

Review Article

Employee Turnover and Retention Strategy at Dubai Public Prosecution

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ABSTRACT: The purpose of this research paper is to describe a major problem in employee's retention at Dubai Public Prosecution (DPP), where there is no study done on developing a good methodology to maintain the satisfaction of employee and assure employees cultural commitment to the organization.

In this paper Retention will be investigate and analyzed since it is considered as a major issue confronting DPP. In order to support our discussions and suggestions we will use variety of resources to gather relevant and accurate primary and secondary information for the paper by conducting a questionnaire and demonstrating the process of turnover to make it more understandable and to demonstrate why it is considered as a major problem.

Later on, in this paper we will provide a process to overcome the retention and present a best strategy to implement it in order to overcome the turnover problem. We will end the paper by practical guidelines for retention strategy, conclusion and recommendation.

Keywords: Turnover, Retention, Satisfaction, Performance, Commitment, Transparency.

Introduction

Recently, we have noticed that the turnover percentage at Dubai Public Prosecution is increasing dramatically. However, there isn't any strategy or methodology to overcome this crisis. Moreover, we have decided to choose Employee Retention because the main objective of this research is to help the organization to succeed and help managers at DPP to build up a better work related understanding of themselves and their subsidiaries. They will have better understanding of what people think, feel and do in organizational setting in order to make DPP more effective, gain employee commitment to the organization and have excellent performance.

Through a systematic study and careful analysis, we will offer the managers at DPP an influential method that assist them in motivating and retaining employees. we will strive though this paper to identify ways in which people can act more effectively and assure their commitment to the organization.

In this paper, we will be demonstrating a study analysis that will be done to 44 employees at Dubai Public Prosecution in order to examine the level of commitment and their turnover prospective. Research objectives, significance, hypothesis, scope and limitations and finally a literature review of the employee's high turnover effects will be discussed.

Objectives

The objectives of this study are:

- To identify the reasons behind leaving DPP.
- To insure that employee retention is accountable as a goal of directors and managers of DPP's leaders.

-To determine the cost and impact of losing talented employees and how to handle that.

-To develop a new strategy that creates a high retention plan with a clear implementation strategy.

-To investigate the critical competencies managers must possess to retain talents.

-To adopt a new approach that enables the organization to move forward quickly and effectively and build a rich retention culture.

-To apply and share the best practices to implement modern practices in the issue of retention.

Significance

The importance of this research is that DPP is not aware of the crisis that is reflecting badly and negatively on their reputation and their power of attracting and head-hunting professionals and qualified candidates to join the organization. On the other hand, loosing qualified and experienced employees diminishes the performance of the organization and reduces customer satisfaction.

More to add, this research is considered as the first study done at DPP on a specific fact that focuses more on employees' dissatisfaction which leads to turnover and bad reputation.

By conducting a clear, detailed and powerful study on Employee Retention will lead to several results. Some of which might include:

1. Understanding employees needs.
2. Finding a powerful method to retain employees.

3. Exploring causes of high turnover.
4. Providing the whole picture of the problem for the Top Management.
5. Reducing employee high turn-over.
6. Increasing employees' satisfaction.
7. Ensuring employees commitments.
8. Increasing organizational performance.
9. Reducing time in hiring replacement.

Hypothesis

This study conceptualizes hypothetical framework of interrelationships between various HR practices, organizational culture and attitudes of supervisor with personality dimensions which mutually and individually influence employees' decision to stay or quit. The hypotheses of the study can be stated as follows which need to be practically tested later:

Ho: Employees' turnover and retention rate at Dubai Public Prosecution is low

Ha: Employees' turnover and retention rate at Dubai Public Prosecution is high

Scope and Limitation:

Research Scope

The research study covers all the departments at Dubai Public Prosecution (DPP) as it consists of 7 departments as follows:

1. Human Resources Department
2. Customer Services and Public Relations Department
3. Finance and Administrative Affairs Department
4. Information Technology Department
5. Legal and Legal Services Department
6. Prosecutors Services Department
7. Quality Department

Moreover, the research is also covers employees from different levels such as Top Management level, Middle Management and Low Management levels.

