



**DETERMINANTS OF EMPLOYEE ENGAGEMENT IN PHARMACEUTICAL FIRMS  
IN KENYA: A CASE OF TRANSWIDE PHARMACEUTICALS LIMITED**

**Author: Catherine Wanjiru Kariithi**

**Co- Author: Dr. Kepha Ombui**

**Citation: Kariithi, W, C., & Ombui, K. (2018) “Determinants of Employee Engagement in  
Pharmaceutical Firms in Kenya: A Case of Transwide Pharmaceuticals Limited”.  
International Journal of Current Business and Social Sciences, Volume,1 Issue,7 pp, 193-223**

### ABSTRACT

Employee engagement is the key focus of both business entrepreneurs and academic researchers and is a blistering issue of modern business environment. A critical role of any organization is to provide an environment that boosts the potential of individual employees. Employee engagement plays a significant role towards achievement of an organizations' competitive advantage and is a powerful factor to measure a company's vigor and orientation towards superior performance. In Kenya, the level of employee engagement in many organizations continues to be a major challenge leading to declined employees' productivity and overall organization performance. In the pharmaceutical sector, over 65% of pharmaceutical firms in Kenya have not managed to achieve their performance targets in the last five years and this can partially be attributed to declined levels of employee engagement. The purpose of the study was to establish the determinants of employee engagement in pharmaceutical firms in Kenya, a case of Transwide Pharmaceuticals. The objectives of the study were to establish how job characteristics, rewards, organizational support and organizational justice determine employee engagement in pharmaceutical firms in Kenya. The study adopted a descriptive design to explain the interaction between the determinant variables and employee engagement in pharmaceutical firms in Kenya. The study targeted employees of Transwide Pharmaceuticals Limited. Primary data was collected using structured questionnaires which covered all the objectives of the study were dropped and picked later and with a sample size of 175. The data was then analysed using SPSS (Version 23) and the findings thereafter presented through use of tables and charts. The study concluded that organizational justice and organizational support are significant determinants of employee engagement in pharmaceutical firms in Kenya. The study therefore concluded that pharmaceutical firms should improve on valuing the employee contributions and caring about their well-being and fulfilling employee socio-emotional needs. This will assist in enhance employee commitment, involvement and loyalty. The management of pharmaceuticals firms should also enhance organizational justice by improving on fairness in procedures and decisions; offering equal opportunities, and practicing equitable distribution of resources hence improving levels of employee engagement.

**Key Words:** Employee engagement, employee productivity, competitive advantage, satisfaction, retention rate, and commitment.

## INTRODUCTION

In a highly dynamic work environment, where organizations need to be proactive to compete effectively, employees work engagement has become a fundamental role in organizational effectiveness (Murlis, 2007). Organizations prefer hiring loyal and committed employees, because these employees will devote their full capabilities to work (Deepa, 2014). Organizations look for employees who are willing to devote all their abilities and experience to their organization, they need employees who are engaged with their work, since engaged employees are more creative and more productive (Bakker 2008). Employee engagement is associated with three psychological conditions notably; meaningfulness: worth wellness and the value of people efforts; safety: comfort of people while they are at work; and availability: accessibility of physical and psychological resources in work (Abraham, 2012). Managers are interested in improving employee's performance, which could be achieved by taking an interest in employee engagement. Worker's psychological availability is defined as the belief of the workers that they have physical, emotional or cognitive resources to engage themselves at work (Macky, 2012). Psychological availability mainly measures readiness or confidence of employees to engage in work, while at the same time engaging in other life activities. In order to achieve high level of employees work engagement, human resource managers are employing various strategies to manage the key determinants of employee engagement which includes; employees job characteristics; employee rewards; perceived organizational support and perception of organizational justice (Field, 2011).

### Global Perspective of Employee Engagement

Globally, employee engagement has become an undeniable dominant source of competitive advantage in all organizations since the level of employee engagement determines the level of organization performance and competitiveness in the market place. In many multinational companies worldwide, employee engagement plays a significant role towards strengthening the organization's ability to acquire and retain competitive advantage in the target market (Schwartz, 2011). Employee engagement is the positive attachment and the willingness of the employees to exert energy for the success of the organization, feeling proud of being a member of the organization and identifying ones-self with the organization by proactively seeking opportunities to contribute to ones best and going extra mile beyond the employment contract (Markos & Sridevi, 2010).

A global research that was conducted shows that actually less than half of employees who work globally (46%) support the organizations stand that they receive remuneration for what they actually do on a daily basis in the work place. This however, was the same perception employees had the year before. The report also found that although there is a notable slight improvement on the organization commitment towards improving employee engagement, the overall net change in the average employee perception on engagement was negative. However, globally the perceptions about organization support and organizational justice have impacted negatively on employee engagement in many organizations for the last years (Hewitt, 2015). In many organizations worldwide including pharmaceutical firms the key determinants of employees' engagement include; employees job characteristics; employees' rewards; organizational support and organizational justice (Armstrong, 2008). William (2009) identified in many UK firms, employee engagement was mostly determined by employees job characteristics; employees rewards and

perceived organizational support while a study by Bill (2008) established that employee engagement in many USA firms was determined by employees rewards and organizational justice.

### **Regional Perspective of Employee Engagement**

In Africa, employee engagement has risen over the past years and stood at 67%. As at 2014, Hewitt (2015) investigated and found that this is attributed to the economic opportunities in the region. This has led to more engaged employees who have focused on innovation, leadership and communication. This report further stated that in Sub Sahara Africa though the trend is worrying as the proportion of employee engagement has been falling. According to Abbott (2014), in Africa the proportion of disengaged employees is similar to that of engaged employees for all professional employees working in organizations and those who have attained higher levels of education. The author further states that the reverse is true with the number of disengaged employees outnumbering the number of engaged employees for those with lower levels of education. According to Deloitte Consulting (2014), a study that was conducted in Africa on employee engagement and retention 85% of the respondents indicated that this was a matter that needs to be dealt with urgency while 29% were simply not ready to face the issue. 63% of the respondents from South Africa rated employee engagement as the second most important challenge for South Africa. To attract the best employees, companies must research the market in their area as well as their industry to ensure that their total rewards package (salaries and benefits) is in line with their talent strategy. In many Africa countries, the level of employee engagement is low in comparison to developed nations due to poor rewards, organizational support and organizational justice (Batram, 2008). As the level of employee engagement is demonstrated by the willingness of the employees to go the extra mile, believe in the organization and what it stands for in an effort to help the organization succeed, this is not the case in many Nigerian Firms since according to Apeyusi (2012) study, majority of employees working in many Nigerian pharmaceutical firms only adhered to their respective job tasks, showed low level of commitment and did not feel much attached to the organization they worked. Engaged workers are occupied in, passionate about and committed to their jobs but due to poor rewards most of the employees working in pharmaceutical firms in Ghana, lacks commitment and this leads to low level of engagement hence leading to poor service delivery. According to Lazonick (2014), in South Africa, many pharmaceutical firms are embracing various employee motivation strategies as a measure to improve the level of employee engagement and increase the overall firms' performance.

### **Local Perspective of Employee Engagement**

In Kenya, employee engagement is a major challenge facing many organizations in all industrial sectors since low level of employee engagement has contributed greatly towards declined performance of many organizations. Managers and owners of various firms in Kenya have been embracing various employees reward strategies as measure to improve the level of employee engagement with little success (Mbaru, 2011). A study that was conducted in Kenya by Mokaya & Kipyegon (2014) shows employee engagement is found to be higher in double-digit growth companies. This study that was conducted among banks in Kenya, further revealed that there is a significant relationship between reward management system and employee engagement and that workplace recreation does not significantly influence employee engagement.

According to Kariuki & Makori (2015), majority of the employees do not enjoy going to work every day and that they don't perform to their best, significant number of employees were dissatisfied with the responsibility and role that they played in their work and this led to low level

of employee engagement in many organizations. According to Musyoki (2012) the level of employees' engagement in many Kenyan organizations is determined by; employees job characteristics; rewards; organizational support and organizational justice. In the pharmaceutical firms, the level of employee engagement has been of critical concern due to increased competition in the sector and this has had a negative impact on the performance of various pharmaceutical firms. Njanja (2013) noted that the level of employee engagement in many organizations in Kenya is negatively affected by job characteristics; poor rewards; organizational support and organizational justice.

### **Transwide Pharmaceuticals Limited**

Transwide Pharmaceuticals Ltd is a private limited company registered in Kenya in 1994. The core business is in warehousing and distribution of pharmaceutical products, surgical and hospital equipment. The firm is dedicated to exceeding its customers' expectations through providing genuine quality products affordably with efficient and prompt delivery. The firm has a 300 plus motivated and professional team across different departments. At TPL the employees are always ready to listen to their customers' requests and understand their requirements and expectations. Guided by its clarion call "fluent in healthcare supply chain" the company ensures all their requirements are met satisfactorily (Transwide Pharmaceuticals, 2017).

Transwide Pharmaceuticals has been sincerely committed to providing the highest customer service standards and quality health care products. TPL has a clear understanding of its responsibility in getting the right products to those in need, as quickly and efficiently as possible. Its reputation for being an on time trustworthy distributor has helped it to become Kenya's premier choice for healthcare care products Transwide Pharmaceuticals, (2014). At TPL it is believed that professional staff begets professional service. That is why the company endeavors to only employ the most professional employees to serve the customers (TranswidePharmaceuticals,2017).

TPL's Vision is to be the leading pharmaceutical distributor through professionalism and quality service. To be the leader in the distribution, warehousing and retailing of healthcare and consumer products segments in the country. Transwide Mission is to avail quality affordable medicines to all with unsurpassed urgency and without being limited by location. Transwide is committed to ensuring that both customers satisfaction that shall promote socio-economic progress in health care (Transwide Pharmaceuticals, 2017).

