

Employee Turnover and Retention in UAE Service Sector

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Abstract:

Employee turnover remains a major challenge in the UAE service sector. This study assessed how Digital Human Resource Management (Digital HRM) and Digital Training related to employee retention, and whether Job Satisfaction explained these effects. Survey data from employees in high-turnover service industries (including hospitality and banking) were analyzed using PLS-SEM. Digital HRM significantly and positively predicted both Job Satisfaction and Employee Retention, and Job Satisfaction strongly predicted Employee Retention. Mediation analysis confirmed that Job Satisfaction partially mediated the Digital HRM–Retention relationship, indicating that digital HR practices improved retention partly by enhancing employees' work experience. However, Digital Training did not significantly moderate the tested relationships, suggesting that training volume alone did not strengthen retention outcomes without adequate relevance and usability. Overall, the findings highlight human-centered Digital HRM design as a practical lever for improving satisfaction and reducing voluntary turnover in UAE service organizations.

Keywords:

Voluntary turnover intention, Digital HRM (e-HRM), job satisfaction (mediator), UAE service sector (hospitality & banking), expatriate workforce, PLS-SEM.