



EFFECT OF NORMATIVE COMMITMENT ON ORGANIZATION PERFORMANCE AT SBC TANZANIA LIMITED (PEPSI) DAR ES SALAAM

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ABSTRACT

The study's objective was to determine the impact of normative commitment on the performance of organization at SBC Tanzania Limited (PEPSI) Dar es Salaam. a well-known beverage business in Dar es Salaam that uses the Pepsi name. A staff member's feeling of commitment and identification with a company's goals and ideals, which determines their propensity to put up extra effort and stay committed to the organization, is referred to as normative commitment. The study employed a quantitative research methodology, with the primary data collection technique being a survey questionnaire. Using stratified random sampling, 95 people from different departments and organizational levels within SBC Tanzania Limited were chosen from 200 populations. It was found that the SBC organization's performance and normative commitment were positively, statistically, and significantly associated. The report gives advice to companies like SBC Tanzania Limited to continually innovate and improve their interactions with their workforce in order to reduce the level of normative commitment.



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I. INTRODUCTION

Organizations struggle to reach and sustain high levels of performance in today's cutthroat business environment in order to ensure their success and growth [1]. One crucial aspect that influences organizational performance is the commitment of employees towards their organization. Among the different forms of commitment, normative commitment plays a significant role in shaping employees' dedication and loyalty towards the organization [2],[3]. In this study, SBC Tanzania Limited, a well-known beverage firm operating under the Pepsi name in Dar es Salaam, will be examined to determine the impact of normative commitment on organizational performance.

Normative commitment, as defined by [4], is a staff members psychological connection to the company that is motivated by a sense of duty and affiliation with the company's ideals. It goes beyond simply meeting the job's demands and is defined by a willingness to put forth extra effort and stick with the organization through difficult circumstances. Improved inspiration, satisfaction with work, and behaviors related to organizational citizenship are frequently the results of employees who have high normative commitment because they sense an

overwhelming moral and ethical need to assist the organization's success [5].

There has been extensive discussion in the literature about how normative commitment affects organizational effectiveness. According to studies [6-8], employees who are normatively committed are more likely to display favorable work attitudes, including job involvement and dedication to the organization, and engage in behaviors that improve organizational performance. These behaviors may include going beyond their prescribed roles to assist colleagues, suggesting process improvements, and promoting the organization's reputation through positive word-of-mouth.

SBC Tanzania Limited, operating under the Pepsi brand, faces various challenges in the highly competitive beverage industry. In this context, understanding the role of normative commitment in driving organizational performance becomes crucial. SBC Tanzania Limited can learn how to use employee commitment to increase productivity, profitability, customer happiness, and employee engagement by examining the relationship between norm commitment and performance outcomes.

In particular, normative commitment has come to be recognized as an important component of commitment that can have a significant influence on employee conduct and results [9],[10]. Employee commitment has been determined to be a critical factor affecting organizational performance. However, nothing is known about the precise connection between normative commitment and organizational success at SBC Tanzania Limited.

Acknowledge and understanding gap exists because there is a dearth of research examining the impact of the normative commitment on the performance of organizations, especially in the context of SBC Tanzania Limited. While normative commitment has been extensively examined in various organizational settings, there is a need to investigate its influence within the unique context of SBC Tanzania Limited and its impact on key performance indicators such as productivity, profitability, customer satisfaction, and employee engagement.

The problem that this study aims to address is the dearth of empirical information and understanding regarding the effect of normative commitment on business success at SBC Tanzania Limited. By addressing this gap, the study will add to the body of knowledge on organizational behavior and offer insightful information that will help the management of SBC Tanzania Limited create practical plans for boosting employee engagement and strengthening overall organizational performance.

This research will add to the body of existing information on organizational conduct and offer useful advice to SBC Tanzania Limited and other businesses that operate in comparable environments. The findings will assist in formulating strategies to enhance normative commitment among employees and ultimately improve organizational performance. By appreciating the value of normative commitment, businesses may establish an environment that encourages worker fidelity, commitment, and success in general.

