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THE INFLUENCE OF MEDICAL SALES REPRESENTATIVES' WORK ENGAGEMENT ON JOB SATISFACTION AND SELF-PERCEIVED PERFORMANCE: A FIELD STUDY AT THE JORDANIAN PHARMACEUTICAL COMPANIES

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This Thesis was Submitted in Partial Fulfillment of the Requiements for the Master's Degree of marketing

Faculty of Graduate studies

The University of Jordan

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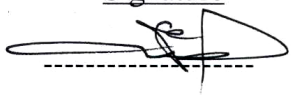
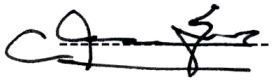
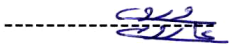
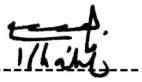
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COMMITTEE DECISION

This Thesis/Dissertation (The Influence of Medical Sales Representatives' Work Engagement on Job Satisfaction and Self-Perceived Performance: A Field Study At The Jordanian Pharmaceutical Companies) was successfully Defended and Approved on 30/4/2009.

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تعتمد كلية الدراسات العليا
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DEDICATION

To My Lovely Father Who Lights up My Life, and Encourages Me

To Peruse My Dreams with Passion and Determination

AKNOWLEDGMENT

I would like to express my sincere gratitude to Dr. Hani Al-Dmour, my supervisor, for his support and help throughout conducting this research.

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LIST OF ABBREVIATIONS

ACPI	Arab Center for Pharmaceuticals and Chemicals
API	Amman Pharmaceutical Industries
APM	The Arab Pharmaceutical Manufacturing
DAD	Dar Al Dawa Development and Investment
DDI	Development Dimension International
EPS	Earnings Per Share
IES	Institute of Employment Studies
JAPM	Jordanian Association of Manufacturers of Pharmaceutical and Medical Appliances
JORIVER	Jordan River Pharmaceutical Industries Jordan
JOSWE	Sweden Medical and Sterilization
JPM	Jordan Pharmaceutical Manufacturing
MID	Middle East Pharmaceutical and Chemicals Industries and Medical Appliances
PI	Pharma International
R&D	Research and Development
SPSS	Statistical Package of Social Studies
UP	United Pharmaceutical manufacturing
UWES	Utrecht Work Engagement Scale

THE INFLUENCE OF MEDICAL SALES REPRESENTATIVES' WORK ENGAGEMENT ON JOB SATISFACTION AND SELF-PERCEIVED PERFORMANCE: A FIELD STUDY AT THE JORDANIAN PHARMACEUTICAL COMPANIES

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ABSTRACT

The purpose of this research was to identify the level of work engagement of medical sales representatives at the Jordanian pharmaceutical companies and to investigate its influence on their job satisfaction and self-perceived performance.

The population of the research consisted of all the medical sales representatives at the fifteen Jordanian pharmaceutical companies. The researcher used a questionnaire to collect the primary data from the whole population in order to achieve the research's objectives.

The results of the research showed that the level of work engagement among medical sales representatives at the Jordanian pharmaceutical companies is high. Furthermore, the results indicated that work engagement is related to job satisfaction and self-perceived performance; however its relationship with medical sales representatives' job satisfaction is stronger than its relationship with their self-perceived performance.

Even though the three dimensions of work engagement (vigor, dedication, absorption) are related to both job satisfaction and self-perceived performance, the results showed that dedication is the most influential work engagement dimension on medical sales representatives' job satisfaction while vigor is the most influential work engagement dimension on medical sales representatives' self-perceived performance.

The researcher recommended that sales managers and supervisors at the Jordanian pharmaceutical companies should develop a work engagement strategy to maintain a high work engagement level among the medical sales representative due to its positive influence on their job satisfaction and performance which will be eventually reflected on the organizational effectiveness. Furthermore, the level of work engagement among the medical sales representatives should be measured regularly in order to avoid the negative disengagement symptoms.

Chapter One

Theoretical Back Ground

1.1 Introduction

1.2 Research Problem

1.3 Research Importance

1.4 Research Objectives

1.5 Research Limitations

1.6 Definition of Terms

1.1 Introduction

Work engagement is a new emerging concept that is taking attention nowadays on the academic and the professional levels. It describes the dynamic self in role processes, and reflects certain aspects of the positive organizational psychology trend. According to Luthans (2002) positive organizational psychology focuses on the study of positively oriented human strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace.

Work engagement helps people to flourish during performing their working roles and it is characterized by the passion, energy and discretionary effort that the employees are willing and able to offer in order to develop their organizations.

Work or employee engagement results in a number of documented benefits such as greater productivity, increased passion and commitment for organizations, higher levels of satisfaction and loyalty, and better health with low levels of depression, and distress complaints(Cook, 2008).

Work engagement is not only related to positive attitudes on the individual level but it is also related to better organizational performance. For example, Towers Perrin consultancy group studies revealed that organization with higher levels of employee engagement had higher average revenue growth and outperform their competitors in term of performance and profitability. (Towers Perrin, 2003)

Engaging employees can be the path for any organization toward achieving its competitive advantage in the business arena especially that almost 80% of the market value today comes from intangible assets (Higgs, 2006).

Employees who work as medical sales representatives are considered an essential human asset for the pharmaceutical companies. They represent the company's image

and are the link between the company and its customers. As the competition between pharmaceutical companies increases, they are learning that the acceptable performance is no longer enough. According to Skinner (2000) the bare for acceptable sales force performance can be increased, but reaching the peak of performance can only be achieved when they exert discretionary effort. The Jordanian pharmaceutical industry is not an exception of what is happening in the business arena. Research and development (R and D) in the pharmaceutical industry is challenging due to its high cost and risks. Therefore, the Jordanian pharmaceutical companies should focus on developing their sales force and to treat them as a strategic human asset in order to compete in the market, especially that personal selling was found as the most influential promotional tool on physicians' and pharmacists' attitudes toward prescribing medications in Jordan. (Ibrahim, 2004)

Work engagement is an important strategic tool that may help the sales mangers at the Jordanian pharmaceutical companies in changing their organization's culture to become more adaptive to the changes and dynamics in the selling environment.

Therefore, the current research will investigate the level of engagement among medical sales representatives and how their engagement levels will influence their job satisfaction and self perceived performance.

1.2 Research Problem

Sales representatives' job satisfaction and performance are two important out comes that are associated with the overall productivity and profitability of the organization.

Sales representatives are more susceptible than other types of employees to be dissatisfied, less motivated, and less productive because their role is presented at the interface between the organization and the market. Therefore investigating and studying the factors that influence job satisfaction and performance of the sales force is essential.

The influence of personal factors, role perceptions and organizational variable on sales force job satisfaction and performance have been tested, however, according to my knowledge , the influence of work engagement has not been examined in the context of personal selling which represents a gap in literature that this research will try to fill.

Work engagement is associated with numerous positive outcomes on the individual and organizational level. Therefore this research will answer the following three questions:

1- What is the level of engagement among medical sales representatives at the Jordanian pharmaceutical companies?
2- What is the influence of medical sales representatives' work engagement on job satisfaction?
3- What is the influence of medical sales representatives' work engagement on self-perceived performance?

1.3 Research Importance

1. This study will deepen the understanding of the work engagement concept since there are few academic studies in this concern. Also it will clear some of the benefits and consequences of work engagement.
2. The study will offer a research-based results about the influence of work engagement on job satisfaction and performance which can be helpful for the sales managers and the human resource managers at the Jordanian pharmaceuticals companies to use in order to develop their training programmes.
3. Most of the studies in the pharmaceutical marketing field had focused on the prescription behavior and marketing in general without handling the factors that influence sales representatives' satisfaction and performance.

4. This study will enlighten more comprehensive research towards work engagement in other professions and other industries in order to develop the Jordanian human assets; especially that a 5% increase in work engagement forecasts a 0.7% increase in operating margin. (Towers Perrin, 2005)

1.4 Research Objectives

1. To identify the level of work engagement among medical sales representatives at the Jordanian pharmaceutical companies.
2. To investigate the influence of medical sales representatives' work engagement on job satisfaction.
3. To investigate the influence of medical sales representatives' work engagement on self- perceived performance.
4. To determine the most influential work engagement dimension on medical sales representatives' job satisfaction.
5. To determine the most influential work engagement dimension on medical sales representatives' self- perceived performance.

1.5 Research Limitations

1- Limited academic research and literature concerning work engagement within the marketing context especially in Jordan.

2- Difficult accessibility to the research's population (medical sales representatives) because their working time is irregular and they don't come to the companies' offices daily.

1.6 Definition of Terms

The research includes three independent variables that represent the three dimensions of work engagement and two dependent variables which are sales representative's job satisfaction and sales representatives' self- perceived performance.

1-Conceptual and Operational Definitions of Work Engagement

Work engagement is defined as a" positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption". (Schaufeli et al, 2002, P.74)

Work engagement is measured by the seventeen item Utrecht Work Engagement Scale (UWES). The engagement items reflect the underlying three dimensions of vigor, dedication and absorption.

Vigor is assessed by 6 items that measure activation and energy, mental resilience at work, the willingness to invest effort in one's work, and persistence in the face of difficulties (Schaufeli et al, 2002).

Dedication is assessed by 5 items that measure the sense of significance that employees drive from their work, the feeling of enthusiasm and pride about one's job, and the feeling of inspiration and challenge. (Schaufeli et al, 2002)

Absorption is assessed by 6 items that measure the degree to which employees are cognitively concentrated and happily engrossed in their work in a persistent way where time passes quickly and the employees have difficulties with detaching themselves from work. (Schaufeli et al, 2002)

2-Conceptual and Operational Definitions of Job Satisfaction

Churchill, Ford and Walker (1974) defined sales force job satisfaction as all characteristics of the job itself and the work environment which salesmen find rewarding, fulfilling and satisfying or frustrating and unsatisfying.

The measurement of medical sales representative job satisfaction will be based on the previously tested and reliable thirteen items scale that was designed by Al-Dmour and Awamleh (2002). The scale will measure the medical sales representatives' affective state relative to served job facets, including the supervisor, the work itself, the company, pay, promotion opportunities, and co –workers.

3- Conceptual and Operational Definition of Self Perceived Performance

Bagozzi (1980a) defined salesperson's performance as the actual events resulting from their effort. The common indicators of performance are: total volume of sales achieved, new business generation, achieving the targets, improvement over the past year, sales relative to others.

Self perceived performance: is how sales representatives assess the quantity and quality of the tasks they accomplish (Schermerhorn, 2001).

The measurement of medical sales representative self perceived performance is based on the previously tested and reliable five Items scale that was designed by Al-Dmour and Awamleh (2002). The scale will measure the medical sales representatives' perception regarding the following 5 dimensions:

1- Achieving sales targets
2- Sales volume
3- Medical sales representatives' satisfaction with their performance
4- The company's appreciation for medical sales representatives' achievement.
5- Medical sales representative' performance relative to co-workers in their company and the competitors' companies.

Chapter Two

Literature Review

2.1 Personal Selling

2.2Work Engagement

2.3Job Satisfaction

2.4Job Performance

2.5Theoretical Framework

2.6Hypotheses

Literature review

This chapter will start with a comprehensive section about personal selling and then it will explore the literature regarding the three main variables of the research (work engagement, job satisfaction, job performance) in general and within the context of personal selling.

2.1 Personal Selling

Pride and Ferell (2003) defined personal selling as a paid direct personal communication between sales representatives and customers to inform and convince them to purchase products in an exchange situation. It represents one of the promotion mix elements which also consist of advertising, public relations and sales promotion.

Compared to other promotional tools, personal selling is more flexible which offers the sales representatives the opportunity to tailor their sales presentations according to customer needs, and to correct any misunderstanding regarding the product's features and benefits on the spot. Personal selling is characterized by non-verbal communication through the use of body language which makes sales representatives an important resource for information about customer's reactions and attitudes toward organization's products. Furthermore, it is focused on specific prospects that can be potential buyers unlike advertisement where messages are sent to every one without knowing exactly who the potential customers for the organization are.

Personal selling is becoming one of the most important promotional activities. Therefore organization are concerned with increasing sales representative' productivity and developing their roles. The following subsections will investigate the different roles of sales representatives, the types of sales representative, and sales representatives' self management and motivation.

2.1.1 Major Roles of Sales Representatives:

Sales representatives play a numerous roles which are important to the customer and the organization. They uncover customer needs through probing and active listening during sales calls, they look for new prospects, they represent an important source for information because they provide the organization with the needed information about the market and they also provide information for the customers about the organizations products. Therefore, a number of traits and skills are required to perform these roles. Sales representatives should be physically healthy and vigorous, they should take care of their personal appearance, and they should be honest, ambitious, active learners and sociable. It is also important for sales representatives to have positive attitudes toward themselves, their customers and their products, because these positive attitudes reflect their self confidence and help them to be more effective in achieving their goals (Mullah, 1994; Obeidat et al, 1999).

2.1.2 Types of Sales Representatives

Enis (1979) classified sales representatives according to their roles into five categories:

1. **Responsive selling** is manifested into three types: the delivery routine driver, the inside sales representative and retail salesperson. In these types the sales task is just to respond to the buyer's request.
2. **Trade selling**: refers to sales representatives who develop a continuing relationship with customers who buy at predictable intervals.
3. **Technical selling**: refers to the ability to match the organization's products to the buyer's requirements. This category needs professional selling ability and strong product knowledge.

4. **Creative selling**: it emphasize on finding new prospects for the product and then moving them through the buying process.
5. **Missionary selling**: the task here is concerned with influencing the decider in the purchase situation who differs from the ultimate product user. The distinguishing feature of that type of selling is that it focuses on the search stage in the buyer's decision process. In missionary selling the actual close of the sale is less important than other types of personal selling. A number of calls are expected to be conducted by this type of sales representatives in order to deliver the intended message.