Research Limitation

Some of the limitations include:

1. Lack of Management transparency in certain areas and it was difficult to pull any information from DDP.
2. Management resistance to show employees' past evaluation.
3. Lack of employees' confidence and trust on organization improvement studies.
4. Employees were afraid to be transparent in answering some questions.

5. Long time to gather information.

Literature Review

Employee retention is a process that encourages employees to remain within the organization for a long-time term. Employee retention is beneficial for both, the organization and the employee himself.

(Susan M. Heathfield, 2009) highlighted that... "employee retention is a primary critical key to ensure long term health of the organization and its success". The evidence of that is that if the organization is losing staff members, obviously, you can bet that others are looking to do it as well. To overcome the problem, she provided 7 top employee retention steps which enables organization to retain a great employee, such as:

- Authorizing employees to speak, express, and give their opinions.
- Focusing on management role and their contribution to retain employees.
- Utilizing employees' skills and talents by giving them the chance to expose in different job areas.
- Having Equity and fairness to all employees.
- Providing training and tools for employees' improvement.
- Rewarding, appreciating and recognizing Employees.
- Paying for excellent performance

Various studies have explored a primary relationship between organizational commitment and turnover intentions. (John et. al. 2003) (Griffeth et. al. 2000)

AON Hewitt stated that compensation emphasis being sited on variable pays and it has been increased in 2005 with 78 percent of companies in contrast with only 51 percent in 1991. "In 2005, actual company spending on variable pay as a percentage of payroll increased to 11.4 percent, up from 9.5 percent in 2004 and exceeding 2005 projections by 1.5 percentage points. Spending on variable pay in 2006 is projected to remain strong at 11.1 percent."

(Griffeth et. al. 2000) pointed that pays has effects on turnover. Their analysis included other examination studies on the link between pays and employee's performance and retention. As a conclusion, they figured out that when high performers are insufficiently rewarded, they leave the organization.

(F. John Reh 2008) exposed another reason that most employees refer as a reason for leaving is the money excuse because it is a "safe" answer. He believes that money is a satisfier and not a motivator to let an employee retain in the organization." As long as an employee receives what they consider adequate compensation, more money won't buy more production. And lack of more money won't drive them away."

(Martin C. 2003) spotted the connection between turnover and training, as he mentioned that organizations that enhance

employee's skills have lower turnover rates. However, turnover rate is high when employees trained to be multi skilled which leads to employee's prospect to leave the organization and find work elsewhere.

(Susan M. Heathfield 2009) highlighted that providing a right training at the right time and to a right person prevents employees from payoffs in productivity, commitment, knowledge and contribution. She mentioned that The American Society for Training and Development (ASTD) "estimates that U.S. organizations spend \$109.25 billion on employee learning and development annually, with nearly three quarters (\$79.75 billion) spent on the internal learning function, and the remainder (\$29.50 billion) spent on external services."

Importance of Employee Retention:

It is important for employers to know the benefit of attracting and retaining employees in an organization in order to prevent losing the good ones. However, losing employees may affect four major elements such as:

1. **Cost of turnover:** The cost of employee turnover such as hiring costs, training costs, and productivity loss.
2. **Loss of Company Knowledge:** Investing money on an employee in expectation of a future return, but when the employee quits, he/she takes all the valuable knowledge and delivers it to another organization which might be a competitor.
3. **Interruption of Customer Service:** The organization might lose customers because the resigned employee has a good relationship with those customers.
4. **Turnover leads to more turnovers:** Effects that a resigned employee leaves on the co-worker.

Dubai Public Prosecution

DPP was formed as an independent department by order of Sheikh Maktoum Bin Rashed. Reinforcing the role of law in Dubai through distinguished performance on a worldwide scale.

Mission: Protecting rights, freedoms, public government administrations and striving with our partners towards a more secure community relying on professionalism and advanced techniques.

Vision: To enhance the law role in Dubai as excellence International Performance.

Values: Justice, Independence, Transparency, Cooperation with our partners, Group spirit working, Encouraging individual initiatives and Creativity and distinction.