II. LITERATURE REVIEW

II.1 NORMATIVE COMMITMENT

Normative commitment is described by Matoka (2020) as an employee's emotional commitment to and identification with an organization's aims, values, and ethical standards. Beyond meeting contractual responsibilities, it represents a sense of responsibility and a moral duty to contribute to the organization's success and keep membership within the organization. Employees that are normatively committed are motivated by a deep commitment to the organization's objective and a desire to improve it [11].

The belief that one has a responsibility to support an organization during both good and bad situations is known as normative loyalty. For [12] claims that normative loyalty shows a sense of obligation to keep a job. People with high normative loyalty stick with a company because they feel it is "morally right" to do so. A person is said to be committed to an organization and willing to keep his association with it if they work there for a significant amount of time and the organization offers the training they seek. The importance of normative loyalty, according to [12] is its link to the desire to leave the organization. It is uncommon for an employee to think of leaving the company when they have a strong sense of commitment. Employee loyalty to the organization will generally lessen the risk that they will leave. Defined normative commitment as loyalty based on standards of mutual obligation between workers and their organizations.

II.1 SBC TANZANIA LIMITED (PEPSI)

According to [13] provides that SBC Tanzania Limited is a prominent beverage company operating in Tanzania under the Pepsi brand. It was established as a subsidiary of PepsiCo, SBC Tanzania Limited is responsible for the production, distribution, and marketing of a wide range of PepsiCo beverage products in the Tanzanian market.

SBC Tanzania Limited, a crucial member of the PepsiCo family, strives to satisfy the various beverage requirements of Tanzanian consumers. To accommodate various tastes and preferences, the company offers a variety of soft drinks with carbonation, non-carbonated beverages, and water-based bottled products. SBC Tanzania Limited seeks to minimize its environmental impact while advancing Tanzania's social and economic development through a commitment to sustainability and ethical business practices [14]. To ensure moral and sustainable business practices, the corporation complies with industry norms, regional laws, and CSR activities [15].

II.2 ORGANIZATIONAL PERFORMANCE

According to [16],[17], organizational performance in the context of SBC Tanzania Limited, which operates under the Pepsi brand, refers to the company's achievement of targeted results and objectives in a variety of areas related to its operations. It includes the organization's effectiveness and efficiency in producing high-quality goods, making money, upholding customer satisfaction, ensuring staff involvement, and attaining sustainable growth within Tanzania's cutthroat beverage market.

Numerous research, like those by [18], have demonstrated a favorable correlation between normative commitment and levels of productivity. Employees that feel strongly about normative commitment put forth more effort, are more motivated, and are more dedicated, which leads to better performance.

According to [19] model on the impact of affective, normative, and continuity commitment on organizational success, an increase in any one of the three commitments will boost organizational effectiveness.

When examining the effects of people management on enhancing organizational performance [20], discovered that normative commitment has an effect on financial performance metrics like profitability. Employees are more inclined to support initiatives to cut costs, generate revenue, and achieve overall financial success if they sense a strong moral commitment to do so.

Organizational commitment was utilized as a moderator in a study by [21] on the effect of worker engagement on organizational performance. The study's findings indicated that employee involvement had a substantial impact on organizational effectiveness. The study demonstrated that affective commitment, continuance commitment, and normative commitment had a beneficial impact on the relationship between staff engagement and organizational success.

II.3 THEORETICAL REVIEW

Businesses looking to accomplish their goals and acquire a competitive edge in the marketplace should pay close attention to organizational performance. Long acknowledged as a key element affecting organizational effectiveness, employee commitment. An examination of the theoretical underpinnings

and frameworks that explain how commitment affects organizational performance is the goal of this theoretical review.