### **Statement of the Problem**

Employee engagement affect significantly the level of employee job satisfaction, retention rate, commitment to work as well as the organization culture which in turn affect customer satisfaction, the level of productivity and profits, innovation, creativity and labor turnover. A study by Juan (2010) indicates that the employee engagement has not been effectively managed in many organizations and firms loose between 5%-15% of sales revenue as a result of lack of attention to employee engagement. In Kenya, research shows that pharmaceutical companies are faced by the problem of high turnover (Gakure, Guyo, & Mwangi, 2011). The findings showed that the firms lack employee retention strategies as a result of poor working environment. Moreover, research has been done on factors that affect performance of pharmaceutical firms in Kenya with the results of high performance being linked with online marketing. Following a survey of corporate leaders across Kenya, it was noted that despite the fact that employee engagement was ranked top by 76

% of human capital challenges in a report on Kenya human capital trends by Deloitte Touche(2014), little attention has been paid on determinants of employee engagement in pharmaceutical firms in Kenya. At TPL employee engagement is a major problem since it affects the level of employee commitment which leads to declined level of employee productivity and overall organization performance. Over the past 5 years, TPL has recorded a decrease in their level of sales revenues by 25% a clear indication of low level of employee engagement rendering poor services to the customers. For the past five years, the managers are very concerned about wastage of time, effort and resources in the organizations and the high turnover. According to TPL employee satisfaction survey 2017, the level of employee engagement was at 40% a decrease from 70% engagement levels in 2012. Even with these challenges TPL envisions the creation of an environment in which employees give their very best and stand by it during difficult times. And in spite of earnestly wanting to achieve this state and investing resources to realize it, it has become quite a task to win the desired level of employee engagement. The above foregoing reveals that, the company is struggling to engage the modern 21<sup>st</sup> century workforce and the research that has been conducted on determinants of employee engagement in pharmaceutical firms in Kenya is also very limited. In order to create an environment for employee engagement, it is vitally important to be aware of the key determinant factors. Thus, this study sought to establish the determinants of employee engagement in pharmaceutical firms in Kenya, a case of Transwide Pharmaceuticals.

### General Objective

The general objective of the study was to establish the determinants of employee engagement in pharmaceutical firms in Kenya, a case of Transwide Pharmaceuticals Ltd.

### Specific Objectives

The specific objectives of the research project were:

1. To establish whether job characteristics determine employee engagement in pharmaceutical firms in Kenya
2. To assess whether rewards determine employee engagement in pharmaceutical firms in Kenya
3. To explore whether organizational support determines employee engagement in pharmaceutical firms in Kenya
4. To assess whether organizational justice determines employee engagement in pharmaceutical firms in Kenya

## LITERATURE REVIEW

### Theoretical Review

#### Job Design Theory

Also known as the characteristic theory by Hackman and Oldham (1976), the theory proposes that work should be designed to have five core job characteristics. These characteristics engender three critical psychological states in individuals experiencing meaning, feeling responsible for outcomes, and understanding the results of their efforts. In turn, these psychological states were proposed to enhance employees' intrinsic motivation, job satisfaction, quality of work and performance, while reducing turnover. The theory suggests that the job aspects will show the level of an employee's responsibility in the organisation. The theory argues that job transparency causes greater job satisfaction as job clarity generates such employees who are more satisfied with the work, committed to the work and concerned with the work. The theory states five features of a job

including skill variety, task identity, task significance, autonomy and feedback as factors that affect individual 's perception of how important the work is, and eventually affects satisfaction level. Autonomy represents the level of exercising self-control, the more independent a worker feels, and the more responsibilities he or she assumes (Pearce.2010).

### **Equity Theory**

Equity Theory was first proposed by Adams (1965). Adams proposed a theory regarding how people arrive at decisions regarding whether a decision was fair. According to (Guest, 2007) equity theory has been extensively studied over decades under the title of distributive justice. The proponent of this theory, Adams (1963) proposes that workers consider their input (what they put into a job) in relation to their outcome (what they get from a job) and try to evaluate this ratio with the input-outcome ratio of their colleagues in other organisations. The theory also asserts that individuals who perceive they are over rewarded or under rewarded experience distress and a state of inequity is achieved. Adams also believes that when people feel fairly treated they are more likely to perform better. State of equity is said to exist if they realize that their ratio is equivalent to that of their colleagues in other organisations (Monday, 2008). Similarly, there is inequity if the ratio is not corresponding. Equity brings forth satisfaction among employees while inequity leads to dissatisfaction. Perry (2006) found those employees 'satisfaction increases with rewards only when these rewards are valued and observed as equitable. Equity theory argues that, for employees to increase their job performance, organisations should reward high performance. Again, in order to achieve internal and psychological rationality, employers should strive to maintain an equal balance employees input and their corresponding outcomes.

### **Organizational Support Theory**

Theory of organizational support was derived from theories related to the relationships between employers and employees, which was based on mutual expectations and obligations (Golparvar, Nayeri and Mahdad, 2009). According to this theory when the organization values employee's cooperation and efforts and pays attention to their welfare employees feel they are supported by the organization (Eisenberger, and Eder, 2008). According to Shore and Shore (1995), some of the conditions and rewards that can show organization care about its staffs are: job security, training, promotion, pay, autonomy, and recognition and role stressors. POS guarantee employees that the organization is behind them when they face a problem, execute their job and handle stressful situations (David, Martha, Neil, 2007). As environment gets more competitive employees are more concerned about the extent to which the organization cares about them and their wellbeing (Eisenberger et al., 1986). Supervisors have a major influence relating to organizational support (POS). Since supervisors perform as organizational mediators, the employee's receipt of satisfactory behavior from a supervisor should contribute as well to organizational support (Eisenberger et al., 2002). Employer's or organization's treatment has a great impact on employee perception and it leads employee to treat the organization well in return (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This psychological contract increases employee commitment and engagement.

### **Social Exchange Theory (SET)**

Social exchange theory was developed by Homans (1961). SET starts with the premise that humans interact in social behaviour in order to maximize benefits and minimize costs, which then leads to a positive outcome. Self-interest and interdependence are central properties of social

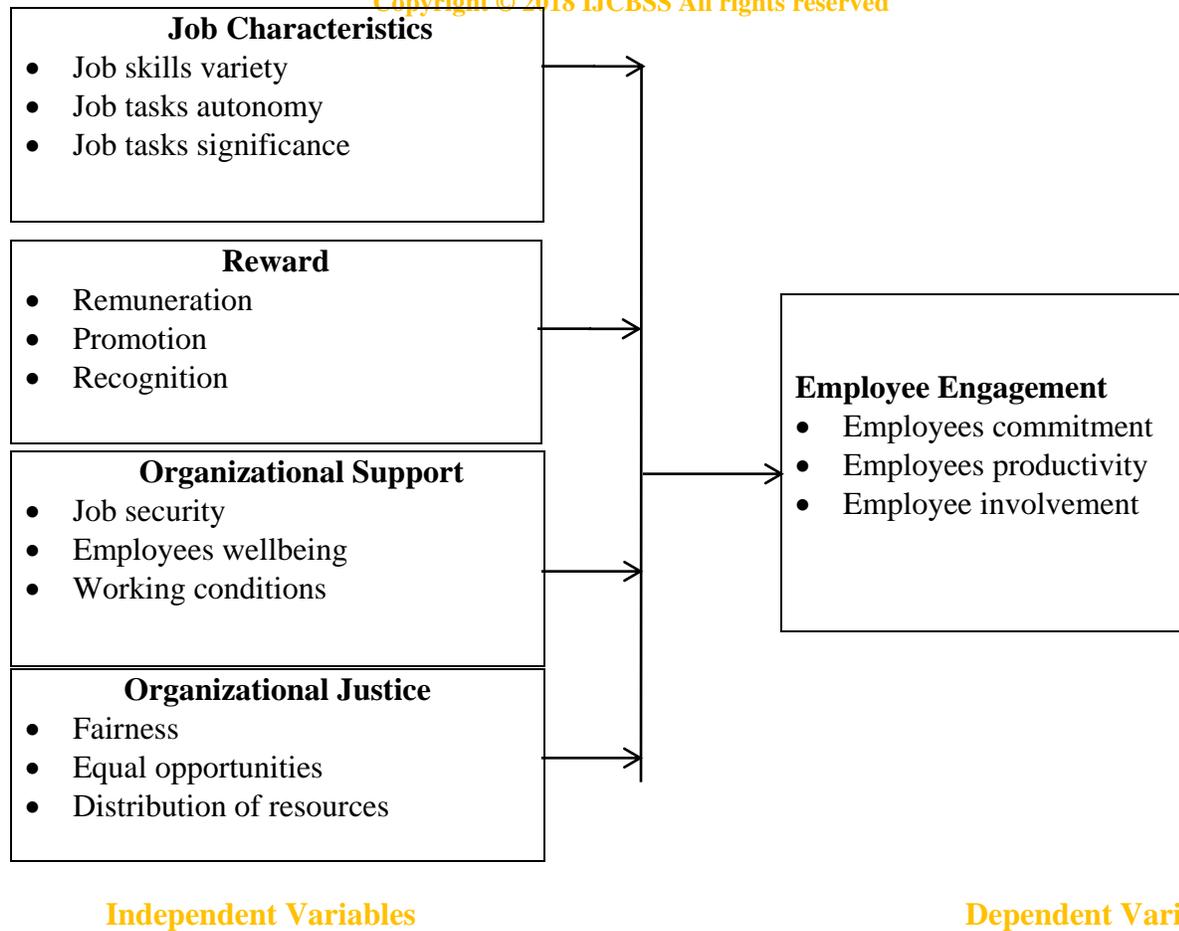
exchange. Humans use the concepts of individualism to explain exchange processes. SET holds that relationships gradually develop into trusting, loyal, and mutual pledges on the condition that the parties to the pledge follow rules of exchange. Hence, one way for employees to repay their organization is through their engagement level. In other words, the advantages that the employees receive determine the levels of employees engagement. According to Homans (1961), individual self-interest is a combination of economic and psychological needs. Fulfilling self-interest is often common within the economic realm of the social exchange theory where competition and greed can be common. When self-interest is recognized, it will act as the guiding force of interpersonal relationships for the advancement of both parties' self-interest"—Michael Roloff (1981). Homans summarizes the theory by saying that humans will adopt certain actions if they find them rewarding or the actions resulted to reward in the past. According to Holthausen (2013), social exchange theory is of importance, when organizations are dealing with employee commitment and employee engagement. Workers will put more effort when they feel the organization cares about their welfare and recognizes their input in the organization. The workers will interpret human resource practices and the trustworthiness of management as indicative of the personified organization's commitment to them. When such perceptions prevail, workers will reciprocate by positively responding to the call of the organization.