Pharmaceutical or medical sales representatives who are the population of the current research are an example of missionary selling. They focus on promotional activities that include new product launching, round table discussions, educating physicians and pharmacists on how to use and prescribe medications regarding dose, drug-drug interactions, and side effects. The objectives of these promotional and educational activities are to stimulate demand for the product and to establish long term profitable relationships with physicians who represent the strategic customers for any pharmaceutical company.

Lexchin (1989) states that pharmaceutical companies in industrial countries consider medical sales representatives as the most important promotional source for their products and that over 50% of their promotional expenditures are devoted to personal selling .Furthermore, physicians ranked medical representatives among the three most useful sources of information about pharmaceutical products (Hustan1993).

2.1.3 Sales Representative Self-Management

Sales representatives' intrapersonal factors such as attitudes, abilities and traits are essential features of individuals that play a significant role in determining the success or failure in personal selling. Therefore, it is essential for sales representatives to be able to manage themselves effectively and efficiently. Enis (1979) grouped these intrapersonal factors into three categories: Ego, Empathy, and Energy.

1. **Ego**: represents the individual's drive and willingness to achieve and accomplish a sales target. The sales representative must be emotionally secure to see problems as opportunities, to be able to remain optimistic and persevere in the face of frustration.(Enis ,1979)
2. **Empathy**: selling is an interpersonal interaction, so sales representative must be able to understand the customer's likes and dislikes and to see the situation through their eyes.(Enis ,1979)
3. **Energy**: personal selling is a profession that requires physical and mental energy. Sales representatives need physical stamina to cope with the long hours of working and the unfamiliar surroundings. They need to be mentally alert to deal with different types of personalities and to handle difficult situations.

   (Enis ,1979)

Sales representatives can manage their intrapersonal factors (ego, empathy, energy) through the coordination of activities, resources and time. They should identify and organize the activities required from them. They should prepare the needed resources and the required amount of time and effort to perform their sales tasks.

2.1.4 Motivating Sales Representatives

Personal selling is a complex process that includes five major elements which are: the sales person, the market, the organization that supplies the products to the customer in

the target market, the selling environment where the exchange process occur and the selling task(Enis, 1979). It is characterized by a net of internal and external relationships which makes personal selling mentally and physically demanding.

Most of sales representatives need encouragement and incentives to perform their tasks more than employees in a non-selling position because they usually work alone in the field, their hours are irregular, and they are often away from home, they face aggressive competing sales representatives, and they sometimes lose large orders that they worked hard to get it (Kotler, 2006).

Therefore sales managers and supervisors should motivate their sales force through applying a number of activities as follows:

1- They should effectively communicate with sales representatives and support them.
2- They should make sure that sales representatives clearly understand their responsibilities.
3- They should help them to achieve their sales targets by offering them the needed support regarding information, resources and expertise help.
4- They should encourage sales representative to develop and maintain positive attitudes.
5- They should convince them that motivation is a tool to achieve high performance.

Failing in motivating sales representatives will lead to low level of morale which will be reflected negatively on their performance (Mullah, 1994).

Effective motivation requires that sales mangers reinforce intrinsic and extrinsic rewards in order to be more comprehensive and to satisfy different needs. These rewards can be financial such as bonus, stock options and incentives or non-financial

such as recognition, promotion, contests, gifts and participation in conferences. (Kotler, 2006; Mullah, 1994)

As the cost of hiring and maintaining sales representatives is raising, organization are attempting to increase the productivity through motivation inorder to reach the highest performance levels.

2.2 Work Engagement

Each individual has different roles to fulfill in the different sectors in society, thus the individual working role is considered one of the most important roles since a considerable proportion of people's time is devoted to work. People do not usually work alone; they work as part of an organization which is characterized by unique working environment, different job demands and a network of relationships. Therefore a certain amount of mental, physical and emotional energy is required from employees during role performance. Work engagement focuses on the psychological experience at work and how it can influence the employees' mental, physical, and emotional presence during work. The following subsections will clear the meaning of work engagement construct and how it differs from other work related constructs. Furthermore, it will illustrate the antecedents and consequences of work engagement.

2.2.1 Evolution and Meaning of Work Engagement

Interest in the construct of work engagement goes back to Kahn (1990) who applied a qualitative interview- based research method to generate a theoretical frame work in order to understand the self in role process. He concentrated on the moments in which people bring themselves in or remove themselves out from their task performance.

The work of Kahn stems from the previous research in psychology, sociology, and group theory. These researches showed that people inherently calibrate themselves in

roles by applying the pulling and pushing mechanisms in order to cope with the internal and external conditions.

Kahn (1990) developed the terms personal engagement and personal disengagement to describe the calibration of self in role. He defined personal engagement as Harnessing of organization member's selves to their work roles, in which people employee and express them selves physically, cognitively and emotionally during role performance while he defined personal disengagement as the uncoupling of selves from work roles in which people withdraw and defined themselves physically, cognitively, and emotionally during role performance.

Work engagement is a state of mind that fluctuates within individuals who have the freedom to decide whether to bring themselves in during work or detach themselves out. Individuals have the choice to invest varying degrees of their personal energy during role performance.

Even though Kahn didn't operationalize the work engagement construct, his work represents a starting point for researchers to develop scales to measure work engagement and investigate it more deeply.(May et al, 2004; Rothbard, 2001; Rich, 2006).

Another approach regarding conceptualization and operationalization of work engagement has stem from the research on job burnout which describes a state of mental weariness. Maslach and Leiter (1997) assumed that engagement and burnout constitute opposite poles of well-being with burnout representing the negative pole and engagement representing the positive pole. They defined burnout in term of exhaustion, cynicism, and reduced efficacy, while engagement is characterized by energy, involvement, and efficiency. They used the Maslach Burnout Inventory to measure both

work engagement and burnout. Individuals who scores low on burnout are considered as engaged employees.

Schaufeli et al (2002) have also built on the research of burnout. However, their approach perspective was not the same as Maslach and Leiter (1997) approach. They indicated that burnout and work engagement are two opposite constructs that should be assessed independently and not by the same instrument, because if the participants scores low in burnout, this doesn't mean that they are engaged. Employees will experience both work engagement and burnout during their work role performance. Therefore, each psychological state should be measured using different scales.

According to Schaufeli et al (2002) work related well-being is identified by two dimensions:

1- Activation which ranges from exhaustion(low activation) to vigor (high activation)
2- Identification which ranges from cynicism (low identification) to dedication (high identification).

Exhaustion and cynicism are direct opposite of vigor and dedication while reduced efficacy and absorption are two distinct construct that are not opposites of each others. Therefore, Schaufeli et al (2002) defined work engagement as a positive fulfilling work related state of mind that is characterized by vigor, dedication and absorption that refers to a persistent affective-cognitive state that is not focused on any particular object, or behavior. Vigor is characterized by high levels of energy and mental resilience during working, the willingness to invest in one's work and being persistent even in facing difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge. Absorption is characterized by being fully concentrated

and deeply engrossed in work, where time passes quickly and individuals face difficulties in detaching themselves from work.

Shirom (2003) argued that work engagement is only represented by the vigor dimension that is characterized by the Interconnections between physical strength, emotional energy, and cognitive liveliness. Shirom has only conceptualized vigor but he didn't empirically test it, so this approach towards measuring work engagement is still new and needs intensive investigation.

Although a number of researchers developed new scales to measure engagement (Britt, 2005; Thomas, 2006, rich, 2006), the Utrecht Work Engagement Scale (UWES) that was developed by Schaufeli et al (2002) is still the most widely used scale to measure work engagement in academic research. Therefore it will be used to measure work engagement in this research.

According to literature there is a large discrepancy between the popularity of work engagement in business and in academia. Major Consultancy groups such as Gallup, Towers Perrin, Hay and Development Dimension International were pioneers in exposing the construct of work engagement and its importance to the world of business. These consultancy groups focused on studying the antecedents and consequences of employee engagement more than focusing on understanding the clear meaning of the engagement state that academic research gave more attention.

Different definitions and measures of work engagement have emerged from different consultancy groups. For example Gallup consultancy group (2001) defines engagement as the condition that engenders satisfaction and other emotional outcomes like loyalty and pride which leads to measurable business outcomes. Tower Perrin (2005) defines engagement as employee's willingness and ability to help their company succeed by providing discretionary effort on a sustained basis. The institute of employment studies

(IES, 2007) defines engagement as a positive attitudes held by the employees toward the organization and its values. The Development Dimension International (DDI, 2005) sees engagement as the extent to which people value, enjoy and believe in what they do.

Even though there is a lack of consensus on the definition of work engagement, it is clear that all the previously mentioned definitions on the academic and practical levels have emphasized that work engagement reflects a positive state and is characterized by passion, energy and being physical, cognitively and emotionally willing to exert the maximum effort during the working role performance.

2.2.2 Engagement versus Other Work Related Constructs

One of the most important challenges that the researchers had faced is whether work engagement construct is empirically distinct from other work related constructs such as job satisfaction, job involvement and organizational commitment.

Hulin and Judge (2003) suggested that job attitudes are cognitive evaluations of social objects and that job satisfaction is an emotional reaction to job resulting from comparison of actual outcomes with desired outcomes. The work engagement construct is focused on the cognitive-affective motivation to work for long houres, and this reveals that the main difference between engagement and satisfaction is that engagement emphasizes on the cognitive aspects of involvement with work task and involves one's energy whereas satisfaction focus on the affective aspects.

Job involvement is less studied than job satisfaction and it represents the degree to which a person identifies with a job, actively participate in it, and consider performance important to his/her self worth (Robbins and Judge, 2007).

May et al (2004) conducted a quantitative study based on the work of Kahn (1990) and made a clear distinction between job engagement and job involvement. They explained that job involvement is focused on the degree to which job is tied to one's self image,

whereas job engagement is concerned with the ways in which a person invest from his/her energy in performing a job.

Rothbard (2001) distinguished engagement from other constructs by explaining that engagement represents a level of psychological presence in an activity, whereas other constructs such as role identification and role commitment are potential reasons to become engaged.

Organization commitment is another construct that is closely related to engagement, it is defined as a state in which an employee identifies with a particular organization and wishes to maintain membership in it (Robbins and Judge, 2007).

Meyer and Alen (1993) conceptualized organization commitment as a multidimensional construct that has three dimensions which are:

1- The affective dimension: represents an employees desire to remain with an organization through emotional attachment and personal involvement.
2- The continuance dimension: refers to the perceived cost that an employee associates with leaving an organization.
3- The normative dimension: refers to the sense of obligation to stay with an organization

Organization commitment is more concerned with the relationship between the employees and the organization and not with the relationship between employees and their work role; also it is less important than it was before; because the percentage of employees who stay at the same company for along time has decreased. Therefore, measuring the relationship between the employee and the job is more efficient in today competitive global (Robbins and Judge, 2007).

A number of researches have been conducted to investigate the discriminant validity of work engagement and to provide empirical evidence that work engagement is different from other constructs. For example, Rich (2006) found that work engagement , job involvement, job satisfaction, and intrinsic motivation are distinct constructs, also Hallberg and Schaufeli (2006) investigated whether work engagement that is measured by (UWES) could be empirically separated from job involvement and organization commitment. They concluded that work engagement is empirically distinct and it reflects different aspects of work attachment.

Louison (2007) reached to similar results regarding work engagement discriminity and found that work engagement is empirically distinct from job involvement, job satisfaction and organization commitment.

According to Cook (2008) employee loyalty and satisfaction doesn't necessarily mean that employees are engaged. Even though employees may be satisfied and involved with their job, and committed to their organization, they may not be motivated nor demonstrate pride, passion and energy to go the extra miles.

As a conclusion, the main difference between work engagement and other work related constructs is that work related constructs such as job satisfaction, job involvement and organizational commitment describe the employees perception of their work and their relationships with work from a general perspective while work engagement is specifically concerned with the daily psychological experience of work and to which extent can this experience influence employees to exert their energy during performing work tasks (Kahn, 1990; Rosa, 2008).

Work engagement is a broad construct that has aspects of job satisfaction, job involvement and organizational commitment; therefore it is expected to be related to

positive work attitudes and to show a stronger ability in predicting behavioral outcomes such as performance.

2.2.3 Antecedents of Work Engagement

There is a difference between assessment of the level of work engagement among employees and the predictors of work engagement. Even though researchers used different conceptualization and assessments of work engagement, they have found similar sets of variables that predict engagement with work. Taken all together, previous literature suggested that high levels of work engagement are associated with meaningful work, clear job guidelines and tasks, personal autonomy, and performing work that is consistent with one's identity. All these variables serve to engage the employee's self system in job performance.

Kahn(1990) studied how people's experiences of themselves and their work context influenced moments of personal engagement and personal disengagement, his premise was similar to Hackm and Oldman (1980) who indicated that there are critical psychological states that influence people's internal work motivation.

Kahn described and illustrated that there are three psychological conditions which influence the degree of personal engagement:

1- Psychological meaningfulness: refers to the feeling of receiving a return on investment of one's self in a currency of physical, cognitive or emotional energy. People experience meaningfulness when they feel worthwhile and valuable, when work is challenging, creative and allows autonomy.

2- Psychological safety: refers to feeling able to show and employ one's self without fear of negative consequences to self image, and status.

3- Psychological availability: refers to the sense of having the physical, emotional or psychological resources to personally engage at a particular moment.

Each psychological condition was found to be influenced by a set of factors. Psychological meaningfulness is influenced by role characteristics and work interactions. Psychological safety is influenced by Interpersonal relationships; inter group dynamics, management styles and organizational norms while psychological availability is influenced by depletion of physical and emotional energy, individual insecurity, and outside lives.