Objectives: Transparency, Acceleration and accuracy of the investigations, Prompt execution of the decisions, good treatment, Use of modern techniques, Enhancing and promoting the working capacity.

Employee Retention at DPP

Employee Retention is considered as a primary business concern today. All organizations adopt retention strategies to suit their employee at various level of the organization. Actually, recognizing the individuality of employees is the best retention strategy. The importance of adopting retention strategies comes from the fact that high turnover is a silent killer of business productivity and decrease the moral among employees.

The HR records shows that percentage of turnover is 18 % which is considered very high and causes high cost. The table below (1) shows the resignations from Sep 07/2015 to Dec 08/2016.

Table (1)

Resigned employees from Sep 07/2015 – Dec 08/2016		
Department name	Number of employees	Number of resignations
HR department	28	18
Customers services and PR	35	8
Finance and Admin department	85	10
IT department	15	4
Legal and Legal Services department	140	15
Prosecutors services department	115	18
Quality department	6	5
Total number	424	78

Research Methodology

Employees are considered a real asset in any organization. That is why it is important to ensure that they are satisfied with the incentives that are provided for them to assure their commitment and retention within the organization. The relation between the perception of employees' satisfaction on the facilities provided and its effect on employee's retention is vital in this paper. Therefore, to assess the employee retention perception, the following factors were measured: a) Compensation, b) Management & Leadership, c) Communication, d) Performance Evaluation, e) Training and Development and f) Work Condition.

This research is aimed to investigate the reasons of high turnover which plays a vital role in reducing the performance of the organization. This survey helped in getting the required data to put a retention strategy and to know all the factors which have direct impact on the employee's turnover.

Study Population

In this paper, 56 DPP employees from 7 different departments and different ranks were selected randomly to examine their perception of turnover and its effect on their job performance.

48 questionnaires were collected and 4 of them were not valid because they were incomplete. Therefore, our sample and analysis will be on 44 employees only.

Data collection:

Secondary and primary data has been used for the sake of gathering the needed research data. The primary data were collected through a questionnaire that was developed for the purpose of this research. The questionnaire structure required

Validity:

In order to recognize the validity of the data, face and content validity were used. The research instrument was presented to a number of academics in the management field.

Reliability:

The reliability of this research was assessed by examining the Chronbach's Alpha Coefficients. The reliability coefficients of the research variables were more than the cut off point, 60% of alpha. So, the research instrument and variables have

the respondents to select from specific responses of the set questions. Five Likert scale was used (runs from "strongly agree" given the score of "5" to "strongly disagree" with "1" score, and data collection from the staff was carried out only once . A total number of 44 fully completed questionnaires were used. The response rate of this survey is 78%, which is higher than the acceptable rate in social science research.

Validity and Reliability:

considerable internal reliability. Consequently, the instrument is valid and reliable to be used in data collection.

Demographic and functional variables were used to better analyze the sample: (gender, age, job level, salary, academic qualification, and years of experience).

Chart (1) below highlights the gender at DPP. It shows 39% Females and 61% Males.

Chart (1)

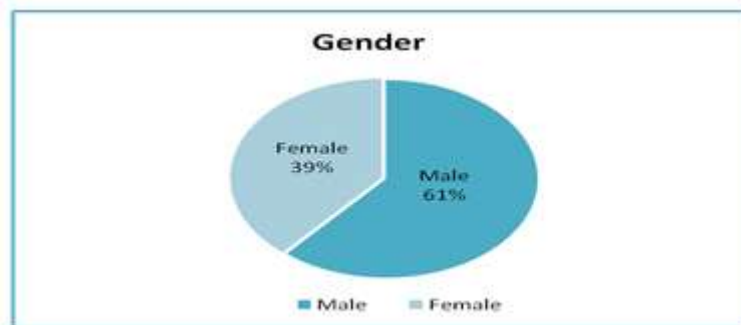
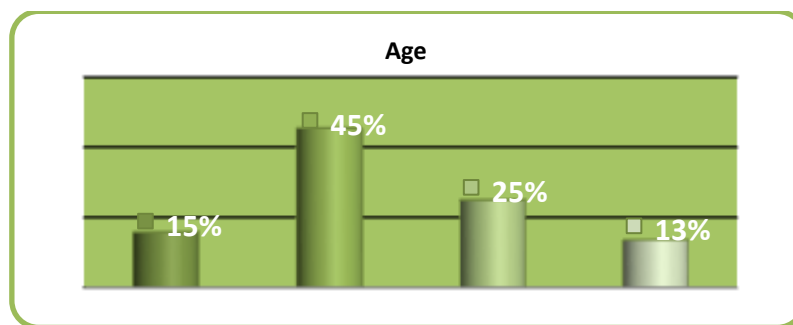


