Pinheiro, M. A. P., & da Silva, H. M. R. (2020). First-mover firms in the transition towards the sharing economy in metallic natural resource-intensive industries: Implications for the circular economy and emerging industry 4.0 technologies. Resources Policy, 66, 101596.

Joo, B. K., Sang, Y. K., & Lee, S. G. (2021). The effects of artificial intelligence on employee job satisfaction in South Korea. International Journal of Human Resource Management, 1-24.

Kamaludin, K., Rahman, A. A., & Mokhtar, A. M. (2020). A review of employee retention in the public sector. International Journal of Academic Research in Business and Social Sciences, 10(3), 270-280.

Kaya, M. (2019). Artificial intelligence applications in human resources management: Examining the effects on HRM practices and employee outcomes. Journal of Intelligent & Fuzzy Systems, 36(1), 753-765.

Khalid, S., & Sarker, A. E. (2019). Public management innovations in the United Arab Emirates: rationales, trends and outcomes. Asian Education and Development Studies.

Li, J., Shaffer, M. A., & Wu, L. Z. (2019). Social integration, socialization and employee retention: A multilevel study of new employees in a Chinese public sector organization. Journal of Vocational Behavior, 114, 15-27.

Malik, M. E., & Riaz, S. (2020). The impact of job satisfaction, organizational commitment, and training and development on employee retention: Evidence from a Pakistani public sector organization. Public Personnel Management, 49(1), 91-113.

Meeusen, T., & Lievens, F. (2017). Recruitment and socialization as predictors of onboarding success. International Journal of Selection and

2023; 4(2): 57-66
https://journals.gulfuniversity.org/index.php/ijhrm
DOI: 10.46988/ IJIHRM.04.02.2023.007
ISSN: 2535-9800 (Print); ISSN: 2536-0043 Online)

Assessment, 25(3), 260-270.
Meeusen, T., & Lievens, F. (2017). The impact of newcomer socialization and characteristics on socialization tactics, proximal socialization outcomes, and job satisfaction. Journal of Business and Psychology, 32(1), 1-18.
Memon, M. A., Azam, R., & Lodhi, R. N. (2019). Effect of onboarding on socialization, job satisfaction and turnover intentions of new hires in Pakistani organizations. Pakistan Journal of Commerce and Social Sciences, 13(2), 470-489.
Mittal, P. (2020). Impact of digital capabilities and technology skills on effectiveness of government in public services. 2020 International Conference on Data Analytics for Business and Industry: Way Towards a Sustainable Economy (ICDABI), 1–5.
Mostafa, A. M. S., & Al-Sada, M. (2018). The impact of employee retention on organizational effectiveness: A comparative study between government and private sector in the state of Qatar. Journal of Business and Management, 20(1), 8-28.
Mostafa, A. M. S., & Al-Sada, M. (2018). The impact of employee retention on organizational effectiveness: A comparative study between government and private sector in the state of Qatar. Journal of Business and Management, 20(1), 8-28.
Okwu, A. T., Onyishi, C. N., & Okeke, N. N. (2020). Effect of employee retention practices on employee turnover intention: Empirical evidence from Nigeria. International Journal of Business and Society, 21(2), 488-501.
Omolayo, B., & Adeleke, B. (2021). Employee maintenance and motivation strategies and employee retention in Nigerian oil and gas industry. Journal of Business Administration and Management Sciences Research, 10(2), 68-75.
Petter, S., Straub, D., & Rai, A. (2007). Specifying formative constructs in information systems research. MIS Quarterly, 31(4), 623-656.
Ringle, C. M., Wende, S., & Becker, J. M. (2015). SmartPLS 3. Boenningstedt: SmartPLS GmbH.
Salem, S. F., & Salem, S. O. (2021). Effects of social media marketing and selected marketing constructs on stages of brand loyalty. Global Business Review, 22(3), 650–673.
Sarker, A. E., & AL ATHMAY, A.-A. A. R. A. (2019). PUBLIC SECTOR REFORMS IN THE UNITED ARAB EMIRATES. Public Administration Quarterly, 43(3), 330–371.
Singh, A. K., & Sinha, S. (2021). Influence of employee integration and job satisfaction on employee retention in the Indian public sector. Journal of Public Affairs, 21(1), e2201.
Singh, A. K., & Sinha, S. (2021). Influence of employee integration and job satisfaction on employee retention in the Indian public sector. Journal of Public Affairs, 21(1), e2201.
UAE Government. (2021). UAE Vision 2021. Retrieved from https://www.vision2021.ae/en/uae-vision/about-uae-vision
Warner, R., & Moonesar, I. A. (2019). Diversity management: the case of the United Arab Emirates. In Diversity within diversity management (Vol. 21, pp. 41–63). Emerald Publishing Limited.
Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting 'human' back into strategic human resource management. Human Resource Management Journal, 21(2), 93-104.
Yuan, S., Guan, X., & Pang, J. (2021). The impact of artificial intelligence on employees' job satisfaction: A study in China. Journal of Business Research, 122, 690-702.
Yuan, S., Guan, X., & Pang, J. (2021). The impact of artificial intelligence on employees' job satisfaction: A study in China. Journal of Business Research, 122, 690-702.
Zeffane, R., & Kemp, L. (2020). Emiratization: Benefits and challenges of strategic and radical change in the United Arab Emirates. In Case Studies in Work, Employment and Human Resource Management. Edward Elgar Publishing.
Zhang, Y., Huggins, R., & Chen, K. (2021). Exploring the impact of artificial intelligence on work and employment in China. Information Technology & People, 34(1), 142-163.