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**FACTORS INFLUENCING WORKPLACE PERFORMANCE IN
PHARMACEUTICAL SECTOR IN KENYA**

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ABSTRACT

The study aimed at determining the influences of workplace performance in pharmaceutical sectors in Kenya. The specific objective of the study was to determine the influence of Training, work environment, leadership and remuneration. The study used Vroom's Expectancy Theory, Human Capital Theory, Herzberg Two Factor Theory to provide a theoretical framework related to the study This study adopted qualitative and quantitative analysis. The target population was 220 employees from Nila Pharmaceutical head office based in Baba dogo premier industry. The data was collected and analyzed by the use of SPSS.The data were subjected to validation and verification checks. Accuracy, completeness and clarity were checked and a sequence of steps were applied to convert the raw data into systematic. Data were analyzed using descriptive and regression analysis. The correlation results indicated a positive and significant association between Remuneration, leadership, training & development, work environment and workplace performance. Therefore variables are significant predictors of workplace performance. Data collected was analyzed manually and presented in tables and percentages largely describing the correlation between a variable and the influence of workplace performance. On whether training and development influences workplace performance, the findings reveal that 65% of the respondents agreed with the statement while 35% of the respondents stated otherwise. On whether leadership influences workplace performance, majority of the respondents at 65% agreed with statement while 35% disagreed. On whether working environment influences workplace performance, the findings revealed that 70% of the respondents agreed that working environment influenced workplace performance in pharmaceutical sector while 30% were of different opinion. On whether remuneration influences workplace performance 75% of the respondents agreed

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that remuneration influenced workplace performance in the pharmaceutical sector while 25% of the respondents expressed a different opinion on remuneration influencing workplace performance in the pharmaceutical sector. The findings are useful to the management of pharmaceutical sector in Kenya in the formulation of strategies for improving workplace performance. The results of this study may serve as a basis for Nila pharmaceutical management to assess their management strengths and weaknesses and would use the findings to become more effective in Pharmaceutical industry. It was concluded that Nila Pharmaceuticals Ltd employs training and development programmes to sharpen employee skills and effectiveness. On working environment it has been concluded that working environment lowered employee concentration level and performance in general at Nila Pharmaceutical Ltd. The study also concludes that rewarding employees through remuneration programmes influenced their attitude towards performance. The study recommends that Pharmaceutical companies in Kenya should take into account the various factors and the best practices to improve workplace performance

Keyword: Remuneration, workplace performance, work environment, training & development, pharmaceutical sector.

INTRODUCTION

Markos & Sridevi (2010) defines workplace performance as how employees fulfill their job duties and execute their required tasks. It refers to the effectiveness, quality, and efficiency of employee output. Performance also contributes to our assessment of how valuable an employee is to the organization.

When the full potential of HR is unlocked, an organization can achieve unlimited output, efficiency and effectiveness. Not all employees are equal in their working; as they have different modes of working. Some employees have the highest capability regardless of the incentive while others may have an occasional jump-start. Nonetheless, if all employees are handled effectively, the results can be greater productivity and increased employee morale (Truong, 2012)

Pharmaceutical companies in Kenya are considered as one of the most important knowledge intensive organizations and a great source of human capital (Pharmaceutical Society of Kenya, 2012). The manufacturing sector's contribution to Gross Domestic Product (GDP) remained at about 10 per cent. The sector's recorded a growth of 3.4 per cent in 2021 compared to a growth of 5.6 per cent in 2020. The growth was partly due to modest inflation, decrease in oil prices which led to reduction in input costs. Kenya is currently largest producer of pharmaceutical products in the common market for Eastern and Southern Africa region supplying about 50 per cent of the region's market. Out of the

regions estimated 50 recognized pharmaceutical manufacturers, approximately they are based in Kenya. The pharmaceutical sector consists of about 42 licensed pharmaceutical firms which include local manufacturing companies and large multination corporations, subsidiaries or joint ventures.

Workplace performance and productivity is a fundamental concept in many world economies. Choudry (2009) in his study on the Determinants of Labor Productivity, notes that Africa and south Asian countries (except India) performance in labor productivity is not very encouraging. Therefore, organization productivity levels highly depend on human resource management practices. Abdulla (2009) points out that training and development, teamwork, human resources planning and performance appraisal are correlated with an organizations business performance. The author further emphasized that more focus should be on empowerment through increasing education attainment of employees with an aim of attracting financial investment from foreign countries for the purpose of job creation.