Statistics indicated that personal engagement was more connected to high levels of psychological meaningfulness, safety and availability than personal disengagement. These three psychological conditions reflect the logic of actual contract. People engage to contracts containing clear and desired benefits, and when they believe themselves to posses the resources necessary to fulfill the work obligations. (Kahn, 1990; Cook, 2008)

Rich(2006) proposed additional antecedents of work engagement .His study focused on both personal and situational factors to gain a more comprehensive understanding of the driving forces behind work engagement. Employees who perceived that the organization supports them were more likely to be engaged; also employees who have high core self evaluation and conscientiousness are more engaged with their work. This study indicates that organizational environment may promote employees engagement and certain individuals are more likely to become engaged in their role than others.

Metzler (2006) studied work engagement antecedents from a different perspective. The study examined the relationship between the transformational and transactional leadership styles and employee engagement using (UWES).The results showed that both leadership styles positively predicted employee engagement but the predictive strength of transformational leadership was greater. This study reflected the importance of the psychological safety that Kahn proposed as a predictor of work engagement.

Schaufeli and Bakker (2004) built on the Job Demand-Resources model (JD-R) that was proposed by Demerouti et al (2001) by adding work engagement and burnout constructs. The model consists of two processes:

1- Energetic process: indicates that high job demands exhaust the employee's energy.
2- Motivational process: indicates that lacking of resources prevent employees from dealing effectively with high job demands and induce disengagement.

Schaufeli and Bakker (2004) found that burnout is mainly predicted by job demands and by lack of job resources while work engagement is exclusively predicted by available job resources.

In an attempt to summarize the major antecedents of work engagement, Christian and Slaughter (2007) conducted a Meta analysis and they concluded that job resources (autonomy, feedback, social support and innovativeness) had stronger relationships with work engagement than did job demands(work load, emotional demand, physical demand, and cognitive demand). The results of Meta-analysis are consistent with what schaufeli and bakker reached regarding antecedents of work engagement.

Cook (2008) has recently introduced the WIFI model of work engagement, which consists of four basic components (well-being, information, fairness, involvement) that drive work engagement. When these four components are brought together, employees will feel more trusted, respected, informed, empowered and valued as a person. Therefore employees will give of their best, goes the extra miles, feel motivated and enthusiastic to perform their working roles.

2.2.4 Consequences of Work Engagement

Most of the researches regarding work engagement have been concerned with the assessment and the predictors of work engagement rather than with the consequences of work engagement for health and performance.

High levels of employee engagement are associated with high retention rate, improved customer services, higher productivity, lower absenteeism, sales growth, profitability, and better shareholder return (Saks, 2007).

Hater at al (2003) conducted a Meta analysis on a data base consisting of 7939 business unites that contains 198514 participants. They found that high levels of engagement are positively related to customer satisfaction, productivity, and reduced employee turnover.

Rich (2006) found that employees who exhibited higher levels of job engagement were rated by their supervisors as demonstrating higher levels of task and contextual performance and lower levels of withdrawal behaviors. Thomas (2007) reached to a similar conclusion even though that each one of them used different engagement scale.

Recent researches and Meta- analysis indicated that work engagement is positively related to job satisfaction, job involvement, organization commitment, and better health out comes, while it is negatively related to turnover intentions (Louison, 2007; Christian and Slaughter, 2007)

One of the most important consequences of work engagement especially in the services or the sales sectors is customer engagement. The relationship between employees and customers add value to organizations. Therefore, if employees are disengaged they will hurt the organization's relationship with customers. (Fleming, Coffman, and Harter, 2005) .

Work engagement is not only a precursor of positive outcomes on the individual level but also on the organizational level. Key research findings indicate that companies with higher levels of employee engagement outperform their rivals in term of profitability and performance.

ISR is a Consultancy Group that has one of the largest data base on work engagement showed that three financial indicators- Operating income, Net income, and Earnings Per Share (EPS)- rose when engagement was high and fell when engagement was low (ISR, 2005). These findings state that there is an evidence of significant relationship between employee engagement and financial performance.

On the other hand, Gallup organization showed that business unites that reported employee engagement level above the median had a 70% higher success than those whose engagement level was below the median(Gallup, 2003)

Engagement is a broad work related construct that should lead to increased effort, to better performance, absorption in work related aspects and perseverance.

Furthermore, Engaged employees had positive attitudes towards their work. They are satisfied, involved, committed and loyal. (May at al, 2004;Rothbard, 2001; Schaufeli et al, 2002).

2.3 Job Satisfaction

An individual's job is more than just the normal activities of writing reports and dealing with customers, it requires interactions with coworkers and bosses, following organization's policy and meeting performance standards. Therefore, work consist of discret elements that people develop certain attitudes towards them.

These attitudes can be positive and favorable which indicate satisfaction, or negative and unfavorable which indicates dissatisfaction. Job satisfaction is a main work related

attitude that researchers from different disciplines had focused on studying it and investigating its antecedents and consequences. Elevating employee's satisfaction is one of the most important tasks that concerns organization, because it is associated with positive behaviors and outcomes.

Lock (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job. Munchinsky (2000) defined job satisfaction as the degree of pleasure that employee derive from their work, while Robbins and Judge (2007) defined job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. All these definitions emphasized the affective aspect of job satisfaction and associated it with joy, happiness and pleasure. Therefore, job satisfaction describes the amount of positive affects or feelings that individual's have towards their jobs (Feldman and Arnold, 1983).

There are many factors that influence employees' feelings towards different facets of the job such as working conditions, wages structure, work groups, nature of work, promotion opportunities, and quality of supervision. The degree of employee's satisfaction depends largely upon his/her own needs, expectation and the working environment (Michael, 2006).

According to Hertzberg two- factor theory (1959), the factors that cause satisfaction are distinct from those that cause dissatisfaction. Therefore when mangers want to create job satisfaction they need to develop and emphasize on certain factors that are associated with the job itself such as advancement, recognition, responsibility and achievement .These factors are related to job satisfaction and Hertzberg called them motivators because they induce employees to exert effort and energy during performing their work roles. In contrast, the factors that surround the work itself such as supervision, pay, company policies and working conditions is related to job

dissatisfaction. These factors are called hygiene factors because they don’t cause satisfaction but when they are adequate in job they placate workers and create peace without motivating them to exert effort.

Robinson et al (1969) indicated that the factors involved in judging individual's satisfaction with their job vary with the individual's occupation. For example, personal selling is a highly demanding occupation because it is presented at the interface between the firm and its market environment, and requires interaction with customer on daily bases. Therefore, studying the factors that influence job satisfaction among sales representatives can help sales managers and human resources departments to know how to elevate their sales representative's job satisfaction level especially that high level of job satisfaction is associated with positive outcomes such as organization citizenship behavior, customer satisfaction and less turnover and intention to leave. The following subsections will discuss the job satisfaction antecedents and consequences within the personal selling context.

2.3.1 Antecedents of Sales Representatives' Job Satisfaction

Previous research found that job satisfaction antecedents among sales force fall into three broad categories: role perception individual differences, and organizational variables.

Churchill, Ford, Walker (1976) examined the impact of several perceived organizational climate variables on job satisfaction of a cross-section of industrial salesmen. They indicated that job satisfaction can't be explained entirely by company's pay and promotion, because it is also influenced by rang of organizational variables and social relationships which constitute the individual's work environment.

Churchill et al (1976) studied two antecedent categories: role perceptions and organizational variables under what they called organizational climate which they

defined as the salesman's perception of the objective characteristics of his organization and the nature of his relationships with other people while doing his job. Their study showed that supervisory variables, authority structure, innovativeness demanded and interpersonal variables explained more than 40% of the variation in total job satisfaction. Therefore, salespeople are more satisfied with relatively high levels of structure, direction and support. Also the nature of the relationship between the salesperson and his/her partners affect their job satisfaction level.

Bagozzi (1978) found that sales person's job satisfaction is a function of the person, the interaction with others in his/her role set, and the situation or environment in which the person must transact. All these variables significantly affect job satisfaction.

How ever, role ambiguity has the strongest negative relationship with job satisfaction.

The content of sales force job in term of the activities and the way by which they should perform them is defined by the expectations and demands of other role partners such as the members of sales person firm (supervisor, co-workers, managers) and others outside the organization such as customers and family members. When salespeople are uncertain about what their role partners require from them or when they experience conflicting demands from different role partners, role ambiguity and role conflict are perceived. These role perceptions are negatively related to sales force job satisfaction (Churchill, Ford, and Walker, 1976; Bagozzi, 1978)

Brown and Peterson (1993) Meta-analysis provided quantitative evidence that gave a fresh insight into job satisfaction research area. Their research revealed that role perceptions have the highest correlation with satisfaction followed by organizational variables and individual differences. These findings suggested that when a sales person's job satisfaction is an important organizational goal, steps to reduce role ambiguity and role conflict have the greatest positive impact.

Babakus et al (1996) emphasized on what Brown and Peterson (1993) recommended. They suggested that in order to increase job satisfaction, managers not only need to reduce sales representative's role ambiguity and role conflict, they also need to increase their perception of organizational support through providing training programmes and attractive compensation packages.

Personal differences are the third antecedent category of job satisfaction among sales representatives. Even though personal differences are considered important variables, they have not been studied extensively like role perceptions and organizational variables.

According to Bagozzi (1980a) motivation as a personal characteristic has the strongest effect on job satisfaction among a sample of industrial sales people. The more motivated the sales representative, the more positively they feel about specific dimensions of the job.

Chen(2005) examined the effect of different personality traits on job satisfaction among medical sales representatives. The results indicated that most personality traits are associated with different levels of job satisfaction except for the neuroticism trait and that medical sales representatives' extraversion trait has the highest correlation with job satisfaction.

Furthermore, literature showed that personal differences regarding the level of sales representative's perception of the importance of sales skills, self-efficacy and information overload were also found to significantly influence job satisfaction.(Hunter and Goebel, 2008; Pettijohn et al, 2007)

2.3.2 Consequences of Sales Representatives' Job Satisfaction

When employees like their job and react favorably toward it, their behaviors will be reflected positively on the organization. Therefore managers are concerned with increasing job satisfaction among employees (Jegadeesan, 2007).

Employee's performance as a final outcome of job satisfaction has showed a controversial results. Vroom (1964) indicated that the relationship between job satisfaction and performance is weak, also Iaffaldano and Muchinsky (1985) in their meta-analysis found a weak positive correlation (R=0.17) between job satisfaction and performance.

On the other hand, many researches found that it is not job satisfaction that produces high performance, but it is high performance that produces job satisfaction. According to Michael (2006) a satisfied worker may not be a productive worker and a high producer may not be a satisfied worker. Koppleman et al (1990) indicated that there are three major categories of job satisfaction related outcomes that are essential for organizational success: citizenship behaviors, attachment behaviors (retention intent, absenteeism, turnover), and performance-associated behaviors that refer to the employee's propensity and willingness to perform job activities.

Therefore, satisfied employees are more likely to have less absenteeism, less turnover and less workplace deviance behaviors than their dissatisfied counterparts, and they tend to talk positively about the job (Robbins and Judge, 2007).

Even though these findings are about job satisfaction consequences in general without specifying certain type of a job, it is applicable to a certain extent to sales representatives' job satisfaction.

Sales research showed that sales force job satisfaction is related negatively to intension to leave, and positively to organizational commitment.(Brown and Peterson, 1993, Babakus et al, 1996; Lawrence, 2003). Furthermore, Job satisfaction among sales force also showed a controversial relationship with performance. Bagozzi (1980b) showed that the positive empirical link between sales representatives' job satisfaction and their performance was most consistent with a path from performance to job satisfaction and not visa versa. As a consequence, sales managers should regard job satisfaction and performance as two distinct goals. According to Bagozzi (1980b), if the management's primary goal is to influence performance they shouldn’t assume that influencing sales representatives' job satisfaction will be the suitable approach. For example, Brown and Peterson (1994) revealed that effort has a strong positive direct effect on job satisfaction that is not contingent on sales performance. Exertion of effort in work provides fulfillment of people's intrinsic needs to be competent, effective and efficient which contribute to job satisfaction independently of performance outcome. Furthermore Al-Dmour and Al-Awamlah (2002) examined the effect of transformational and transactional leadership styles of sales managers on sales people job satisfaction and self-perceived performance. The study concluded that transformational leadership style will influence only job satisfaction, while the transactional leadership style of sales managers will only influence self-perceived performance. Therefore sales managers shouldn’t assume that increasing job satisfaction by employing transformational leadership style will necessary lead to high performance at the same time. As a result, both styles of leadership are needed at the same time to maintain a high level of job satisfaction and performance.

2.4 Sales Representatives' Job Performance

Performance represents the bottom line for people at work, it is important for the productivity and for the accomplishment of the organization's objectives. Schneider and Schmitt (1986) defined performance as those behaviors and outcomes that observers consider them the necessary standards of excellence which individuals and organizations should achieve. Campbell et al (1970) defined performance as indicative of the value that the organization attribute to particular behaviors which leads to the achievement of important organization goals. Campbell emphasized that performance is not a simple behavior; it is a behavior that is characterized by adding value and significance.

In order to achieve high performance in any work setting, employees should have the right abilities for the job. They should work hard at the task, and they should have the needed support and opportunities to fully utilize their abilities in performing tasks. Therefore organization must design jobs in a way that meet theses three requirements of ability, support and effort (Blumberg and Charles, 1982).

Employees won't achieve consistent high performance unless they are willing to work hard and exert their maximum effort. This willingness decision is in the hand of the individuals. They make their choice about whether to work hard or not. As a result, managers should create the conditions that stimulate employees to choose the working hard decision (Schermerhorn, 2001).

Sales research has focused on sales representatives performance, especially that empirical research indicated that the performance of sales force contributes to the organization productivity because they represent the revenue generators (Babakus at al, 1996).

Sales performance research followed two main schools:

1- Churchill, Walker and Ford school

2- Weitz contingency school.