### **Distributive Justice Theory (DJT)**

According to the DJT, distributive justice is concerned with the outcomes of distributive decisions (Homans, 1961). The emphasis is on how decision makers allocate resources and on individuals' reactions to the outcomes from those decisions. Conceptualizations concerning distributive justice have been primarily interested in structural determinants (Greenberg, 1992). Structural determinants are the rules and environmental context that impact decision making (Greenberg, 1992). The structure of how outcomes are distributed may depend upon what allocators desire in terms of behavior, such as using a rule of equality to promote group harmony, or through using a rule of equity to promote increased individual job performance (Leventhal, 1976, 1980). The structure of allocations may also be important in relation to how outcome recipients view the allocations they receive in comparison to co-workers (Adams, 1963, 1965). Along with structural determinants, there are social determinants of distributive justice (Greenberg, 1992). Social determinants reflect the interpersonal treatment the allocator demonstrates for the individual who receives an outcome (Greenberg, 1992).

### **Conceptual Framework**

A conceptual framework describes the relationship between the research variables. Sekeran (2003) argues that a variable is a measurable characteristic that assumes different values among subjects. An independent variable is that variable which is presumed to affect or determine a dependent variable (Dodge, 2009). A dependent variable is a variable dependent on another variable like the independent variable. A dependent variable is the variable which is measured in the research study (Kothari, 2006).



### Job Characteristics

Job characteristics entails the job features and tasks and describes skill variety, task identity, task significance, autonomy and feedback which have an influence on critical psychological states, which in turn influence personal and work outcomes, given the strength of the employee's growth needs. Job characteristics plays a major role in predicting employee engagement in an organization and job characteristics helps in determining the level of employees job satisfaction and this determines the level of employee engagement (Armstrong, 2009). Job characteristics plays a major role in determining the level of employees' commitment which in turns affects the level of employee engagement in many organizations. Employees job characteristics such as skill variety, task identity, task significance, autonomy and feedback effects on mental health and this determines the level of employee engagement in organizations (Armstrong, 2008). According to the job characteristic theory proposed by Hackman and Oldham (1976), skill variety refers to the range of skills and activities necessary to complete the job. The more a person is required to use a wide variety of skills, the more satisfying the job is likely to be. Task identity measures the degree to which the job requires completion of a whole and identifiable piece of work. Employees who are involved in an activity from start to finish are usually more satisfied (Murlis, 2007). According to Tessema and Soeters (2008) task significance looks at the impact and influence of a job. Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community. Autonomy describes the amount of

individual choice and discretion involved in a job. More autonomy leads to more satisfaction. For instance, a job is likely to be more satisfying if people are involved in making decisions, instead of simply being told what to do. Feedback measures the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work.

### Rewards

Employee rewards are forms of compensation given to employees as form of pay to their work performance. Employees rewards exists in order to motivate employees to work towards achieving strategic goals which are set by entities. Employee rewards are not only concerned with pay and employee benefits, but are equally concerned with non-financial rewards such as recognition, training, career development and increased job responsibility. The principal goal is to increase people's willingness to work in one's company, to enhance their productivity. Rewards can either be extrinsic or intrinsic rewards. Extrinsic rewards are those that employee receive inform of salaries/pay raise, bonuses, gifts, promotion and other types of tangible rewards. Intrinsic rewards are types of rewards that give employees personal satisfaction and includes; information and feedback, recognition and trust and empowerment (Bartram, 2008).

Establishing and implementing a reward system needs careful analysis of the company policies and procedures since deciding how to recognize employees' efforts and what to provide them requires thorough analysis of responsibilities and risks involved in a particular job (Macky, 2012). Reward system of an organization should also be in alignment with its goals, mission and vision. Depending upon the job profile, both monetary and non-monetary rewards can encourage employees to contribute more to the organization (Murlis, 2007).

Monetary rewards may include a raise in salary, incentives, movie tickets, vacation trips, monetary allowances on special occasions, redeemable coupons, cash bonuses, gift certificates, stock awards, free or discounted health check-ups for the entire family and school/tuition fees for employees' children fall in this category (Macky, 2012). While designing company policies for monetary rewards, management should make sure that benefits should be as broad-based as possible. It requires sound planning and effective implementation, Tsai (2012). Non-monetary rewards may include trophies, certificates, letters of appreciation, dinner with boss, redecoration of employee cabin, membership of recreation clubs, perks, use of company facilities, suggestion awards, tie-pins, brooches, diaries, and promotion. Both monetary rewards and non-monetary rewards affect the level of employee engagement, employees productivity and overall organization performance (Armstrong, 2008).

### Organizational Support

Organizational Support is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socio-emotional needs. OS reflects the organization's overall expectations of its members and recognition of personal value and their contribution to it in a subjective perception way. OS is determined by job skills variety, job tasks identity, job tasks autonomy, job tasks significance, training, promotion, pay, autonomy, and recognition (Apeyusi, 2012). The three common antecedents of OS are fairness, supervisor support, and organizational rewards and job condition. When employees perceive that they are receiving fair treatment in comparison to their coworkers, they perceive more support.

The equity theory says that employees feel entitled to what they are given as workers based on their inputs to the job. Therefore, fairness can be perceived even if the rewards differ in size, based on employee rank. Fairness can also be described as procedural justice, or the fairness of happenings in the organization. The politics of the organization, or the promoting of self-interest, are often related to employees' perceptions of procedural justice (Schneider, 2013). Supervisor support was found by Eisenberger and Rhoades to be strongly related to employees' perception of support. Typically, people view their employer's actions, morals, and beliefs to be indicative and representative of the organization's actions, morals, and beliefs. OS tends to be higher when the supervisor or higher employer is thought to care about the employee's experience at work and does what he or she can to show appreciation for the work done (Murlis, 2007). According to Mark and McDonald (2011) organizational rewards and job conditions play a large role in perceived organizational support as well. Sometimes, extrinsic motivation can mean more to an employee than intrinsic motivation because perceived appreciation has the power to turn a bitter employee into a content employee. Eisenberger and Rhoades discuss the many ways that employers can show appreciation and reward their employees. A few examples are paying their employees fairly; recognizing their employees for new ideas, exceptional work, etc.; promoting their employees when they deserve it; providing job security as incentive to remain with the organization; encouraging autonomy to correspondingly increase production and morale (Morgeson, 2007).

### **Organizational Justice**

Organizational Justice in present context to deal every employee with fairness, providing equal opportunities, fair wages, fair and equitable approach to information and resources etc. has become of vital importance and a term which is given to fairness in organization is organizational justice. Organizational justice has been defined as the study of the concerns about fairness in the workplace like distribution of resources, fairness of decision-making procedures, and interpersonal treatment (Baruch, 2009). According to Ekberg (2009), the concept of organizational justice explains how an employee judges the behaviour of the organization and the employee's resulting attitude and behaviour. (For example, if a firm makes redundant half of the workers, an employee may feel a sense of injustice with a resulting change in attitude and a drop-in productivity). Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia, Satpute, & Lieberman, 2008). Individuals react to actions and decisions made by organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors. Fairness is often of central interest to organizations because the implications of perceptions of injustice can impact job attitudes and behaviors at work. Justice in organizations can include issues related to perceptions of fair pay, equal opportunities for promotion, and personnel selection procedures (Li, 2009).

### **Employee Engagement**

Employee engagement is the positive attachment and the willingness of the employees to exert energy for the success of the organization, feeling proud of being a member of the organization and identifying ones-self with the organization by proactively seeking opportunities to contribute to ones best and going extra mile beyond the employment contract (Markos & Sridevi, 2010). Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover

(Meyer, 2009). Employees work engagement is how organizational members control themselves to fit with the job roles. Based on this point, Ekberg (2009) further divided work engagement into three dimensions as physical, cognitive and emotional. These three dimensions are relatively independent, but the total work engagement will be higher if one dimension becomes higher. Besides, Li (2009) research shows that as the opponent side of job burnout the three dimensions of work engagement are energy, involvement and efficacy, which are compared with job burnout' dimensions as exhaustion, cynicism and lack of professional efficacy. Based on the triangular model of responsibility raised by Murlis (2007) redefined work engagement as perceived responsibility, commitment and perceived influence of job performance. For this definition, work engagement is about individual's commitment and responsibility to their performance and the relative with themselves. Employees work engagement is determined by employees' job characteristics, employees rewards, perceived organization support and organizational justice (Morgeson, 2007).

### **Empirical Literature**

#### **Job Characteristics**

A study by Baruch (2009) found out that in UK firms there is considerable evidence that job characteristics such as skill use, job control and qualitative job demands have effects on mental health, including major depression, burnout and substance use. Job autonomy and control over one's schedule were also found to be significant in the development of burnout among psychiatrists in Japan. A study of full-time employees of all levels in Canada, reported that those with high psychological job demands such as excessive workload and extreme time pressures had a twofold risk of developing major depression or generalized anxiety disorder when compared to individuals with low demands. Tsai (2012) found that highly educated white-collar workers who reported work stress had high levels of alcohol consumption and depression.