There seems to be a performance crisis in Pharmaceutical industry, as there is need to produce more for less (Nabukeera, Ali & Raja, 2014). This economic problem that strikes through poor, developing and developed countries has raised the appetite for efficiency, hence the need for evaluation mechanisms to help assess workplace performance of institutions on programs that are quiet inadequate (Nabukeera, Ali & Raja, 2014). Salem (2003) stated that it was clear by the 1980s that interest in Performance Management has moved from the ivory towers of academia to the corridors of government around the world. He asserts that towards the end of the 1980s, many systems of Performance Management were born, adopted and implemented at many levels of the public sector and these were traced back to the use of cost benefit analysis in the 1960s; to management by objectives (MbO) in the 1960s and 1970s; and to output budgeting in the 1960s. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises.

STATEMENT OF THE PROBLEM.

The concept of employee performance in pharmaceutical sector is a subject under discussion both locally and internationally. Many pharmaceutical sectors organisation

have failed in their mandate to improve workplace performance with an aim of intensifying service delivery to boost economic growth. Going by the financial year 2020/2021 performance contracting results, many organisations did not attain their expectations in spite of the government having given it greater in terms of taxation and interest rate grace period expansion due to covid -19 pandemic, which disorganized business environment. According to C.Provvidenza (2020), while literature on knowledge translation competency training is rapidly growing, there has been little exploration of the potential benefits of training initiatives delivered from an intra-organizational perspective leading to limited knowledge and competence and has hindered employee performance in both private and public service leading to poor service delivery. Appreciating the authors' sentiments into the study contributed to the current study even though the findings were limited to capacity building. It was also apparent that poor leadership and work systems hinder workforce performance in most private-sector organizations. Thus, experienced performance challenges such as poor designed system, poor communication, lack of career mobility, unbalanced compensation system are common issues that create barriers to individual, team, and organizational excellence. These issues may lead to employee disengagement, disconnection, distrust, and ultimately degradation of workplace performance may hinder prospects of achieving organisation-desired goals.

Kenyan Pharmaceutical Companies have been challenged in meeting increasing technical requirements for pharmacists and Pharmtechs by a severe shortage of qualified technical personnel. However, public secondary and tertiary schools with technical and vocational education programs have played a smaller role than expected in preparing workers for informal sector employment (Adams *et al.*, 2013).It has been found that Pharmacist/Pharmtech trained in Kenya lack an industrial orientation. There are basic training institutions for pharmacists and pharmaceutical technologist at university and diploma levels but these institutions do not have a demonstration centers to expose students. Students are to register for a three month pre-registration exposure, but the time period is not adequate for full training that can impact skills and experience of Pharmaceutical personnel. Because of this situation, the skills and knowledge on production processes, engineering, management and retail are really acquired by association and guidance on the job from the experienced personnel, which is not guaranteed (United Nations Industrial Development Organization, 2010). To provide

basic competency and skills to future pharmacy practitioners, there is no doubt that public health instruction needs to be incorporated into core courses in the pharmacy curriculum (Hassali, 2011).

GENERAL OBJECTIVES.

To establish influence of workplace' performance at Nila Pharmaceuticals ltd.

SPECIFIC OBJECTIVES.

- i. To establish how training and development influence workplace performance at Nila Pharmaceuticals ltd.
- ii. To determine how work environment influence workplace performance at Nila Pharmaceuticals ltd.
- iii. To find out how leadership influence workplace performance at Nila pharmaceuticals ltd.
- iv. To ascertain how remuneration influence workplace performance at Nila Pharmaceuticals ltd.

RESEARCH QUESTIONS.

- i. To what extent does training and development influence workplace performance at Nila Pharmaceuticals ltd?
- ii. In what ways does work environment influence workplace performance at Nila Pharmaceuticals ltd?
- iii. What is the influence of good or bad leadership on workplace performance at Nila Pharmaceuticals ltd?
- iv. How does remuneration influence workplace performance at Nila Pharmaceuticals ltd?

