Retaining Talent in Knowledge Intensive Organizations

-The Identity of AstraZeneca-

David Gerges & Magnus Sonander
Att Behålla Talanger i Kunskapsintensiva Organisationer
Retaining Talent in Knowledge Intensive Organizations

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Background: Recruitment and development of employees is a large burden for companies in most industries. Because of this, there is a clear organizational imperative to attract and retain knowledge workers since these constitute an important resource, especially for knowledge intensive organizations. A decisive factor for success is thus to retain and develop this vital resource in order to upgrade and sustain competitive advantage.

Purpose: The purpose of this thesis is to investigate what internal determinants and structures might be needed for knowledge intensive organizations to ensure their long-term provision of key human resources.

Practical Approach: In total ten interviews, with interviewees at different levels in the organization, have been conducted. Furthermore, other forms of secondary empirical material of both qualitative and quantitative character have been used.

Results: It is important for an organization to attempt to create a consistent and durable identity in order to influence the image held by its different stakeholders. We have found that researchers seem to value working in interesting projects. This argument coincides with the conviction that researchers are actually more committed to interesting research than to the employing organization.

Nyckelord
Knowledge Intensive Organizations, Knowledge Workers, Identity, Retention, Voluntary Employee Turnover, AstraZeneca, Per Åman
Foreword

When we started this project, we did not have a clear idea of how to detect the identity of AstraZeneca or rather the values and beliefs of its employees.

Now, ten weeks later we can still not whole-heartedly claim that we have discovered the above-mentioned but we believe that we have, through our study, been able to shed light on some important factors that undoubtedly have an impact on the AstraZeneca identity. We hope that our contribution may facilitate the future work of AstraZeneca, as well as other knowledge intensive organizations, in their effort to attract and retain valuable employees.

However, our work could not have been achieved without the helpfulness and contributions of many and we would therefore like to express our gratitude to all our interviewees for their time and open-heartedness, the people at the HR Staffing function in Mölndal for their help, our tutor Per Åman for his guidance, and of course Curt Bengtsson and Camilla Larsen who initiated this project and assisted us along the way.

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1. Introduction

This chapter will present a description of the background to this work as well as an explanation of the problem and our relation to it. This work will, after giving a rapid introduction of the fundamentals, split into two parallel theses that treat two sides of the same coin. The coin symbolizes the problem of long-term provision of key human resources in knowledge intensive companies and the different sides reflect the phenomena identity and image. Each thesis focuses only on one of the different perspectives and formulates a separate thesis purpose and a set of questions under the umbrella of the common project purpose. In order to grasp the complete picture and reach a greater understanding for the studied problem areas we recommend the reader to read both theses.

The forthcoming shortage of labor, due to among other things demographical issues and the increasing mobility of people on the labor market will affect the possibilities to attract and retain employees with valuable key competencies (Lee & Maurer, 1997). The two theses will deal with aspects relating to a phenomenon that is usually referred to as corporate branding or employer branding (Joinson, 2002). Since we think that accentuating the branding of a company as an employer we will from now on use the term employer branding. In addition, it is important to clarify that we are not interested in studying the concept of branding aimed at consumers, only branding aimed at current and potential employees. Our interpretation of the theories concerning employer branding includes an internal perspective – identity – and an external one – image, as well as a connection to the long-term provision of human resources, especially for knowledge-intensive companies.

1.1 Background

Companies always look for a competitive advantage. A competitive advantage is according to Porter (1990) an effective combination of the area conditions and the company’s strategy. Success is about being in the right place at the right time to perceive changes in the own industry, actively positioning the company according to the changes and act to them. (Porter, 1990) Porter (1990) further refines his theory into the notion of clusters; dynamic local environments with a high level of competence and competition (Tson Söderström et al, 2001). The different criteria that need to be fulfilled in order to form a successful cluster are contained in Porter’s four-cornered diamond. (Porter, 1990) We have focused on the factor corner that describes the industry’s superior factor creation mechanisms,
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such as specialized university research programs and outstanding educational institutions. (Porter, 1990) Thus, factor conditions contain human resources (Porter, 1990 and Tson Söderström et al, 2001) and the two theses will treat two different considerations of this aspect.

It is vital for a company to identify where the best knowledge is being generated in order to attract competence as well as identifying the schools and institutions where the best and most specialized human resources are being trained. (Porter, 1990) A decisive factor of company success is that it treats employees as permanent and does everything to retain and develop this vital resource to upgrade and sustain competitive advantage. (Porter, 1990)

The world economy at present day is said to be in the information age, where organizational and individual well-being are tightly connected to how well knowledge can be processed (Lawler, 1996). Therefore, the emphasis lies on human capital, rather than machinery (Hatch, 2002) and the greatest challenge companies face is to identify and apply strategies that will enable them to ensure the provision of the key participant of this new age; the knowledge worker (Tushman & O’Reilly, 1996). At the same time, the employment market is becoming increasingly flexible and the difficulties for companies to recruit talented employees with key competence grow in proportion (Svenskt näringsliv, 2001).

We have chosen to adopt the concept of employer branding, which is said to be the new weapon to win the war for talent (Reed, 2001). According to Bates (2001), employer branding is a relatively new idea and it concerns the alignment of employees with what that company stands for in terms of understanding and committing to the company’s goals (Buss, 2002). We think that employer branding is not an entirely new concept, but rather a new label put on old ideas, i.e. a new field of use for the theories of branding. Employer brands establish companies’ identities as employers, just as corporate brands communicate the companies’ values to the customers. (The Conference Board, 2002)

Recruitment and development of employees is a large burden for companies in most industries and, because of this, there is a clear organizational, if not societal, imperative for firms to attract and retain their knowledge workers (Allen & Griffeth, 1999).

Attracting talent is a central and crucial function of any organization of today. Knowledge-intensive firms are competing for the same base of potential employees. These organizations are often using employer branding to distinguish themselves from their competitors in order to attract talents to their organizations. (Lee & Maurer, 1997)
Retention of talent has been a central topic of discussion in the academic Human Resource Management (HRM) literature for some time now and has become increasingly important since knowledge has grown to be a key corporate asset (Horn & Griffeth, 1995).

1.2 Problem Discussion

The co-workers’ competence is the foundation for the knowledge intensive firms. The existence and development of competitive advantage will depend on the ability to recruit and develop competent and committed employees. (Svenskt näringsliv, 2001) Due to a decrease in the number of students in the science-related field there is a growing concern for future supply of workforce to the organizations relying on knowledge workers. (Regeringskansliet, 2002, Johnreden & Wallin, 2002) In addition, the demographic situation in Sweden (Johnreden & Wallin, 2002) and more specifically the age structure in the pharmaceutical industry will in a few years time require an even higher rate of recruitment. (Arbetsmarknadsstyrelsen, 2003) When the provision of competence is uncertain a formation of a long-term talent attraction and retention strategy is needed (Reed, 2001). Our interest lies in studying these strategies in knowledge intensive organizations.

Many large organizations use a brand-building strategy to attract and retain the best employees. (Dell et al, 2001). Many of these initiatives only recently started when different firms tried to align employees with their organizations’ vision and values. Thus, this is a new trend among companies as well as a great challenge. Moreover, these organizations have found that employer branding programs and long-term strategies provide a competitive advantage when competing for talent. (The HRM Network, 2002)

We think that the strategy needed may be looked upon using either an internal or an external perspective, comprising the concepts of identity and image, where identity is the set of values perceived by the employees internally, and image being the set of values held by individuals outside the organization.

1.3 The EARS Project

The situation described above fitted a problem facing the pharmaceutical company AstraZeneca (from now on referred to as AZ). After contacts between the Department of Business and Administration (EKI) and AZ, a discussion arose between the two on a research project

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1 EARS – Employee Attraction & Retention Study
that would mutually benefit both parties, investigating the problem at hand. This was the first step in the formation of the EARS project group, consisting of two thesis groups and lead by an experienced tutor, treating the same problem and centering a joint project purpose. The work is thus divided into two theses that respectively treat the internal identity and the external image.

1.3.1 Project Purpose

The purpose of the project, which is shared by the two parallel theses, is to investigate and analyze how knowledge intensive organizations can ensure their long-term provision of key human resources.

1.3.2 The Internal Perspective

A company not only needs to attract human resources externally but they also need to focus on retaining the resources they have internally. Identity and values could be the variables used in order to retain people in the organization. Whilst it is interesting to understand the general properties of voluntary employee turnover it is notable that despite the apparent general acceptance of the knowledge workers’ importance (Lee & Maurer, 1997), very scarce research have been focused on understanding the process for retaining these key organizational members. Focus should move from the question of how many individuals are leaving to instead examine which individuals are leaving the organization and why (Allen & Griffeth, 1999).