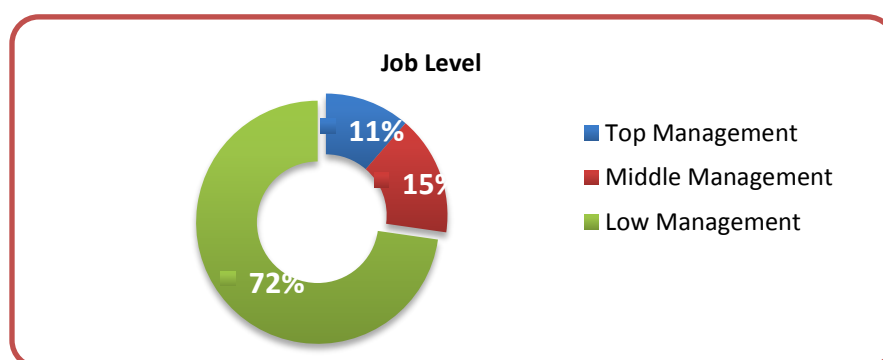
Chart (2) is the age of employees and it was categorized in 4 different ages scale (20-25, 26-31, 32-37, and 38- above)

Chart (2)



The third chart (3) below demonstrates employees' job levels

Chart (3)



The following chart (4)

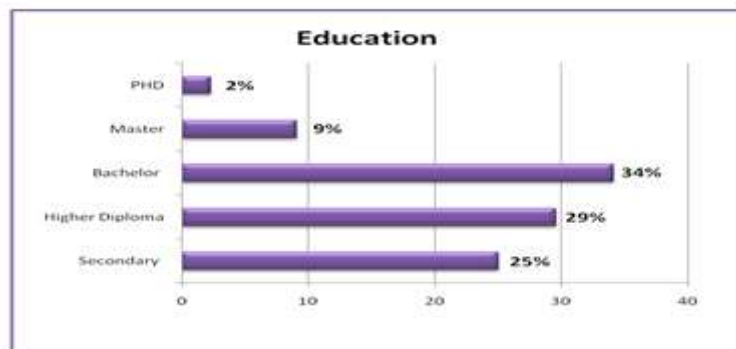
illustrates the salary scale of employees

Chart (4)



Education level was another variable and chart (5) shows that.

Chart (5)



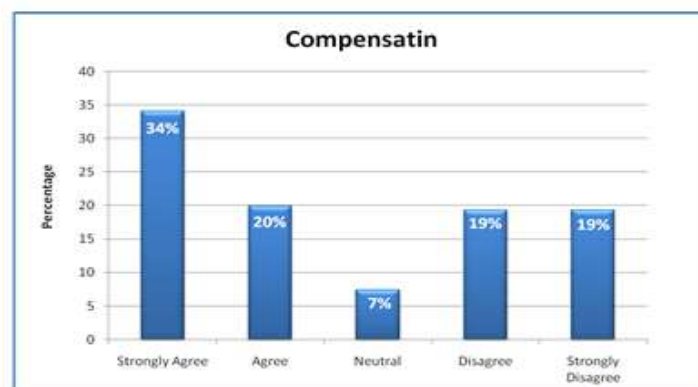
The table below (2) gives the years of experience of employees who filled the questionnaire.

