



UNIVERSITI PUTRA MALAYSIA

***ORGANIZATIONAL LEVEL IMPACT OF TEACHER TURNOVER ON
ORGANIZATIONAL CLIMATE, MORALE, TURNOVER INTENTIONS AND
COSTS IN PUBLIC SCHOOLS IN THE SULTANATE OF OMAN***

RUQAIYA MOHAMED SULAIMAN AL BALUSHI

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**DOCTOR OF PHILOSOPHY
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By

RUQAIYA MOHAMED SULAIMAN AL BALUSHI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
Malaysia, in Fulfillment of the Requirements for the Degree of
Doctor of Philosophy**

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DEDICATION

To my beloved mother.

To my brothers and sisters.

To my nieces and nephews.

To my friends and colleagues.

To my beautiful country (OMAN).

To all the true teachers in Oman and the world.

All from which I draw strength, power, wisdom, and determination to go on.

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy.

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June 2013

Chair: Associate Professor Khairuddin B. Idris, PhD

Faculty: Educational Studies

Employee turnover is a pervasive and expensive phenomenon, costing organizations billions of dollars each year. The costs of turnover are not limited to monetary costs, since there are hidden costs incurred by the individuals, the employing organizations, and the society. The main purpose of this study is to investigate the impact of teacher turnover on organizational climate, organizational morale, turnover costs and turnover intentions of the remaining teachers in Omani public schools located in different geographical locations. Structural equation modeling was used to analyze the data collected through questionnaires and other means. In this study, several important findings were achieved. First, the average rate of teacher turnover in 2011 was 24%, which is high in comparison to Western studies. Second, in 2011, MOE in Oman incurred 2.8 million Omani Rials (about 7 million US\$) for teacher turnover during that year (based on separation and replacement costs), and around 3.7 thousand Omani Rials (about 9.6 thousand US\$) for the turnover of a single teacher.

The highest costs were related to teacher separation, while the lowest costs were related to teachers' recruitments procedures. Third, the study model was successful in obtaining several significant relationships between the study variables, such as: (1) a significant positive relationship between teacher turnover and turnover intentions (future turnover), (2) a significant positive relationship between organizational climate and organizational morale, (3) a significant negative relationship between organizational climate and intentions to quit, (4) a significant negative relationship between organizational climate and intentions to transfer, and (5) a significant positive relationship between teacher turnover and turnover costs. The current study may be useful in sparking the interest of turnover research in Omani and other Arabian countries since there are a scarcity of studies about teacher turnover and turnover consequences in these countries. The study results are specific to Omani public schools and generalization to Omani private schools and schools in other Arabian countries should be done with caution.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah.

**KESAN PENUKARAN GURU PADA TAHAP ORGANISASI
KEATAS IKLIM ORGANISASI, SEMANGAT, HASRAT
PENUKARAN DAN KOS DI SEKOLAH AWAM DI
KESULTANAN OMAN**

Oleh

RUQAIYA MOHAMED SULAIMAN AL BALUSHI

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Penukaran pekerja adalah satu fenomena yang meluas dan mahal, berharga organisasi berbilion-bilion ringgit setiap tahun. Kos penukaran tidak terhad kepada kos kewangan, kerana terdapat kos tersembunyi yang dilibatkan oleh individu-individu, pertubuhan-pertubuhan dan masyarakat. Tujuan utama kajian ini adalah menyiasat kesan penukaran guru terhadap iklim organisasi, semangat organisasi, kos penukaran dan niat penukaran daripada guru-guru yang kekal dalam sekolah-sekolah awam di Oman yang terletak di lokasi geografi yang berbeza. Model persamaan struktur digunakan untuk menganalisis data yang dikumpul melalui soal selidik dan cara lain. Dalam kajian ini, beberapa penemuan penting telah dicapai. Pertama, kadar purata penukaran guru pada tahun 2011 adalah 24%, yang tinggi berbanding dengan kajian Barat. Kedua, pada tahun 2011, Kementerian Pelajaran di Oman ditanggung 2.8 juta Rial Oman (kira-kira 7 juta US \$) bagi penukaran guru sepanjang tahun

(berdasarkan pemisahan dan kos penggantian), dan sekitar 3,700 Rial Oman (kira-kira 9600 US \$) untuk penukaran seorang guru tunggal. Kos yang tertinggi berkaitan dengan pemisahan guru, manakala kos rendah yang berkaitan dengan prosedur pengambilan guru. Ketiga, model kajian telah berjaya mendapatkan beberapa hubungan yang signifikan antara pembolehubah kajian, seperti: (1) hubungan positif yang signifikan antara penukaran guru dan niat penukaran (penukaran masa depan), (2) hubungan positif yang signifikan antara iklim organisasi dan semangat organisasi, (3) hubungan negatif yang signifikan antara iklim organisasi dan niat untuk berhenti, (4) hubungan negatif yang signifikan antara iklim organisasi dan niat untuk pindah, dan (5) hubungan positif yang signifikan antara penukaran guru dan kos penukaran. Kajian ini mungkin berguna dalam mencetuskan kepentingan penyelidikan penukaran di Oman dan negara-negara Arab yang lain kerana terdapat kekurangan kajian mengenai penukaran guru dan akibat penukaran di negara-negara. Hasil kajian khusus ke sekolah-sekolah awam Omani dan mengeneralisi ke sekolah swasta Omani dan sekolah-sekolah di negara-negara Arab yang lain perlu dilakukan dengan berhati-hati.

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I certify that a Thesis Examination Committee has met on the fifth of June, 2013 to conduct the final examination of Ruqaiya Mohamed Sulaiman Al Balushi on her thesis entitled "**Organizational Level Impact of Teacher Turnover on Organizational Climate, Morale, Turnover Intentions and Costs in Public Schools in the Sultanate of Oman**" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the degree of Doctor of Philosophy in Human Resource Development.

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DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institution.

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Date: 5 June 2013

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