

**EXPLORING THE FACTORS RELATED TO JOB TURNOVER IN LEARNING  
ORGANIZATION: A CASE OF IT WORKERS IN  
SOHAR UNIVERSITY OF OMAN**

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**EXPLORING THE FACTORS RELATED TO JOB TURNOVER IN LEARNING  
ORGANIZATION: A CASE OF IT WORKERS IN  
SOHAR UNIVERSITY OF OMAN**

**A Thesis Submitted to  
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in partial fulfillment of the requirement for the Master's degree  
MASTERS of Science (MANAGEMENT)**

**by**

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## ABSTRACT

This study examined the relationships of job satisfaction, organizational commitment, supervisory commitment, and job turnover among public sector engineers in Oman. Questionnaires were adopted, pilot-tested, and used in assessing job satisfaction, organizational commitment, supervisory commitment, and turnover intention. Pearson correlation and One-way ANOVA are conducted for the data analysis. Findings showed that the respondents were satisfied with their pay (mean=3.60), nature of work (mean=3.44), and supervision (mean=3.40). The result also revealed that turnover intention is significantly inversely associated with job satisfaction, organizational commitment and supervisory commitment. The overall job satisfaction had the highest negative significant correlation with turn over intention ( $r = -0.473$ ); satisfaction with pay ( $r = -0.179$ ;  $p < 0.01$ ), with nature of work ( $r = -0.170$ ) and with supervisor ( $r = -0.160$ ;  $p < 0.01$ ). It was also found out that statistically, organizational commitment was significantly and negatively correlated to turnover intention ( $r = -0.182$ ;  $p < 0.01$ ); and supervisory commitment is also negatively correlated to turnover intention ( $r = -0.164$ ). This study provides guidelines for supervisors to better understand how to reduce employee turnover, increase job satisfaction, organizational commitment and supervisor commitment. Some implications of these results for practice and research are also discussed.

## ABSTRAK

Kajian ini mengkaji hubungan antara kepuasan kerja, komitmen organisasi, komitmen penyelia, dan keinginan untuk bertukar kerja di kalangan jurutera sektor awam di Oman. Soal selidik telah diadaptasi, diuji dalam kajian rintis, dan digunakan untuk mengukur tahap kepuasan kerja, komitmen organisasi, komitmen penyelia, dan keinginan untuk bertukar kerja. Ujian korelasi Pearson dan ANOVA sehalu digunakan dalam penganalisaan data. Dapatan kajian menunjukkan bahawa responden berpuas hati dengan bayaran gaji (min=3.60), suasana tempat kerja (min=3.44), dan penyelia (min=3.40). Keputusan juga menunjukkan pembolehubah keinginan untuk bertukar kerja adalah berkaitan secara negatif dengan tahap kepuasan kerja, komitmen organisasi dan komitmen penyelia. Secara keseluruhan tahap kepuasan kerja memaparkan hubungan negatif yang sangat signifikan dengan keinginan untuk bertukar kerja ( $r = -0.473$ ); kepuasan terhadap gaji ( $r = -0.179$ ;  $p < 0.01$ ); kepuasan terhadap suasana tempat kerja ( $r = -0.170$ ); dan kepuasan terhadap penyelia ( $r = -0.160$ ;  $p < 0.01$ ). Hasil juga menunjukkan bahawa terdapat hubungan negatif yang signifikan di antara komitmen organisasi dan keinginan untuk bertukar kerja ( $r = -0.182$ ;  $p < 0.01$ ); dan komitmen penyelia juga berkaitan secara negatif dengan keinginan untuk bertukar kerja ( $r = -0.164$ ). Kajian ini menyediakan garis panduan kepada penyelia dalam memahami bagaimana mengurangkan kadar lantik henti, meningkatkan kepuasan kerja, komitmen organisasi dan komitmen penyelia. Beberapa implikasi dari kajian bagi tujuan peramalan serta kajian lanjut juga dibincangkan.

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# **CHAPTER1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

Previous studies have identified numerous variables that predict employee intention to leave. These variables fall into categories of employee characteristics (age and tenure) and commitments (organizational, supervisory and group commitment). Intentions to leave, organizational commitment and job satisfaction have been the focus of many industrial and organizational psychologists, management scientists and sociologists (Samad, 2006).

Empirical studies have reported that intention to leave can reduce the overall effectiveness of an organization (Smith & Brough, 2003). What actually determines employee turnover?

The answer to this question has great relevance to the individual who may be thinking about quitting job, for the manager who is faced with lack of employee continuity, the high costs involved in the induction and training new staff, and, not least, issues of organizational productivity (Mellor, Moore, Loquet, 2003).

In the light of present, start over engineers' intent to leave the profession is an importance topic. Compared to other professional groups,

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