

Human Resource Management Strategies on Crew Turnover at Al Mutawa Marine Work L.L.C – Case Study in Abu Dhabi

Roni^{1*)}, Mohammad Ali Iqbal²⁾

¹⁾ 55123110063@student.mercubuana.ac.id, Universitas Mercu Buana, Indonesia

²⁾ ali.iqbal@mercubuana.ac.id, Universitas Mercu Buana, Indonesia

*) Corresponding Author

ABSTRACT

This study aims to analyze the human resource management strategy and identify the main factors that cause high turnover of crew employees at Al Mutawa Marine Work L.L.C in Abu Dhabi – United Arab Emirates. The participants of this study were crewing managers or marine advisors, crewing officers, senior crew employees and new crew employees totaling 4 people, using a qualitative approach and field data collection methods through interviews with key informants, observation of research objects and documentation studies in accordance with the theme being studied, then analysis was carried out using NVivo 12 software tools. The results of the study indicate that the company's management strategy in overcoming employee turnover focuses on evaluation and flexibility of policies and crew employee retention management that adjusts human resource regulations, optimizes contract policies, and evaluates the human resource management system periodically. Other factors that play a role are effective communication between management and crew employees and the provision of a clear career path. These findings are expected to provide recommendation for companies in increasing employee retention and reducing turnover rates in the future. The implications of this study are discussed in the article.

Keywords: Labor Market Instability, High workload, Employee Retention Management, Policy Evaluation and Flexibility.

INTRODUCTION

Al Mutawa Marine Work LLC, a maritime company supporting offshore drilling, faces a serious challenge of high crew turnover, impacting productivity, operational costs, and the company's reputation.

The causes include high work pressure, insufficient compensation and career development, and lack of effective HR management strategies. Data from the last five years show turnover consistently above 12% per year.

This problem indicates the need for a comprehensive evaluation of HR management strategies, including employee perceptions, welfare policies, and internal communication. This study aims to provide strategic solutions to reduce turnover rates and strengthen employee retention in the offshore sector.

Although Al Mutawa Marine Work L.L.C. enjoys a strong reputation in the maritime sector, evident shortcomings in its human resource management (HRM) strategies remain. These deficiencies have led both employees and managers to perceive that their roles and responsibilities are not fully acknowledged, indicating a clear gap in the implementation of optimal HRM practices. Furthermore, the company has yet to fully leverage modern HR technologies to enhance operational efficiency. Without timely intervention, crew turnover will persist as a significant burden for the organization.

Table 1. Research Gap: Career Development and Employee Turnover

No.	Title	Researcher(s)	Significant Effect	No Effect
1.	Management Style and Employee Turnover in the Insurance Industry in Kenya	Gichungu et al. 2024	Significant Negative Impact	-
2.	Impact of Strategic Human Resource Management Practices on Employee Retention	Shrestha & Prajapati (2024)	Positive Impact	-

Source: Research Data, 2025

Prior studies reveal mixed perspectives regarding the influence of managerial intervention and management strategies on employee turnover. Gichungu et al. (2024) reported a significant negative relationship between management style and turnover in Kenya's insurance industry ($r = -0.574$, $p < 0.05$). The p-value (0.000) confirmed this significance, while an R^2 value of 0.733 indicated that 73.3% of turnover variance could be explained by changes in management style.

Similarly, Shrestha and Prajapati (2024) found that strategic HRM practices—such as recruitment, compensation, and career management—positively affect employee retention. Cohesive employment policies were shown to attract and retain skilled employees, mitigating high turnover rates in the banking and insurance sectors.

While few studies contest the role of management strategies in influencing turnover, Tanveer et al. (2023) identified alternative key determinants, namely employee engagement, job satisfaction, job insecurity, and excessive workload. These factors, mediated through job stress and performance management, significantly shaped employees' intentions to change roles.

Importance of the Present Study

This study is essential due to the substantial negative implications of high crew turnover for company performance and operational costs. Understanding the relationship between management strategies and turnover rates can enable Al Mutawa Marine Work L.L.C. to design more effective HR policies. The findings are expected to provide valuable

insights for internal improvements and contribute to the advancement of HRM theory and practice within the maritime industry and related sector.