A study Harter (2012) explored the associations between job characteristics and the level of employee engagement in Pharmaceutical firms in Netherlands. The findings indicated that four of the five job characteristics (skill variety, task significance, autonomy and feedback) correlated positively and significantly with job satisfaction. Two job characteristics (task identity and autonomy) correlated significantly and negatively with perceived stress levels which determined the level of employee engagement. The same was true of depression, with task significance and autonomy showing negative correlations. From findings by a study by Lee and Kim (2010) in Chinese firms, it was clear that job characteristics more often correlated with a job specific outcome, job satisfaction and these affected the level of employee engagement.

#### **Rewards**

Milkovich and Newman (2009) study affirmed that reward refers to all forms of financial returns and tangible benefits that an employee receives as a part of an employment contract. A body of literature also argues that compensation, as a human resource management function, deals with every type of reward employees receive in exchange for performing a job. Employees' rewards have been linked with employees' compensation and service delivery by various researchers. In United Kingdom, a study by Boyd (2008) revealed that better employees compensation in terms of employees remuneration and benefits led to increased level of employees job satisfaction which positively improves service delivery in many organisations.

Boyd (2008) noted that in organisations where employees were well compensated in terms of better remunerations exhibited high level of job satisfaction and this improved their work morale

leading to better service delivery while in firms with lower remunerations led to increased cases of industrial strikes as result of dissatisfaction and this resulted to poor service delivery. Dessler (2008) posited that among the top factors that determines the level of employees job satisfaction includes; employees compensation in terms of remuneration packages, type of benefits and rewards and higher employees compensation leads to increased level of job satisfaction. A study by Luthans (2013) identified that in Canada, in much organization the level of employee engagement was determined employees rewards in terms of better remuneration, rewards and benefits and firms with better remuneration and benefits packages provided better services.

On the other hand, a study by Hulins (2009) in USA revealed that employees remuneration packages were not the only factor that determined the level of employees job satisfaction and service delivery in many public organizations, but other factors such working conditions and employees relations determined the level of employees job satisfaction and service delivery. In their study, Judge and Hulin (2013) identified that in most Asian countries employees' compensation packages determines the level of employees' engagement which in turn determines the quality of service delivery. Judge and Hulin (2013) pointed out that in countries with higher level of employee engagement such as Japan and China are able to deliver better public services, however employees rewards and benefits in these countries plays a significant role towards determination of the level of employees job satisfaction.

### **Organizational Support**

Lee & Kim (2010) noted that in many USA firms organizational support reflected the organization's overall expectations of its members and recognition of personal value and their contribution to it in a subjective perception way. "Social exchange theory" and "reciprocity principle" have always been the theoretical basis of research on organizational support and employee engagement. Baruch (2009) affirmed that the premise of the social exchange relationship is that if a person gives another person a favor, he believes that he will receive a corresponding return from the other person in the future. Similarly, if organizational support was perceived by the employees, then they will believe that the organization will fulfill its obligations of exchange in the future and think that they are obligated to repay the organization, so they will work hard in order to obtain the material and spiritual rewards, thus realize social exchange. According to a study by Ogwu (2013) when employees perceive support and caring from the organization that they will give positive organizational commitment and contribution and make active attitude or behavior changes in order to make effort to achieve organization goals. Related research shows that organizational support has a direct positive predictive effect on knowledge workers' job involvement. The research on the negative behavior of the job involvement conducted by Wayne found that organizational support can significantly inhibit the negative behavior of employees.

### **Organizational Justice**

Distributive justice is the perceived fairness of outcome distributions According to distributive justice research by Homans (2009) a distribution is perceived to be fair if it is consistent with chosen norms of allocation. Early contributions focused on the equity norm of allocation, according to which outcomes should be distributed in proportion to merit (Homans2009). A study by Armstrong (2009) revealed that in many UK firm's organizational justice affected the level of employee engagement and it was determined by the degree to which workers are cognizant that they are treated fairly in the workplace. Greenberg (2010) study on organizational justice in USA

firms asserted that organizational justice is the fairness of the treatment received by employees in their workplace. This treatment can serve to describe a working environment in terms of whether it is fair to employees. However, models of equity theory and distributive justice cannot entirely predict how employees react to perceived unfairness in the workplace. Studies of procedural factors that affect reward distribution have gradually increased.

These studies indicate that the perceived fairness of a reward distribution is less important than the perceived procedural fairness. A study by Meyer (2009) posited that organizational justice have begun to shift their focus from distributive justice to procedural, i.e., the perceived justice of processes. Procedural justice is an extension of the concept of distributive justice and originates in the fields of law and politics. Thibaut and Walker (2007) were the first sociologists to perform systematic studies of procedural fairness, particularly in dispute resolution. In their study of court proceedings, they defined procedural justice as the opportunity to express opinions and to participate in process control. In litigation, for example, participants likely to perceive the litigation outcome as fair if they are allowed to express their opinions and participate in the process, regardless of the whether the outcome is positive or negative. Lee (2007) study found out that the fairness of a legal proceeding as perceived by the participants is just as important as the actual outcome. Folger and Greenberg (2009) categorized organizational justice as distributive justice (the perceived fairness of the reward allocation) and procedural justice (the perceived fairness of the decision-making process applied by the organization). However, Bies and Moag (2011) argued that the concepts of distributive justice and procedural justice do not adequately explain organizational justice because they do not consider the interpersonal interactions perceived by employees during procedures. Thus, they proposed the concept of interactional justice. Since then, this concept has been applied in studies of how employees in organizations perceive the fairness of their treatment and the fairness of their interpersonal communications.

### **Employee Engagement**

According to Markos & Sridevi (2010) employee engagement is the positive attachment and the willingness of the employees to exert energy for the success of the organization, feeling proud of being a member of the organization and identifying ones-self with the organization by proactively seeking opportunities to contribute to ones best and going extra mile beyond the employment contract. According to Armstrong (2008) employee engagement plays a major role in determination of the level of the employees job satisfaction and how employees perform in an organization in terms of service delivery. Dessler (2008) notes that employees' engagement in many organizations is determined by employees' empowerment; employees' commitment and how employees are involved in organization decision making process. Heneman (2013) study in USA federal government showed that high level of employees' job satisfaction led to increased level of employees' engagement in many USA government institutions and this resulted to better service delivery. In China public service, a study by Khan (2012) found out that employees who were more empowered were well trained on their jobs and this led to better service delivery, however, some of the employees who were more committed were not empowered in terms of making core decisions and this affected service delivery. In Japan, a study by Loz (2009) showed that there was positive relationship between high level of employees' engagement and better service delivery in many government institutions. Loz (2009) study identified that high level of employees empowerment in terms of training and development and involvement of the employees in decision making process helped to improve the level of employee engagement in the execution

of their job task functions and this led to better quality service delivery. A study by Ogwu (2013) found out that in India, employees' engagement is mostly determined by the level of employees' commitment in many government institutions and this affects service delivery.

### **Critique of Existing Literature Relevant to the Study**

Review from the empirical literature demonstrates that, although many studies have been undertaken on employee engagement, many studies have addressed different aspects of employee engagement and have been undertaken in different regions. None of the studies have specifically addressed the determinants of employee engagement in pharmaceutical firms in Kenya in terms of job characteristics; employees rewards; organizational support and organizational justice. A study by Baruch (2009) found out that in UK firms is considerable evidence that job characteristics such as skill use, job control and qualitative job demands have effects on mental health, including major depression, burnout and substance use. However, the study failed to determine the effects of job characteristics in predicting employee engagement. Milkovich and Newman (2009) study affirmed that reward refers to all forms of financial returns and tangible benefits that an employee receives as a part of an employment contract. However, the study did not establish the effect of rewards in predicting employee engagement. A study by Luthans (2013) identified that in Canada, in much organization the level of employee engagement was determined employees rewards in terms of better remuneration, rewards and benefits and firms with better remuneration and benefits packages provided better services. However, the study too did not establish the effect of rewards in predicting employee engagement. Lee & Kim (2010) noted that in many USA firms organizational support reflected the organization's overall expectations of its members and recognition of personal value and their contribution to it in a subjective perception way. The study failed to comprehensively explore the effects of organizational support in predicting employee engagement.

A study by Meyer (2009) posited that organizational justice have begun to shift their focus from distributive justice to procedural, that is, justice of processes. The study failed to investigate the effects of organizational justice in predicting employee engagement. Bies and Moag (2011) study argued that the concepts of distributive justice and procedural justice do not adequately explain organizational justice because they do not consider the interpersonal interactions perceived by employees during procedures. The study also failed to investigate the effects of perception of organizational justice in predicting employee engagement

## **RESEARCH METHODOLOGY**

### **Research Design**

In this study, descriptive research design was used. The three main ways to collect this information are: observational, a method of viewing and recording the participants, case study, which is an in-depth study of an individual or group of individual and lastly, use of questionnaire (Orodho, 2009). The study considered descriptive research design since the research variables are identified and to thus to determine their relationship with the dependent variable. Descriptive research was also considered appropriate since the target population was large and respondents were accessed through the use of a stratified random sampling technique (Cooper & Schindler, 2003).

### Target Population

The target population of the study was 310 employees of Transwide Pharmaceuticals as shown in

Departments	Target population
Finance Department	40
Sales and Marketing Department	60
HR and Administration Department	40
Logistics and Dispatch Department	80
Procurement and Warehousing Department	90
Total	310

Source: Transwide Pharmaceuticals (2017).

### Sampling Frame

A sampling frame is a group of items or targeted respondents from which the sample is drawn from and it comprises all the components of the target population. The sampling frame for the study was a list of 310 staff working in Transwide Pharmaceuticals. The list was sourced from the TPL's human resource department. The sampling frame provided the list of all organization employees where the study sample size was drawn from.

### Sampling Techniques

The study adopted a probability sampling design by using a stratified random sampling technique to select the sample size for the study. A sample size represents the number of respondents who are selected from the target population to constitute a sample, the sample size therefore represents the actual number of respondents who were picked from each population category and issued with the questionnaires. Stratified sampling was used to group respondents into five departments. Simple random sampling was then applied to select the sample from each stratum. These led to a total of 175 respondents as the sample size for the study. The sample population of the study thus comprised of 175 respondents.