We have chosen to focus this thesis on the internal perspective of the long term provision of knowledge workers, using theories concerning, among other things, the notions of identity, commitment and voluntary employee turnover.

1.4 Problem Questions

The questions that we will try to answer through our investigation are the following:
- Which knowledge workers are leaving and why?
- What job characteristics are most valued by scientists?
- How well does AZ’s communicated values correspond to the identity perceived by the employees?
- What factors shape AZ’s identity?

1.5 Purpose

The purpose of this thesis is to investigate what internal determinants and structures might be needed for knowledge intensive organizations to ensure their long-term provision of key human resources.
1.6 Delimitations

We have chosen to work with AZ Sweden as a case company, and only focus on the Discovery Research unit of the R&D department in Mölndal. Further, we will only consider the internal perspective mentioned above, and only employees that fit our classification of knowledge workers\(^2\). We considered an analysis of cultural aspects in this study, but we could not find it justifiable to add that to this already extensive research, especially when such a study, when done seriously, hardly could be conducted in such a short period of time as ten weeks.

1.7 Disposition

This thesis is structured in a rather conventional way as can be seen by figure 1.1 on the next page were we have tried to illustrate the disposition. The thesis starts with this introductory chapter that provides the reader with an overview of the problem area and subject to be studied, and is in fact to most parts common for the other thesis that deals with the external perspective of the same subject. The second chapter portrays our Methodological Considerations, including our scientific as well as our practical approach. These together set the basis for the following chapters, namely the Frame of References and the chapter presenting our Empirical Findings since our methodological considerations affect both our choice of theories as well as our methods for acquiring the empirical data. The Analysis chapter combines the outcomes from our theoretical study with the results from our empirical investigation and, not the least, our own thoughts and interpretations on the matter. We conclude the thesis partly by our conclusions stemming from the analysis and partly by our thoughts of what we consider to be the scientific contributions of this thesis.

\(^2\) A definition of knowledge workers can be found in Chapter 3.2
Figure 1.1: Disposition of This Thesis.
Source: Own Creation
Chapter 2: Methodological Considerations

2. Methodological Considerations

For a further reading of this thesis, we believe it is important to clarify our perception of reality and science as well as the methodology adopted in our research. The method and perspectives chosen highly influences the results of the study, and because of that, it is of importance to assure the reader that the study is conducted properly. The process of choosing a certain perspective, to the extent actively choosing ones perspectives is possible, is a question about becoming conscious of, and clarifying, the views and values of the researcher. However, it is not only ones standpoint that determines the outcome of a study but also the way the study is conducted. For this reason, it is important to show both the practical and theoretical considerations of the research. That is why we have dedicated this chapter to a discussion of the scientific approaches adopted and the methods applied. We hope that this will give you, the reader, an increased understanding of the methods applied in this thesis, as well as the underlying reasons for choosing them.

The effect different perspectives can have on the outcome of a study is depicted by Allison (1971) in his book about the Cuban Missile Crisis. He showed that the same facts could be presented and interpreted in different ways depending on ones standpoint. Since we recently conducted a scientific study in the same field as this one, and our perspectives and pre-understanding has not changed significantly during this short period of time, our standpoints, as illustrated by this chapter, contain elements based on methodological discussions used in our former thesis (Gerges & Sonander, 2003).

We will now present our perceptions of reality and science. These two perceptions in combination constitute our scientific approach that in turn affected the practical approach we considered when writing this thesis.

2.1 Our Perception of Reality and Science

Science can be said to entail a constant critical reasoning, questioning and re-evaluation of current ”truths”, perceptions and methods (Wiedersheim-Paul & Eriksson, 1997) and a scientific investigation is supposed to contribute to science by using scientific methods (Lundahl & Skärvad, 1999). But what is then a scientific method? Undoubtedly, the answer to that question would depend on the researchers’ definition of what science is. One definition we have found is:

Science: “A branch of systematized knowledge as an object of study“

Longman dictionary of the English language, 1992
Before proceeding, we must thus first define what knowledge is. According to Nonaka (1994) knowledge is a multifaceted concept with several meanings. The search for the meaning of knowledge has been the dominating notion in the history of philosophy ever since the Greek period and the traditional epistemological definition of knowledge is “justified true belief” (Nonaka, 1994). Galup, Dattero and Hicks (2003) claim that knowledge is best defined in terms of three related concepts; data, information and knowledge. Data is a set of objective facts about events and information is organized data presented in a context. Data turns into information when someone adds meaning or value. Similarly, knowledge is derived from information as information is derived from data. Knowledge can thus be viewed as information in a context, together with an understanding of how to use it.

Combining these two definitions, we conclude that the aim for this scientific investigation is to contribute with information in a context by using systematized methods.

2.2 Methodological Perspective

There is a disagreement among scientists regarding what systematized method is to be considered scientifically correct. Two standpoints, each based on different underlying epistemologies, are most common: quantitative and qualitative, where the former is based on positivistic theories and the latter on phenomenological ones (Casell & Symon 1994).

2.2.1 Quantitative vs. Qualitative

"Framing the distinction between quantitative and qualitative research in terms of these two epistemological poles is important in alerting us to the fact that there are competing claims regarding what constitutes warrantable knowledge"


The positivistic paradigm assumes that there exists an objective truth in the world that can be revealed through statistical and systematic measurement of relationships between different variables (Casell & Symon 1994). Because of this, positivistic research is dominated by quantitative methods (Holloway, 1991).

Qualitative methods come from phenomenological and interpretive paradigms claiming that no true objectivity or reality exists and that social
life emerges from interaction and creativity of individuals. (Casell & Symon 1994)

It is our opinion that one cannot study the individual as a unique entity without a context. With this standpoint, a qualitative method seemed to be the ideal approach. We chose to use interviews; the most widely used qualitative method in organizational research (Casell & Symon 1994), as our main technique for gathering data. However, the fact that we chose to use interviews should not automatically classify our research as a phenomenological one. In our research we consciously interpret the information we receive and we consider it to be important to take into account the different contexts while doing so. One example of this is that we intentionally interviewed people with different organizational backgrounds in order to get as complete a view as possible.

According to Hartley, it is not the techniques by themselves that are either positivistic or phenomenological, but rather the way they are used and how the interpretation of acquired data is handled that would define the epistemological assumptions on which they are based (Hartley, 1994). However, since our thoughts and reasoning are more colored by phenomenological aspects than positivistic ones, this thesis cannot be classified as anything else than a phenomenological one.

2.2.2 Inductive vs. Deductive

In academic research there are two general ways of drawing conclusions; through induction or deduction. The *inductive* way is based on empirical data i.e. starting from real life experiences and, through observations and generalizations, linking them to relevant theories. The *deductive* way is usually based on the formulation of a logic assumption, normally after studying models and theories. Through empirical observations one can test whether or not the assumption is applicable in real life situations. (Thurén, 1991)

When working according to inductive theory, there is no need of support from existing theories before conducting an investigation. A new theory can be formulated from empirical findings. (Patel & Davidson, 1994) A researcher working according to the deductive theory will forego in a different way, starting in general rules and principles as well as existing theories to draw conclusions on separate phenomena. A certain theory will thus decide what empirical information will be collected and how it will be interpreted. (Patel & Davidson, 1994)

In reality, this division is rarely this clear cut and most investigations contain elements of both types. We gathered our empirical findings after a considerable literature study and our interviews were likely influenced by
that study. We have also looked at research aimed at other target groups to see if they hold true for scientists as well. Because of this, we claim that this thesis has a primarily deductive perspective but it undoubtedly contains inductive elements. What role did then our empirical material play? The information we acquired in our empirical investigation were critically evaluated and analyzed against the theories we researched. There were however some parts of our empirical findings that we could find no support for in the theories. These were essential to us in our endeavor to discern what our scientific contribution could develop into.