Churchill, Walker and Ford theory is built on Vroom's (1964) expectancy theory of motivation which says that employees will exert high level of effort when they believe that this effort will lead to a good performance appraisal, and this appraisal will give them an organizational reward that satisfy their personal needs.

Churchill, Walker, Hartley and Ford (1985) studied the determinants of sales representatives' performance through conducting a meta-analysis of 116 studies. They found that these determinants are categorized according to their association with sales performance as follows:

1- Role variables (role conflict and role ambiguity)

2- Selling skill level

3- Motivation

4- Personal factors

5- Aptitude

6- Organizational and environmental factors

The average correlation of role variables with sales performance was the highest correlation, while organizational and environmental variables accounted for the lowest correlation. Churchill et al (1985) focused on studying three main antecedents of sales representative performance which are: aptitude, motivation, and role perception to explain the variations in sales representatives' performance.

Even though, Churchill et al (1985) played a major role in studying sales force performance, no single variable have been found to explain more than (10%) in sales performance variation.

In contrast, Weitz contingency (1981) model indicated that there is a direct relationship between selling behaviors and sales effectiveness and there are three moderating variables that influence the relationship between sales force behaviors and their performance which are:

1- Resoures of the salesperson (product, customer knowledge, interpersonal skills).
2- Characteristices of the relationship between salespeople and customers (level of conflict, quality of relationship).
3- Chracteristices of the customer's buying task (needs, beliefs, knowledge of alternatives).

Weitz contingency model (1981) stated that effectiveness in sales calls can be explained by the interrelations between sales people behaviors, resources, characteristics of the relationship between salespeople and customers and the nature of customer's buying task.

Based on Wetiz theory, Tabbiner (2000) studied the influence of salesperson's adaptive behavior on sales performance among health care sales representatives in three different countries: United States, Japan, and United Kingdom.

The study found that adjusting selling activities questions and responses, sales strategies, and presentation methods and tactics before, during and after the sales calls, will influence sales performance positively. These adaptive behaviors give sales representatives the opportunities to adjust their messages according to customers needs and this will make their visits more effective and efficient. In addition, sales representative's who demonstrate self-efficacy in term of acquiring information from customers, disseminating information to customers, filtering information and planning of sales calls had higher sales performance(Ryersen, 2003).

According to Brewerton and Millward (2001) sales performance is influenced by many factors, some of them are not under the control of the individual. For instance, Longino (2007) examined how certain dimensions of sales management and sales organization practices influence sales force performance within the pharmaceutical industry. The findings showed that pharmaceutical sales organizations that invest in sales territory, design and behavioral based management control could improve their sales force performance.

Work attitudes are also important influencers on sales representatives' performance.

Thomas et al (1997) states that sales people who hold positive work attitudes spend more time determining customer's needs and designing tailored solutions to solve any problem that may face them. Furthermore, recent researches indicated that sales representatives' organizational commitment and job involvement are positively related to job performance and this relationship is stronger for sales people when compared to employees at non-sale occupations (Jaramille et al, 2005, Lask, 2001).

Attitudes are acquired from many resources such as direct experience with the object, family, neighborhood, economic and social positions and mass communication (Jegadeesan, 2007).Therefore; they are not inherited and can be changed to a more positive side.

Related Previous Studies:

Despite the numerous benefits of work engagement, limited research have been found about the relationship between engagement level and job satisfaction and performance on the individual level. Also limited research has addressed the uniqness of different professions regarding engagement levels. Most of the previous studies aimed to add clarity to the engagement construct in term of its conceptualization, operationalization and discriminity.

Gorter et al (2008) determined the level of engagement among dentists, through using (UWES) they investigated which dental job resources

are positively related with engagement. They concluded that dentists showed high mean score on engagement measure and that job resource, idealism, and patient care showed the most predictive value with regard to engagement among dentists.

Each type of profession is characterized with special working environment, different task demand, different ways of conducting day to day activities and distinct levels of stress.

Work engagement consequences section showed most of the studies that investigate the relationship between work engagement and both job satisfaction and performance.

For example, Rich (2006) found that employees who exhibited higher levels of job engagement were rated by their supervisors as demonstrating higher levels of task and contextual performance. Furthermore, Louison (2007) concluded that work engagement is positively related to job satisfaction.

Regarding Jordan, Most of the pharmaceutical marketing studies were more concerned with the marketing mix and doctors' prescription behaviors than with the sales force work attitudes and behaviors.

One of the few studies that examined sales representatives' performance at the pharmaceutical industry in Jordan is for Musleh (2007) who investigated the factors that influence medical sales representatives' performance at both local and original pharmaceutical companies. The study found that there are statistically significant differences between generic and multinational pharmaceutical companies when compared together in light of all the independent variables (wages system, evaluation, training, sales target, promotional system and personality traits and skills), while when each independent variable in both generic and multinational pharmaceutical companies were compared alone only the wage system and training schedules showed differences. The results also indicated that there are significant differences between generic and multinational pharmaceutical companies regarding medical sales Reps' performance.

Furthermore, most of the studies that investigated work related attitudes such as organizational commitment and job satisfaction in Jordan were done in the educational and banking sectors.

Abd-Alhamid (1999) aimed to investigate job satisfaction among employees at the Jordanian pharmaceutical factories and to determine its causes, but he didn’t include the sales force. The study concluded that work interrelationships is the main source of employee's satisfaction and that job satisfaction is influenced by the organizational climate, age and gender.

On the other hand, there is only one study that investigated work engagement in Jordan. Banihani(2007) investigated the effect of antecedent factors(job characteristics, rewards, recognitions, supervisor support, distributive justice, resources and outside activities) on employee's engagement, and the effect of employee's engagement on corporate performance after measuring the level of engagement among employees in the Jordanian publicly held corporations. The study found that Jordanian employees at

publicly held corporations are characterized as not engaged. It also showed that all antecedent factors are predictors of employee engagement, and that corporate performance is significantly affected by employee's engagement.

Banihani (2007) also found that there are significant differences in employee engagement regarding organizational variables (size, experience and type of business) which means that each type of business has a different working environment and requires a different degree of effort from employees. Therefore, the level of work engagement among medical sales representatives and its influence on job satisfaction and performance will be unique and different from other types of professions.

Even though, the role of medical sales representatives is important for the pharmaceutical industry among both the local and international levels, limited researches examined their work related attitudes and how they influenced job satisfaction and performance. Further more, despite the numerous benefits of work engagement construct it has not been investigated within the personal selling context.

What is Special about this Research?

1-It is the first research that investigates the level of work engagement among medical sales representatives at the Jordanian pharmaceutical companies.

2- It is the first research in Jordan that uses the UWES to measure work engagement.

3-It is one of the few researches that are concerned with the Jordanian sales representatives' job satisfaction and performance.

2.5 Theoretical Framework

The dependent variables are Job satisfaction and self perceived performance. The independent variables are the three dimensions of work engagement which are: Vigor, Dedication and Absorption.

When employees work engagement level increases they will invest more energy in performing their working roles because they feel emotionally, physically and mentally connected to their job. Medical sales representatives role depend on field work therefore when they are engaged they will be more vigorous in conducting their daily activities that needs strength and stamina.

Engaged medical sales representatives are expected to show high job satisfaction as they will be motivated toward achievement and emotionally dedicated to their work. Furthermore, Engaged medical sales representatives are expected to have high performance because they will spend more time in the field generating prescription rather than wasting their time and energy.

Previous literature and studies showed that work engagement is a very important and broad work related constructs that is associates with many positive outcomes and attitudes. Therefore it is expected to explain more variance in job satisfaction and performance than other construct.

In order to investigate the work engagement level among medical sales representatives and its influence on job satisfaction and self-perceived performance, the three dimensions of vigor, dedication and absorption that Schaufeli et al (2002) developed will be used because these three dimensions are the most widely used in academic research. Furthermore, these three dimensions are more susceptible in the personal selling context as they describe the dynamic self in role process and energy investment.

The schematic diagram below shows the relationships between the current study independent and dependent variables.

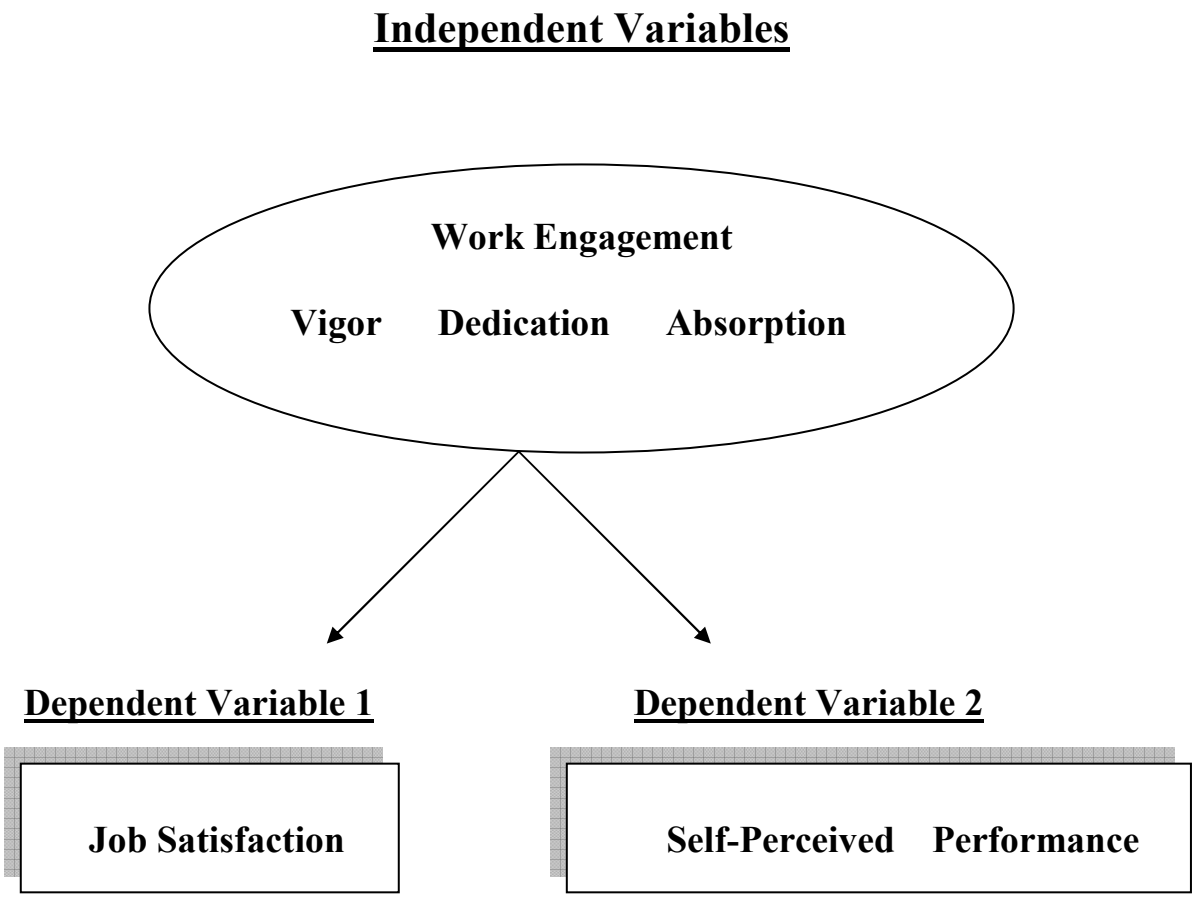


Figure 2.1: Model of the study

2.7Research Hypotheses

First main hypothesis

H01: There is no statistically significant relationship between all work engagement dimensions together and medical sales representatives' job satisfaction.

This hypothesis is subdivided into three sub hypotheses:

H01a: There is no statistically significant relationship between vigor and medical sales representatives' job satisfaction.

H01b: There is no statistically significant relationship between dedication and medical sales representatives' job satisfaction.

H01c: There is no statistically significant relationship between absorption and medical sales representatives' job satisfaction.

Second main hypothesis

H02: There is no statistically significant relationship between all work engagement dimensions together and medical sales representatives' self perceived performance.

This hypothesis is subdivided into three sub hypotheses:

H02a: There is no statistically significant relationship between vigor and medical sales representatives' self-perceived performance.

H02b: There is no statistically significant relationship between dedication and medical sales representatives' self-perceived performance.

H02c: There is no statistically significant relationship between absorption and medical sales representatives' self-perceived performance.

Chapter three

Research Methodology

3.1 Research Design

3.2 Population and Subjects

3.3 Data Collection Methods

3.4 Research Instruments

3.5 Validity and Reliability

3.6 Statistical Tests

Research Methodology

This chapter will outline the methods and procedures that have been used in the current research. The research design, population, subjects, data collection, study instrument and statistical techniques will be explained. In addition to that reliability and validity will be investigated.

3.1 Research Design

This study is a quantitative analytical study. Data will be collected by using a questionnaire. The study is a cross-sectional study where data were gathered just once in order to test the research hypotheses and answer the research questions.

3.2 Population and Subjects

Population of this study consists of all the medical sales representatives at the fifteen Jordanian manufacturing pharmaceutical companies.

According to the Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances (JAPM, 2003). The following list represents the fifteen Jordanian manufacturing pharmaceutical companies

1- Amman Pharmaceutical Industries Co. (API)

2- Arab Center for Pharmaceuticals and Chemicals (ACPC)

3- The Arab Pharmaceutical Manufacturing Co. LTD (APM)

4- Dar Al Dawa Development and Investment Co. (DAD)

5- Hayat Pharmaceutical Industries Co. Ltd.

6- Hikma Pharmaceuticals

7- The Jordanian Pharmaceutical Manufacturing Medical Equipment Co. Ltd. (JPM)

8- Jordan River Pharmaceutical Industries L.L.C. (Joriver)

9- Jordan Sweden Medical and Sterilization Co. (JOSWE)

10- 1Middle East Pharmaceutical and Chemical (MID) Industries and Medical Appliances Co.