Table 2. Turnover Rate in Al Mutawa Marine Work L.L.C. (2020–2024)

Year	Employees at Year Start	Employees Leaving	Employees Joining	Employees at Year End	Turnover Rate
2020	527	65	70	532	12.28%
2021	532	71	28	489	13.91%
2022	489	68	8	429	14.81%
2023	429	63	172	538	12.88%
2024	538	82	77	533	15.31%

Source: Employee Turnover Rate Report, Al Mutawa Marine Work L.L.C. (2020–2024)

Problem Identification

The persistently high crew turnover rate has triggered several adverse outcomes, including decreased productivity, increased recruitment costs, and organizational instability. Key contributing factors include dissatisfaction with compensation policies—both financial and non-financial—and limited career development opportunities.

Additionally, an imbalance between intrinsic motivation (e.g., job satisfaction, sense of belonging) and extrinsic motivation (e.g., compensation schemes, incentives) has driven employees to seek employment elsewhere. Poor internal communication has further exacerbated the problem, widening the gap between crew members and management and fostering negative perceptions of leadership. This dynamic hinders the establishment of an inclusive and collaborative workplace culture.

Finally, the lack of comprehensive analysis of demographic determinants—such as age, gender, and tenure—prevents the company from implementing data-driven retention strategies effectively.

Turnover Phenomenon

- High crew turnover: 12–15% annually (2020–2024)
- Direct impacts: Decreased productivity, increased recruitment and training costs
- Main causes:
 - Extreme offshore work pressure
 - Suboptimal compensation and welfare systems
 - Limited career development and training
 - Weak internal communication
 - Ineffective HR management strategies

Research Questions:

1. How are HR management strategies applied to reduce crew turnover?
2. What are the main factors causing high crew turnover at Al Mutawa Marine Work LLC?
3. To what extent do compensation and welfare policies help reduce turnover?
4. How do crew members experience and perceive the company's HR management strategies?
5. What efforts has the company made to improve employee engagement to retain crew members?

Research Objectives:

1. Analyze Al Mutawa Marine Work LLC's HR management strategies to reduce crew turnover.
2. Identify the main factors causing crew turnover.
3. Explore the role of welfare, compensation, and career development in employee retention.
4. Assess crew members' perceptions and experiences regarding the company's HR policies.
5. Investigate alternative strategies to enhance crew engagement and loyalty.

Research Contributions

1. Theoretical Contribution

This study contributes to the theoretical development of human resource management, especially in managing crew members. The findings enrich the literature on employee retention strategies by emphasizing factors such as compensation, welfare, career development, and employee perceptions of managerial policies. Additionally, it offers new insights into crew turnover dynamics in the maritime industry, which remain relatively underexplored academically.

2. Practical Contribution

Practically, the results can serve as a reference for Al Mutawa Marine Work LLC and similar businesses to formulate and evaluate more effective HR management strategies. Recommendations include enhancing employee engagement, developing competitive compensation and welfare policies, and designing retention programs tailored to the unique characteristics and needs of crew members. Consequently, this study is expected to positively impact workforce stability and organizational performance improvement.

LITERATURE REVIEW

Motivation Theory (Herzberg) – Two-Factor Theory

Frederick Herzberg developed the Two-Factor Theory, which explains that job satisfaction and dissatisfaction stem from two distinct groups of factors:

1. Motivator Factors – Increasing Job Satisfaction

These factors are directly related to the content of the job and can enhance job satisfaction as well as intrinsic motivation. When these factors are fulfilled, employees feel satisfied and motivated.

Examples: Achievement, Recognition, The work itself, Responsibility and Personal Growth/advancement.

For instance, when an employee is given a challenging project and feels appreciated for the results, they will feel motivated and satisfied.

2. Hygiene Factors – Preventing Job Dissatisfaction

These factors relate to the context or environment of the job. If not fulfilled, they will cause dissatisfaction, but fulfilling them does not automatically create satisfaction.

Examples: Salary, Working conditions, Relationships with supervisors and colleagues, Company policies, Job security.

For example, even if the salary is high, if the relationship with the supervisor is poor, an employee may still feel dissatisfied and consider leaving.

Previous Studies Relevant to Employee Turnover & Motivation

1. Rajpurohit (2024)

Title: Study on Turnover and Retention Strategies Identifying Causes and Implementing Solutions

Method: Qualitative

Relevance:

- Discusses work motivation, job satisfaction, and work environment as the main causes of turnover.
- Highlights the importance of management strategies focused on employee well-being and needs.