### 2.3 Type of Investigation

There are several ways to classify an investigation. Lundahl & Skärvad (1999) presents five different types: *explorative, descriptive, explaining, diagnostic* and *evaluating*. Based on that taxonomy, we classified our investigation as belonging to the first three classifications. However, as our work evolved, we were at times required to also diagnose and evaluate various aspects and thus our investigation would fit all the above-mentioned types. When we realized this, we started to question the value of solely using the classifications of Lundahl & Skärvad (1999). With this in mind, we looked at other authors for support to more accurately describe our investigation. Patel & Davidson (1994) claim that to a great extent the type of investigation depends on the amount of *previous knowledge* the researchers possess in the field of study. This was valuable input for us, and it induced us to apply different approaches to the different phases of our study since our previous knowledge also differed. Hence, when combining the two viewpoints the explorative classification can be given to our pre-study where the areas of investigation were defined after an intensive literature study, mainly based on research articles but also on informal discussions with researchers on the area as well as employees within the case company. After we had conducted the pre-study, gotten acquainted with the theories and research results on the subject, the descriptive parts of our investigation began. We knew what we wanted to find out, but did not have an idea of the results in themselves. The next phase entailed diagnosis and evaluations within our case company and in the final phase of our study we combined the knowledge acquired in the previous phases and tried to explain how the theories studied could be applicable to our case company and whether something found in our case study might have been missed out on in the theoretical framework.
2.4 Research Strategy

Many studies within social research are undertaken as qualitative case studies. This is due to the foci of the research where the emphasis lies on different social systems, the contexts, of certain social phenomenon rather than isolated events or factors. (Lundahl & Skärvad, 1999) Case studies are a research strategy focused on understanding the dynamics associated within single settings. They are especially useful for exploratory research, for theory building or refining concepts for further study. (Eisenhart, 1989) Case studies are intensive studies of specific instances and have been defined by Yin (1994) as an:

"Empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident"

Yin, 1994, 'Case study research: Design and methods', p. 13

Yin observes that the type of research questions most suited for a case study are "how" and "why" questions but not "what" questions, which would be answered by, for example, analysis of surveys. Case studies are used when the researcher has lesser control over the events and when the focus lies within some real-life context. He points out that case studies may be especially useful to explain causal links too complex for the survey or experimental strategies. (Yin, 1994) The major strengths of the method include the ability to capture “reality” in detail, as well as allowing for the study of a large number of variables simultaneously without the need to determine them beforehand. (Eisenhart, 1989)

In this thesis, an approach similar to the above mentioned definition of a case study was adopted with the unit of analysis being AZ R&D Discovery Research in Mölndal. We feel that the study of a single case enables investigation of the phenomenon in depth, hopefully resulting in a richer analysis.

2.5 Method for Acquiring Data

Information can be collected using different techniques and methods and we have chosen to gather our material through observations, literature studies, and interviews, with a clear focus on the last one.
2.5.1 Observations

There are different types of observations described in the research literature. We will in this section mention the most common category of observations and go into detail in those we believe we have applied.

One distinction of observations is whether they are concealed or open. A concealed observation is one where the participants in the study are not aware of the observation taking place. In an open observation, the participants are aware of the presence of an observer carrying out a specific study. (Lundahl & Skärvad, 1992) Another distinction, that could be linked to the above mentioned, is the division of observations into direct- and participant observations (Yin, 1994, Nonaka, 1994). The first one can range from casual information gathering activities to more formal forms of observation. The latter states that the observer needs to be a part of, or actively participate in, the situation observed (Yin, 1994), i.e. the social anthropological notion; to ‘go native’. The observer can encounter both problems and opportunities in choosing one of the observation types. According to Lundahl & Skärvad (1992) it is a well-known fact that an observer taking part in a social activity can become affected by the studied object’s feelings, opinions and behavior but they also emphasize the importance of actively taking part in the social structure in order to better understand the phenomena one wants to study.

During the time for conducting our study and writing the thesis, we chose to be based in Linköping. We had good communication with the offices in both Södertälje and Mölndal, which was valuable to us when it came to getting fast and accurate access to the information we needed. However, being physically based in the investigated company’s offices would have provided further access to the people to study and with it the possibilities to make more day-to-day observations in the company, all important aspects when trying to map out a company’s identity. Furthermore, had we been based on site, there would have been more possibilities to conduct so-called “informal talks” that could contribute with other viewpoints.

We find that even though it is important to take part of the case company, it is also important to remain as objective as possible. Between these two factors one needs to find a suitable balance. In retrospect, we would though advice others aiming at investigating similar phenomena to strive for having a possibility to be based on-site.

2.5.2 Literature Studies

Throughout our study, we examined a considerable amount of scientific literature. We have foremost done the literature study with the
intention of increasing our understanding of the studied areas. We have tried to build up a solid foundation of knowledge within these areas by firstly studying the publications of renowned researchers and then later other less traditional or conventional ones.

We have focused on mainly reading research articles rather than books since we consider the former to be more condensed, relevant and, in some cases, more recent. All literature studied for this thesis is nevertheless not used in it. The articles not mentioned have however contributed with ideas and have broadened our understandings, but we do not consider it to add value to this thesis to explicitly naming all.

2.5.3 Interviews

The reason for conducting our interviews was to collect parts of the empirical material later to be used in our analysis. When trying to classify and compare different interview types, the degree of standardization and structuring are often mentioned (Trost, 1993). By standardization researchers refer to the degree of the resemblance of the questions and the interview situation for the interview subjects. A low degree of standardization signifies that the interviewer adapts the questions, the way they are asked and so on to the situation and the interviewee. A high degree of standardization indicates the opposite. The term structuring implies that structured questions are those having specified, determined answer alternatives. If the answer possibilities are open, the question is considered to be unstructured. (Trost, 1993) Our interviews are best described as semi-standardized and semi-structured since we were influenced by the methodology of socioanalysis, mentioned later in this chapter.

When conducting qualitative interviews the researcher should not use questionnaires with predefined questions but rather construct a list of possible question areas that could be used during the interview. (Trost, 1993) Our questions did on one hand follow a specific order, or more likely specific themes, but on the other hand we chose to conduct the interviews in a very flexible manner. We did follow some general guidelines, but if the interviewee continued to talk about a specific subject we did not try to intervene, but rather encouraged this, since it could possibly bring forward relevant information we had not considered when deciding the question areas. We also adjusted some of the questions in the different interview situations to the interviewees and we chose at times to pose follow up questions to avoid misunderstanding. For a full version of our interview-guide, see Appendix I.
Selection of an Interview Sample

Selection of a sample concerns choosing who is to be interviewed or observed, and there are mainly two different methods of selection, the probability and non-probability approaches. When it comes to conducting a statistical investigation it is more convenient to choose the probability approach, making a random selection in a group and then adapting the results for the whole population. When selecting certain people in a group, the non-probability approach is used. Judgment selection is a non-probability method used to choose predetermined respondents on the basis of particular subjects and issues, considering what could be most valuable for the study at hand. When doing this kind of selection it is essential to settle on a certain number of fundamental characteristics i.e. sex, age, origin etc. (Lundahl & Skärvad, 1992)

In our study we wanted to do a judgment selection in order to receive as much valuable input as possible. Because of the company’s big size, our limited time frame combined with our attempts of having several groups and levels of the R&D department represented, we realized that we needed help to get in touch with the right people at the right place and time. After contact with the helpful HR-department in Mölndal we selected a sample of both employees of manager and non-manager positions. In all we conducted 10 interviews of which four were with people in a management position. All our interviewees were working in the R&D Discovery department in Mölndal. Apart from these interviews, we have had informal talks with several employees in various positions during our stay in both Mölndal and Södertälje.

Number of Interviewers

Researchers claim that there are both positive and negative aspects of using more than one interviewer. The most important positive aspect is the fact that two interviewers can conduct a better interview, collecting more as well as more relevant data and reaching a better understanding of it, than one can do by him/herself. (Lundahl & Skärvad, 1992) Another aspect is that it is more suited to be two interviewers when it comes to conducting an interview concerning a rather “sensitive” subject. A negative aspect is that some interviewees may feel that they are in an unfavorable power position. (Trost, 1993) In all our interviews we were both present with one interviewee at a time. We divided the questions in between us so that, at all times, the one asking the question could maintain appropriate contact with the interviewee, while the other one took notes. If follow up questions were
Chapter 2: Methodological Considerations

needed, or thought of, either one of us could pose them. This way of conducting the interviews proved to be very efficient.

**Dictaphone and Confidentiality**

Opinions differ about the use of a dictaphone in interview situations. It is more or less up to each interviewer from a situation to another to decide whether or not a dictaphone should be used. Some say that such a usage might affect the way people answer and behave during the interview, but most people get used to it and almost forget about it after a while. According to Trost (1993), it is important to inform the interviewee that everything recorded from the interview will be handled with greatest confidentiality. This to facilitate the interview situation and generate more accurate and useful information. In all our interviews, we used an electronic dictaphone and assured the interviewees from the start that all information would be handled in strict confidentiality. We also asked whether or not we could, after consulting them first, anonymously publish some of the material from the interviews in this thesis and they all agreed to that.

**Compilation of the Collected Material**

There are many ways to compile and present the results from interviews. In comparison with a complete transcription, a summary has the upside of being easier to grasp, and the downside of a possibility for some details to be lost. (Trost, 1993) We took notes during and after each interview and added-up the aspects we felt were most relevant to our study. We later ordered this information into a matrix with the interviewees on one axis and different question areas on the other. This provided with a better overview of the material and later facilitated our analysis.