II.4 SOCIAL EXCHANGE THEORY

According to [22], people enter into partnerships, such as the one between an employer and employee, based on a reciprocal exchange of resources and benefits. When employees believe that an organization offers valuable resources, such as fair salary, career growth opportunities, and supportive work environments, they feel a feeling of obligation and loyalty to the firm. The increased effort, loyalty, and independent conduct that follow from this commitment improve organizational success. The value of a relationship is essentially determined by subtracting its costs from its benefits, in accordance with social exchange theory [23]. Costs include things that you consider drawbacks, such as devoting time, energy, and money to a relationship. It can be difficult to define some of the Social Exchange Theory's fundamental concepts. The idea of benefits and costs is quite individualized. For instance, excessive compliments from a partner may be gratifying to one person but irritating to another, making it challenging to quantify [24].

II.5 PSYCHOLOGICAL CONTRACT THEORY

The psychological contract theory places a strong emphasis on the obligations and expectations that both employees and the organization share. Employees are more likely to feel a sense of commitment when the company upholds its commitments, such as offering fair treatment, job stability, and development chances. This dedication consequently affects their attitudes, deeds, and performance, improving organizational performance. The psychological contract is the height of agility. The psychological contract between the employee and his or her employer varies along with the worker. The interaction between the two entities is also shown in real-time [25]. The psychological contract's fundamental weakness is that it is based on unspoken beliefs and expectations that shape how things are perceived, making it potentially unstable at all times. There is no formal agreement, such as an enforceable employment contract, hence it is unwritten.

Hence the guiding hypothesis for this study is

Normative commitment has a significant positive effect relationship with Organizational performance at SBC Tanzania limited (Pepsi) Dar es Salaam

III METHODOLOGY

The study used a quantitative methodology. An objective examination of the link between variables is achieved by the collection and analysis of numerical data using a quantitative approach to research. A quantitative method enables the systematic measurement and statistical evaluation of data to produce strong and transferable insights when examining the impact of commitment on organizational performance [26] In this study, an explanatory design was employed. According to [27], an explanatory research design is a sort of research design that tries to investigate and explain the link of causality between variables. In this instance, the relationship between normative commitment and organizational performance was investigated.

III.1 POPULATION

For 2000 employees at SBC Tanzania Limited in Dar es Salaam served as the study's target population. This company had five departments: production (300), marketing (455), sales and distribution (620), customer service (415), and branding and packaging (415). The study also focused on SBC Tanzania Limited (Pepsi), which developed goods and services that satisfied customers following early decisions to enhance the model of promotion for their products.

Table 1: Population of the Study.

DSM-DEPT	POPULATION
Production department	300
Marketing department	455
Sales and distribution department	620
Customer services department	415
Packaging and branding department	210
Total	2000

Source: Authors, (2024).

III.2 SAMPLE AND SAMPLING STRATEGY

The sample is a group of people chosen at random from a population in order to evaluate the characteristics of the population. Whether it is a whole group or a subgroup, it is a percentage that was specifically picked to fairly represent the total population. A sample size of 10–30% of the population, according to [28], is enough since it enables the researcher to acquire crucial knowledge and strengthens the dependability of the study. 25 percent of the 2000 participants, or 95 respondents, took part in the questionnaire (SBC Tanzania Limited in Dar es Salaam). The technique of selecting participants is known as the sampling methodology, according to [29.] From among all of the participants, respondents are picked to offer details to the study. In this study, the probability technique for sampling was used because the researchers identified people online who could provide them access to their accounts. The appropriate sample size for the SBC Tanzania Ltd. (Pepsi) study was determined using a method created [30]. The working sample was derived using Yamane's formula $n = \frac{N}{1 + (e)^2}$. Where-

n = is the sample size

N = is the population

e = is

1 = is a constant

2 = is the estimated standard error which is 5% for 90% confidence level

$= \frac{2000}{1 + 2000(0.1)^2}$

$= \frac{2000}{1 + 20}$

$= \frac{2000}{21}$

$= 95.238$ were collected from participants at SBC-Company limited Pepsi in Tanzania as a sample size. 95 people made up the minimal adjusted sample size. This represents the complete sample that was used to gather the data. thus, $n=95$ for the sample size in Table 2.