2. Prasetyo et al. (2021)

Title: An Excellent Strategy in Reducing Turnover Intention

Method: Qualitative

Relevance:

- Focuses on the influence of job stress, work environment, and organizational commitment on turnover intention.
- Shows that strategies to enhance organizational commitment can reduce turnover.

3. Fitria et al. (2023)

Title: Human Resource Management in Preventing Turnover

Method: Qualitative

Relevance:

- Emphasizes the importance of HR policies, motivation, and workload balance in preventing turnover.
 - Relevant because it discusses managerial interventions and motivational strategies.
4. Saputra et al. (2022)
Title: Application of Job Design Strategy...
Method: Mixed methods
Relevance:
 - Discusses job design strategies (job enlargement, enrichment, rotation) that enhance motivation and reduce turnover.
 - Highly relevant to Herzberg's theory (motivators and hygiene factors).
5. Rafliani & Kasmirudin (2023)
Title: The Influence of Talent Management on Employee Turnover through Job Satisfaction
Method: Qualitative
Relevance:
 - Shows that job satisfaction mediates the relationship between talent management and turnover.
 - Relevant as it links internal motivation to employee retention.
6. Anugrah et al. (2024)
Title: The Effectiveness of Stress Management on Work Motivation and Turnover
Method: Quantitative
Relevance:
 - Examines the relationship between stress management, work motivation, and turnover.
 - Indicates that motivation plays a role in reducing turnover, although it does not directly influence performance.

The above studies support the notion that work motivation, job satisfaction, and human resource management strategies are critical factors in reducing employee turnover. In other words, the higher the employees' motivation and job satisfaction, the lower their tendency to leave the organization.

METHODOLOGY

This research employed a qualitative approach utilizing an intrinsic case study method to deeply explore the influence of management strategies on employee turnover rates at Al Mutawa Marine Works LLC. The intrinsic case study design was selected for its ability to investigate the unique context and complex dynamics within the organization, providing rich, detailed insights.

Conceptual Definitions

- **Management Strategy:** Defined as the process of formulating and implementing the organization's long-term policies.

- **Employee Turnover:** Refers to the rate of employee movement which impacts organizational stability and operational costs.

Research Context

The social environment within the company revealed managerial conflicts contributing to low employee motivation and elevated turnover rates. To investigate these phenomena, four key informant groups were purposively selected using purposive and snowball sampling techniques: Crewing Managers, Crewing Officers, senior employees, and new employees.

Table 3. Profile of Key Informants

No.	Informant Name	Position	Gender	Interview Date
1.	Adel Saleh Ismail	<i>Crewing Manager</i>	Male	21 Maret 2025
2.	Neil Keith Noronha	<i>Crewing Officer</i>	Male	21 Maret 2025
3.	Huddly Pawelanggi	Senior Crew	Male	27 Feb 2025
4.	Muhammad Ridwan	New Crew Member	Male	22 Feb 2025

Source: Research Data, 2025

Data Collection

Data were collected through multiple methods to ensure depth and triangulation, including:

- Semi-structured interviews tailored to each informant category.
- Direct participant observation focusing on indicators such as work culture, communication, and employee welfare.
- Analysis of relevant internal company documents.

Data Analysis

Thematic analysis was conducted using NVivo software, following three key stages: data reduction, data display, and conclusion drawing. To maintain data credibility and trustworthiness, triangulation across data sources, methods, theories, and observers was employed. Additionally, member checking and an audit trail were implemented to further enhance validity.

Summary

This methodological framework enabled a comprehensive examination of management and turnover dynamics within Al Mutawa Marine Works LLC, providing actionable recommendations for refining human resource strategies in the organization.

RESULTS

1. Management Strategies

Interview results indicate that management strategies at Al Mutawa Marine Work L.L.C. focus on two main aspects:

Table 4. Recapitulation of Keywords on Turnover Intention

Kategori	Kata Kunci	Jumlah
Turnover Intention	Employee Retention Management	4
	Policy Evaluation and Flexibility	4

Source: Research Data, 2025

- **Policy Evaluation and Flexibility:** The company adjusts HR policies according to regulatory dynamics and workforce needs. This includes periodic evaluations of contract policies, work schedules, and rotation systems. Employee complaints regarding irregular schedules and policy changes highlight the need for more adaptive and communicative policies.
- **Employee Retention Management:** This strategy involves providing performance-based incentives, loyalty bonuses, awards, and periodic salary reviews. Management recognizes the importance of employee welfare and recognition as key efforts to reduce turnover.