THEORETICAL FRAMEWORK.

The study was anchored on Herzberg's Two Factor Theory. Frederick Herzberg developed the model in 1959. He did this by interviewing over 200 professionals. The

interview delved into when the interviewees were at their most and least happiest with their jobs. Workplace performance can easily be understood under the concepts of Herzberg's two-factor theory where he studied factors that motivate and stimulate employee productivity. Relating his work with Maslow theory, Herzberg observed that satisfying employee needs will never be motivated unless their needs and standards are met. He maintained that the basic benefits such as salaries and other facilities for example an adequate working environment, training and leadership do not necessarily ensure that employees are happy and satisfied (Mehmood, Irun & Ahmed, 2012). Thus, satisfying employee needs is a major step towards improving their workplace performance.

The theory explains further the main reason why employee needs must be fulfilled and satisfied before any commencements are initiated. Factors such as hygiene and financial rewards must be met first before other motivating factors can be initiated to stimulate and enhance the desire of employees to work even harder on their work prospects.

Thus, management team in organizations must meet both the physiological and psychological needs of their staff. This is because these factors have positive significant association with the overall employee performance and career progression. In short, it is almost impossible for organization to function well without fulfilling employee's hygiene factors.

Another aspect of Herzberg's Motivation-hygiene theory is that it categorizes two important motivational concepts as intrinsic and extrinsic. Intrinsic is mainly based on interpersonal relationship, employee achievement and measure of employee responsibility. On the contrary, extrinsic motivation is based on hygiene factor that stimulate employee performance levels such as salary increment, conducive working environment and organization policies in place. These factors will either increase or decrease employee performance depending on how they are implemented across the organization (Mehmood et al, 2012).

Applicable to the study as the anchor theory, the theory enabled the study to identify important factors that hinder workplace performance in the pharmaceutical sector in Kenya. Moreover, concepts from the theory was used to develop research questionnaires to investigate further factors that presently influence employee performance specifically in

the pharmaceutical sector domain.

EMPIRICAL REVIEW.

Various researchers in the literature have looked into different factors influencing workplace performance an organizational, Abeeha and Bariha (2012) did a study to understand the relationship between employee training needs with competitiveness within privately owned organizations. Out of 35,386 employees from five major banks, the study sampled 395 respondents who were equally representative of the five banks. The study results observed that there is not only a positive relationship but also a significant bond between employee training needs and competitiveness. However, the authors finding failed to state the context at which their research aimed at. Thus, need further research to address gaps.

A study done by Gitahi (2014) the working conditions influenced staff performance at Commercial Bank of Africa in Nakuru. The findings showed that psychosocial aspects are an important factor in boosting the performance of employees than the physical workplace factors and work life factors. However, the study did not provide predictive models used to determine the influence of psychosocial aspects towards employee performance.

In order to find out the extent to which workplace environment affects employee performance, Naharuddin and Sadegi (2013) studied 139 respondents using descriptive survey research. The findings of the study displayed that support from the management team did not influence employee performance while job aid and physical workplace environment had a significant relationship towards employees' performance.

Njeri (2013) studied the role of remuneration programs on employee performance in Kenyan public sector. The data was collected through questionnaires drawn from various departments, 82 of the staff participated in the study that formed 75% of the sampled population. In its major findings the study has identified major contributing factors on remuneration and motivation of staff as low salary and bonuses as identified from reasons for quitting their previous jobs found to be key in creating a competitive advantage based

on improved performance. Though the findings are applicable to the study, the authors findings engulfed around remuneration without considering other possible factors.

RESEARCH METHODOLOGY

This study used descriptive survey design, as it was appropriate in establishing the relationship between variables and facilitated the collection of current information. The researcher used this method because it is used when a researcher wants to describe specific behavior as it occurs in the environment. Cooper and Schindler (2006) stipulated, “Descriptive research design defines a subject by creating a profile of a group of problems, people, or events, through the collection of data and tabulation of the frequencies on variables intended for research”. Therefore, this design adopted descriptive research design. The study targeted 220 employees from Nila Pharmaceutical head office and respondents included top level management, middle level management and support staff.

RESULTS AND DISCUSSION.