**Socioanalysis**

An interesting article we found when investigating methodological considerations were one written by Moingeon & Ramanantsoa (1995). According to that article, a socioanalysis is an interview methodology that involves an active and planned way of listening to the interviewee that could assist the interviewee to carry out an assisted self-analysis. The task of the interviewer is to aid the interviewee in expressing him/herself, sometimes about things the interviewee has never clearly articulated before. However, the work does not end with the interviews. Apart from recording the actual interview, the interviewer must organize the material, select relevant parts and compile it in a way accessible for readers interpreting the material. Moingeon & Ramanantsoa further claim that a socioanalysis helps researchers to understand corporate identity. The method has the advantage
of being able to shed light on basic assumptions that an organization’s members are not aware of but which they use when they act. Through comparing interviews of different organizational members it is possible to identify the ‘organizational imagery’. When conducting a socioanalysis, the interviewer must try to establish an active and methodical way of listening, distancing him/herself from the laissez faire of traditional unstructured interviews as well as from completely structured questionnaires. During the interview, or conversation, the interviewer must both listen carefully to what is explicitly told and also watch for nonverbal signs that could affect the validity of it. Aspects such as body language, facial expressions and vocal intonation could all indicate that the interviewee is meaning something else that what is said. Our interpretation is that the interviewer could be said to be laying a sociological jigsaw puzzle and all that is said during the interview provide with another piece, contributing to a complete image. The article further highlights the importance for the socioanalyst to be familiar with different interviewing techniques. After the completion of the interview the transcription phase starts. At this point the socioanalysts will highlight the significant information requiring a careful selection of the most relevant parts of the interview. For a more successful analysis, the interviewer should ideally try to collect as much information as possible before the interview so that what is said can be interpreted accurately. When using this methodology to diagnose the identity of an organization, it is necessary to have different kinds of information about the organization, e.g. its history, its operations etc., as well as information about the interviewee. (Moingeon & Ramanantsa, 1995)

Those that have read this chapter carefully might have noticed that the methods we chose to use correspond to the recommendations for socioanalysis brought forward by Moingeon & Ramanantsa (1995). This is not coincidental but due to our efforts to see beyond the normal interview and to reach an increased understanding of the corporate identity.

2.6 Type of Data Acquired

Data used in a study can be of either primary or secondary character. The investigators themselves collect the primary data, whereas the secondary data already exists, mainly collected for other purposes or other studies. It is generally easier to collect and use secondary data when available, i.e. start by using the information that already exists and that is of easy access instead of “re-inventing the wheel” and collect everything from the start. However, while using secondary data, it is even more important to verify that the data is valid and reliable. (Eriksson & Wiedersheim- Paul, 1997)
Chapter 2: Methodological Considerations

The most important source for collecting our primary data was the interviews we conducted. In addition to those, the informal talks and discussions with various people at AZ as well as the observations made along the way constituted the other sources of primary data. Secondary data used in our study consisted of other scientific studies, material gathered internally by AZ, scientific literature, Internet sources, brochures etc. The information, or data, gathered were of both qualitative and quantitative character.

Below we have summarized the most important sources of data used in this investigation:

- 10 Interviews, each between 60 and 90 minutes long.
- Focus Employee Opinion Survey 2002.
- Discussions with Curt Bengtsson, Camilla Larsen, Peter Hallberg, Cecilia Hellengren, Annika Johansson and Ingrid Brännström, all working within HR units at AZ.
- Statistics from AZ’s internal databases.
- The national and international websites for AZ.
- Various brochures and communication material from AZ.
- “Per Aspera ad Astra”, a historical review of AZ.
- Our own observations when being on-site in both Södertälje and Mölndal.

2.7 Criticism

When evaluating different studies, three factors are often considered: The Reliability and the Validity of a study as well as the Possibility to Generalize the results. (Kvale, 1996) In the rest of this chapter we will not only discuss the above-mentioned notions but also present some criticism of the sources and of the methods used.

2.7.1 Reliability and Validity of a Study

‘In modern social science the concepts generalizability, reliability, and validity have reached the status of a scientific holy trinity. They appear to belong to some abstract realm in a sanctuary of science far removed from the interactions of the every day world, and to be worshipped with respect by all true believers in science.’


Verification of knowledge is commonly discussed in the social sciences in relation to the concepts of reliability, validity and generalizability.
The concepts reliability and validity are traditionally most fitted for quantitative investigations where measurement instruments are being used. In qualitative studies the researcher himself constitutes the measurement instrument. (Kvale, 1996) Reliability measures the trustworthiness of a study’s method—whether or not a study would give the same results if conducted again or conducted by other researchers, provided that the thing measured has itself not changed in the meantime. A good investigation should be independent of the investigator and the object of investigation. This is reasonable for quantitative investigations but becomes increasingly difficult in investigations where there is a greater element of interpretation, i.e. of more qualitative character. (Eriksson & Wiedersheim-Paul, 1997) Casell and Symon (1995), state that in seeking to describe and understand how people make sense of their world, qualitative research does not require researchers to strive to distance themselves from for example the interviewees studied, it is often the other way around. They even claim that distancing oneself would make qualitative research impossible. When analyzing qualitative interview data, the issue of ignoring possible researcher bias is not in question. It is however important that the findings are not simply the product of the researcher’s prejudices and prior expectations.

“Validity is an instrument’s ability to measure what it is supposed to measure”

Eriksson & Wiedersheim-Paul, 1997, ’Att utreda förska och rapportera’, p. 38

A study can be considered to have a high level of validity if it comes up with a result that corresponds with the purpose of the study as well as the reality at hand (Wallén, 1996). Similarly, in qualitative research, a study is valid if it truly examines the topic that it claims to have examined (Casell & Symon, 1995). The difference is that in qualitative research, the concern is for the validity of the interpretations, whether a researcher’s conclusion of a certain theme being the one emerging from an interview is valid or not.

2.7.2 Possibility to Generalize

To generalize means to form a general principle after considering only a small number of facts. In most investigations there is an interest for the outcome to be as generalizable as possible, so it can be used in other contexts. A more generalizable material is better for the validity of an investigation. (Eriksson & Wiedersheim-Paul, 1997) Kvale (1996) mentions that a question often posed to social sciences, especially those based on qualitative approaches such as interview or case studies, is whether the
results can be generalized or not. In an attempt to answer this question, he presents three different forms of generalizability, *naturalistic, statistical* and *analytical*. The first rests on personal experience, the second is based on subjects selected at random from a population and the results are then, after several measures, possible to generalize statistically. The final one, analytical generalization, involves a reasoned judgment about the extent to which the findings from one study can be used as a guide to what might occur in another situation.

We are of the opinion that it is important to discuss whether the result of a study can be seen as generally applicable or not. After reading Kvale (1996), we are not convinced, however, that his three classifications contribute with an increased understanding of the generalizability of case studies other than emphasizing the difficulty associated with them. Since qualitative studies depend on interpretations, they will always be linked to a certain degree of subjectivity and hence lower degree of generalizability. The contributions we provide from our study will hopefully be relevant for not only our studied case company but also for other pharmaceutical companies or, even better, all knowledge intensive companies. We have throughout the entire process of writing this thesis aimed at reaching as high a level of generalizability as possible, but the exact result is though nothing we can be certain of beforehand. In spite of this, we hope that with our contributions as a base, it will be possible for others to conduct a richer, more balanced quantitative study of the investigated phenomena. First then will it be possible to state whether or not our contributions were statistically generalizable.

**2.7.3 Criticism of Sources**

According to Wallén (1996) the main purpose of criticizing the sources is to measure their validity, to recognize their relevance to the study and to judge whether or not they consist of reliable data. The sources we have used throughout this study are written material, interviews, informal talks, observations and statistics provided by AZ. In this section we will discuss some criticism that might be forwarded on these sources.

*Written Material & Statistics*

The written material is primarily taken from research articles and books. We have strived to only use sources that we consider reliable and because of this, we have prioritized research articles from renowned journals and chosen not to consider the vast amount of pseudo scientific articles that exists. Although the theories found in the research articles are well established in their particular area, we consider it impossible to completely
apply them to all the circumstances and conditions we investigate. However, the theories we have chosen are in our opinion the ones most useful for our thesis. In some cases, we have not been able to find first-hand sources of some research articles and have instead been forced to use other researchers interpretations of the original. We are aware that this is not an ideal situation, but with our limited time span, we consider it to be an acceptable option. One example is the sources taken from Vik (2001). Since Vik over a period of several years did an extensive literature study concerning, among other things commitment, our thoughts of that concept have been highly influenced by his findings. Due to our given prerequisites mentioned above, we have not researched the commitment concept in depth ourselves, but after critically evaluating the work of Vik (2001), we consider it to hold such a high level of reliability that we are confident to hold his findings as both relevant and valid. We have also discussed this matter with Mr. Vik himself and he recommended us not to conduct an extensive study of commitment theories.