11- Pharma International Co.(PI)

12- Philadelphia Pharmaceuticals

13- Ram Pharmaceutical Industries Co. Ltd.

14- The United Pharmaceutical Manufacturing Co. Ltd. (UP)

15- Al- Kindi pharmaceuticals

Three companies (Hayat, Al-Kindi, and Joriver) were excluded from the research population because they don't have their own medical sales representatives. They depend mainly on a number of Jordanian agents to promote their products. Furthermore, two companies which are MID and ACPI have been recently merged together. Therefore, the remaining eleven companies constitute the final population of the research.

Jordanian pharmaceutical companies produce generic products that treat a wide range of diseases. The Jordanian pharmaceutical industry has been of great importance to Jordan in particular and to the Arab world in general.

The combined working capital of these companies stands at around US$ 400 million and accounts for 3.4% of manufacturing employment in Jordan.

Arab countries are the main export destination for Jordanian pharmaceutical products. Furthermore, Jordanian pharmaceutical products are already registered in 66 countries world wide including Europe and USA.(Jordan investment board, 2005)

Figure 3.1 shows that five companies have dominated local production and accounted for 89.5% of the country's total pharmaceutical production in the period 1999-2003, while the rest of the companies compete over the remaining share. Three companies, HIKMA, APM and DAR Al Dawa produce 77% of total Jordanian Pharmaceutical production. (Jordan investment board, 2005)

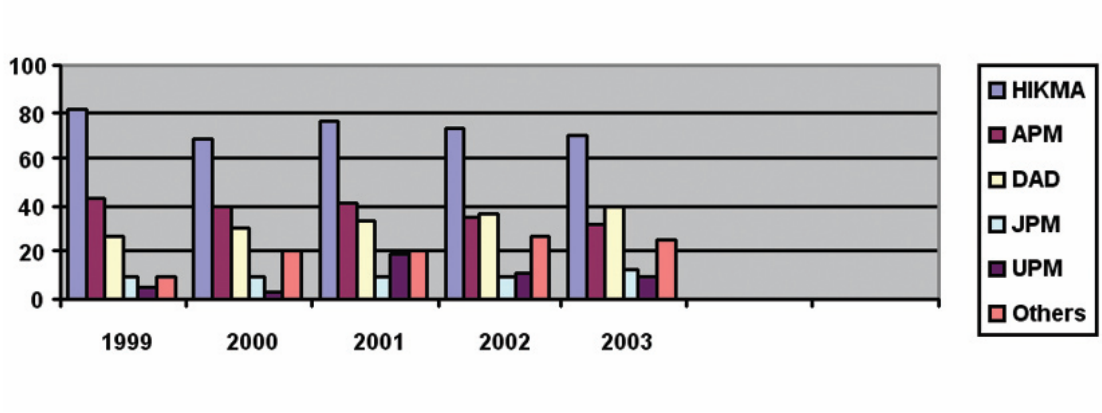


Figure 3.1 : Pharmaceutical Companies that Dominate Local Pharmaceutical Production in Jordan

Subjects of the study are all the medical sales representatives at the Jordanian pharmaceutical companies who hold degrees in pharmacy or a health related specialty. They work on full time bases with a basic salary, benefits and incentives. They are a special type of sales force called missionary representatives, their main duty is to visit physicians on daily bases to promote pharmaceutical products and conduct different promotional activities.

3.3 Data Collection Methods

Primary Data were collected by using a questionnaire, while secondary data were obtained from previous research and literature.

A total number of 270 questionnaires were distributed by hand. The number of questionnaires for each company was determined according to the size of its medical sales representatives who work at the Jordanian market. 216 questionnaires were returned, and checked to detect if there were any missed data. The final number of acceptable questionnaires was 212 with a response rate of 79%. Data collection took two months period. Table (1) shows the number of the total medical sales representatives at each pharmaceutical company.

Table 1. Distribution of Total Medical Sales Representatives

Pharmaceutical Company	Medical sales rep's number
ACPI / MID	22
API	5
APM	28
DAD	40
Hikma Pharmaceutics	45
JAPM	24
JOSWE	20
PI	40
Philadelphia Pharmaceuticals	8
Ram Pharmaceuticals	22
UP	16
Total	270

3.4 Research Instruments

Work engagement was measured by using the UWES that has been developed by Schaufeli et al (2002). It consists of 17 items that measure the three dimensions of work engagement which are: vigor, dedication and absorption.

Job satisfaction was measured by using the 13-item scale developed by Al-Awamlah and Al-Dmour (2002). It is a specific measure for the overall sales representatives' job satisfaction regarding the work itself, pay, promotion, supervisor, coworkers and the organization's policy and atmosphere.

Self–perceived performance was measured by using a 5 item scale developed by Al-Awamlah and Al-Dmour (2002). The respondents indicated how they perceived their performance in term of achieving their targets, their performance relative to co-workers and competitors, their satisfaction with their selling performance and to which extent they perceived their organization appreciate their performance. Assessing respondents' performance through using self rating scale was used in this research because the individual's motivational structure is more able to predict their performance than objective scales (Al-Hassan, 1983). Furthermore, self rating has been found to be highly correlated with sales managers rating of sales performance (Churchill et al, 1985).

The questionnaire consisted of two major parts: The first part was designed to collect demographic data and the second part contains 35 items distributed along three

sections to measure the study variables as follows: the first section to measure work engagement, the second section to measure job satisfaction, and the third section to measure self-perceived performance.

The questionnaires were provided to participants in two languages; Arabic and English on the same paper in order to ensure better understanding of each item upon answering. The respondents indicated the frequency of encountering the situation

described by each item using a five point likert scale which ranges from always(5) to never (1). Table (2) shows the division of the second part of the questionnaire.

Table 2. The Study Variables and Their Represented Items in the Questionnaire

Variables	Items
Vigor	1,4,8,12,15,17
Dedication	2,5,7,10,13
Absorption	3,6,9,11,14,16
Total work engagement	1-17
Job satisfaction	18-30
Self-perceived performance	31-35

3.5 Validity and Reliability

The questionnaire was reviewed by four experts to make sure that each item is measuring exactly what is intended to be measured. Furthermore, a pilot study have been run on 20 medical sales representatives from different foreign multinational pharmaceutical companies to test the research instrument before distributing it to the whole population. This pilot study gave the researcher an opportunity to discuss each item with the participants in order to modify any vague item and to ensure the full understanding of each item, also difficult words have been changed to easier ones in order to facilitate answering the questions.

The reliability coefficients were calculated by using Cronbach Alpha test in the Statistical Package of Social Studies (SPSS). According to Sekaran (2003), reliability coefficients that score more than 0.6 are acceptable. Table (3) shows that the Cronbach Alpha score for the independent and dependent variables range from 0.77 to 0.92 and

the total value was 93.3. Therefore the reliability results of the current study are acceptable.

Table 3. Cronbach Alpha Results

Variable	Number of Items	Cronbach Alpha
vigor	6 items	0.77
dedication	5 items	0.84
absorption	6 items	0.79
Total work engagement	17 items	0.92
Job satisfaction	13 items	0.85
Self-perceived performance	5 items	0.78
Total	35 items	0.93

3.6 Statistical Tests

In order to answer the research questions and to test its hypotheses, the following statistical tests in the SPSS will be used:

1- Descriptive analysis to describe the research population and find central tendency, frequencies and dispersion.

2- Multiple regression analysis to determine the influence of all the dimensions of work engagement construct on the dependent variables.

3- Simple linear regression to determine the relative influence of each work engagement dimension on the dependent variables.

Chapter Four

Data Analysis and Results Discussion

4.1 Descriptive Analysis of Demographic Data

4.2 Descriptive Analysis of Research's Variables

4.3 Correlations

4.4 Hypotheses Testing

4.5 Results Discussion

Data analysis and results discussion

This chapter consists of five sections. The first two sections present the descriptive analysis of the demographic data and the research's variables. The third section demonstrates the variables' correlations. The final two sections present the hypotheses testing and the results discussion.

4.1 Descriptive Analysis of Demographic Data

Table (4) shows that medical sales representatives at the age intervals less than 30 years and 30-39 years represent more than 95% of the respondents while medical sales representatives at the age interval of 50 years and above was only 9 representatives. It can be inferred from this table that the number of medical sales representatives at each interval is decreasing with the increase of age. One explanation for this pattern of distribution is that the Jordanian pharmaceutical companies prefer young sales force, because personal selling is a profession that needs healthy, physically fit and active sales force and these characteristics are more prevalent in young people.

Table 4. Distribution of Research Subject According to Age

Variable		Frequency	Percent
Age	Less than 30 years	139	65.6
	30-39 years	64	30.2
	40-49 years	1	0.47
	50 years and more	8	3.77
	Total	212	100.0

Table (5) shows that 80.7 % of medical sales representatives at the Jordanian pharmaceutical companies are males, while females represent only 19.3%.This remarkable difference may be due to the nature of personal selling which needs

excessive physical effort and females may not tolerate these profession's demands as a result of their limited physical abilities in comparison to males. Also females tend to leave work for maternity or marriage which may make their contribution in personal selling less than males.

Table 5. Distribution of Research Subject According to Gender

Variable		Frequency	Percent
Gender	male	171	80.7
	female	41	19.3
	Total	212	100

Table (6) shows that almost 83% of the respondents had 4 years experience and less. Only 3.3% had more than 10 years of experience. This distribution of medical representatives according to experience indicates that personal selling is a dynamic profession that focuses on injecting fresh graduates into their sales force teams or that there is a high turnover.

Table 6. Distribution of Research Subject According to Experience

Variable		Frequency	Percent
Experience	Less than 2 year	119	56.1
	2-4 years	57	26.9
	5-10 years	29	13.7
	More than 10 years	7	3.3
	Total	212	100.0

Table (7) shows that 80.7% of the respondents are pharmacists since they are more capable to deliver messages to physicians regarding products' features and benefits. One interesting finding is that medical sales representatives who hold scientific degrees other

than pharmacy represent 19.3% of the total 212 respondents. This is an indication that medical personal selling is a promising profession and is becoming an attractive carrier for graduates with health related specialties.

Table 7. Distribution of Research Subject According to Specialty

Variable		Frequency	Percent
Specialty	Pharmacy	171	80.7
	Biology	3	1.4
	Nutrition	3	1.4
	Others	35	16.5
	Total	212	100.0

4.2 Descriptive analysis of variables

In this section descriptive statistics were computed for work engagement and its dimensions, job satisfaction and self- perceived performance. Means, standard deviations, impact and rank relative to other items will be presented in order to give a feel for the data and its direction. Data collected at this research were scaled as follows:

never	rarely	sometimes	often	always
(1)	(2)	(3)	(4)	(5)

Based on the above scale the mean values at this research were treated as follows:

low	medium	high
1-2.33	2.33-3.66	Above 3.66

These three intervals were calculated based on the following rule:

Highest value-Lowest value/ number of intervals= 5-1/ 3= 1.33

1-(1.33) + (1) =2.33 so the first interval is 1 to 2.33.

2-(2.33) + (1.33) = 3.66 so the second interval is 2.33-3.66

3-The third interval is above 3.66

These three intervals are used to determine the level of work engagement, satisfaction and performance among medical sales representatives at the Jordanian pharmaceutical companies.

1- Descriptive Analysis of Work Engagement

The UWES is used to measure the three work engagement dimensions (vigor, dedication, absorption).Therefore, the mean scores for each subscales are calculated. Furthermore, the mean score for the total work engagement is calculated to determine the level of work engagement among medical sales representatives at the Jordanian pharmaceutical companies.

Table (8) shows that the mean score of the vigor dimension was (3.93) with a standard deviation of (0.58). This high score on vigor scale means that medical sales representative have much energy, zest and stamina when working. Vigor subscale consists of 6 items which represents questions number 1, 4, 8, 12, 15, and 17. Item number 12 (I can continue working for very long time) had the highest mean (4.06) with a standard deviation of (0.817).On the other hand, item number 8 (When I get up in the morning, I feel I like going to work) had the lowest mean (3.58) with a standard deviation of (1.011).

Table 8. Means, Standard Deviations, Rank and Impact for Respondents' Answers on Vigor Scale Items

Num	Item	Mean	S.D	Rank	Impact
1.	I feel bursting with energy when doing my work	4.04	0.76	2	High
4.	When doing my work, I feel strong and vigorous	3.92	0.87	5	High
8.	When I get up in the morning, I feel I like going to work	3.58	1.01	6	med
12.	I can continue working for very long time	4.06	0.80	1	High
15.	At my work, I am very resilient, mentally	3.98	0.82	4	High
17.	I am always persevere in my work even when things do not go well	3.99	0.82	3	High
	Total	3.93	0.58		High

* The numbers of items are based on its sequence at the questionnaire.

Table (9) shows that the mean score of the dedication dimension was (4.024) with a standard deviation of (0.74). This high score on dedication scale means that medical sales representatives are strongly identified with their work because they experience their work as meaningful, inspiring, and challenging. Besides, they usually feel enthusiastic and proud about their work.

Dedication subscale consists of 5 items which are represented in questions number 2, 5, 7, 10, and 13. Item number 13 (I find my work challenging) had the highest mean (4.33) with a standard deviation of (0.810). While item number 7 (My work inspires me) had the lowest mean (3.42) with a standard deviation of (1.122).

Table 9. Means, Standard Deviations, Rank and Impact for Respondents' Answers on Dedication Scale Items

Num	Item	Mean	S.D	Rank	Impact
2.	I find my work filled with meaning and purpose	4.05	0.93	4	High
5.	I am enthusiastic about my work	4.22	0.82	2	High
7.	My work inspires me	3.42	1.12	5	Med
10.	I am proud of the work that I do	4.10	1.03	3	High
13.	I find my work challenging	4.33	0.81	1	High
	Total	4.02	0.74		High

* The numbers of items are based on its sequence at the questionnaire.

