

## **ABSTRACT**

Increasing employees' organizational commitment is important to business. By increasing employees' organizational commitment, turnover can be reduced. Turnover harmfully affects organizations in several ways. First, the organizations have direct costs involved in recruiting and training employees. Turnover also has indirect costs for the organization, such as the disruption within the company, thereby causing employees' performance to decrease. Organizations can establish policies and procedures to retain valued employees if they understand the causes of turnover, one cause being lack of organizational commitment.

The purpose of this study was to examine the relationship between organizational commitment and turnover intentions of employees in ESL Group. In order to understand the relationship of these variables, related theories and concepts were reviewed and synthesized to establish the theoretical and conceptual frameworks. Organizational commitment as an independent variable of this study contained of four components which are affective, continuance, normative, and instrumental commitment. Turnover intentions as a dependent variable consisted of three factors, namely organizational, environmental, and individual factors.

As a result, the research demonstrated an inverse relationship between organizational commitment and turnover intentions. Thus, as the level of organizational commitment increased, the level of turnover intentions decreased. The correlation analyses indicated that each components of (affective, continuance, normative, and instrumental) commitment was negatively related to intentions to leave. However, the four components of commitment differed in the strengths of their correlations with turnover intentions with affective commitment having the strongest relationship with turnover intentions, followed by instrumental commitment, then by continuance commitment, and the last one, normative commitment. In term of demographic factors, the study found that only organizational tenure of employees had relationship with organizational commitment. Moreover, there is a significant difference among different marital statuses and turnover intentions.

Limitations of the study, recommendations, and directions for future research are also included.