To some extent we have also used Internet sources such as AZ’s different public websites and intranets. Since these are web publications from a large and internationally established company we consider these to be highly reliable for the purpose of which we used them. We also used statistics from AZ’s HR department but since they are the ones within AZ that will have the most benefit from this investigation we see no reason for them not to give us reliable data.

Interviews, Informal Talks and Observations

Critical examination of sources should include an examination of all sorts of sources used in a study but is traditionally seen as an examination of only documents. According to Eriksson & Wiedersheim-Paul (1997) it should also include an examination of other empirical data such as observations and interviews.

We have already mentioned that the presence of an observer in a studied organization can influence the individuals and affect their way of thinking and acting. Their observed behavior might differ from their “normal” behavior when not observed. The observer may also be affected by the observed, making it difficult for him/her to attain reliable results from the observations. (Eriksson & Wiedersheim-Paul, 1997) On the other hand, other researchers emphasize the importance of actively taking part in the social structure to be studied in order to get better results from the conducted observations. (Moingeon & Ramanantsoa, 1997)

We tried to remain as objective as possible in the different situations that occurred but we are aware that our presence may have influenced the
behavior of the people we observed in such a way that they might have acted differently than they would normally do.

The information received from the interviews may have been affected by aspects that are difficult to handle. We are aware of the fact that some of the interviewees had different interests in some of the matters that we discussed (for example the commitment issues) due to their hierarchical position within the company, and may therefore have given us selective facts for this reason. We are also aware that different interviewees might have comprehended the questions we posed in different ways, but we tried, through our preparation of the interview guide and using clarifications when needed, to compensate for such problems. In the cases where we have suspected that the interviewee had a specific interest in the matters of our study, we have taken this into consideration when analyzing the information. All our interviews were conducted in Swedish, and later translated by us to English. This translation process might have skewed the original meanings but we have tried to do as reliable a translation as possible. We would also have liked to conduct more than only ten interviews, but considering that interviews are not our only empirical source we think that this number is sufficient. For the purpose of validating the interviewees’ responses, one might have preferred to have the possibility of knowing which interviewee said what. For the purpose of maintaining respondent confidentiality, we chose however to not include this information.

2.7.4 Criticism of Methodology

To conduct a case like study in only ten weeks time is clearly something that should be questioned, especially when dealing with human behavior and attitudes. Social anthropologist can spend several years studying these factors and still miss out on important issues, thus for us to only spend ten weeks within the organization limits our possibilities somewhat. If we had had more time it is possible that we could have improved this thesis in several ways. For example, we could have looked at several other pharmaceutical companies, or maybe we could have conducted more interviews or verified our qualitative findings through a quantitative study. There are numerous ways in which we could have achieved a more complete view on the studied area, but given our prerequisites we are satisfied with our achievements.

We have already mentioned Kvale’s (1996) so called “holy trinity”, where he states that, in comparison to quantitative researcher, some qualitative researchers have a different attitude towards questions of the holy trinity. It is simply ignored or dismissed as oppressive positivist concepts that hinder creative qualitative research. Similar critique was brought
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forward by Mintzberg (1979) in an interesting discussion concerning the choice of methodology, as can be illustrated by the following quote:

“What, for example, is wrong with samples of one? Why should researchers have to apologize for them?”

Mintzberg, 1979, ‘An Emerging strategy of ‘direct’ research’, p. 583

Mintzberg claims that simpler, more direct, methodologies often yield more useful results. He further discusses the problem where someone on a higher educational level advocates a certain methodological approach, more or less forcing students doing research to adapt to it. Mintzberg, partially quoting Somerset Maugham, claims that a too strict, mechanical, methodology will only lead to banal research:

"She plunged into a sea of platitudes, and with the powerful breast stroke of a channel swimmer made her confident way towards the cliffs of the obvious”

[...] "Why not, instead, throw them into the sea of complexity, the sea of the big questions, to find out if they can swim at all, if they can collect data as effective detectives, and if they are capable of even small leaps of creativity. If not, perhaps they have chosen the wrong profession.”

Mintzberg, 1979, ‘An Emerging strategy of ‘direct’ research’, p. 585

Mintzberg argues that deduction, in comparison to induction, is less interesting and less challenging. He presents two essential steps in the inductive research; the first is what he calls the detective work, e.g. the tracking down of patterns and consistencies, and the second is the so-called ‘creative leap’, the breaking away from the expected to describe something new.

‘The data do not generate the theory- only researchers do that- any more than the theory can be proved true in terms of the data.’

‘Peripheral vision, poking around in relevant places, a good dose of creativity- that is what makes good research, and always has, in all fields.’

Mintzberg, 1979, ‘An Emerging strategy of ‘direct’ research’, p. 584

Mintzberg does not, however, reject the systematic nature of research and he states that researchers should always try to enter organizations with a well-defined focus, to collect specific types of data in a systematic way.

The reason for us to dedicate a portion of this chapter to Minzberg’s views on this matter is that we have also felt that academic research in some
cases is too narrowly focused on the methodological considerations. When trying to map out all the different ontological, epistemological and methodological considerations the academia poses, one can get the impression of the ‘ivory tower of the academia’ an entity ensuring that all research is scientifically correct, but not particularly useful in real life. We believe that one can produce research that is both fulfilling the requirement of the academia and contributing with tangible, relevant new knowledge, but we do not think this is an easy task nor that it should be taken for granted. A healthy portion of methodological discussions is necessary to ensure the validity, reliability and generalizability of research but one should not spend too much time with these questions. We have tried our best to balance these two poles against each other in this thesis and we hope it will more than satisfy both the academia as well as practitioners.
3. Frame of References

This chapter will deal with different theoretical concepts that are linked to our investigation area and case study. We start off by giving a definition of the concepts of Knowledge Intensive Companies and Knowledge Workers since our case company and the employees we chose to study can be characterized as such. Secondly we present a theoretical base for Voluntary Employee Turnover as well as factors related to it, such as motivation, job satisfaction and commitment. Finally, we introduce the concepts of Employer Brand & Corporate Identity and end the chapter with a discussion concerning the Identity of Knowledge Workers. We hope that this theoretical framework will contribute to a higher understanding of the analysis that is to be presented later on in this thesis.

3.1 Knowledge Intensive Companies

During the last decade a lot of research has been centered on the concept of Knowledge Intensive Companies (Alvesson, 2000), from now on referred to as KIC. According to Alvesson, possibly the foremost Swedish researcher in the field, KIC refers to a category of companies where most work is of an intellectual nature and where a majority of the workforce consists of highly educated and qualified employees (Alvesson, 2000). These types of employees are sometimes referred to as Knowledge Workers (Alvesson 1993, Micklethwait & Wooldridge, 1996), and we provide a definition of these later in this chapter. It is difficult to distinguish KIC as a defined, clear-cut group since all companies and work involve some kind of knowledge but one prominent characteristic of a KIC is that the knowledge of its employees, tacit or implicit, is what constitutes the major resource to produce products and/or services (Alvesson 2000). KIC produce qualified products and often claim to generate new knowledge. Furthermore, product, market and personal development are considered significant activities within KIC (Alvesson 2002).

The concept ‘knowledge intensive’ becomes even more diffuse if one considers not only formal academic knowledge but also knowledge of craftsmanship and other skills (Alvesson 1993). Because of this difficulty to find a precise definition, it is also problematic to determine the degree of knowledge-intensiveness of a firm (Alvesson, 1993). In most research however, KIC are mainly considered to be primarily professional service or

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3 Alvesson uses the concepts of Knowledge Intensive Firms, Organisations, and Companies. We consider them all to relate to the same phenomenon and therefore we only use the concept Knowledge Intensive Companies.
high-tech companies rather than routine service or industry companies (Alvesson, 2002).

According to Alvesson (2002), a particular problem for this type of companies is to retain their most important employees, their knowledge workers. This is a common problem for many companies but becomes even more important to KIC since its employees are such an important factor for their competitive advantage. Furthermore, if some key players leave for another company, there is a risk that these will try to lure over other employees or bring with them old clients. This risk have also been identified by Allen & Griffeth (1999) who state that academic research should move from a quantification of how many individuals are leaving an organization and instead focus on the quality of the ones leaving. According to Maister (1982) KIC compete in two markets simultaneously; both the output market for their products or services and the input market for knowledge workers, and therefore the need for these companies to secure their future provision of knowledge workers is of utmost importance.