Table (2)

Work Experience			
Years of Experience	Less than 5 years	6-10 years	11 years & above
Number of Employees	6	18	20
Percentage of Employees	15%	40%	45%

The chart below (6) shows the compensation section

Chart (6)



The above chart shows employees judgment on the first subject which is compensations. From the survey result we stated that compensation is one major cause of high turnover at Dubai Public Prosecution. 48% out of employees were strongly agreed and agreed that the compensation was not satisfying to their needs, while 41% of them were disagreed and strongly disagreed that compensation system provided by DPP are suitable for them. Moreover, the overall analysis of this topic was that employees are not satisfied with their salaries as they are not receiving enough. Table (3) below that shows the number of employees' response for each paragraph.

Table (3)

Compensation					
Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied that my pay increases reflect the quality of the work I do each year.	3	11	0	13	17
I am satisfied that my pay increases reflect the quantity of the work I do each year.	5	11	0	13	15
Raises are too few	29	2	8	5	0
Raises are far between	23	11	5	3	2
My salary is competitive with similar jobs I might find elsewhere	0	6	15	18	5
Total Number of Employees Answers	60	34	14	34	34

Table (4) below illustrates employee feedback on the management style at DPP. The result shows that 50% of the employees feel that their opinions are not taken into consideration when it comes to organization's changes and decisions. However, 55% agreed that they have enough authority to make decisions in their job.

Table (4)

Management and leadership		
Description	Agree	Disagree
My opinion is heard when discussing changes within my organization.	50%	50%
I do not have enough authority to make decisions in my job and am considering leaving because of this.	45%	55%
Generally speaking, I am very satisfied with communications in my organization.	70%	30%
I dislike the way decisions are made in my organization.	45%	55%

In the subject of communication at DPP table (5), employees are divided between agree and disagree. Some of them believe that the organizational goals are clear and the communication with the line manager and employees are fine, while others think the opposite.

Table (5)

Communication		
Description	Agree	Disagree
When I have problems working with others, I do not develop ways to solve the problems in my organization.	55%	45%
I understand how my job contributes to achieving the goals of my organization.	60%	40%
Generally speaking, I am very satisfied with communications in my organization.	65%	35%
My supervisor is an effective communicator.	45%	55%
The goals of this organization are not clear to me.	50%	50%
Conflict resolution is achieved efficiently in my organization.	35%	65%
Conflict resolution is achieved effectively in my organization.	35%	65%

It is noticed in performance evaluation survey questions that although employees receive yearly performance report, most of employees are not satisfied with the performance feedback results shown in table (6).

Table (6)

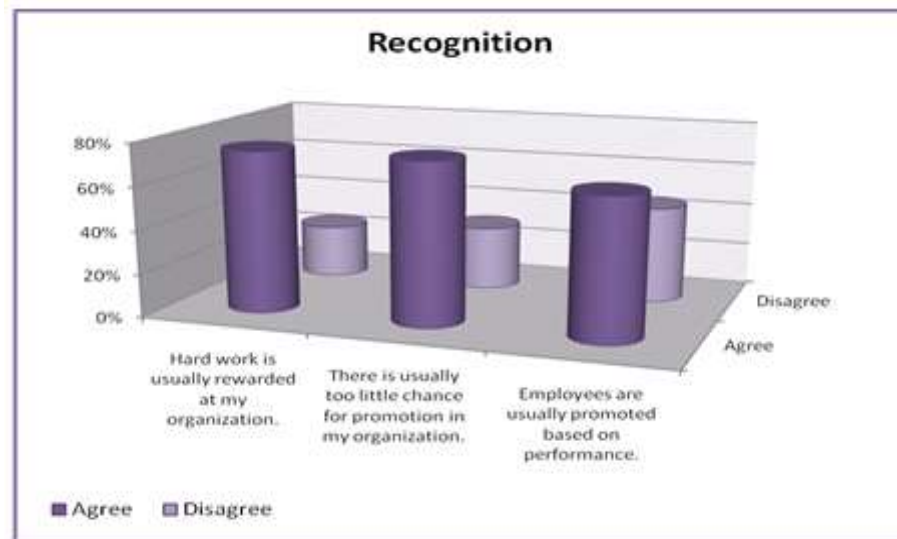
Performance evaluation		
Description	Agree	Disagree
My supervisor gives me meaningful performance feedback throughout the year.	30%	70%
I receive a written performance evaluation at least once a year.	90%	10%

In the recognition part of the survey, it was noticed that most employees feel that their work is usually rewarded (table 7), however, they believe that they are not rewarded all the time based on their performance. A great number of employees 75% think that promotion chances are too little at DPP.