The formula to calculate the sampling size was Yamane sample calculation technique (Yamane, 1967) which main aim is to determine the sample sizes of the study based on the population size chosen. Using this formula, the research sample size was calculated as follows:

The sample size was calculated based on Yamane's formula (Yamane, 1967).

$$n = \frac{N}{1 + Ne^2}$$

where, n = the sample size

N = the size of population

e = the error of 5 percentage point

Applied as;

$$n = \frac{310}{\sqrt{1 + 310(0.05)^2}}$$

$$n = 175$$

By using Yarmane’s formula of sample size with an error of 5% and with a confidence coefficient of 95% (Yarmanne, 1967), the calculation from a population of 310 was a sample size of 175 respondents.

### Sample Size

Departments	Target population	Sample Size
Finance Department	40	23
Sales and Marketing Department	60	33
HR and Administration Department	40	23
Logistics and Dispatch Department	80	45
Procurement and Warehousing Department	90	50
<b>Total</b>	<b>310</b>	<b>175</b>

Source: Transwide Pharmaceuticals (2017).

### Data Collection Instruments

The main data collection instruments were questionnaires. Questionnaires were preferred because according to Kothari (2003), the information obtained from questionnaires is free from bias and researchers’ influence and thus accurate and valid data is gathered. Multiple choice and Likert scale questions were provided where the respondents were asked to tick appropriate choices.

The instrument was developed so as to contain all the items that aided in achieving the objectives of the research study. The questions addressed by the questionnaires sought to gather quantitative and qualitative data on determinants of employee engagement in pharmaceutical firms in Kenya. The questionnaire had six sections; the first section gathered data on respondents’ background information, while the other sections yielded data from independent and dependent variables.

### Data Collection Procedures

The study collected primary data using questionnaires. The researcher first sought consent from the management of Transwide Pharmaceuticals to carry out the research; the researcher also acquired an introduction letter from JKUAT University to confirm that the research was to be used for academic purposes. The questionnaires contained questions constructed against each of the four independent variables and respondents back ground information on the determinants of employees’ engagement in pharmaceutical firms in Kenya. Questionnaires wereself-administered to the respondents and picked on a later date to begin data analysis.

### Pilot Study

A pilot study was undertaken to test the validity and reliability of data collection instruments. Saunders (2007) explained that pilot testing helps to refine the questionnaire so that respondents

have no problem in answering the questions and there will be no problem in recording the data. Pilot-testing was done to ensure that items in the questionnaire are stated clearly and have the same meaning to all respondents. The instrument was tested on respondents who are not part of the selected sample. During the pre-testing the researcher assessed the clarity of instruments. The information which was gathered during pre-testing was used to revise the instrument. The pilot study comprised of 25 respondents which was 8% of the target population. According to Dempsey (2003) 5% to 10% of the target population is adequate sample for determining the number of respondents to be involved in the pilot study. This helps determine if the instruments are important in obtaining the required data from the field and make valid conclusions.

### Data Analysis and Presentation

The gathered data was systematically organized through coding to facilitate analysis aided by Statistical Package for Social Sciences (SPSS). Descriptive statistics data analysis method was applied where data was computed using frequencies, percentages, and standard deviation and variance results. Descriptive statistics was preferred because it aids the researcher to meaningfully describe the population of study. Inferential statistics was used to analyze quantitative data through the use of Multiple Regression model to establish the significance of the independent variables on the dependent variable. The following multiple regression model was used to test the significance relationship of independent variables against the dependent variable.

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y=Employee Engagement (Dependent Variable)

B<sub>0</sub> = constant of regression

X<sub>1</sub> = Job Characteristics (Independent Variable)

X<sub>2</sub> = Rewards (Independent Variable)

X<sub>3</sub> = Organizational Support (Independent Variable)

X<sub>4</sub>= Organizational justice (Independent Variable)

ε<sub>i</sub> = error term

In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients (Sekeran, 2003). R squared was used to check how well the model fits the data. R squared is the proportion of variation in the dependent variable explained by the regression model. The analyzed data was then presented using frequency tables and bar graphs. The advantages of using frequency tables and bar graphs is that frequency tables and bar graphs show each data category in a frequency distribution; display relative numbers/proportions of multiple categories and helps to summarize a large amount of data in a visual, easily interpretable form (Crossman, 2013).

### RESEARCH FINDINGS AND DISCUSSIONS

This section discusses descriptive statistics data analysis where the data obtained was analyzed using, mean, standard deviation and variance results. The analysis is based on research variables which included; job characteristics; rewards; organizational support and organizational justice and employee engagement in pharmaceutical firms.

### **Job Characteristics**

The study sought to determine the effect of job characteristics on employee engagement in pharmaceutical firms in Kenya and the results are tabulated in table below According to the study findings in below, respondents disagreed that their job permits them to decide on their own how to go about doing the work as indicated by a mean of 3.93 and a standard deviation of 1.432, the respondents disagreed that their job requires them to do many different tasks and use a variety of my skills and talents in my job as shown by a mean of 4.38 and a standard deviation of 1.151. The respondents disagreed that managers and co-workers let them know how well they are doing on their job as shown by a mean of 3.66 and a standard deviation of 1.369 and finally respondents disagreed that doing the job itself provide me with information about my work performance work as shown by a mean of 4.33 and a standard deviation of 1.026. Standard deviation provides an indication of how far the individual responses to a question vary or deviate from the mean. It tells the researcher how spread-out the responses are from the mean, and explains if the respondents' responses are concentrated around the mean, or scattered far & wide (Graham, 2002). If the standard deviation and variance are each greater than 1 it means that the respondents had divergent views and if they are each less than 1, then this means that the respondents had similar opinions on the issues concerned (Ramsey, 2003). The standard deviation of all aspects of job characteristics was greater than 1 a clear indication that they had divergent views. These findings indicate that majority of the respondents disagreed on existence of key job characteristics in their organization which include: job autonomy, job tasks variety, job tasks significance and feedback. The findings disagree with Das and Sisodia, (2013) where they opined that in many organizations, employees have much autonomy in their job. However, the findings were in harmony with Shuck and Wollard (2010) who argued that in many organizations, there is lack of employee job variety; there are no job diversities where employees employ different skills and talents; while managers or co-workers fail to determine employees performance but rather pinpoint the employees mistakes. Likewise, the findings concur with Lin and Ping (2016) where they found out that most employee lack autonomy in their job and they receive directives from senior management on the way to do their work and this affects employee job engagement. Sonnentag (2017) believes that determinants of employee engagement in an organization requires complex interactions of high level job task identity, job task variety, job task significance and job autonomy.

**Job Characteristics Mean, Standard Deviation and Variance Results**

<b>Job characteristics</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
My job permits me to decide on my way how to go about doing the work	126	1	5	3.93	1.432	2.051
The job requires me to do many different things at work, using a variety of my skills and talents.	126	1	5	4.38	1.151	1.326
Managers or co-workers let me know how well I am doing on my job.	126	1	5	3.66	1.369	1.875
Doing the job itself provide me with information about my work performance	126	1	5	4.33	1.026	1.053
Valid N (listwise)	126					

**Rewards**

The study sought to establish the effect of rewards on employee engagement in pharmaceutical firms in Kenya. Respondents were requested to indicate their level of agreement on key statements in relation to effect of rewards in predicting employee engagement. According to the study findings in table above, respondents disagreed that they know what is expected of them in order to get a pay raise or promotion as indicated by a mean of 3.63 and a standard deviation of 1.115; respondents also disagreed that they are paid fairly for the work they do as indicated by a mean of 4.06 and a standard deviation of 0.949; respondents further disagreed that they have received praise from my superiors for doing good work as indicated by a mean of 4.22 and a standard deviation of 0.799. Finally, respondents disagreed that there is some form of public recognition for good performance as indicated by a mean of 4.40 and a standard deviation of 0.821. The findings implies that majority of the respondents disagreed that they are paid fairly for the work they do; they receive praise from their superiors for doing good work and there is some form of public recognition for good performance. Dery and Wiblen (2010) found out that employees reward informs of salaries pay rise, fair promotion and recognition plays a major role in determining the level of employees’ engagement in organizations.

**Rewards Mean, Standard Deviation and Variance Results**

Rewards	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I know what is expected of me in order to get a pay raise or promotion	126	2	5	3.63	1.115	1.244
I am paid fairly for the work I do	126	1	5	4.06	.949	.901
I have received praise from my superiors for doing good work	126	1	5	4.22	.799	.638
There is some form of public recognition for good performance	126	3	5	4.40	.821	.673
Valid N (list wise)	126					

**Organizational Support**

The study sought to explore the effect of organizational support on employee engagement in pharmaceutical firms in Kenya. Respondents were requested to indicate their level of agreement on key statements in relation to effect of organizational support in predicting employee engagement. Respondents moderately agreed that their organization is supportive of their goals and values to feel secure as indicated by a mean of 3.34 and a standard deviation of 1.524; they also moderately agreed that they receive help from the organization when they have a problem as indicated by a mean of 2.83 and a standard deviation of 1.396. They however agreed that the organization really cares about their well- being and shows great concern for them as indicated by a mean of 2.48 and a standard deviation of 1.288; and they moderately agreed that their organization cares about their opinions and inputs indicated by a mean of 3.25 and a standard deviation of 1.349. The results indicate that the standard deviation and variance results were greater than 1 and this indicates that most of the respondents differed in their responses. In all four aspects of organization support, respondent had divergent views in their responses.

These findings indicate that majority of the respondents moderately agreed that the organization was supportive to their goals and values to feel secure; they also moderately agreed that help was available from the organization when there is a problem and also, the organization cared about employee opinions and input. Moreover, they agreed that their organization really cared about their well- being and showed great concern. According to findings by Chay and Bruvold (2013) organizational support factors such as provision of employee job security; employees wellbeing; better working conditions and career development determines the level of employee engagement in organization.