Table 2: UDSM-DEPT, POPULATION, % AND SAMPLE SIZE

UDSM-DEPT	POPULATION	%	SAMPLE SIZE
Production department	300	15%	3
Marketing department	455	22.75%	24
Sales and distribution department	620	31%	33
Customer services department	415	20.75%	22
Packaging and branding department	210	10.5%	13
Total	2000	100%	95

Source: Authors, (2024).

III.3 VARIABLES AND MEASUREMENT PROCEDURES

Organizational performance was assessed using [31] global scale of measurement. On a scale from 1 (strongly agree) to 5 (strongly disagree), respondents were asked to rate how much they agreed or disagreed with the statement.

Because it does not address a particular context that is perceived as a violation, such as salaries or working conditions, the overall scale has an advantage over a content-specific scale. For [32] assert that the full psychological contract breach is included in the global scale.

Additionally, according to [33], the global scale is the greatest tool for evaluating or predicting workplace outcomes, such as organizational commitment. Because the specific content scale usually disregards unfulfilled organizational and personnel commitments, such as the fact that not all obligations can be measured, [34] the scale is not employed. These reasons are what motivated the study's decision to evaluate perceived psychological contract breaches using the global scale.

The [11] measure, which has 24 items, was used to assess organizational commitment. These are broken down into three categories, each with eight items: emotional commitment, continuous commitment, and normative commitment. On a scale of 1 to 7, where 1 represents a strong disagreement and 7 represents a strong agreement, respondents were asked to rate their level of agreement with each statement. Age, gender, educational attainment, marital status, academic achievement, and administration position are some examples of individual demographic characteristics that were measured quantitatively. This was continuously measured, with the exception of tenure.

III.4 DATA ANALYSIS

This study employed statistical techniques, including distributions of frequency, percentages, and charts. SPSS Software Version 25 was also used for analysis. Descriptive statistics and multiple regression analysis are employed. To emphasize the data analysis and display for quantitative data, frequency tables were used.

Implicit or explicit models are those that connect the latent variable's values to its indications. Regression analysis of a normative variable on the performance of organizations is shown.

$$Y_1 = \beta_0 + \beta_2 NC + \varepsilon$$

Where: Y_1 = Dependent - Organizational Performance

β_0 = Y - Intercept

β_1 = Slope of the Line defined as ratio rise or change in X

NC = Normative Commitment - independent variable

ε = Error term

IV RESULTS

IV.1 DESCRIPTIVE STATISTICS FOR THE PARTICIPANTS

The age distribution Table 3 reveals that the majority of respondents, or about 35% of all respondents, were middle-aged workers between the ages of 41 and 50. They are followed by 31-40 groups, or roughly 27% of the population. The sample thus demonstrates that the bulk of respondents-more than 85%-are middle-aged individuals aged 31 and older. Young people under 30 barely make up 1/10th of the sample.

Table 3 shows that the sample distribution is predominately made up of females. They estimate that more than 2/3 of the responders to this study took part. Table 3, which breaks down demographic features, reveals that married couples make up the bulk of respondents, or more than 60% of all respondents. Only one category accounts for nearly a third of the total, while the remaining group only accounts for 5%. Family-oriented people make up the majority of the attendees.

When it comes to education, the bulk of respondents-nearly 90% of all respondents-have bachelor's or certificate degrees. Nearly 10% of all participants are master's degree and certificate holders, who make up the remaining responders. According to past experience, the majority of respondents had worked for Pepsi long enough. Nearly two thirds of all participants belong to people who have been there for between 11 and 20 years. Those who have worked for the company for six to ten years, who make up about a third of all participants, are next in line. Newly hired personnel who have worked for the company for up to five years receive scores of at least 10%.

Table 3: Descriptive Statistics for Participants.

S/N		Frequency	%	Mean	Std. Dev.
1	Age			2.0842	.59543
	18 - 30	13	13.7		
	31 - 40	61	64.2		
	41- 50	21	22.1		
2	51- 60				
	Gender			1.3684	.48494
3	Male				
	Female				
4	Education Level			2.2526	.68368
	Certificate	6	6.3		
	Diploma	65	68.4		
	Bachelor	19	20.0		
	Masters	4	4.2		
5	Experience			3.0211	3.38639
	1-5	14	14.7		
	6-10	26	27.4		
6	11-15	34	35.8		

	16-20	15	15.8		
	21 - 34	5	5.3		

Source: Authors, (2024).