A multiple regression model was fitted with workplace performance as the dependent variable and remuneration, training and development, leadership and work environment as the independent variables. Before fitting the regression model, diagnostic tests were conducted to evaluate whether the assumptions of multiple linear regression were fulfilled. The assumptions tested included, linearity, homoscedasticity, no multicollinearity and normality.

According to Kothari and Garg (2014) Regression is the determination of a statistical relationship between two or more variables. In simple regression, we have only two variables, one variable (defined as independent) is the cause of the behaviour of another one (defined as dependent variable). Regression can only interpret what exists physically, there must be a physical way in which independent variable X can affect dependent variable Y . According to Kothari and Garg (2014) when there are two or more than two

independent variables, the analysis concerning relationship is known as multiple correlation and the equation describing such relationship as the multiple regression equation. Multiple regression assume form:

$Y = a + b_1 x_1 + b_2 x_2$ Where X_1 & X_2 are independent variables and Y being dependent variable and the constant a , b_1 and b_2 .

This is a technique used to measure the effects of two or more independent variables on a single dependent variable measured on interval or ratio scales, e.g. the effect on income due to age, education, ethnicity, area of living, and gender (Williman, 2011). Workplace Performance has to be regressed against four variables; remuneration, leadership, training and development, and work environment. The equation of firm performance was expressed in the following multiple regression model. $Y_s = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where Y_s = Workplace performance

β_0 = Constant

X_1 = Remuneration

X_2 = Leadership

X_3 = Training &

development

X_4 = Work environment

ε = error term

$\beta_1 X_1$ $\beta_5 X_5$ Regression coefficient or coefficient of determination, (R^2) of four variables. Regression equation was preferred because it helps avoid overestimating the impact of adding an independent variable on the amount of inconsistency explained by the estimated regression equation (Kothari and Garg, 2014). In this study, 220 observations were analyzed.

4.2.1 Linearity Assumption

The first assumption of multiple linear regression is that the dependent variable and each of the independent variables have a linear relationship. To test this assumption, ANOVA deviation from linearity was used. The null hypothesis tested is that “There is no deviation from linearity”. Linearity (the null hypotheses will not be rejected) will hold for p-values greater than 0.05. From the ANOVA deviation from linearity results shown in the table 4.17, all the p-values are greater than 0.05. The linearity assumption is satisfied.

Table 21: Linearity Assumption

Deviation from Linearity		F (3,2)	Sig.
Workplace Performance *	Remuneration	.040	.960
Workplace Performance * Leadership		.808	.594
Workplace Performance * Training & Development		.831	.587
Workplace Performance * Work Environment		3.190	.078

4.2.2 No Multicollinearity

The no multicollinearity assumption states that the independent variables should not be highly correlated. When they are highly correlated, there will be a problem in figuring out the exact variable that leads to the variance in the dependent variable. Variance Inflation Factor (VIF) method is used to check this assumption. If the VIF values are less than 10, the assumption holds; however, VIF values not exceeding 5 are the best. All the VIF values are less than 5, therefore, the assumption of no multicollinearity is fulfilled.