This discussion makes it imperative to present the concept of knowledge workers so that no misunderstandings can occur on what we mean by the concept and why it is applicable to our investigation.

### 3.2 Knowledge Workers

‘Knowledge workers’ is a term for describing a special type of employees, often working in KIC. The term can be used to describe both established professionals as well as the non-professional experts (Alvesson 1993). Among others, they include engineers, scientists, consultants and accountants that add value due to their abilities to work with ideas, symbols and other abstractions (Lee & Maurer, 1997).

> "These people do not add value to the firm because of their labor per se; they do not add value to the firm because of their work histories per se; but they do add value to the firm because of what they know."

Lee & Maurer, 1997, *The retention of knowledge workers with the unfolding model of voluntary turnover*, p. 248

According to Alvesson (2000) the knowledge workers are the ideal type of employees, in terms of work motivation and compliance, since they often identify themselves as being committed, hard-working persons. This commitment and motivation is also often a requirement for knowledge workers to be able to carry out their work. It is also a necessity for maintaining a constantly low level of voluntary employee turnover.
3.2.1 Knowledge Workers in Pharmaceutical Research

Two particularities mark pharmaceutical research; the time consuming development process from pre-clinical research to end product, that may take as long as up to ten and fifteen years, and the high degree of knowledge workers. All employees hold some kind of university degree, in many cases even a Ph.D. degree, and many have an academic career either in their past or running parallel to their current jobs. (Vik, 2001)

3.3 Voluntary Employee Turnover

Employee turnover has been defined as ‘actual movement across the membership boundary of an organization’ (Price, 1977, 1997). The specific form of turnover of interest for most organizational research is voluntary separations or quits (Bluedorn, 1982; Price, 1997). Our perception of voluntary employee turnover (from now on referred to as VET) is ‘the process when actual cross organizational movement is initiated by the employee on a voluntary basis’. 

Lee & Maurer (1997) claim that VET has been a growing concern amongst HRM managers and researchers during the last century (Barnard 1938; March & Simon 1958) probably because retention of knowledge workers can become a source of competitive advantage for a company (Sigler, 1999). Despite a lot of academic work from several researchers, more exploration is needed to understand VET (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999).

3.3.1 Theoretical Base for Voluntary Employee Turnover

Research and theory regarding VET have for a long time been mainly influenced by March and Simon’s (1958) ‘Perceived ease and desirability of movement’ framework. (Lee & Mitchell, 1996) The perceived ease of movement has over the years evolved to mean perceived job alternatives (Lee & Mitchell, 1994) whilst the perceived desirability of movement is represented by job satisfaction (Jackofsky & Peters, 1983). These factors could also be regarded as ‘push and pull’ factors where the desirability of movement pushes the employee away from current employment and the perceived job alternatives have a pulling effect. Lee and Mitchell (1994) suggested that:

“A simultaneous consideration of push- and pull oriented studies seem more likely to produce significant insights into the understanding of voluntary employee turnover than does a more narrow focus.”


As we stated in the introductory chapter of this thesis, our focus will be limited to an internal perspective, implicating that perceived job
alternatives, i.e. an investigation of the pulling effects of the labor market, will not be handled, but instead a greater emphasis will be put on the more intrinsic variables of job satisfaction, motivation and commitment.

Lee & Mitchell (1994) presented a model for understanding employee turnover called ‘the unfolding model of voluntary employee turnover’. Their model is based on Beach’s (1990) ‘Image Theory’ model for decision-making. According to the Image Theory, everyone is constantly exposed to alluring information from advertisement, articles, television, friends etc. that could potentially alter one’s behavior. However, most of the time, nothing changes since the information is screened, then rejected. The alternatives that however surpass the screening process are later compared with status quo and in most cases the latter prevails. Only in rare instances does one choose to alter the established ways of behaving. Lee & Mitchell (1994) applied image theory on VET and introduced the concept of “shocks to the system” as a type of information exposure that induces the employee to rethink and re-evaluate his/her current employment status. If the idea of leaving the current job appears to be the most appealing alternative, then possible job alternatives are looked upon and evaluated. In total, four different decision paths, representing different psychological processes of employee turnover, are presented and analyzed. Subsequently, some studies have tested the validity of the theory and these have, hitherto, been supportive (Lee & Mitchell, 1996). The approach in the unfolding model differs somewhat from the traditional research that may not provide sufficiently strong guidance on how knowledge workers might be retained (Lee & Maurer, 1997).

3.4 Factors Related to Voluntary Employee Turnover

According to Cohen, 1999, job satisfaction has been acknowledged as systematically associated with VET (Lee & Mitchell, 1991; Tett & Meyer, 1993). Since it is typically difficult to acquire data on employees who quit voluntarily, research is often focused on the most direct determinant of turnover, intent to stay (Currivan, 1999). In general, it is the employees dissatisfied with their work setting that are more likely to voluntarily leave their jobs and it is precisely job satisfaction that is the most frequently studied variable in turnover research (Cohen, 1999). Other factors related to VET often studied are commitment (Currivan, 1999), job autonomy (Marsh & Mannari, 1977), task repetitiveness or job variety (Price & Mueller, 1981; Bartel, 1982), employee job performance (McEvoy & Cascio, 1987), pleasant working conditions (Sigler, 1999) and monetary compensation (Sigler, 1999).
There exists a lot of empirical evidence that link together higher commitment to a higher degree of intention to stay and thus lower VET (Currivan, 1999). The connection between performance and VET, however, can hardly be said to be verified. According to Allen & Griffeth (1999), different researchers have found evidence indicating a positive relationship, a negative relationship, no relationship, and even non-linear relationships between these two factors. Because of this uncertainty, and also because an evaluation of employee performance were not accessible to us, we chose early to exclude performance as one of the variables in this research. The other factors mentioned above were though considered when collecting our empirical base.

Since VET is one of the most studied outcomes of both commitment and satisfaction, Currivan (1999) tried to clarify the link between these factors. He found that the supposed linkage between job satisfaction and organizational commitment, that the former would cause the latter, could not be verified. The study did not indicate that job satisfaction and organizational commitment by themselves did not lead to an increased intent to stay, albeit that was never the intention of his study.

We consider that motivation, job satisfaction and organizational commitment are linked to VET, where, according to Currivan (1999), the first three concepts are employee attitudes while VET refer to actual employee behavior. Therefore we will now present research theories concerning these three concepts.

3.4.1 Motivation

“Motivation is concerned with the strength and direction of behavior. A well-motivated person is someone with clearly defined goals who takes action that he or she expects will achieve these goals.”


Motivation theories include explanations of behavior with a focus on either intrinsic (internal) variables or extrinsic (external) variables. **Intrinsic motivation** refers to the belief that people motivate themselves by seeking, finding and carrying out work that will satisfy their needs or at least make them expect that these needs will be satisfied. Intrinsic motivation is affected by an individual’s freedom to act, given responsibility, possibility to use and develop skills and abilities and whether or not the work is interesting and challenging etc. **Extrinsic motivation** refers to what is done to or for people to motivate them. This normally includes rewards and
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punishments. Some of the motivation theories analyze both intrinsic and extrinsic variables. (Abrahamsson & Andersen, 1998)

Buchanan & Huczynski (1997) divide motivation theories into four groups; needs theories, equilibrium or homeostatic theories, reinforcement theories and expectancy theories. Needs theories assume that the human being has several needs that she seeks to satisfy and these needs lead to motivation (Abrahamsson & Andersen, 1998). Equilibrium theories claim that an individual is motivated when trying to decrease the gap between effort and reward. Equilibrium is reached by altering either the effort or the reward (Armstrong, 1991). Reinforcement theories are based on the assumption that behavior is controlled by rewards and punishments where a rewarded action is more likely to be repeated (Abrahamsson & Andersen, 1998). Finally, expectancy theories state that motivation depends on the value of rewards received, and the probability of receiving the reward, if effort is applied (Armstrong, 1991).

According to Abrahamsson & Andersen (1998), there is a considerable gap between many of the theories and their practical usefulness; the ones that have proven to be most useful in practice are unfortunately also those who have been most criticized from a scientific point of view. The motivation model we chose to focus on is the ‘job characteristics model’ (Hackman and Oldham, 1980). This is an integrated model that takes into account aspects from more than one of the above-mentioned groups thus making it better suited for our purpose. According to the job characteristics model, motivation depends on the design and characteristics of the work. Wolvén (2000) state that in order to obtain higher levels of motivation, one should seek to maximize each of the following five core job dimensions; variation, completeness, significance, liberty and feedback (See table 3.1).