IV.2 NORMATIVE COMMITMENT DESCRIPTIVE STATISTICS VARIABLE RESULTS

Descriptive statistics (mean, standard deviation, minimum and maximum scores) were used to calculate the Effect of the normative Commitment on Organizational Performance at the SBC scale (Table 4). The statement If I got another opportunity for a better job elsewhere, I would not believe it was

right to leave my company (M = 3.3474, SD = 1.58965) came in second on the scale of normative commitment, followed by I do not think that wanting to be a "company Man" or "company woman" is sensible anymore (M = 4.2526, SD = 1.11057). The Normative Commitment Scale item with the lowest score was Because I think loyalty is vital and so feel a moral need to stay, one of the main reasons I still work for this company is that (M = 2.0105, S.D = 1.33285) Jumping from one business to another does not strike me as being at all unethical (M = 2.0316, SD = 1.09596).

Table 4: Normative Commitment Descriptive Statistics Variable Results.

	Minimum	Maximum	Mean	Std. Deviation
I think that people these days move from company to company too often	1.00	5.00	3.0316	1.58754
I do not believe that a person must always be loyal to his or her company	1.00	5.00	2.9263	1.37796
Jumping from company to company does not seem at all unethical to me	1.00	5.00	2.0316	1.09596
One of the major reasons I continue to work for this company is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	1.00	5.00	2.0105	1.33285
If I got another offer for a better job elsewhere, I would not feel it was right to leave my company	1.00	5.00	3.3474	1.58965
I was taught to believe in the value of remaining loyal to one company	1.00	5.00	2.6737	1.73476
Things were better in the days when people stayed with one company for most of their careers	1.00	5.00	2.8632	1.54100
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore	1.00	5.00	4.2526	1.11057

Source: Authors, (2024).

IV.3 ORGANIZATIONAL PERFORMANCE DEPENDENT VARIABLE DESCRIPTIVE STATISTICS RESULTS

Descriptive statistics (mean, standard deviation, minimum and maximum scores) for the Organizational Performance at SBC Dependence Variable scale were calculated (Table 5). The organization's total productivity growth obtained the highest rating (M = 4.2632, SD = .76089), followed by the

achievement of its goals on time by the organization (M = 4.1895, SD = .99854). The organization's ability to fulfill its goals on schedule came in second (M = 4.0316, S.D = 1.28372) after individual staff productivity improvements, which scored lowest on the organizational performance at SBC dependent scale (M = 3.9684, SD = 1.11520).

Table 5: Organizational Performance Dependent Variable Descriptive Statistics Results.

	Maximum	Mean	Std. Deviation
The organization achieves its intended production targets	5.00	4.0316	1.28372
Operational goals of the organization are realized	5.00	4.2000	.69343
Financial targets of the organization are achieved	5.00	4.1158	.63352
There is increase in overall productivity in the organization	5.00	4.2632	.76089
Individual productivity of employees also increases	5.00	3.9684	1.11520
There is efficient utilization of inputs and minimization of wastage	5.00	4.2000	1.17238
There is value for money in the organization's production	5.00	4.1053	1.25031
The organization realizes high returns on investment	5.00	4.1474	.69906
There is stringent financial prudence in the organization	5.00	4.1053	.79190
The organization achieves its targets on the scheduled time	5.00	4.1895	1.16960
There is efficient time management within the organization	5.00	4.0842	1.25192
There are minimal delays in the organization's operations	5.00	4.1474	.69906
There are effective feedback mechanisms in the organization	5.00	4.0421	.65095
Feedback helps improve customer communication and customer relations	5.00	4.1474	.57490

Source: Authors, (2024).