**Organizational Support Mean, Standard Deviation and Variance Results**

Organization support	N	Minimum	Maximum	Mean	Std. Deviation	Variance
My organization is supportive of my goals and values hence I feel secure.	126	2	5	3.40	1.524	2.321
Help is available from my organization when I have a problem	126	1	5	2.83	1.396	1.948
My organization really cares about my well- being and shows great concern for me	126	1	5	2.48	1.288	1.660
My organization cares about my opinions and input.	126	1	5	3.25	1.349	1.819
Valid N (listwise)	126					

**Organizational Justice**

The study sought to assess the effect of perception of organizational justice on employee engagement in pharmaceutical firms in Kenya. Respondents disagreed that the outcomes they receive reflect what they have contributed to the organization as indicated by a mean of 3.60 and a standard deviation of 1.345; respondents moderately agreed that they have been able to express their views and feelings over outcomes arrived at by the organizations procedures as indicated by a mean of 3.44 and a standard deviation of 1.484; at the same time, they moderately agreed that the organizational procedures on resource allocations are applied consistently and free of bias as indicated by a mean of 3.02 and a standard deviation of 1.559 and respondents however, they disagreed that they have been able to appeal the outcomes arrived at by those procedures as indicated by a mean of 4.27 and a standard deviation of 1.106.

These findings indicate that the organization management moderately employed organizational justice on interpersonal treatment and equal distribution of resources. However, respondents experienced difficulties in appealing the organization outcomes while the outcome that they receive do not reflect their contribution to the organization. Abraham (2012) argued that good practice of organizational justice is reflected by fairness; equal opportunities; interpersonal treatment and equal distribution of resources and this increases the level of employee engagement in the organization.

**Organizational Justice Mean, Standard Deviation and Variance Results**

Organization justice	N	Minimum	Maximum	Mean	Std. Deviation	Variance
The outcomes I receive reflect my contribution the organization	126	2	5	3.60	1.345	1.809
Express my views and feelings procedures	126	1	5	3.44	1.484	2.201
The resource allocations are applied consistently	126	1	5	3.02	1.559	2.432
I have been able to appeal the outcomes	126	3	5	4.27	1.106	1.223
Valid N (list wise)	126					

**Employee Engagement**

The study sought to establish factors that determine employee engagement in pharmaceutical firms in Kenya. Thus, the study assessed different levels of employee engagement in relation to employee commitment, employee productivity, employee involvement and job satisfaction. Respondents disagreed that they are committed their current job as indicated by a mean of 3.67 and a standard deviation of 1.251; respondents agreed that they are productive in their current job as indicated by a mean of 2.30 and a standard deviation of 1.427.

The respondents moderately agreed that they are involved in their current job as indicated by a mean of 3.12 and a standard deviation of 1.318 and lastly respondents disagreed that they are satisfied in their current job as indicated by a mean of 3.61 and a standard deviation of 1.437.

These findings indicate that employees were moderately engaged in pharmaceutical firms when measured through employees’ commitment; employees’ productivity; employee involvement and employee job satisfaction. This finding echoes findings by Muturi (2011) where he identified that employees’ commitment; employees’ productivity; employee involvement and employee job satisfaction as the products of employee engagement in many organizations. According to Armstrong (2009) high level of employees work commitment; increased level of employees’ productivity; high level of employee involvement and increased level of employee job satisfaction is an indication of high level of employee engagement in an organization.

**Employee Engagement Mean, Standard Deviation and Variance Results**

Employee engagement	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I am committed to my current job	126	1	5	2.67	1.251	1.565
I am productive in my current job	126	1	5	2.30	1.427	2.036
I am involved in my current job	126	1	5	3.12	1.318	1.738
I am satisfied in my current job	126	1	5	3.61	1.437	2.064
Valid N (list wise)	126					

### Regression Analysis

The study further carried out regression analysis to establish the statistical significance relationship between the independent variables notably (X<sub>1</sub>) Job Characteristics; (X<sub>2</sub>) Rewards; (X<sub>3</sub>) Organizational Support and (X<sub>4</sub>) Organizational justice and dependent variables Y= employee engagement. According to Green and Salkind (2003) Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable. The regression analysis results were presented using regression model summary table, Analysis of Variance (ANOVA) table and beta coefficients table. The model used for the regression analysis was expressed in the general form as given below

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. R squared was used to check how well the model fitted the data. R squared is the proportion of variation in the dependent variable explained by the regression model. These elements and the results of multiple regression analysis were presented and interpreted.

### Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 <sup>a</sup>	.566	.552	.404

a. Predictors: (Constant), X<sub>4</sub>, X<sub>1</sub>, X<sub>3</sub>, X<sub>2</sub>

The regression model coefficient of determination (R<sup>2</sup>) is .566 and R is 0.753 at 0.05 significance level. This is an indication that the four independent variables notably; Job Characteristics; (X<sub>2</sub>) Rewards; (X<sub>3</sub>) Organizational Support and (X<sub>4</sub>) Organizational justice are significant in determining the dependent variables Y= Employee engagement.

The coefficient of determination thus indicates that 56.6% of the variation in employee engagement in pharmaceutical firms be attributed to; Job Characteristics; Rewards; Organizational Support and Organizational justice. The remaining 43.4% of the variation on employee engagement can be explained by other variables not included in the model. 43.3% implies that there are factors not studied in this study that determines employees' engagement in pharmaceutical firms. This shows that the model has a good fit since the value is above 50%. This concurred with Graham (2002) that (R<sup>2</sup>) is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the (R<sup>2</sup>) the better the model fits the data. The study further used one-way Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green and Salkind (2003) posits that one-way Analysis of Variance (ANOVA) test whether the model is important in predicting the significant effect of independent variable on dependent variable.

**Analysis of Variance (ANOVA)**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.846	4	6.461	39.510	.000 <sup>a</sup>
	Residual	19.788	121	.164		
	Total	45.633	125			

a. Predictors: (Constant), X<sub>4</sub>, X<sub>1</sub>, X<sub>3</sub>, X<sub>2</sub>

b. Dependent Variable: Y

From the results in table above, 0.05 level of significance the ANOVA test indicated that in this model the independent variables namely; Job Characteristics; Rewards; Organizational Support and Organizational justice are important in predicting employees engagement in pharmaceutical firms as indicated by significance value=0.000 which is less than 0.05 level of significance ( $p=0.000 < 0.05$ ). Therefore, there is significant relationship between independent variables and dependent variable. Table above also indicates that the high value of F (39.510) with significant level of p-value 0.00 which is less than 5% level of significance is enough to conclude that all the independent variables significantly affect employee engagement in pharmaceutical firms. This implies goodness of fit of the model and thus the variables can be carried on for further analysis to determine with significance the level of influence of each variable.

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.971	.350		2.778	.006
	Job characteristics	.024	.072	.032	.337	.736
	Rewards	.007	.059	.008	.126	.900
	Organisational support	.179	.056	.268	3.175	.002
	Organisational Justice	.360	.045	.646	8.083	.000

a. Dependent Variable: Y

b. Constants

The results above further present the results of the test of beta coefficients which shows the extent to which each independent variable affect employee engagement in pharmaceutical firms. Where, Y is the dependent variable (employees engagement in pharmaceutical firms), Job Characteristics (X<sub>2</sub>) Rewards (X<sub>3</sub>) Organizational Support and (X<sub>4</sub>) Organizational justice. As per the SPSS generated regression Table above the regression equation was;

$$(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$$

$$(Y = 0.971 + 0.360X_4 + 0.179X_3 + 0.024X_1 + 0.007X_2)$$

From the findings above, at 5% level of significance, Job Characteristics was not a significant predictor of employees engagement in pharmaceutical firms where (P=0.736); Rewards were also not significant predictor of employees engagement in pharmaceutical firms where (P=0.900).

Organizational Support was a significant predictor of employees engagement in pharmaceutical firms where ( $P=0.002<0.05$ ). Likewise, organizational justice was a significant predictor of employees engagement in pharmaceutical firms where ( $P=0.000<0.05$ ). A unit increase of organization support would lead to a 0.179 increase in employee engagement while a unit increase of organization justices would lead to a 0.360 increase in employee engagement. These findings agree with findings by Chay and Bruvold (2013) where they found out that employee organizational support and organizational justice are some of the major factors that determine the level of employees' engagement in pharmaceutical firms. The findings differ with Gujral (2013) who indentified employee job characteristics and rewards as key determinants of employee engagement.

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Job Characteristics

The study sought to determine the effect of job characteristics on employee engagement in pharmaceutical firms in Kenya. The study found out that there was inexistence of some key job characteristics factors in the organization which include: job autonomy, job task variety, job task significance and feedback. Majority of the respondents disagreed that they decide on their own on how to go about their work and at the same time, their job does not also require them to neither perform different tasks nor use a variety of skills and talent. Similarly, majority disagreed that managers and co-workers let them know how well they perform their job neither does their job provide them with information about their performance. The implication from the findings in this study is that the employees feel that their jobs did not provide variety, freedom, identity and proper feedback. The study found that job characteristics were not key determinants of employee engagement in pharmaceutical firms.

### Rewards

The study sought to establish the effect of rewards on employee engagement in pharmaceutical firms in Kenya. The findings indicate that the organization to a greater extent does not employ reward factors notably salaries in terms of pay raise, promotion, recognition for good performance and employees benefits. Majority of the respondents disagreed that they are paid fairly for the work they do; they receive praise from their superiors for doing good work and there is some form of public recognition for good performance. It was found that rewards were not key determinants of employee engagement in pharmaceutical firms.

### Organizational Support

The study sought to explore the effect of organizational support on employee engagement in pharmaceutical firms in Kenya. The study found out that the pharmaceutical firms to some extent employs organizational support factors notably; job security; employees' wellbeing; working conditions and career development. Majority of the respondents moderately agreed that the organization was supportive to their goals and values to feel secure; help was available when in need and; the organization really considered their opinions. At the same time, majority agreed that their wellbeing was observed by the organization. The findings indicate that organizational support factors notably; job security; employees wellbeing; working conditions and career development determined the level of employee engagement in the pharmaceutical firms.