Table (10) shows that the mean score of the absorption dimension was (3.8) with a standard deviation of (0.66). This high score on absorption scale means that medical sales representatives feel engrossed in their work, they feel immersed by their work and have difficulties detaching from it because it carries them away. As a consequence, everything else around is forgotten and time seems to fly.

Absorption subscale consists of 6 items which are represented in questions number 3, 6, 9, 11, 14, and 16. Item number 9 (I feel happy when I am working intensely and seriously) had the highest mean (4.51) with a standard deviation of (0.72). While item number 6 (While I am working, I forget every thing else around me) had the lowest mean (3.45) with a standard deviation of (1.036)

Table 10. Means, Standard Deviations, Rank and Impact for Respondent's Answers on Absorption Scale Items

Num	Item	Mean	S.D	Rank	Impact
3.	Times flies when I am working	4.06	0.89	2	High
6.	While I am working, I forget every thing else around me	3.45	1.04	6	Med
9.	I feel happy when I am working intensely and seriously	4.51	0.72	1	High
11.	I am immersed in my work	3.81	0.83	3	High
14.	I get carried away when I am working	3.50	1.08	5	Med
16.	I find it difficult to detach myself from my work	3.52	1.07	4	Med
	Total	3.80	0.66		High

* The numbers of items are based on its sequence at the questionnaire.

Table (11) shows that the mean score of the total work engagement items was (3.91) with a standard deviation of (0.60). This positive direction of respondents' score on the total work engagement scale means that medical sales representatives are engaged with their work and they exert this personal engagement through being vigorous, dedicated and absorbed. Item number (9) (I feel happy when I am working intensely and seriously) had the highest mean (4.51) among all the 17 items with a standard deviation of (0.72). While item number (7) (My work inspires me) had the lowest mean (3.42) among the 17 items with a standard deviation of (1.12).

According to Enis (1979), personal selling is a profession that requires physical and mental energy to cope with the long working hours. Furthermore, sales representatives should be alert to handle difficult situations. Mullah (1994) indicated that personal selling requires professional enthusiasm and determination to succeed.

Therefore, it is expected that medical sales representatives will demonstrate high mean score on the three subscales that measure vigor, dedication and absorption.

One of the most important traits that distinguish sales representatives in general from other types of employees is the extroversion trait. People who work in personal selling have high ability to socialize and cope with others effectively. Longelaan, Bakker, Van Doormen and Schaufeli (2006) indicated that work engagement is characterized by high extraversion. Therefore, the extraversion trait might be one explanation of the high work engagement score among medical sales representatives at the Jordanian pharmaceutical companies. Furthermore, it could be inferred from the high work engagement score that the Jordanian pharmaceutical companies are providing their sales force with the needed resources to perform their roles.

Table 11. Means, Standard Deviations, Rank and Impact for Respondent's Answers on all work engagement scales together

Num	Item	Mean	S.D	Rank	Impact
1.	I feel I am bursting with energy when doing my work	4.04	0.76	8	High
2.	I find my work filled with meaning and purpose	4.05	0.93	7	High
3.	Times flies when I am working	4.06	0.89	5	High
4.	When doing my work, I feel strong and vigorous	3.92	0.87	11	High
5.	I am enthusiastic about my work	4.22	0.82	3	High
6.	While I am working, I forget every thing else around me	3.45	1.04	16	Med
7.	My work inspires me	3.42	1.12	17	Med
8.	When I get up in the morning, I feel I like going to work	3.58	1.01	13	Med
9.	I feel happy when I am working intensely and seriously	4.51	0.72	1	High
10.	I am proud of the work that I do	4.10	1.03	4	High
11.	I am immersed in my work	3.81	0.83	12	High
12.	I can continue working for very long time	4.06	0.80	6	High
13.	I find my work challenging	4.33	0.81	2	High
14.	I get carried away when I am working	3.50	1.08	15	Med
15.	At my work, I am very resilient, mentally	3.98	0.82	10	High
16.	I find it difficult to detach myself from my work	3.52	1.07	14	Med
17.	I am always persevere in my work even when things do not go well	3.99	0.82	9	High
	Total	3.91	0.60		High

2- Descriptive Analysis of Job Satisfaction

Table (12) shows that the mean score of medical sales representatives' job satisfaction at Jordanian pharmaceutical companies equals (3.61). The table indicates that the respondents are moderately satisfied with their different job facets such as the job itself, promotion, pay, supervision, co-worker and the organization. Item number 20 (I always know what is specifically required from me) had the highest mean score (4.22) with a standard deviation of (0.80). While item number 30 (if I have the chance to work in anther company, I will accept it) had the lowest mean score among all the scale items with a standard deviation of (1.28).These findings indicate that medical sales representatives are more satisfied with the job tasks that they do than with their satisfaction with the organization that they work for.

The table shows that the mean scores on the items that measure pay, promotion and organization were low relative to the mean scores on the items that measure the job itself, relationships with coworkers and supervision. Medical sales representatives are more satisfied with the nature of job and with their relationships with their co-workers and supervisors than with their company and what it offers them. These findings are consistent to a certain extent with Hezerberg two-factor theory which indicates that intrinsic factors lead to satisfaction while extrinsic factors prevent dissatisfaction.

Table 12. Means, Standard Deviations, Rank and Impact for Respondent's Answers on job satisfaction scale

Num	Item	Mean	S.D	Rank	Impact
18	In general , I am satisfied with my work	3.80	0.97	3	High
19.	I feel that my supervisor and coworkers care about me as I represent an important person to them	3.96	0.97	2	High
20.	I always know what is specifically required from me	4.22	0.80	1	High
21.	My work offers me the chance to get financial rewards and recognitions	3.72	1.07	5	High
22.	My suggestions in work are taken into consideration from others	3.49	0.97	9	Med
23.	My direct supervisor discusses with me the issues that are important in developing my career	3.78	1.10	4	High
24.	I think my co-workers are serious in trying to achieve their targets	3.64	0.91	6	Med
25.	My company provides me with the needed material and equipments to conduct my selling calls successfully	3.50	0.98	8	Med
26.	Objectively speaking, I think that my salary is suitable for me	3.29	1.11	12	Med
27.	I think that my company takes my career needs into consideration	3.31	1.01	11	Med
28	I think I have I have a fair chance to be promoted in my company	3.34	1.17	10	Med
29.	My company management team provides me with a comfortable and safe working environment	3.63	1.02	7	Med
30	If I have a chance to work in anther company, I will accept it immediately	3.28	1.28	13	Med
Total		3.61	0.70		Med

3- Descriptive Analysis of Self-Perceived Performance

Table (13) shows the mean and standard deviation scores of medical sales representatives' self-perceived performance. The total mean score of the scale was (3.78) with (0.65) standard deviation. The mean score has a positive direction which means that respondents perceive their performance as high. Item number 35 (I am satisfied with my selling performance) had the highest mean score (3.94) with a standard deviation of (0.94), while item number 34 (My selling performance is always appreciated from the company's management) had the lowest mean score (3.61) with a standard deviation of (1.04). These results indicate that medical sales representatives have self-confidence in their performance but their companies are not offering them enoug recognition.

Table 13. Means, Standard Deviations, Rank and Impact for Respondent's Answers on self-perceived performance scale

Num	Item	Mean	S.D	Rank	Impact
31.	I consider my selling performance at the company better than the average performance of my co-workers	3.87	0.78	2	High
32.	I always achieve my sales target	3.87	0.78	3	High
33.	The average sales volume that I achieve is better than what other medical sales representatives achieve in a competitor company	3.63	0.86	4	Med
34.	My selling performance is always appreciated from the company's management	3.61	1.04	5	Med
35.	I am satisfied with my selling performance	3.94	0.94	1	High
Total		3.78	0.65		High

4.3 correlations

Table (14) summarizes the intercorrelations among all the study variables.

It is clear from the table that the positive correlations between each one of the three work engagement dimension and job satisfaction are stronger than their correlations with self perceived performance. The strongest correlation is between dedication and job satisfaction**(R= 0.691)** followed by vigor and job satisfaction**(R= 0.673)**, and then comes absorption and job satisfaction**(R= 0.526)**.

Regarding self perceived performance, the strongest correlation is between vigor and performance**(R=0.432)** followed by dedication and performance**(R=0.362)** and then comes absorption and performance**(R= 0.303)**

The two dependent variables (job satisfaction and self-perceived performance) are also positively correlated **(R= 0.428)**.

These positive correlations mean that when the three dimensions of work engagement increase, job satisfaction and self-perceived performance will increase too.

Table. 14 Intercorrelations of Independent and Dependent Variables

num	Variable	1	2	3	4
1.	Job satisfaction				
2.	Performance	0.428			
3.	Vigor	0.673	0.432		
4.	Dedication	0.691	0.362	0.791	
5.	Absorption	0.526	0.303	0.776	0.726

All above correlations are significant at the 0.01 level (2-tailed).

Table (14) also shows that the three dimensions of work engagement are correlated to each other. This indicates that these three dimensions complement each other and each one of them represents one aspect of work engagement.

4.4 Hypotheses Testing

Two main hypotheses will be tested to answer the research questions. Each main hypothesis will be divided into three sub hypothesis to test the relationship between each dimension of the work engagement construct and the two dependent variables: job satisfaction and self-perceived performance.

First main hypothesis:

H01: There is no statistically significant relationship between all work engagement dimensions together and medical sales representative job satisfaction.

HA1: There is a statistically significant relationship between all work engagement dimensions together and medical sales representative job satisfaction.

To test the first main hypothesis, the multiple regression test is used. The following tables represent the results of this multiple regression.

Table 15. Multiple Regression Model Summary to test H01

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.526	.519	.4851

a. Predictors: (Constant), ABSORP, DEDICA, VIGOR

Table (15) shows that the correlation between the three work engagement dimensions (independent variables) and job satisfaction (dependent variable) is strong and positive ((R= 0.725). Therefore, when vigor, dedication and absorption increase, job satisfaction

will increase too. Furthermore, the table shows that the coefficient of determination (R^2) equals 0.526 which means that the three work engagement dimensions explain 52.6% of the variance in job satisfaction.

Table 16.ANOVA to Ensure the Fit of the Model to Test H01

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.240	3	18.080	76.831	.000 [a]
	Residual	48.947	208	.235		
	Total	103.187	211			

a. Predictors: (Constant), ABSORP, DEDICA, VIGOR

b. Dependent Variable: job satisfaction

Table (16) shows that the model is fit for hypothesis testing. The F calculate value (76.831) is higher than the tabulated value (3.12) and significant at ($\alpha \leq 0.05$). The model results indicate that the three dimensions of work engagement influence the medical sales representatives' job satisfaction and significantly explain its variance. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between the three dimensions of work engagement together and job satisfaction.

Table 17.Results Of Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.450	.230		1.957	.052
	VIGOR	.485	.107	.402	4.518	.000
	DEDICA	.433	.077	.461	5.647	.000
	ABSORP	-.127	.083	-.120	-1.523	.129

a. Dependent Variable: job satisfaction

Table (17) shows that when the three dimensions of work engagement were entered together into the multiple regression equation only vigor and dedication have a significant influence on job satisfaction. The calculated t- values for these two dimensions were higher than the tabulated value at ($\alpha \leq 0.05$).On the other hand, the table shows that the absorption dimension has no significant influence on job satisfaction. One explanation for this result is the high intercorrelation between the three dimensions of work engagement. Therefore, the simple regression test will be used to investigate the influence of each work engagement dimension alone without entering the other dimensions in order to test the first group of sub-hypotheses: H01a, H01b and H01c

First sub hypothesis:

H01a: There is no statistically significant relationship between Vigor and medical sales representative job satisfaction.

HA1a: There is a statistically significant relationship between Vigor and medical sales representative job satisfaction.

Table.18 ANOVA to Ensure the Fit of the Model to test H01a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.732	1	46.732	*173.833	.000 [a]
	Residual	56.455	210	.269		
	Total	103.187	211			

a. Predictors: (Constant), VIGOR

b. Dependent Variable: job satisfaction

R= 0.673 R^2 = 0.453 * Significant at level ($\alpha \leq 0.05$)

Table (18) shows that the model is fit for hypothesis testing. The F calculate value (173.833) is higher than the tabulated value (5.02) and significant at ($\alpha \leq 0.05$). The model results indicate that the vigor dimension influence the medical sales representatives' job satisfaction and significantly explain 45.3% of its variance.

Table. 19 Results of Simple Regression Test of H01a

Variable	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.424	0.244		1.733	0.085
Vigor	0.812	0.062	0.673	*13.185	0.000

*** Significant at level (α≤0.05)**

Table (19) shows that the calculated t-value is higher than the tabulated value (1.96) at a significant level of (α≤0.05). Based on the decision rule which says: accept the null hypothesis if the t-calculated is lower than the t-tabulated, and to reject the null hypothesis if the t-calculated is higher than the t-tabulated. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between vigor and job satisfaction.

Second sub hypothesis:

H01b: There is no statistically significant relationship between Dedication and medical sales representative job satisfaction.

HA1b: There is a statistically significant relationship between Dedication and medical sales representative job satisfaction.

Table. 20 ANOVA to Ensure the Fit of the Model to test H01b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.311	1	49.311	*192.206	.000[a]
	Residual	53.876	210	.257		
	Total	103.187	211			

a. Predictors: (Constant), DEDICA

b. Dependent Variable: job satisfaction

R = 0.691 R^2= 0.478 * Significant at level (α≤ 0.05)

Table (20) shows that the model is fit for hypothesis testing. The F calculate value (192.206) is higher than the tabulated value (5.02) and significant at (α≤ 0.05). The model results indicate that the dedication dimension influence the medical sales representatives' job satisfaction and significantly explain 47.8% of its variance.