Table 22: No Multicollinearity

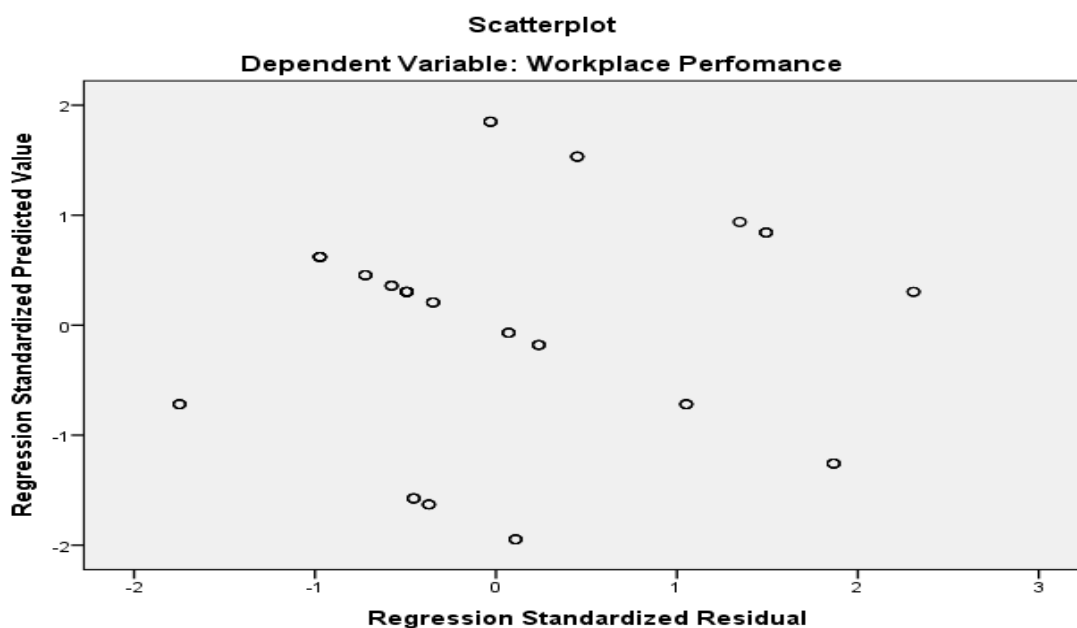
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Remuneration	.463	2.159
	Leadership	.862	1.161
	Training & Development	.847	1.180
	Work Environment	.490	2.041

a. Dependent Variable: Workplace Performance

4.2.3 Homoscedasticity

Thus assumption states that the error amount in the residuals does not vary (that is, is similar) at each point of the linear regression model. The assumption is checked using a plot of standardized residuals versus the predicted values, known as a scatterplot of residuals versus predicted values. The plots should be evenly distributed along the 0 mark for homoscedasticity to hold. An examination of the scatterplot below shows even distribution of the plots in either half of the 0 marks, homoscedasticity assumption is fulfilled.