<table>
<thead>
<tr>
<th>Core job dimension</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variation</td>
<td>The individual should be able to use as many skills as possible.</td>
</tr>
<tr>
<td>Completeness</td>
<td>The objectives should have a clearly visible start and end.</td>
</tr>
<tr>
<td>Significance</td>
<td>The objectives should be perceived as important.</td>
</tr>
<tr>
<td>Liberty</td>
<td>The individual should have the power to influence his/her objectives.</td>
</tr>
<tr>
<td>Feedback</td>
<td>The individual should be able to see a clearly visible result of his/her efforts.</td>
</tr>
</tbody>
</table>

Table 3.1: Five Core Job Dimensions
Source: Adapted from Hackman and Oldham 1980.
According to Wolvén (2000) these dimensions will lead to certain psychological effects. These are summarized in the table 3.2.

<table>
<thead>
<tr>
<th>Core job dimension</th>
<th>Critical psychological states</th>
<th>Personal and work outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variation</td>
<td>Experienced meaningfulness in the work.</td>
<td>High inner work motivation</td>
</tr>
<tr>
<td>Completeness</td>
<td></td>
<td>High quality of work effort</td>
</tr>
<tr>
<td>Significance</td>
<td></td>
<td>High work satisfaction</td>
</tr>
<tr>
<td>Liberty</td>
<td>Experienced responsibility.</td>
<td>Low absence, low employee turnover</td>
</tr>
<tr>
<td>Feed-back</td>
<td>Knowledge of work results</td>
<td></td>
</tr>
</tbody>
</table>

*Table 3.2: Job Characteristics Model*
*Source: Adapted from Hackman and Oldham 1980.*

If the first three core job dimensions are sufficiently present, the job will likely have a meaning for the individual. If the fourth characteristic, liberty, is present, the individual will also feel responsible. With the fifth characteristic, feedback, the individual will have a knowledge of his/her results, thus receiving satisfaction for achievement and enabling correction possibilities. (Wolvén, 2000)

Another interesting aspect brought forward by Alvesson (2001) concerning motivating factors for knowledge workers is the discussion concerning professional recognition. According to him, professionals get their recognition from professional bodies, institutions and authorities e.g. universities, professional associations etc. A person is renowned as knowledgeable because credible institutions have affirmed that such is the case. For KIC it is essential to have advanced and demanding clients, partners and other organizations in their network mainly because it facilitates the development of new and better knowledge as well as increase the likelihood of the employees to be renowned and recognized externally (Wikström et al, 1993, in Alvesson, 2001)

This brings us on to the second aspect that need to be considered when discussing possible reasons for VET, namely the concept of job satisfaction.
3.4.2 Job Satisfaction

“Job satisfaction is the extent to which the individuals needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total work situation”


Most turnover theories explain quitting as something induced by job dissatisfaction (Mobley, 1977) and therefore retaining talented employees may be accomplished through an improvement of their job satisfaction (Sigler, 1999). According to Currivan, job satisfaction is probably the most widely studied concept in organizational research over the last four decades (Currivan, 1999).

The term “job satisfaction” refers to the attitudes and feelings people have about their work. The common belief that an increase in job satisfaction results in improved performance was through different studies proven to be wrong (Armstrong, 1991), there was little evidence of any simple or direct relationship between employee’s job satisfaction and their performance (Umstot, 1984). Even though the link between job satisfaction and performance is far from clear, what have proven to be true is that increased job satisfaction leads to reduced absenteeism, employee turnover and retirement. This should be important to organizational managers because of the cost associated to these issues. (Umstot, 1984) Based on reinforcement and expectancy theories we feel that the managers can affect and influence the motivation of other employees and thus control these costs. The managers normally determine what reward system to apply, and are often the ones supplying feedback. It is often the manager’s responsibility to assure that each employee has got adequate role perception and sufficient abilities (Gerges & Sonander, 2003).

According to March & Simon (1958) the visibility of individuals to alternative employers affects the ease of movement. Individuals involved in different networking activities have an increased visibility and evidence have been found that these individuals with larger external connections had a shorter duration of group membership. When involved in networking activities, one becomes more aware of work alternatives and working conditions in other organizations. Employees with wider contact networks are then more likely to evaluate external alternatives, and potentially leave the company. (Allen & Griffeth, 1999)
3.4.3 Commitment

When employee’s relation to companies is discussed there are some concepts that are often used such as job satisfaction, motivation, and commitment. We have already handled the first two concepts, and now we focus on organizational commitment.

The process of creating and upholding employee commitment is becoming more and more important in today’s society (Vik, 2001). In knowledge intensive companies, this is even more important since these are more dependent on their key employees’ contributions. It is though not only the companies that are dependant on the individuals, sometimes the dependency can be mutual, when being committed to an organization contributes to the construction of a person’s identity (Starling, 1991). According to Vik (2001), an individual’s commitment to an organization often leads to positive actions and behavior seen from the organization’s point of view. One of these actions is the will to remain within the organization, even in the presence of other tempting alternatives.

King (1997), states that in comparison to motivation, commitment is a concept that should be seen as a decision rather than as a feeling. Motivation is more fragile and unstable while commitment is enduring, anchored in a concrete conviction of decision. King illustrates this with the following examples:

“Consider the wedding vow “…will be your husband/wife as long as I love you”, versus “…will be your husband/wife until death us do part”. [...] imagine a parent saying, “I will be your mother/father as long as I love you”. Less ephemeral and more inspiring is, “I am your parent always and the only parent you will ever have”. [...] Hence, in both institutions of marriage and family, feeling is subordinate to the dominance of decision and affective commitment is the unfailing action, and so it is that the commitment in affective career commitment, like that of family and marriage, is a choice and not a feeling.”


King (1997) states that parts of the corporate world have already given up on career motivation and commitment since, on average, companies lose, and replace, half their employees in four years, half their mid-level managers in five years and half their senior executives in seven years. This might hold true in some companies, but according to Vik (2001) the interest for motivation and commitment has for many years’ interested researchers in social science as well as managers. From the management perspective, the focus has been on the employee’s needs and how a
fulfillment of these can make that particular individual feel committed to the organization of which he/she forms part. A commonly reappearing result has been to design or redesign incentive systems, work tasks, working environment etc. that contribute to satisfying the individual’s needs. This redesign can be aimed at affecting both intrinsic and extrinsic motivation. The former through salary, bonus and other benefits, and the latter by facilitating the creation of self-assurance, self-realization or the feeling of being important (Vik, 2001).

Commitment for Researchers

According to Vik (2001), relatively few studies have been conducted concerning the commitment of researchers. There are some classical works (Marcson, 1960; Pelz & Andrews, 1976) that treat researchers in commercial organizations and these indicate that researchers are special individuals with somewhat different norms, values and orientations than other knowledge workers. Because of this, researchers can be difficult to manage in a corporate setting. Marcson distinguish between the professionally oriented and organizationally oriented researchers. The professionally oriented are said to value originality and creativity in the research, modesty as well as a broad overview over different scientific areas, and their goals are to receive professional recognition and status for the research results they attain. The organizationally oriented researchers work primarily towards achieving the organization’s goals and aim at advancing within the organization, preferably to a managerial level, through their organizational performance. A characteristic shared by these two is the professional’s need for simultaneous independence and attention. They seek involvement in decisions concerning their own work and consider involvement in important decisions to be a necessity for their status. This status is also connected to the scientific contributions that they might provide and this contributes with recognition and self-realization, other necessary factors. Both are also sensitive about the degree of freedom they have in their work. (Marcson, 1960)

The commitment and career prototypes for researchers have not been studied by many, but this is not the case for another group of knowledge workers; engineers. Because of this, we now present some theories concerning engineers to see if they hold true for researchers as well. Allen and Katz (1986) presented a taxonomy with three different career prototypes for engineers; project engineers, professional engineers and management engineers. The project engineers are primarily project oriented and are more involved with and attached to a specific project rather than the profession or employing organization. Because of this, these are the types of engineers that typically move across projects, companies, and physical locations. (Allen
These types of engineers have also been called the “free-agents” of knowledge workers (Lee & Maurer, 1997), according to us a suitable description. The professional engineers are, as their epithet reveals, primarily profession-oriented and are more involved with, and attached to, professional norms and ethics. They focus on the actual role of engineering rather than a specific project or employing organization. They have stronger affective and normative commitment to the profession than their emotional attachments to a specific project or firm. Finally, management engineers are oriented toward a managerial career. They are more attached to, and involved with, the role of being a manager rather than to specific project or employing organization. The management engineers have an affective and calculative commitment to the role of being a manager, higher than emotional attachments to or possible benefits from a specific project or organization. (Allen and Katz, 1986, 1995) We found it noteworthy that in none of these three career prototypes there existed a close commitment to the company in itself.