### **Organizational Justice**

The study sought to assess the effect of perception of organizational justice on employee engagement in pharmaceutical firms in Kenya. The study found out that pharmaceutical firm moderately exercises some organisation justice aspects on fairness. Majority of the respondents moderately agreed on fair interpersonal treatment and equal distribution of resources as present in the organisation. On the other hand, majority disagreed that they were successful in appealing organisation outcomes while some of these outcomes did not reflect their organisation contribution. The implication of the findings in this study was that when employees believe the organization practices justice, they are more likely to feel indebted to also be fair in how they accomplish their roles by giving more of themselves through better levels of engagement. It was clear that the organisation justice was found to be determinants of employee engagement in pharmaceutical firms.

### **Employee Engagement**

The study sought factors that determine employee engagement in pharmaceutical firms in Kenya. To assess the level of employee engagement in pharmaceutical firms, four aspects were put into consideration namely: employee commitment; employees' productivity; employee involvement and employee job satisfaction. The study established that some respondents were engaged in their work. Majority of the respondents moderately agreed that they were involved in their current job; majority agreed that they happen to be productive in their current job; majority of the respondents disagreed to be committed to their current job and they were also not satisfied in it.

### **Conclusions**

The study concluded that the key determinants of employee engagement in pharmaceutical firms in Kenya are Organizational Support and Organizational Justice while job characteristics and rewards were not significant determinants of employee engagement. In regard to job characteristics, the study concluded that even though they were not key determinants of employee engagement in this organization they are vital aspects of improving the overall task performance and should be enhanced. In regard to employee rewards, the study concluded that the lack of a proper reward system that pays employees fairly could reduce their levels of motivation and productivity. Employee rewards therefore cannot be ignored or underestimated.

The study also concluded that organizational support is present and held in high regard by employees in the firm and it affects employee engagement. The more the employees feel the organization is supportive of them the more engaged they become. Managers need to recognize this shift and use supportive or collaborative management styles, which are likely to engage employees who seek more collaborative and empowering management, and enhance innovation and a willingness to exert extra effort. Finally, the study concluded that organizational justice is the key determinant of employee engagement in the firm. The employees regard fairness in decisions, allocation of resources and having equal opportunities as vital determinants of their level of engagement and hence the higher the organizational justice, the higher the level of employee engagement in pharmaceutical firms.

### **Recommendations**

The study suggested the following recommendations as measures to improve the level of employee engagement in pharmaceutical firms in Kenya. These recommendations were arrived at based on the study findings of the four variables tackled in this study.

### **Job Characteristics**

Pharmaceutical firms' managers should improve on employee job characteristics by clearly defining employee skills variety and clearly establish employee job task identity. Employee job task significance should be properly defined and employee job autonomy and feedback should be enhanced through effective communication process and good employee relations. The work needs to be perceived as creative and exciting for the employee. Employees also need to feel that the work they are doing is important for themselves and for others. Job characteristics do predict work outcomes such as job satisfaction, better interpersonal relations and organizational culture.

### **Rewards**

Pharmaceutical firms should establish and implement a reward system that is in alignment with its goals, mission and vision. They should provide employees with rewards that motivate them to be more productive in the work place. This should include rewards such as recognition, training, career development and increased job responsibility and better salaries/pay raise, bonuses, gifts, promotion and other types of tangible rewards. Employees need to receive timely recognition and rewards, feel valued and appreciated in the work they do. This will ensure that there is enhanced productivity.

### **Organizational Support**

The management of pharmaceutical firms should improve on organizational support to the employee by valuing the employee contributions and caring about their well-being and fulfilling employee socio-emotional needs. Managers should effectively recognize and reward achievements, and effectively encourage the use of talents. The management should provide overall employee expectations and recognition of personal value for their contribution in the organization. This should be achieved through paying employees fairly; recognizing their employees for new ideas, exceptional work; promoting their employees when they deserve it; providing job security as incentive to remain with the organization; encouraging autonomy to correspondingly increase production and morale, improving employee well-being, providing good working conditions and providing career development opportunities.

### **Organizational Justice**

The management of pharmaceutical firms should improve on organizational justice by improving fairness; offering equal opportunities, providing better interpersonal treatment and practicing equitable distribution of resources. Having equal opportunities for, and access to, career development, growth and training opportunities is considered important in enabling employee engagement within the organization. The pharmaceutical firms should develop a culture of dealing with every employee with fairness, providing equal opportunities, fair wages, fair and equitable approach to information and resources. Managers need also to be fair and honest in their judgments and responsibilities and foster a sense of involvement and value.

### **Suggestion for Further Studies**

The study sought to determine the effect of job characteristics on employee engagement in pharmaceutical firms in Kenya. The study focused on four determinants notably; job characteristics; rewards; organizational support and organizational justice. Further studies should also be carried out to establish other determinants of employees' engagement in pharmaceutical firms that were not covered by this study. There is also a need for longitudinal studies of

engagement, to demonstrate a clear link between engagement and organizational performance. Similar studies should be carried out in other sectors such as the public service or manufacturing industries to ascertain the determinants of employee engagement.

### REFERENCES

- Abboh,R. (2014).Employees Job Satisfaction and Productivity. *Job Satisfaction Survey: International journal of human resource*, 10 (18).33-44
- Abraham S (2012). Job Satisfaction as an Antecedent to Employee Engagement, *Journal of Management*, 8 (2).27-36.
- Adams ,P. (1965). Equity Theory: *European Journal of Work and Organizational Psychology*, 7(9).8-19.
- Armstrong, M. (2009).*A Handbook of Human Resource Management Practice*.(10<sup>th</sup>ed). London: Kogan Page Ltd.
- Apeyusi, P. (2012). *The Impact of Rewards Systems on Corporate Performance*. A case study of Ghana Commercial Bank Limited. *Unpublished research study*.
- Bakker, A. A. (2008), "Towards a Model of Work Engagement", *Career Development International*, 13, (3) 209-223.
- Bartram, D. (2008). The Great Eight Competencies: A criterion-centric approach to Validation..*Journal of Applied Psychology*, 27 (3). 12-47
- Baruch, Y. (2009), "Career Management Practices: An Empirical Survey and Implications", *Journal of Human Resource Management*, 12 (7). 12-32
- Bill,O. (2008). Reward management and employees performance, *Journal of Management*, 8 (2).27-36.
- Borman, W. C., &Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance,Journal*,112(10).99-110.
- Boyd, T. (2008).Employees Job Satisfaction, *Journal of Management*, 8 (2).27-36.
- Bushe, B. (2012). Factors that Determine Academic Staff Retention and Commitment in Private Tertiary institution in Botswana: Empirical Review. *Global Advanced Research Journal of Management and Business studies*.1(90).278-299.
- Chay, H.L. &Bruvold, N.T., (2013). Creating value for employees: investment in employee development,*International Journal of Human Resource Management*. 14 (6). 981-1000.
- Cooper, R.D, & Schindler, P. (2003).*Business Research Methods*. (1<sup>st</sup> Ed): New York: McGraw- Hill.
- Crossman, R. (2013), *Research Methods*, (2<sup>nd</sup> Edition). Newjersey. Pearson Publishers
- David,R.,Martha,C.&Neli , P. (2007). Performance management and employees performance, *Journal of Management*, 8 (2). 27-36.
- Deloitte Consulting (2014).Career management and employees performance, *Journal of Management*, 8 (2).27-36.
- Dempsey,B. (2003).*Research Methods*. (4<sup>th</sup> Ed).New Jersey: Pearson Publishers:
- Deepa E. (2014), "Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity", *The Journal Contemporary Management Research*, 8, (1). 72-82.
- Dery, K.,&., Wiblen, S. (2010), "Human Resource Information Systems (HRIS):

- Replacing or Enhancing HRM", *Paper presented at the the 15th World Congress of the International Industrial Relations Association, IIRA 2009, Sydney, August 27.*
- DeSimone, R. L. & Harris, D, M (2006). *Human Resource Development – A Futuristic Perspective of Human Resource Management*, (2<sup>nd</sup> Ed).Fortworth TX, Dryden Press
- Dodge, N. (2009). Career management and employees performance, *Journal of Management*, 8 (2).27-36.
- Ekberg, K. (2009). The associations between perceived distributive, procedural, and interactional organizational justice, self-rated health and burnout. *Management Journal*, 33, 43-51.
- Elsenberger,R.& Eder, C. (1986). Impact of Occupational Health and Safety on Worker Productivity. *African Journal of Business Management*, 4 (9).11-32
- Elsenberger,R.& Eder, C. (2008). Impact of Occupational Health and Safety on Worker Productivity. *African Journal of Business Management*, 4 (13).22-31
- Field L K. (2011), "Happiness, Work Engagement and Organisational Commitment of Support Staff at a Tertiary Education Institution in South Africa", *SA Journal of Industrial Psychology*.37, (1) 946-955.
- Folger,N.&Greenberg,R. (2009). Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity", *The Journal Contemporary Management Research*, 8, (1). 72-82.
- Gill, P. (2012).Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity", *The Journal Contemporary Management Research*, 8, (1). 72-82.
- Golpariar,P., Nayeri,,P and Mahdad,N. (2009). Effect of Performance Appraisal System on Job Satisfaction and Productivity", *The Journal Contemporary Management Research*, 8, (1). 72-82.
- Grace, A.&Khasa,R. (2003). Performance Appraisal System and Productivity", *The Journal Contemporary Management Research*, 8, (1).72-82.
- Graham,P. (2002) *Research Design and Methodology*. (2<sup>nd</sup> Edition).Newjersy. Pearson Publishers
- Greenberge,R. (1992). Effect of employees rewards systems on employees Productivity", *The Journal Contemporary Management Research*, 8, (6).12-22.
- Guest ,T. (2007).Employees relations and communication process. *Journal of Management*, 15(7). 22-28
- Gupta C. B. (2008). *Human Resources Management*, (1<sup>st</sup>ed.). New Delhi : Sultan Chand & Sons Publishers.
- Hackman,R.&Oldman, T. (2007). Effect of employees work relations and performance. *Journal of Management*, 4 (5).12-21
- Harter, J. K. (2012). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268-279.
- Heneman, P. (2012). Employees Rewards and job satisfaction . *Journal of Management*, 4 (6).15-32
- Hewatt,W. (2015). Effect of employees rewards on productivity. *Journal of Management*, 7 (6).14-22
- Holthausen ,P. (2013). Employees training and development and productivity. *Journal of Management*, 7 (10).15-16