IV.4 LINEAR REGRESSION ANALYSIS RESULTS

Model summary, Anova and regression coefficients are reported

IV.5 MODEL SUMMARY RESULTS

Utilizing linear regression analysis (dependent variable), it was determined how normative commitment (an independent variable) affected organizational performance. The results are presented in Tables 6--8. The model is summarized in Table 6, where the revised R2 statistics (.011) are particularly significant. Accordingly, dedication accounts for 13% of the variation in organizational performance.

Table 6: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.019 ^a	.011	.010	.52289
a. Predictors: (Constant), NC				
b. Dependent Variable: OP				

Source: Authors, (2024).

IV.6 ANOVA RESULTS

The outcomes of the analysis of variance (ANOVA) are shown in Table 7. Results from model fit is another name for it. The F-statistics and their corresponding sig. value in this table are

of particular relevance. According to the findings, the F-statistics are (1, 95) = .033 percent (p.001). The outcomes support the model's assertion that "the model provides power to predict how organizations perform from normative commitment." As a result, the method appears to be able to accurately predict company performance based on commitment scores.

Table 7: Anova Results.

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.009	1	.009	.033	.000 ^b
	Residual	25.428	93	.273		
	Total	25.437	94			
a. Dependent Variable: OP						
b. Predictors: (Constant), NC						

Source: Authors, (2024).

IV.7 REGRESSION COEFFICIENT ANALYSIS RESULT

Table 8 displays the regression model's coefficient. The coefficient shows that organizational performance and normative commitment are positively and statistically significantly correlated (b.017**, p .001). The association between normative commitment and performance as an organization at SBC Tanzania Limited (Pepsi) Dar es Salaam is therefore validated, supporting the premise.

Table 8: Regression Coefficient Analysis Results.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.170	.273		26.304	.000		
	NC	.017	.002	.019	.181	.087	1.000	1.000
a. Dependent Variable: OP								

Source: Authors, (2024).

IV.8 OUTLIERS, NORMALITY, LINEARITY AND HOMOSKEDASTICITY REGRESSION ASSUMPTIONS TESTING RESULTS

Table 8 displays the regression model's coefficient. The coefficient shows that organizational performance and normative commitment are positively and statistically significantly correlated (b.017**, p .001). The association between normative commitment and performance as an organization at SBC Tanzania Limited (Pepsi) Dar es Salaam is therefore validated, supporting the premise. In Figure 3, the rectangular distribution of the case residual dots around zero (0) indicates Homoscedasticity (equality of variance). There is no justification to be concerned about heteroscedasticity (unequal variance in the data).

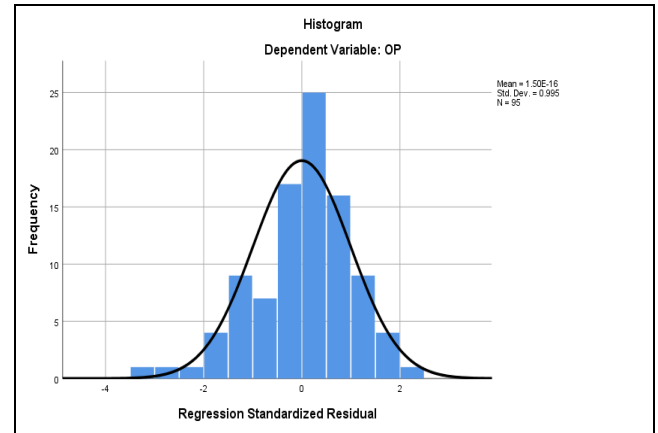


Figure 1: Histogram
Source: Authors, (2024).