2. Factors Triggering Turnover Intention

The main factors driving employees' intention to leave, based on interview results, are:

- **Labor Market Instability:** Intense labor competition, fluctuating industry regulations, and frequent changes in policies and management create job uncertainty.
- **High Workload:** Employees face high job pressure, long working hours, and inconsistent rotation systems. The imbalance between personal life and work also contributes to stress and resignation intentions.

3. Findings from NVivo 12 Analysis

Through coding and visualization using NVivo 12, four dominant nodes emerged from the interviews:

Table 5. Research Nodes

Name	Files	References
Labor Market Instability	4	8
High Workload	4	6
Employee Retention Management	3	7
Policy Evaluation and Flexibility	3	5

Source: Research Data, 2025

- Labor Market Instability (8 references): Related to regulatory fluctuations, salary, and job security.
- High Workload (6 references): Includes work pressure, overtime, and lack of work–life balance.
- Employee Retention Management (7 references): Focuses on loyalty, incentives, and job security.
- Policy Evaluation and Flexibility (5 references): Concerns work contracts, policy adaptation, and transparency.

The word cloud visualization highlights dominant terms such as *Salary*, *Incentives*, *Schedule*, *Evaluation*, *Flexibility*, and *Job Security*, reinforcing the finding that financial aspects and policy stability are the main factors influencing employee loyalty.

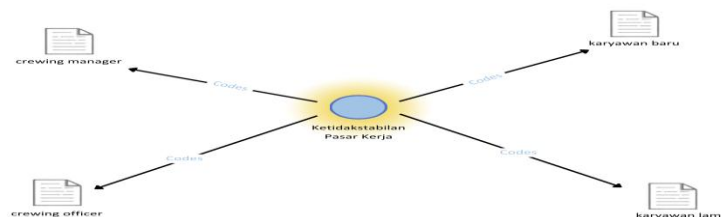


Figure 1. Explore Diagram Nodes – Labor Market Instability

The explore diagram shows that all transcripts are connected to the node ‘Labor Market Instability.’ Subsequently, the author used the word cloud visualization feature in NVivo to examine the 20 most frequently occurring words within that node, with the results as follows:



Figure 2. Word Cloud of the Labor Market Instability Node

The word cloud visualization indicates that the primary factors influencing turnover intention in this study relate to labor market instability, workload, and company policies and incentives. Words such as “Salary,” “Contract,” “Incentives,” and “Job Security” emphasize that financial aspects and job certainty are key considerations for employees in deciding whether to stay with or leave the company.

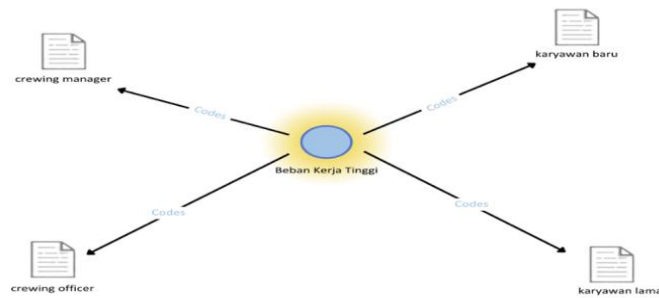


Figure 3. Explore Diagram Nodes – High Workload

The explore diagram shows that all transcripts are connected to the node ‘High Workload.’ Subsequently, the author used NVivo’s word cloud visualization feature to examine the 20 most frequently occurring words within that node, with the results as follows:



Figure 4. Word Cloud of the High Workload Node

The word cloud related to “High Workload” reveals that terms such as workload, working hours, pressure, demands, overtime, burnout, and stress dominate the conversations in the verbatim transcripts.