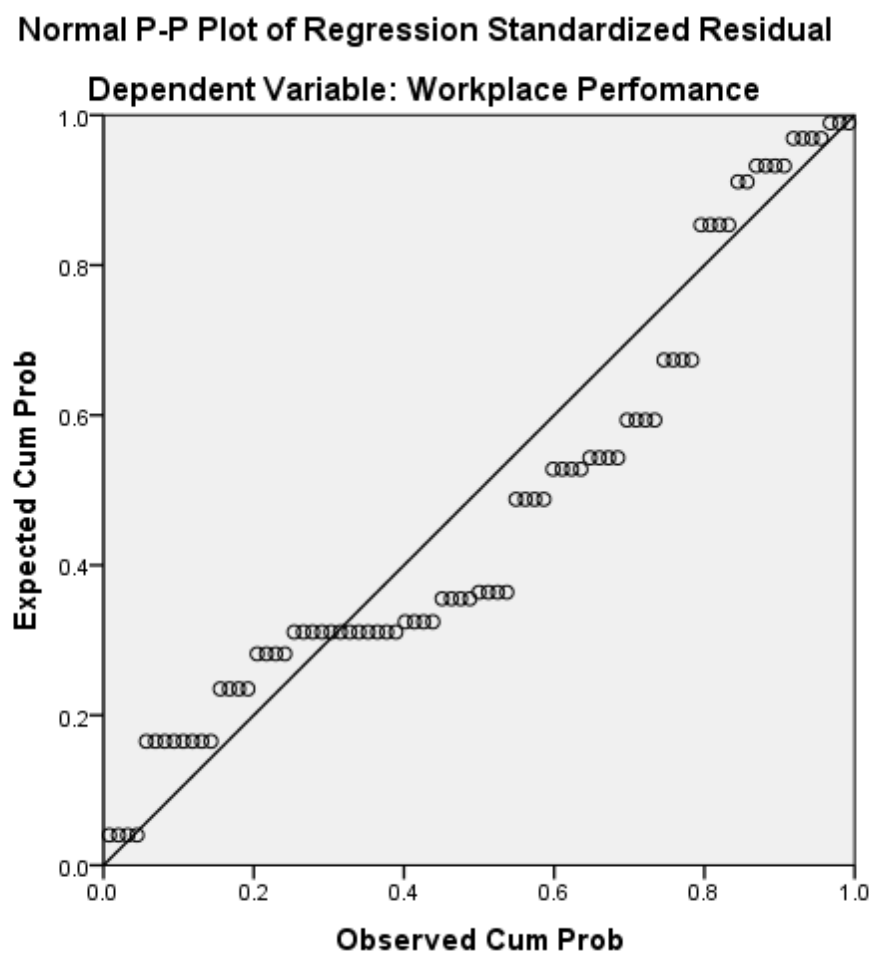
Figure 2: Homoscedasticity



4.2.4 Normality Assumption

The normality assumption assumes that the residuals follow a normal distribution. The assumption is tested using a normal probability plot (Normal P-P) plot. The plots should not deviate from the perceived diagonal line for normality to hold. An examination of the normal P-P plot shows no much deviation from the perceived diagonal; the normal assumption is therefore satisfied.

Figure 3: Normality Assumption



4.2.5 Regression Model

Having examined that all the assumption of multiple linear regression are satisfied, a regression model was fitted. The model summary results showed that R-Square = 0.706,

an implication that 70.6% of workplace performance is explained by the remuneration, training & development, leadership and work environment.

Table 23: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.706	.691	.35704

a. Predictors: (Constant), Work Environment, Leadership, Training & Development, Remuneration

b. Dependent Variable: Workplace Performance

The ANOVA results show that the p-value<0.0001, an indication that the regression model is significant and can be used in predicting workplace performance.

Table 24: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.300	4	5.825	45.694	.000 ^b
	Residual	9.688	76	.127		
	Total	32.988	80			

a. Dependent Variable: Workplace Performance

b. Predictors: (Constant), Work Environment, Leadership, Training & Development, Remuneration

The regression coefficients for the model are as shown in the table below.

Table 25: regression coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.206	.439		2.469	.016
	Remuneration	.201	.081	.228	2.492	.015
	Leadership	.343	.106	.217	3.240	.002
	Training & Development	.291	.045	.436	6.460	.000
	Work Environment	.261	.077	.302	3.396	.001

a. Dependent Variable: Workplace Performance

From the regression coefficients table above, all the p-values are less than 0.05, therefore, the regression coefficients are significant in the model. Remuneration, leadership, training & development and work environment are significant predictors of workplace performance. The regression model can therefore be stated as follows:

$$\text{Workplace Performance} = -0.206 + 0.201 \text{ Remuneration} + 0.343 \text{ Leadership} + 0.291 \text{ Training \& Development} + 0.261 \text{ Work Environment.}$$

FINDINGS.

The study found out that training and technology are the most common human resource management practices that stimulates organization performance. The findings revealed that office design encourages employees to work in a certain way by the way their work stations are built. Thus, work environment can either increase or decrease employee performance levels. The study findings also revealed that extrinsic factors such as job security and monetary incentives motivated employees to perform their duties well.

CONCLUSIONS.

It was concluded that Nila Pharmaceuticals Ltd employs training and development as well as technological programmes to sharpen employee skills and effectiveness. The analysis implies that Nila pharmaceutical Ltd initiates training and development programmes based on prescribed policy of engaging employees and also on their professional qualifications, skills and experience. Inadequate training affects individual performance and that of the organization as well. In regards to work environment, it was concluded that Nila pharmaceutical always strive to provide employees with conducive working environment to foster employees productivity. On remuneration it was concluded that Nila has been remunerating its employees above minimum in accordance to government directives. It was also concluded most employees valued their job hence job security is of paramount importance

RECOMMENDATIONS.

The study recommends that training and development programmes within the organization should be employee driven. This will enable employees to familiarize

themselves with necessary skills required and avail employee development plan that will foster performance levels in the organization.

The study also recommended that employees should be offered conducive working environment to enable them deliver their best. This may include effective working tools, enough working space, effective communication, reasonable consultation on staff matters, fair disciplinary actions and fair working hours among others.

On remuneration the study recommend that all employees should employed on merit. There should be an equal pay for an equal job done. The study also recommended that target for every department to be put in place so the best performing employee can be rewarded for their hard work. Performance based incentives plans will make employees to extra miles to ensure the organisation achieve its goals. Employee contract should also be made long term, either permanent contract or atleast five years contact renewable depending on performance. This will make employees assured of their job for some foreseeable future if they work hard and this may improve their level of productivity.

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