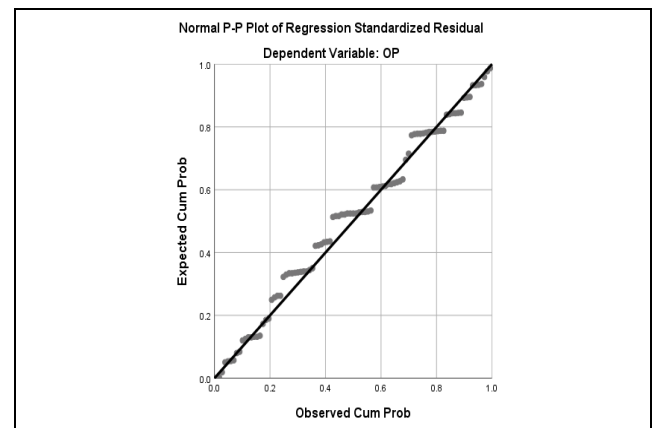


Figure 2: Normal P-Plots for the Standardized Residual Variables.
Source: Authors, (2024).

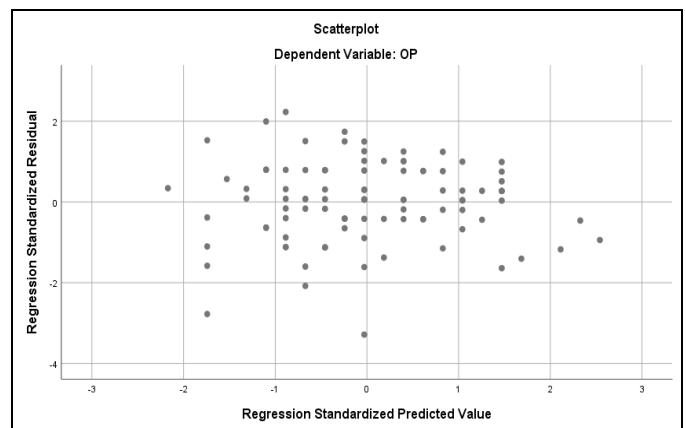


Figure 3: Scatter plot for the Standardized residual for Variables.
Source: Authors, (2024).

V DISCUSSION

The study found that normative commitment is positively, statistically and significantly related to SBC (Pepsi) organizational Performance. Supporting this study [35] as well found that a number of things affect an employee's commitment, including low pay, a lack of promotions for junior employees, ignorance of union issues, pay disparities between staff members,

a disregard for education and professionalism in hiring, and an absence of clear performance bonus guidelines. This becomes norms or responsibility of an employee. This is true especially to long serve employees and those who hold managerial position to the company. For [36] also found that organizational performance is favorably and strongly correlated with employee commitment. In order to achieve excellent long-term success, any company needs committed employees. Through their persistence, proactive support, comparably high output, and awareness of quality, committed employees add value to the organization. The research advises textile businesses to continue their efforts toward guaranteeing employee loyalty. To increase employee commitment, employers must involve their workers in decision-making. This will ultimately increase employee engagement with the business. Additionally, it is advised that businesses promote transparency [37] discovered the opposite, that normative commitment did not have the same effect on company performance as affective and continuity commitment. Probably because normative is not for all employees in a company, only the segment of senior managerial and long service who have not where to go. While affective and continuance commitment cuts across all employees.

VI RECOMMENDATIONS

Organizations like SBC, as well as organizations generally, must to put in place and sustain systems that endear the business to its staff. The corporation should develop a relationship with its staff in order to encourage employee loyalty to the business. As was demonstrated above, employees who are actively invested in the business will have the strongest impacts on its performance. the study recommends that employers concentrate on decreasing employee dissatisfaction (working conditions, pay, supervision, and interactions with coworkers), whereas on the other hand, they should be using motivating factors like achievement, acknowledgement, responsibility, and the work on its own.

If organizations want to reduce the level of normative commitment, they should constantly innovate and improve their interactions with their personnel. Obligatory commitment normally lasts a brief period of time and varies according on the situation. The company should reconfigure its connection with those employees who are normatively committed in order to keep them before their sense of duty wanes.

VII IMPLICATION

Improved Retention of Employees: Normative commitment is essential for encouraging employee loyalty and lowering turnover rates. Employers who value and foster normative commitment among their employees are likely to see lower retention rates in their organizations. As a result, staffing, instruction, and knowledge transfer expenses are reduced, while organizational skills and expertise are maintained.

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