- Homans, D. (1961). Employees rewards management practices. *Journal of Management*, 4 (7).13-22
- Jeffery A. Y.(2013) Job Embeddedness Theory: Can It Help Explain Employee Retention Among Extension Agents?.*Journal of extension, sharing knowledge*.12, 44-67.
- Joppe,P. (2000) *Research Design and Methodology*. (2<sup>nd</sup> Edition). Pearson Publishers. New Jersey
- Juan,R. (2010). Perceived Organizational Support and employees performance. *Journal of Management*, 4 (14).17-22
- Judge,T.&Hulin, R. (2013). Employees job design and productivity. *Journal of Management*, 8 (15).17-22
- Kariuki,R.&Makori,C. (2015). Effect of Employees training on employees job satisfaction. *Journal of Management*, 4 (14).16-22
- Kiss,P&Bkoomquist,P. (2009).*Research methodology. Methods and techniques*. (2<sup>nd</sup> ed). New Delhi: New Age International Publishers.
- Kombo, D. K., & Tromp, D. L. A. (2010). *Proposal and Thesis Writing, An Introduction*. (9<sup>th</sup> Ed) . Nairobi: Paulines Publications Africa
- Kothari, C.R. (2006). *Research methodology: Methods & technique*. (3<sup>rd</sup> Edition). New Age International Publishers
- Korsagard, P. (2009).human resource management practice and organization performance. *International journal of human resource*, 8 (16).37-47
- Kroth,N. (2008).Employees Relations and Motivation. *Journal of Management*, 12 (14).22-32
- Lazonick,P. (2014). Factors affecting employees productivity, *International Journal of Business and Management*, 7 (5).16-23
- Lee, K.Y., & Kim, S. (2010). The Effects of Commitment-Based Human Resource Management on Organizational Citizenship Behaviors: The Mediating Role of the Psychological Contract. *World Journal of Management*, 2 (1). 132-142
- Li, A., & Cropanzano, R. (2009). Fairness at the group level: Justice climate and intraunit justice climate. *Journal of Management*, 35, 564-599.
- Loz, P. (2009). Factors affecting employees productivity, *International Journal of Business and Management*, 5 (7).36-55
- Luois, A. (2009).Employees rewards and employees productivity, *International Journal of Business and Management*, 5 (5).34-45
- Luthans, N. (2013). Factors affecting employees job satisfaction, *International Journal of Business and Management*, 9(5).36-47
- Macky, B. (2012). The Relationship Between High Performance Work Practices and Employee Attitudes: An Investigation of Additive and Interaction Effects. *International Journal of Human Resource Management*, 8 (9). 37-67
- Maertz,T. (2007). The relationship between affective and normative commitment: review and research agenda. *Journal of Organizational Behavior*, 27 (5), 645-663.
- Mark.P.&McDonald.A., (2011). The social organization:How to use social media to tap the collective genius of your customers and employees. Boston: *Harvard Business Review*. 11 (6), 112-114.
- Markos,P. &Sridevi,R. (2010). *Employee relations and Job satisfaction*: (3<sup>RD</sup> Ed) London: Sage Publishers
- Mbaru R. (2011). Challenges Affecting HRM in Developing Countries. *International*

- Journal of Human Resource Management*, 11(1).34-45.
- Mbwesa, P. (2009).A review of the Literature on Employee Turnover.*African Journal of Business Management*, 1 (3).41-54.
- Meyer, J. P. &Herscovitch, L. (2011).Commitment in the Workplace. Toward a General Model.*Human Resource Management Review*, 11, 299–326
- Meyer, J. P. & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior* 77, 323–337
- Meyer, J. P. (2009). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89, 991-1007
- Michael,P. (1981).Relative Pay and Job Satisfaction. *Journal of human resource Management*, 12 (9).133-143
- Michael,N. (2017). Employee Job Satisfaction in Pharmaceutical Firms.*Journal of Human Resource Management*, 14 (10).133-146
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., &Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *The Academy of Management Journal*, 44, 1102–1121.
- Mokaya,R.&Kipyegon,C. (2008). Job Satisfaction and Dissatisfaction among Teachers in Kenya. *Kenya Journal of Education Planning Economics and Management*.3 (3). 114-123
- Morgeson, F. (2007). The Work Design Questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*.25,114-127.
- Mugenda, O. M., & Mugenda, A. G. (2008). *Research Methods: Quantitative and Qualitative Approaches*. (4<sup>th</sup> Ed). Nairobi: Africa Center for Technology Studies.
- Mugenda, A. G., (2008), *Research Methods; Quantitative and Qualitative Approaches*, (4<sup>th</sup> Ed). Acts Press, Nairobi, Kenya.
- Murlis, H. (2007). *Reward Management: A Handbook of Remuneration strategy and Practice*.(5th Ed). London, UK: Kogan Page
- Musyoki,R. (2012).Employees motivation and organization performance, *International journal of human resource*, 12 (6).22-28
- Muturi, A. (2011). Employees Job satisfaction and organization performance, *International journal of human resource*, 14 (9).21-29
- Neuman,P. (2006). *Research methods: Methods & techniques*. (2<sup>nd</sup> ed). Pearson Publishers. New Jersey.
- Njanja, W.L, Maina, R.N, Kibet, L.K, and Njagi K., (2013), Effect of Reward on Employee Performance.*International Journal of Business and Management*; 8,21-22
- Omar, S. (2010). Organizational climate and Its influence on organizational commitment. *International Business and Economics Research*, 17, 20-26.
- Ogwu, M. O. (2013). Impact of Fair Reward System on Employees with High Levels of Education in Nigeria Agip Oil Company.*British Journal of Education, Society and Behavioral Science*.3(1).47-64.
- Orodho, C.R. (2009). *Elements of Education and Social Science Research Method*. (2nd Ed). New Delhi: Kanazja Publishers.
- Otieno, P. (2014). Employees motivation and organization performance, *International journal of human resource*,6 (7).21-27
- Parker, S. K., Williams, H. M. (2009). Modeling the antecedents of proactive behavior at

- work. *Journal of Applied Psychology*, 91, 636-652.
- Pearce, T. (2010). The relationship between HR practices and firm performance: examining causal order, *Personnel Psychology*, 58 (2). 409–46.
- Perry, P. (2006). The relationship between HR practices and employees performance: examining causal order, *Personnel Psychology*, 12 (7). 112–146.
- Phillip, M. (2017). Employees Performance Ratings. *Journal of Human Resource Management*, 14 (10). 133-146
- Saunders, P. (2007). The relationship between employees' inter-organizational career orientation and their career strategies. *Career Development Journal*. 11 (3). 3-2
- Schwartz, T. (2011). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17 (2). 319-331.
- Schneider, B. (2013). Which comes first: Employee attitudes or organizational financial and market performance? *Journal of Applied Psychology*, 88, 836-851.
- Shole, R. & Shole, C. (1995). Factors affecting employees productivity, *International Journal of Business and Management*, 6 (5). 34-45
- Serekan, U. (2003). *Research Methods for Business: A Skill Building Approach*. (4th Ed.). New York: John Wiley & Sons Inc.
- Silberstein, S. (2012). "The hierarchy of needs for employees. *Journal of Applied Psychology*, 12, 113-118
- Tabibnia, G., Satpute, A. B., & Lieberman, M. D. (2008). Employees relations and productivity. *Journal of Applied Psychology*, 12, 113-118
- Tessema, M., & Soeters, J. (2008). Challenges and Prospects of HRM in Developing Countries. *International Journal of Human Resource Management*, 17(1). 86-105.
- Thibaut, H. & Walker, R. (2003). Performance Appraisal Satisfaction and Employee Outcome: Mediating and Moderating roles of work motivation. *International Journal of Human Resource Management*, 17 (3). 122-129
- Thibaut, H. & Walker, R. (2007). HR Practices and Leadership Styles as Predictors of Employee Attitude and Behaviour. *European Journal of Social Sciences*, 14 (9). 135-147
- Transwide Pharmaceuticals Survey Report (2017). Employee job satisfaction survey Report. *Transwide Pharmaceuticals Survey Report*.
- Tsai N. (2012). The elusive relationship between perceived employment opportunity and turnover behavior. *Journal of Applied Psychology*, 74(6) 846-854
- Wang, C. (2009). HR Practices and Leadership Styles as Predictors of Employee Attitude and Behaviour. *European Journal of Social Sciences*, 14 (9). 135-147
- Yamanne, P. (1967). *Research Methods*, (2<sup>nd</sup> Edition). Pearson Publishers. New Jersey
- Zinbarg, M. (2005). *Research Methods*, (2<sup>nd</sup> Edition). Pearson Publishers. New Jersey

**IJCBSS International: Publication Benefits & Features**

**Unique features:**

- Increased global visibility of articles through worldwide distribution and indexing
- Showcasing recent research output in a timely and updated manner
- Special issues on the current trends of scientific research

**Special features:**

- 700 Open Access Journals
- 10 Editorial team
- Rapid review process
- Quality and quick editorial, review and publication processing
- Indexing at PubMed (partial), Scopus, EBSCO, Index Copernicus, Google Scholar etc.
- Sharing Option: Social Networking Enabled
- Authors, Reviewers and Editors rewarded with online Scientific Credits