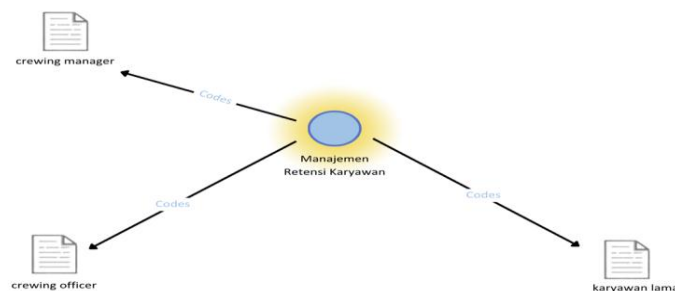


Figure 5. Explore Diagram Nodes – Employee Retention Management

The explore diagram shows that 3 (three) transcripts are connected to the node ‘Employee Retention Strategy.’ Subsequently, the author used NVivo’s word cloud visualization feature

to examine the 20 most frequently occurring words within that node, with the results as follows:



Figure 6. Word Cloud of the Employee Retention Management Node

From this visualization, it can be seen that the main factors in employee retention are related to Loyalty, Incentives, Salary, Job Security, and Recognition. These words indicate that employee continuity within the organization is strongly influenced by financial factors (salary, bonuses, compensation), welfare aspects (job security, facilities), as well as recognition and motivation (awards, satisfaction, and career development). Words such as Evaluation, Flexibility, and Rotation also suggest that retention management depends not only on compensation but also on organizational policies aimed at creating a supportive and sustainable work environment.

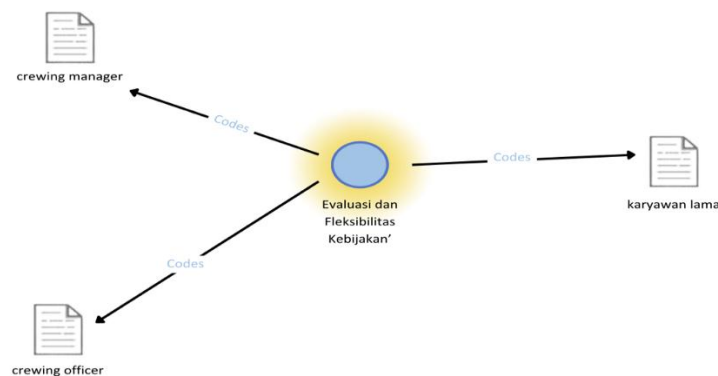


Figure 7. Explore Diagram Nodes – Evaluation and Policy Flexibility

The explore diagram shows that 3 (three) transcripts are connected to the node 'Evaluation and Policy Flexibility.' Subsequently, the author used NVivo's word cloud visualization feature to examine the 20 most frequently occurring words within that node, with the results as follows:



Figure 8. Word Cloud of the Evaluation and Policy Flexibility Node

The word cloud visualization for the "Evaluation and Policy Flexibility" node shows that words such as "Evaluation," "Policy," "Flexibility," "Contract," and "Schedule" appear most frequently. This reflects the study's focus on how employment policies are implemented and evaluated in the context of change and work flexibility. Words like "Regulation," "Management," and "Adaptation" highlight strategic aspects of policy management, while "Performance," "Job Security," and "Transparency" emphasize the importance of worker welfare and stability.

DISCUSSION

1. Implementation of Human Resource Management Strategies on Turnover Intention Based on Maslow's Hierarchy of Needs.



Figure 9. Maslow's Hierarchy of Needs

Based on the verbatim analysis and word cloud visualization, human resource management (HRM) strategies aimed at reducing turnover can be analyzed through the lens of Maslow's Hierarchy of Needs. In this hierarchy proposed by Maslow (1943), individuals have five levels of needs arranged in sequence, from physiological needs to self-actualization. When any of these needs are unmet, individuals tend to seek alternative opportunities that better fulfill their needs. In the maritime industry context, HRM strategies implemented to address turnover intention are closely related to how the company fulfills each level of these needs.

2. Human Resource Management Strategies for Retaining Crew Members to Reduce Turnover.

One of the main strategies implemented by the company to retain crew members is fulfilling their basic needs while at work and providing recognition for their contributions.

3. Main Factors Contributing to High Turnover Among Crew Members at Al Mutawa Marine Work L.L.C.

The main factors contributing to high turnover include:

1. Labor Market Instability
 - Regulatory changes and salary competition between companies.
 - Frequent changes in management and policies, leading to uncertainty.
2. High Workload
 - Long working hours, high pressure, overtime, and leave systems not in line with contracts.
 - Disruption of work-life balance.

In addition to labor market instability and high workload, uncompetitive compensation also plays a major role in driving turnover in the shipping industry. A study by MyorangeHR (2021) found that dissatisfaction with salary and benefits is among the most dominant reasons employees choose to leave their companies.