Table. 21 Results of Simple Regression Test of H01b

Variable	**Un standardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**
	B	Beta		
(Constant)	1.000		5.223	0.000
Dedication	0.649	0.691	*13.864	0.000

Table (21) shows that the calculated t-value is higher than the tabulated value(1.96) at a significant level of (α≤0.05). Based on the decision rule which says: accept the null hypothesis if the t-calculated is lower than the t-tabulated, and to reject the null hypothesis if the t-calculated is higher than the t-tabulated. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between dedication and job satisfaction.

Third sub hypothesis:

H01c: There is no statistically significant relationship between Absorption and medical sales representative job satisfaction.

HA1c: There is a statistically significant relationship between Absorption and medical sales representative job satisfaction.

Table. 22 ANOVA to Ensure the Fit of the Model to test H01c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.536	1	28.536	*80.275	.000 [a]
	Residual	74.651	210	.355		
	Total	103.187	211			

a. Predictors: (Constant), ABSORP

b. Dependent Variable: job satisfaction

R = 0.526 & R^2= 0.277 *** significant level at (α≤0.05)**

Table (22) shows that the model is fit for hypothesis testing. The F calculate value (80.275) is higher than the tabulated value (5.02) and significant at (α≤ 0.05). The model results indicate that the absorption dimension influence the medical sales representatives' job satisfaction and significantly explain 27.7% of its variance.

Table. 23 Results of Simple Regression Test of H01c

Variable	Un standardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
(Constant)	1.504		6.295	0.000
Absorption	0.554	0.526	*8.96	0.000

Table (23) shows that the calculated t-value is higher than the tabulated value(1.96) at a significant level of ($\alpha \leq 0.05$). Based on the decision rule which says: accept the null hypothesis if the t-calculated is lower than the t-tabulated, and to reject the null hypothesis if the t-calculated is higher than the t-tabulated. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between absorption and job satisfaction.

Second main hypothesis

H02: There is no statistically significant relationship between all work engagement dimensions together and medical sales representative Self- Perceived Performance

HA2: There is a statistically significant relationship between all work engagement dimensions together and medical sales representative Self- Perceived Performance

Table 24. Multiple Regression Model Summary to Test H02

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438[a]	.192	.180	.5844

a. Predictors: (Constant), ABSORP, DEDICA, VIGOR

Table (24) shows that the value of the correlation coefficient (R= 0.438) indicates that the correlation between the three work engagement dimensions (independent variables) and self-perceived performance (dependent variable) is positive. Therefore, when vigor, dedication and absorption increase, medical sales representatives' performance will increase too. Furthermore, the table shows that the coefficient of determination (R^2) equals 0.192 which means that the three work engagement dimensions explain 19.2% of the variance in performance.

Table 25. ANOVA to Ensure the Fit of the Model to Test H02

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.839	3	5.613	*16.436	.000[a]
	Residual	71.033	208	.342		
	Total	87.872	211			

a. Predictors: (Constant), ABSORP, DEDICA, VIGOR

b. Dependent Variable: performance

Table (25) shows that the model is fit for hypothesis testing. The F calculate value (16.436) is higher than the tabulated value (3.12) and significant at ($\alpha \leq 0.05$). The model results indicate that the three dimensions of work engagement influence the medical sales representatives' performance and significantly explain its variance. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between the three dimensions of work engagement together and medical sales representatives' performance.

Table.26 Results Of Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.926	.277		6.947	.000
	VIGOR	.495	.129	.445	3.834	.000
	DEDICA	7.414E-02	.092	.086	.803	.423
	ABSORP	-.101	.100	-.104	-1.008	.315

a. Dependent Variable: Job satisfaction

Table (26) shows that when the three dimensions of work engagement were entered together into the multiple regression equation only vigor has a significant influence on

self-perceived performance. The calculated t- value for this dimension was higher than the tabulated value at (α≤0.05).On the other hand, the table shows that dedication and absorption has no significant influence on self perceived performance.

One explanation for this result is the high intercorrelation between the three dimensions of work engagement. Therefore, the simple regression test will be used to investigate the influence of each work engagement dimension alone without entering the other dimensions in order to test the second group of sub-hypotheses: H02a, H02b and H02c

First sub hypothesis:

H02a: There is no statistically significant relationship between Vigor and medical sales representative self-perceived performance.

HA2a: There is statistically significant relationship between Vigor and medical sales representative self- perceived performance.

Table 27. ANOVA to Ensure the Fit of the Model to Test H02a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.395	1	16.395	*48.169	.000[a]
	Residual	71.477	210	.340		
	Total	87.872	211			

a. Predictors: (Constant), VIGOR

b. Dependent Variable: performance

R= 0.432 R^2=0.187 *Significant at (α<0.05)

Table (27) shows that the model is fit for hypothesis testing. The F calculate value (48.169) is higher than the tabulated value (5.02) and significant at (α≤ 0.05). The model results indicate that the vigor dimension influence the medical sales representatives' self-perceived performance and significantly explain 18.7% of its variance.

Table. 28 Results of Simple Regression test of H02a

Variable	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.896	0.275		6.895	0.000
Vigor	0.481	0.069	0.432	6.940	0.000

Table (28) shows that the calculated t-value is higher than the tabulated t-value (1.96) at a significant level of ($\alpha \leq 0.05$). Based on the decision rule which says: accept the null hypothesis if the t-calculated is lower than the t-tabulated, and to reject the null hypothesis if the t-calculated is higher than the t-tabulated. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between vigor and self-perceived performance.

Second sub hypothesis:

H02b: There is no statistically significant relationship between Dedication and medical sales representative self- perceived performance.

HA2b: There is a statistically significant relationship between Dedication and medical sales representative self -perceived performance.

Table. 29 ANOVA to Ensure the Fit of the Model to Test H02b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.517	1	11.517	*31.677	.000[a]
	Residual	76.354	210	.364		
	Total	87.872	211			

a. Predictors: (Constant), DEDICA

b. Dependent Variable: performance

R=0.362 $R^2$0.131 *Significant at ($\alpha \leq 0.05$)

Table (29) shows that the model is fit for hypothesis testing. The F calculate value (31.677) is higher than the tabulated value (5.02) and significant at (α≤ 0.05). The model results indicate that the dedication dimension influence the medical sales representatives' self-perceived performance and significantly explain 13.1% of its variance.

Table. 30 Results of Simple Regression test of H02b

Variable	**Un standardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**
	B	Beta		
(Constant)	2.523		11.062	0.000
Dedication	0.314	0.362	5.628	0.000

Table (30) shows that the calculated t-value is higher than the tabulated value(1.96) at a significant level of (α≤0.05). Based on the decision rule which says: accept the null hypothesis if the t-calculated is lower than the t-tabulated, and to reject the null hypothesis if the t-calculated is higher than the t-tabulated. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between dedication and self perceived performance.

Third sub hypothesis:

H02c: There is no statistically significant relationship between Absorption and medical sales representative self-perceived performance.

HA2c: There is a statistically significant relationship between Absorption and medical sales representative self-perceived performance.

Table. 31 ANOVA to Ensure the Fit of the Model to Test H02c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.080	1	8.080	*21.265	.000 [a]
	Residual	79.792	210	.380		
	Total	87.872	211			

a. Predictors: (Constant), ABSORP

b. Dependent Variable: performance

R=0.303 **R^2=0.092** ***Significant at (α≤0.05)**

Table (31) shows that the model is fit for hypothesis testing. The F calculate value (21.265) is higher than the tabulated value (5.02) and significant at (α≤ 0.05). The model results indicate that the absorption dimension influence the medical sales representatives' self-perceived performance and significantly explain 9.2% of its variance.

Table. 32 Results of Simple Regression test of H02c

Variable	Un standardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
(Constant)	2.663		10.784	0.000
Absorption	0.295	0.303	*4.611	0.000

Table (32) shows that the calculated t-value is higher than the tabulated value(1.96) at a significant level of (α≤0.05). Based on the decision rule which says: accept the null hypothesis if the t-calculated is lower than the t-tabulated, and to reject the null hypothesis if the t-calculated is higher than the t-tabulated. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a significant relationship between absorption and self perceived performance

4.5 Results Discussion

The purpose of this study was to investigate the level of work engagement among medical sales representatives at the Jordanian pharmaceutical companies and to determine how work engagement and its three dimensions influence their job satisfaction and self-perceived performance.

Medical sales representatives at the Jordanian pharmaceutical companies scored high on the three dimensions of work engagement. According to Schaufeli et al (2002) those who score high on vigor, dedication and absorption usually have much energy, zest and stamina when working. They are strongly identified with their work because it is experienced as meaningful, inspiring, and challenging. Furthermore, they usually feel enthusiastic and proud about their work. They are happily engrossed in their work, and they feel immersed by their work and have difficulties to detach from it because it carries them away. As a consequence, everything else around is forgotten and time seems to fly. Table (33) shows the mean scores of the total work engagement and its three dimensions

Table 33. Work Engagement Mean Scores

	N	Minimum	Maximum	Mean	Std. Deviation
INDEPEN	212	2.24	5.00	3.9134	.6039
VIGOR	212	2.00	5.00	3.9285	.5798
DEDICA	212	1.80	5.00	4.0236	.7448
ABSORP	212	1.83	5.00	3.8066	.6640
Valid N (listwise)	212				

The research results indicate that there is a significant strong relationship between medical sales representatives' work engagement and their job satisfaction. This result is consistent with the results found in the literature and earlier conducted related studies. The studies of Lousin (2007), Rich (2006), May et al (2004), Schaufeli et al (2002) all

found that work engagement is positively related to job satisfaction. The multiple regression test results showed that all the three work engagement dimensions together influence job satisfaction and when investigating the Beta coefficient of each dimension only vigor and dedication showed a significant influence on job satisfaction.

On the other hand, the results of simple regression analysis showed that when the influence of each work engagement dimension was tested alone, the three work engagement dimensions (vigor, dedication, absorption) significantly influenced job satisfaction

Furthermore, the research indicated that there is a significant relationship between medical sales representatives' work engagement and their performance. This result is consistent with the results found in the literature and earlier conducted related studies. Harter (2003), Rich (2006), Thomas (2007), Saks (2007) all found that work engagement is related to performance. The multiple regression test results showed that all the three work engagement dimensions together influence self-perceived performance and when investigating the Beta coefficient of each dimension only vigor showed a significant influence on self-perceived performance.

On the other hand, the results of simple regression analysis showed that when the influence of each work engagement dimension was tested alone, the three work engagement dimensions (vigor, dedication, absorption) significantly influenced self-perceived performance.

Christian and Slaughter (2007) found in their Meta-analysis that dedication and vigor were both positively related to commitment and health outcomes. However, according to the researcher knowledge there are no researches that investigated the relationship between the three work engagement dimensions and job satisfaction and performance. Table (34) shows a summary of the results of hypotheses tests.

Table. 34 Summary of Hypotheses Tests Results

Hypothesis	Decision	Conclusion
H01	Reject	There is a relationship between medical sales representatives' work engagement and job satisfaction
H01a	Reject	There is a relationship between medical sales representatives' vigor and job satisfaction
H01b	Reject	There is a relationship between medical sales representatives' dedication and job satisfaction
H01c	Reject	There is a relationship between medical sales representatives' absorption and job satisfaction
H02	Reject	There is a relationship between medical sales representatives' work engagement and self-perceived performance
H02a	Reject	There is a relationship between medical sales representatives' vigor and self-perceived performance
H02b	Reject	There is a relationship between medical sales representatives' dedication and self-perceived performance
H02c	Reject	There is a relationship between medical sales representatives' absorption and self-perceived performance

Table.35 coefficients of correlation and determination

Variables	R	R^2
Dependent variable: job satisfaction		
Vigor-job satisfaction	0.673	45.3%
Dedication-job satisfaction	0.691	**47.8%**
absorption-job satisfaction	0.526	27.7%
Total work engagement-job satisfaction	0.725	52.6%
Dependent variable: self-perceived performance		
Vigor-self perceived performance	0.432	**18.7%**
Dedication- self perceived performance	0.362	13.1%
absorption- self perceived performance	0.303	9.2%
Total work engagement- self perceived performance	0.438	19.2%

Table (35) shows the coefficients of correlation (R) and the coefficients of determination (R^2) of work engagement with job satisfaction and performance. It indicates that medical sales representatives' work engagement and its three dimensions are positively correlated with job satisfaction and performance. Furthermore, the table shows that medical sales representatives' work engagement explains 52.6% of the variation in job satisfaction while it explains only 19.2% of the variation in performance and that the correlation between work engagement and job satisfaction is stronger than its correlation with performance.

Performance is influenced by many antecedents that are not under the control of the individual. Therefore, the explained variation in it won't be high like job satisfaction.

According to Churchill, Ford and Walker (1976), role perception and organizational variables explained 40% of the variation in job satisfaction, while work engagement in

this research explained 52.6% of the variation in job satisfaction. One explanation for this result is that engagement is a broader construct that covers a wide range of work aspects.

Table (35) shows that dedication is the most influential dimension on job satisfaction among all the work engagement dimensions and it explains 47.8% of the variation in job satisfaction. In contrast, vigor is the most influential dimension on performance among all the work engagement dimensions and it explains 18.7% of the variation in performance.

Chapter Five

Conclusion and Recommendations

5.1 Conclusion

5.2 Recommendations

5.3 Future Research Directions

5.4 Marketing Implications

Conclusions and Recommendations

This chapter presents conclusions, recommendations and suggestions for future research.

5.1 Conclusion

The research conclusions are:

1- Medical sales representatives at the Jordanian pharmaceutical companies are engaged with their work. They are vigorous, dedicated to their work and absorbed.

2- Medical sales representatives' work engagement is related to job satisfaction. Therefore, increasing work engagement level among medical sales representatives at the Jordanian pharmaceutical companies will increase their job satisfaction.