Table (7)

Recognition		
Description	Agree	Disagree
Hard work is usually rewarded at my organization.	75%	25%
There is usually too little chance for promotion in my organization.	75%	30%
Employees are usually promoted based on performance.	65%	45%

Chart (7)



Form the training and development paragraphs table (8) we found out that most of the employees are satisfied with the training opportunities. On the other hand, half of them think that they need more information about future training programs.

Table (8)

Training and development		
Description	Agree	Disagree
I feel I am well prepared to do my job.	60%	40%
My organization offers training that will improve my chances for promotion.	75%	25%
I don't have a good idea about what skills I will need in the future.	50%	50%
I don't have a good idea about what knowledge I will need in the future.	50%	50%

Chart (8)



In the work condition paragraphs table (9), most of employees think that the workload was distributed fair enough among the people at DPP and they think that they had enough tools and equipment to perform well enough in their job. On the other hand, they think that work conditions are not flexible enough and they had looked for job opportunities somewhere else in the last 2 years. 65% of employee didn't enjoy coming to work every day, and 45% of them would recommend DPP as one of the best places to work for.

Table (9)

Work Condition		
Description	Agree	Disagree
In the last 2 years I have thought about looking for a job opportunity.	90%	10%
I would not recommend my organization as one of the best places to work in the community.	55%	45%
I do not enjoy coming to work each day.	65%	45%
There is not a fair workload distribution among the people with whom I work.	25%	75%
I don't have the tools and equipment I need to perform my job professionally.	40%	60%
Flexibility (work hours, dress code, etc.) exists in my work place and helps retain me as an employee.	30%	70%

Best Practices

A study done by Cornell University found that implementing retention strategies increased profit by 23.3%, while the companies that do not use similar practices had a loss of 66.8%. These companies focus on increasing organization's professionalism, performance appraisal system, and employee satisfaction. Moreover, these companies adopt other techniques such as involving employees in the decision-making process and ensure a match between authority and accountability (Woods, 1989).

The Retention Action plan

Dubai Public Prosecution should adopt the following process in order to overcome turnover problem:

First step:

Auditing the current position: DPP can audit the current

position by assessing and evaluating the current position of leadership and management, the current compensations and benefits, and all other current organizational behavior issues.

Second Step:

Analyzing the working team: DPP must review each individual needs, conditions and their participation within the organization.

Third Step:

Assessing the opportunities to keep staff members: Based on analyzing the team needs and organizational recourses a retention strategy can be designed. Not only that but DPP must determine and assign the team who will be responsible of controlling and implementing the strategy.

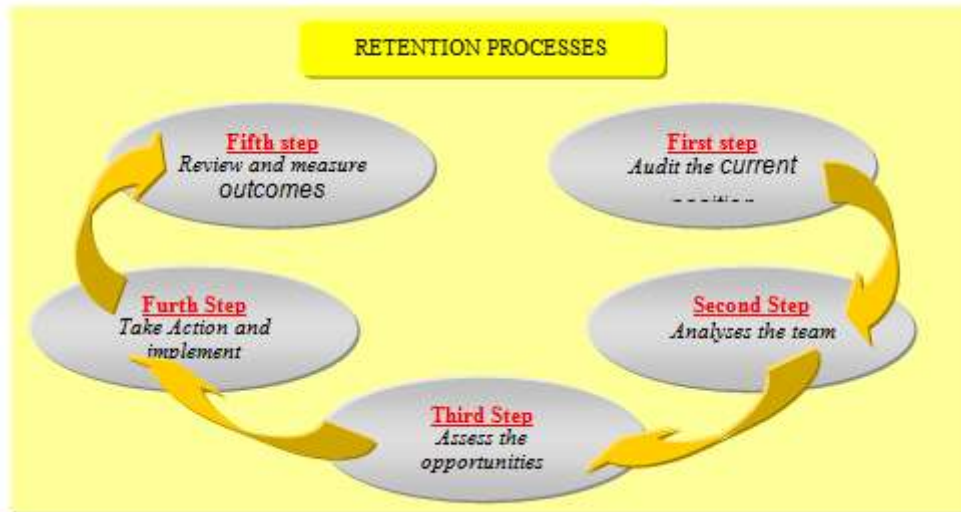
Fourth Step:

Taking action and implement the set strategy: DPP must put the retention strategy and put action plan into practice.