4. The Role of Compensation and Welfare Policies in Reducing Crew Turnover.

Compensation and welfare policies play a critical role in lowering turnover rates and improving employee loyalty. Employee welfare is also a crucial aspect of reducing turnover. The Crewing Manager emphasized that the company has made efforts to enhance employee welfare through the provision of insurance, family allowances, and career training and development programs. Research by Nurrahman (2020) shows that unclear compensation policies can be a key factor leading to employee dissatisfaction and increased turnover rates.

5. Crew Members' Experiences and Perceptions of HRM Strategies Implemented by Al Mutawa Marine Work L.L.C.

Various policies have been implemented to increase crew retention and reduce turnover rates. The company continues to provide technical training prior to sailing, maintain a

supportive and safe work environment (with strong safety culture), and ensure smooth communication with the crewing department. However, some employees perceive that HRM strategies are overly focused on operational matters rather than welfare, that they are not involved in decision-making, and that performance appraisal systems lack transparency.

According to Jacob Morgan (2020) in his Employee Experience Framework, three main elements are emphasized:

1. Culture (work culture)
2. Technology (technology support)
3. Physical Environment (workplace environment)

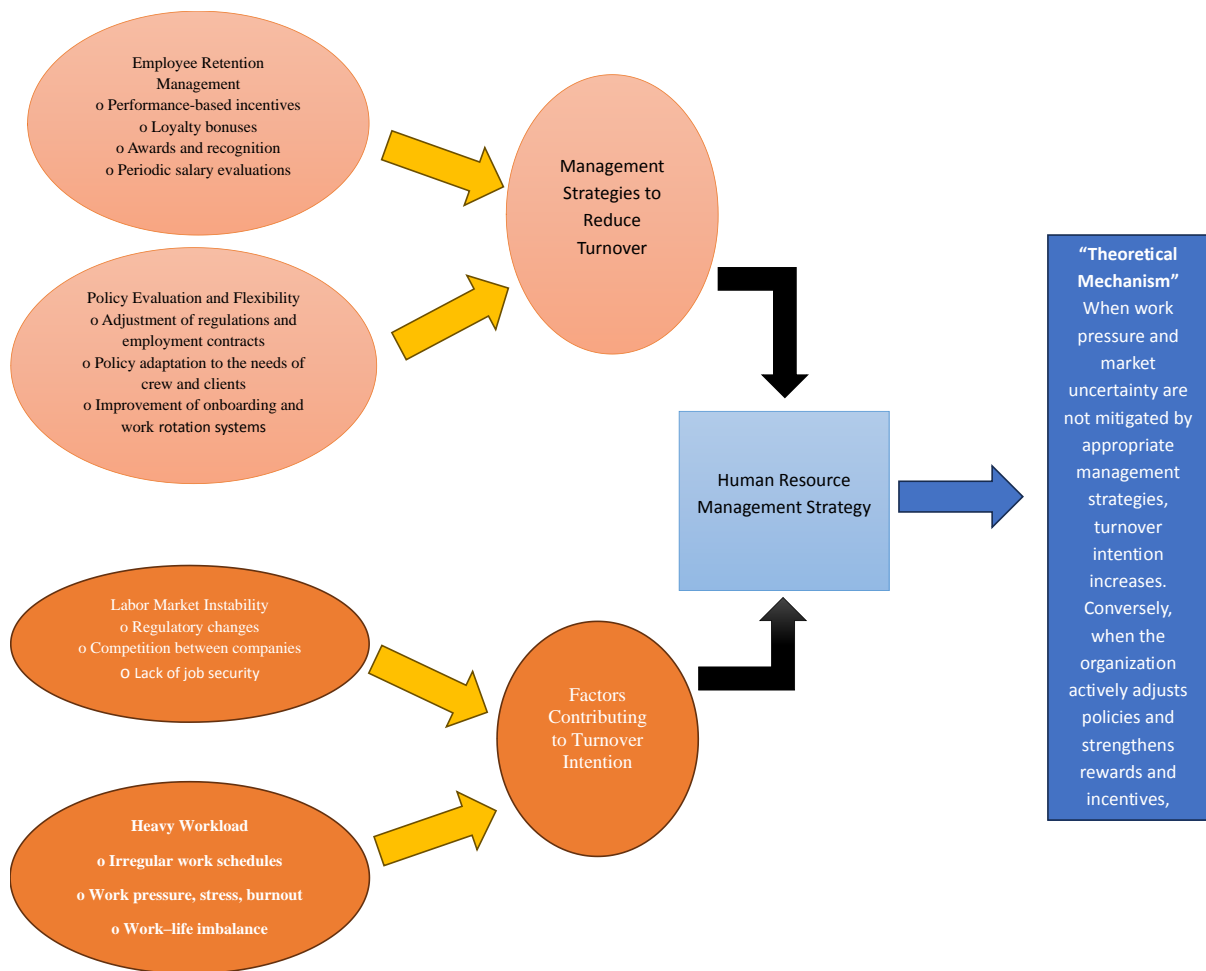
If HR strategies overlook these elements, the employee experience becomes negative, increasing turnover rates.