3- Medical sales representatives' work engagement is related to self-perceived performance. Therefore, increasing work engagement level among medical sales representatives at the Jordanian pharmaceutical companies will increase their perceived performance.

4- Dedication is the most influential work engagement dimension on job satisfaction.

5- Vigor is the most influential work engagement dimension on self-perceived performance.

5.2 Recommendations

Based on the findings of this research, there are several recommendations for sales managers, supervisors and human resources departments at the Jordanian pharmaceutical companies. These recommendations are:

1- Managers should measure the level of work engagement among medical sales representatives on regular bases to detect if they are engaged or not.

2- Managers should communicate effectively with medical sales representatives to understand their job needs.

3- Managers at Jordanian pharmaceutical companies should review the compensation system and career development plans of their medical sales representatives, because the items regarding satisfaction with pay and promotion opportunities have low mean score relative to other items.

4- Human resource managers at the Jordanian pharmaceutical companies should conduct training sessions for managers from different department and levels about work engagement and its benefits in order to clear the importance of this construct. Furthermore, each pharmaceutical company should develop a work engagement strategy and to determine the factors that lead to high level of engagement among the sales force in order to increase their job satisfaction level and performance.

5- Managers and supervisors should consistently give financial and non-financial recognition for medical sales representatives when they achieve high performance.

6- Managers should select vigorous and dedicated candidates when they want to recruit medical sales representatives because these are the two most influential work engagement dimensions on job satisfaction and performance.

7- Jordanian pharmaceutical companies should conduct work shops about positive organizational psychology and positive thinking to reinforce the development of positive attitudes among the sales force.

5.3 Future Research Directions

Work engagement is still a new work related construct and needs extensive study. Therefore it is considered a fertile area for lots of academic researches.

The following suggestions can be useful for researchers interested in studying work engagement in the personal selling context or any other context:

1. To investigate the level of work engagement among medical sales representatives at the original multinational pharmaceutical companies in Jordan and to compare it with the results of this research.
2. To investigate the level of work engagement using the UWES among other types of profession in Jordan in order to form an idea about the professions that have the highest engagement level.
3. To identify the most influential factors on work engagement in the personal selling context.
4. To study the relationship between sales representatives' work engagement level and other positive work related attitudes such as organizational commitment and organizational citizenship behaviors.
5. To study the relationship between sales representatives' work engagement level and absenteeism, and turnover.
6. To conduct a longitudinal study in order to determine if there are fluctuations in the level of work engagement among medical sales representatives through time.

7. To study the relationship between medical sales representatives' work engagement and customers (physician) satisfaction.
8. To study the relationship between medical sales representatives' work engagement and the financial performance of the pharmaceutical companies in Jordan.
9. To study the influence of medical sales representatives' demographic characteristics on work engagement.

Marketing Implications

Work engagement is a work related construct that motivate employees to work with passion and to invest their physical, emotional and mental energy during role performance. Therefore, engaged employees will be willing to build a mutual profitable long-term relationships with customers especially that maintaining profitable customers is more cost-effective than finding new ones.

Employee engagement is a pathway for organizations to engage customers with the organization and improve their loyalty because engaged customers will be emotionally attached to a specific organization. Therefore these engaged customers will serve a reference for other persons about the organization's product and they will spread a positive word of moth and this will save a lot of the organization's cost. Organizations that invest in engaging sales representatives and provide them with the needed resources to invest from their energy will have less turnover which means less loss, especially that the cost of personal selling is very high. Furthermore, organizations that take care of their employees and treat them as an assets rather than a cost will have strong positive image and high credibility in the

market which make it an attractive place for highly qualified personal and the choice of customer.

Internal marketing has an important role in delivering the concept and the importance of work engagement among employees. Therefore organizations should provide work engagement training to employees from all departments in order to create awareness and achieve consistency among all employees which will make the customers' transactions experience with the organization more efficient and effective.

Work engagement can help organizations especially pharmaceuticals to differentiate themselves in the market through their engaged sales representatives who will be more vigorous, dedicated and absorbed during selling and detailing than the disengaged ones.

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APPENDIX
(RESEARCH QUESTIONNAIR)

بسم الـلـه الرحمن الرحيم

الجامعـــة الأردنيـــة
كلية إدارة الأعمال/ قسم التسويق.

الزميل/ الزميلة **مندوب البيع الطبي** المحترم:

تحية طيبة وبعد،،

أنا طالبة دراسات عليا في كلية إدارة الأعمال/قسم التسويق في الجامعة الأردنية, و من متطلبـات الحـصول على درجة الماجستير القيام ببحث له علاقة بمجال دراستي. هذا البحث يدرس تـأثير ارتبـاط منـدوب البيـع الطبي بعمله على الرضـا الـوظيفي و التقـيم الـذاتي لـلأداء. انـه لمـن دواعـي سروري أن تكـون واحـدا مـن المشاركين في هذه الدراسة, علما بأن إجاباتك في هـذه الاسـتبانة سـتبقى سريـة و سـوف تـستعمل لأغـراض أكاديمية فقط.

شاكرين لكم حسن تعاونكم،،،

الباحثة/ الصيدلانية عبيرأحمد الربايعة

الجزء الأول : البيانات الشخصية

يرجى وضع إشارة (X) عند الإجابة التي تمثل حالتك:

1. العمر:
أ.أقل من 30سنة
ب.30- 39سنة
ج.40-49سنة
د.أكثر من 50سنة

2.الجنس:
أ. ذكر
ب.أنثى

3.فترة الخدمة في المؤسسة الحالية:
أ.أقل من سنتان
ب.2-4 سنوات
ج.5-10 سنوات
د.أكثر من 10 سنوات

4.التخصص العلمي:
أ. صيدلة
ب. أحياء
ج. تغذية
د.تخصص آخر

الجزء الثاني: قياس ارتباط مندوب البيع بعمله

العبارات التالية تصف كيف يكون شعورك أثناء العمل.الرجاء وضع إشارة(X) عند الإجابة التي تمثل شعورك في العمل.

Item	Always	Often	Sometimes	Rarely	Never	العبارة
	دائما	غالباً	أحيانا	نادراً	أبدا	
1. I feel I 'm bursting with energy when doing my work.						1. أشعر أنني مفعم بالطاقة عند القيام بعملي.
2. I find my work filled with meaning and has a purpose.						2. أجد عملي مليء بالمعنى و له هدف.
3. Time flies when I'm working.						3. أشعر أن الوقت يذهب بسرعة عندما أعمل و لا أحس به.
4. When doing my work, I feel strong and vigorous.						4.في عملي أشعر بالقوة و الحيوية.
5. I am enthusiastic about my work.						5. أنا متحمس لعملي.
6. While I am working, I forget everything else around me.						6.عندما أعمل أنسى كل شيء آخر من حولي.
7. My work inspires me.						7. عملي يعد مصدر إلهامي.
8. When I get up in the morning, I feel I like going to work.						8. عندما أصحو في الصباح أشعر أنني أحب الذهاب للعمل.
9. I feel happy when I am working intensely and seriously.						9. أشعر بالسعادة عندما أعمل بشكل جدي و شديد.
10. I am proud of the work that I do.						10.أنا فخور/فخورة بعملي.
11. I am immersed in my work.						11. أنا منغمس في عملي بشكل عميق.
12. I can continue working for very long time.						12.أستطيع مواصلة العمل لفترات طويلة.
13. I find my work						13.أجد التحدي في عملي.

challenging.						
14. I get carried away when I'm working.						14.أنسى نفسي وأنا أعمل.
15. At my work, I am very resilient, mentally.						15.أشـعر بـالاتزان العقـلي عنـد مواجهـة مـشاكل و مصاعب العمل.
16. I find it difficult to detach myself from my work.						16.أشعر أنني منـسجم مـع عمـلي بحيـث أننـي لا أستطيع فصل نفسي عنه.
17. Iam always persevere in my work even when things do not go well.						17.أنا دائما مثابر/ مثـابرة في عملي حتـى عنـدما لا تـسير الأمور على ما يرام.

الجزء الثالث:قياس الرضا الوظيفي عند مندوبي البيع الطبي.

فيما يلي مجموعة من العبارات حول الرضا الوظيفي, الرجاء بيان مدى رضاك عن عملك وذلك من خلال وضع إشارة(X) عند الإجابة التي تمثل حالتك.

Item	Always	Often	Sometimes	Rarely	Never	العبارة
	دائما	غالباً	أحيانا	نادراً	أبدا	
18. In general, I am satisfied with my work.						18. إنني راض عن عملي بشكل عام.
19. I feel that my supervisor and coworkers care about me as I represent an important person to them.						19. أ شعر بأن رئيسي في العمل وزملائي يهتمون بي كشخص له أهمية.
20. I always know what is specifically required from me.						20. أعرف دائما ما هو المطلوب مني بشكل دقيق.
21. My work offers me the chance to get financial rewards and recognitions.						21.عملي يوفر لي الفرصة للحصول على مكافآت مادية و معنوية.
22. My suggestions in work are taken into consideration from others.						22. أجد بان مقترحاتي في العمل تؤخذ في الاعتبار من قبل الآخرين.
23. My direct supervisor discusses with me, the issues that are important in developing my career.						23. يناقشني رئيسي المباشر في أمور تهم تطوري المهني.
24. I think my co-workers are serious in trying to achieve their targets.						24. أعتقد بأن زملائي في العمل جادون في أعمالهم لتنفيذ الأهداف الموكولة لهم.
25. My company provides me with the needed material and equipments to conduct my selling calls						25. توفر لي مؤسستي ما يلزمني من تجهيزات ومعدات للقيام بمهامي البيعية على أكمل وجه.

successfully.						
26. Objectively speaking, I think that my salary is suitable for me.						26. إذا نظـرت بموضـوعية وعدل، فـأنني أعتقـد بـأنني أتقاضى آجرا مناسباً.
27. I think that my company takes my career needs into consideration.						27. أعتقـد بـأن المؤسـسة تعمل عـلى وضـع مـصلحتي المهنية في عين الاعتبار.
28. I think I have a fair chance to be promoted in my company.						28. اشعر بأن لـدي الفرصـة العادلة للارتقاء الـوظيفي في هذه المؤسسة.
29. My company management team provides us with a comfortable and safe working environment.						29. تعمـــــــل الإدارة في مؤسـستي عـلى تـوفير جـو مريح وآمن للعمل.
30. If I have a chance to work in anther company, I will accept it immediately.						30. لـو سـنحت لي فـرص عمل أخرى فأنني لن أتـردد في قبولها.

الجزء الرابع: قياس التقيم الذاتي لأداء مندوبي البيع الطبي.

الرجاء تحديد مدى تقيمك لنفسك و ذلك من خلال وضع إشارة(X) عند الإجابة التي تمثل حالتك.

Item	Always	Often	Sometimes	Rarely	Never	العبارة
	دائما	غالباً	أحيانا	نادراً	أبدا	
31. I consider my selling performance at the company better than the average performance of my co-workers.						31. أعتبر أدائي البيعي في الشركة أفضل من المتوسط العام لأداء زملائي في العمل.
32. I always achieve my sales target.						32. أحقق دائما هدف المبيعات المطلوب تحقيقه.
33. The average sales volume that I achieve is better than what other medical sales representatives achieve in a competitor company.						33. أن معدل حجم المبيعات الذي أحققه للشركة سنويا يعتبر أفضل مقارنة بحجم المبيعات الذي يحققه مندوبو البيع في الشركات المنافسة.
34. My selling performance is always appreciated from the company's management						34. إن أدائي البيعي دائما موضع تقدير من قبل إدارة الشركة.
35. I am satisfied with my selling performance.						35. إنني راض عن أدائي البيعي.

تأثير ارتباط مندوب البيع الطبي بعمله على الرضا الوظيفي و التقييم الذاتي للأداء: دراسة ميدانية على الشركات الدوائية الأردنية

اعداد
عبير أحمد الربايعة

المشرف
الأستاذ الدكتور هاني الضمور

ملخص

هدف هذا البحث إلى التعرف على مستوى ارتباط مندوب البيع الطبي بعمله في الشركات الدوائية الأردنية بالإضافة لفحص أثر هذا الارتباط على الرضا الوظيفي و التقييم الذاتي للأداء.
لتحقيق أهداف البحث تم استخدام استبانة خاصة لجمع البيانات الأولية من كافة مندوبي البيع الطبي العاملين في الشركات الدوائية الأردنية البالغ عددها خمسة عشرة شركة.

وضحت نتائج البحث أن مستوى ارتباط مندوبي البيع الطبي بعملهم في الشركات الدوائية الأردنية كان مرتفعا، بالإضافة لوجود علاقة ذات دلالة احصائية بين مستوى ارتباط مندوبي البيع الطبي بعملهم و الرضا الوظيفي و كذلك وجود علاقة ذات دلالة احصائية بين ارتباط مندوبي البيع الطبي بعملهم و التقييم الذاتي للأداء.

كما و أظهرت نتائج البحث أن بعد التفاني كان الأكثر تأثيراً على الرضا الوظيفي من بين أبعاد الارتباط بالعمل كافة، بينما كان بعد النشاط هو الأكثر تأثيراً على التقييم الذاتي للأداء.

في ضوء النتائج السابقة، أوصى الباحث بضرورة اهتمام مدراء المبيعات و المشرفين المباشرين في الشركات الدوائية الأردنية بمفهوم الارتباط بالعمل و تطوير استراتيجية خاصة بكل شركة للمحافظة على مستوى عالي من الارتباط بالعمل لدى مندوبي البيع الطبي و ذلك للاستفادة من ايجابياته على مستوى الفرد و الشركة،و لابد أيضاً أن يتم قياس الارتباط بالعمل بشكل دوري من أجل تجنب الأعراض السلبية التي تحدث عند انخفاض مستوى الارتباط بالعمل.