Fifth step:

Chart (9).

Review and measure outcomes: This is a very important step; the goal of this step is to measure the impact of implementing the strategy on turnover percentage, employee satisfaction and productivity. Chart (9) shows all steps.



Conclusion

This study shows that there are five main causes of high turnover at Dubai Public Prosecution. These include:

1. Low salary and benefits compared to other organizations.
2. Raises are too few and far between.
3. Little chances of promotion.
4. Weak performance evaluation system.
5. Work conditions are not flexible enough.

Recommendations

In order to solve the turnover issues, we suggest and recommend that DPP should adopt Retention strategy and to be implemented immediately. In our opinion the strategy should consider the following approaches:

1- Better compensations

The organization should work hard to adopt attractive and competitive compensations. It shouldn't be below the market salaries and the organization should conduct a survey on salary trends in Dubai in particular and UAE in general. Also, to make sure to find out other benefits that can keep employees motivated. Another method that can help the organization in enhancing their compensations is to analyze the exit interview and let employees give their suggestions about the compensations and let them decide their preferences.

2- Quantified and Qualitative benefits

The organization should think of further extra benefits such as high quality health insurance, discount coupons, latest technology, interest free loans, performance based quarterly incentives and offering gifts for employees' personal occasions (like: wedding/ graduations/ baby birth etc...).

3- Develop Management and leaderships skills

It is very often that employees leave because of the attitude of their bosses and not the organization. We recommend that the organization improve managers' interpersonal and communication skills and be able to evaluate their subordinates fairly and give them comprehensive feedback.

4- Develop employee's roles and responsibilities

Employees should know their job descriptions and what is expected from them in the short and long terms. Also, organizations' and departments' vision and mission should be shared with them.

5- Career Progression opportunities

To increase employee's loyalty the organization should make sure that employees know what they must do to earn progression. Their performance should be assessed against agreed goals and objectives. Also, the organization should develop their potential for future career. Furthermore, the organization should generate career planning methodology and promote employees based on that.

6- Offer Retention Bonuses

The organization should adopt a rewarding system based on efficiency, effectiveness, and seniority.

7- Retention strategy owner

In order to reduce the turnover and ensure the success of retention strategy the organization should assign a group of leaders to monitor the strategy and assess the strategy outcomes.

8- Employee Satisfaction

The organization should conduct employee satisfaction survey on regular basis in order to know what is wrong or what is right and take the corrective actions.

9- Enhance communication

The organization should encourage discussion and participation among all employees and make sure that employees are involved in the decision making. In addition to that employees should feel that their ideas and opinions are taken into consideration by the top management. Another point is that transparency in communication is an essential matter and the organization should keep the employees informed about key issues.

10- Recognize successes

The organization should recognize and reward individual success during the organization gathering. The outstanding achievement should be recognized and awarded. Even the small contributions to the organization's vision should be considered.

11- Talents Retention

The talented employees should be identified and must be offered assignments for job enrichment. They should be encouraged to enhance their abilities into having new responsibilities. Also, the organization should delegate challenging tasks whenever possible and let them feel motivated.

12- Encourage learning

The organization should seek opportunities to enhance employees' higher learning and offer beneficial training courses.

13- Offer flexible work condition

It is very important to have enough flexibility in work conditions. For example, put flexible work hours, onsite childcare centers and part-time positions.

14- Orientation Program

The orientation program is very useful approach that helps employees to have excellent first impression and attract them to workplace much faster. The orientation should not be less than 3 weeks structured program.

15 - Workplace equipment and tools

The organization should offer employees all the needed facilities and equipment. Not only that but also it should provide them with highest quality products and up-to-date technology

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