6. Efforts by Al Mutawa Marine Work L.L.C. to Enhance Crew Employee Engagement to Reduce Turnover.

The company seeks to improve crew member engagement through strategies that include enhancing welfare, offering career development opportunities, fostering more effective communication, and recognizing employee performance.

Based on the analysis above, the researcher concludes that the conceptual model of labor market instability, high workload, employee retention management, evaluation, and policy flexibility can provide valuable input to the company for improving the proper implementation of human resource management strategies.

Figure 10 Conceptual Model of Labor Market Uncertainty, High Workload, Employee Retention Management, Evaluation, and Policy Flexibility to Support Human Resource Management Strategies.



Source: Data processed by the researcher, 2025

The concept in the figure explains the relationship between management strategies to reduce turnover and the factors causing turnover intention as the two main pillars supporting human resource management strategies.

CONCLUSION

This study reveals that the turnover intention among crew members at Al Mutawa Marine Work L.L.C. is primarily driven by two dominant factors: labor market instability and high workload. Labor market instability stems from dynamic regulatory changes, intense competition within the maritime industry, and fluctuations in salary offers that trigger employee movement. Meanwhile, high workload is associated with irregular work schedules,

intense job pressures, and an imbalance between personal and professional life, all of which contribute to declining employee satisfaction and loyalty.

To address these issues, the company has implemented two main strategies: policy evaluation and flexibility, as well as employee retention management. Policy evaluation and flexibility include adjustments to labor regulations, optimization of contract systems, and improvements in rotation schedules and leave mechanisms. Employee retention management focuses on enhancing welfare, providing performance-based incentives, loyalty bonuses, recognition for experienced crew members, and periodic reviews of salaries and work facilities.

Although these strategies have been put into practice, interview findings indicate that their implementation still faces challenges, particularly in policy consistency, work schedule regularity, and the onboarding structure for new employees. Therefore, successful turnover control requires adaptive policies, sustainable retention systems, and improved communication and engagement between management and crew members. This integrated approach is expected to create a stable, supportive, and competitive work environment, thereby reducing employees' intention to leave the company.

RECOMMENDATIONS

A. For Academics and Educational Institutions

1. Integrate maritime industry-based human resource management studies into the curriculum, focusing on turnover challenges, cross-national work, and multinational organizational culture.
2. Encourage collaboration with maritime companies such as Al Mutawa Marine Work L.L.C. for applied research, student internships, and field data exchange.
3. Conduct further research on global employee retention and welfare strategies, particularly in labor-intensive sectors like maritime and oil & gas.

B. For the Company (to improve HR strategies and reduce crew turnover)

1. Enhance transparency in compensation and incentives, ensuring timely, fair, and performance-based rewards.
2. Reform rotation and leave systems to provide flexibility and work-life balance.
3. Strengthen communication between management and crew through open channels, regular meetings, and feedback forums.
4. Expand career development and training opportunities to improve skills and operational efficiency.
5. Create a more supportive work environment with better health, recreation, and comfort facilities.
6. Develop employee-oriented leadership through targeted managerial training.
7. Implement regular evaluation and monitoring of HR policies using surveys, interviews, and case studies.

C. For Future Researchers

Broaden research scope and sample size, apply mixed methods, conduct longitudinal

studies, explore additional factors (organizational culture, HR technology, leadership style), and carry out cross-company or cross-country comparisons for wider perspectives.

Study Limitations:

Limited number of informants from a single company, qualitative approach restricting generalization, cross-sectional data collection, narrow focus on a few turnover factors, and potential bias from subjective perceptions and researcher interpretation.

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