Allen and Katz (1995) also present figures on how reoccurring these different types of career patterns are. They estimated that 48% fitted the description of project engineers, 20% professional engineers and 32% management engineers.

Finally, the thoughts of Baylin (1980), presented in Vik (2001), portray a comparison between researchers and something she called “career-oriented engineers”. She concluded that researchers emphasized the intellectual values, autonomy, creativity and the possibility to work with own ideas whilst the engineers prioritized other factors such as high salaries, career development and hierarchical status. Baylin’s description of the researchers’ priorities fits quite well with the ideas of employer brand and identity that will be presented below.

### 3.5 Employer Brand and Identity

In the eyes of recruiters and other human resource functions, the value of branding has historically been perceived as a typical characteristic of Japanese companies more than something present in the western world. This situation has now begun to change and just as consumers construct identities through branding, so do employees. (Balmer & Gray, 2003) These identities are often supported by, and based on, values that have their roots in an organization’s identity (Balmer, 2001b) as well as in its culture (Hatch & Schultz, 2001). Balmer and Gray (2003) have found an increased understanding amongst researchers that discussions of corporate brands cannot be isolated from a discussion of a corporation’s identity. Meanwhile, the importance of culture to an organization’s identity has been recognized
by organizational researchers for the last decade or so (Balmer & Wilkinson, 1991), making it quite obvious that what many researchers on the field refer to as corporate brand is in most cases what recent research refer to as employer brand. To make sure that no misunderstanding of the notions occurs, we will from now on denote the corporate brand concept, which is often used in scientific investigation when discussing other stakeholders than customers, employer brand instead.

Balmer and Gray (1998, 2003) suggest that there are important differences between employer brands and corporate identities. It has been observed that the concepts of corporate identity and employer branding are often used interchangeably. There are, however, critical differences between these concepts. The corporate identity concept refers to the distinct attributes of an organization and as such addresses the questions “what are we?” and “who are we?”. Following this perspective, one of the most fundamental differences is that the identity concept is applicable to all entities. Yet, not every entity has, plans to have, wants or even needs an employer brand. As such, a corporate identity is a necessary concept whereas an employer brand is conditional.

“An organization’s identity is a given necessary to the establishment of a corporate brand. Every corporate brand has, so to speak, an ancestral home.”

Balmer & Gray, 2003, ‘Corporate brands: what are they? What of them?’, p. 992

Some of the early academic work of company and corporate brands reached a broadly similar set of assumptions. These assumptions emphasized the importance of employees in corporate brand building, or in our case the employer brand building, as well as the importance of culture. Referring to what we discussed in the introductory chapter, although acknowledging the existence of corporate brands, some branding texts fail to take into account that corporate brands are fundamentally different from product brands. Corporate brands have several stakeholders rather than the customer orientation found in traditional marketing framework. One of the greatest benefits of a corporate brand is its effect on non-product market areas, such as its role in the recruitment and retention of valuable employees. (Balmer & Gray, 2003) For the branding work that relate to the stakeholder groups we have chosen to focus on, namely current and potential employees, the notion to consider is the so-called employer brand.
3.6 Employer Brand

There are a number of schools relating to employer branding and to branding in general, with brands being seen as:

“Marks denoting ownership, image-building devices, symbols associated with key values, means by which to construct individual identities”

Balmer & Gray, 2003, ‘Corporate brands: what are they? What of them?’, p. 973

Balmer and Gray (2003) state that in today’s business the concept of the employer brand enjoys much importance. There is an increasing awareness that employer brands serve as a powerful navigational tool to a variety of stakeholders for several purposes, including employment. Balmer and Gray (2003) further argue that employer brands will play a central role in the construction of identities of different groups including current and potential employees.

Another important contribution to this field of research, that can facilitate the understanding of the employer brand concept, was made by a specialist in the field of branding, Stephen King (1991). His article, entitled “Brand building in the 1990s” defined some of the differences between product and company brands. The key difference that King discovered is that the corporate or employer brand values tended to be grounded in the values and affinities of company founders, owners, management and employees, whereas product brand values tended to be the product of marketing and advertising consultants. Consequently, the employer brand can be of great value to an organization’s human resources department. This is because employer brand values can serve as a model against which potential employees can be evaluated. (King, 1991) An argument relating to the above mentioned is that human resources managers should occupy a position of central importance in supporting the corporate-, and thus the employer, brand building (King, 1991, Balmer, 2001b).

When emphasizing the importance of employees and the HR managers one needs to focus on the reason for the significance of these stakeholders. According to several researchers on the area, employees have an important role in transmitting the brand’s values and make sure these values where understood and utilized in the corporate and employer branding process (Balmer & Gray, 2003). Employees also provide the interface between the internal and external environments (Balmer & Wilkinson, 1991) and help build and maintain the corporate brand (Ambler & Barrow, 1996, Harris & DeChernatony, 2001).
3.7 Corporate Identity

Recent research provides a great deal of evidence proving that organizations have become more interested in the benefits that managing the corporate identity bring about (Balmer & Gray (2003). According to Moingeon & Ramanantsoa (1997), several authors have acknowledged and discussed a wide variety of viewpoints of the concept of corporate identity and in order to comprehend these different views, the researcher must have a clear understanding of the notion of corporate identity. Corporate identity can mean different things to different people: ‘corporate image’, ‘corporate culture’ or ‘corporate personality’ have all been used by different authors to describe the same concept (Moingeon & Ramanantsoa, 1997). We believe it to be important to generate a clear definition of the concept, propose a valid theoretical frame for it and present an adapted methodology that can be used to discover it. For that reason, we feel that a presentation of the French school of identity presented in Moingeon and Ramanantsoa’s article (1997) can serve as a base for a deeper discussion in order to fulfill the three criteria mentioned above. The above-mentioned authors conform to the following definition of identity:

“Identity is a set of interdependent characteristics of the organization that give it its specificity, stability and coherence”

Larçon & Reitter, 1979, ‘Structures de pouvoir et identité de l’entreprise’, p. 43

This definition is in our eyes quite close to the notion of corporate culture and one might wonder what the notion of identity provides that the notion of corporate culture does not already provide. Moingeon and Ramanantsoa (1997), referring to the ‘iceberg figure’ reproduced below (figure 3.1), state that Larçon and Reitter’s (1979) definition of corporate identity allows researchers to move away from the descriptive level in the figure, to arrive at the level of explanation, that is the deeper level of the iceberg.

Figure 3.1: The Iceberg Figure
Source: Reproduction from Moingeon and Ramanantsoa (1997)
This definition also denotes corporate identity as a concept that combines and goes beyond the notion of culture for the reason that it permits researchers to explain in more depth the dynamics of organizations. The French conception of corporate identity is related to the concept of corporate image because it addresses internal images; -the perception that employees have of their organization (Dutton & Dukerich, 1991; Gray, 1986; Kennedy, 1977).

Another interesting definition worth to mention in this context, which is closely linked to the above-mentioned one, is the definition elaborated by Markwick & Fill (1997). They believe, in accordance to Bernstein (1984), that just as different individuals have different identities, so do organizations. For them, corporate identity is:

“The organization’s presentation of itself to its diverse stakeholders and the means by which it distinguishes itself from all other organizations”


Corporate identity is in other words what the organization is; what it does and how it does it (Olins, 1990).

A more thorough study of Bernstein’s (1984) idea of the concept of corporate identity shows that there is a set of organizational characteristics that generate the corporate identity. These characteristics are included in the corporate personality. Markwick & Fill (1997) propose that to understand corporate personality, and thus identity, it is necessary to examine two main aspects. First the organization’s mission, strategies and philosophy and second, culture which according to them is the core of an organization. Such a study is supposed to help reveal the organization’s purpose and bearing, the way it operates and the organization’s values and beliefs. On the other hand, we agree with Moingeon and Ramanantsoa, (1997) who stress that rites, myths and taboos are some of the symbolic products which represent the culture of the organization, in other words the visible part of the corporate identity (see ‘iceberg figure’ above). They further stress that:

---

4 As we stated in our delimitations, we considered an analysis of these cultural aspects in this study but rejected it due to time limitations.
Retaining Talent in Knowledge Intensive Organizations

“It is essential to identify the driving forces which generates these products, the ‘why’ of the organization’s culture.”


Symbolic products are the visible manifestations of a common organizational imagery. It is these symbolic products and this organizational imagery that must be studied if one wants to understand the dynamics of an organization. (Moingeon & Ramananstoa, 1997) One way in which these various images can be created is through the employees of the organization. Images are present in the mind of the different stakeholders and cannot be managed directly. If there is a fragmentation of views and expectations among different employee groups then it is likely that this would lead to multiple identities and confusion. What can be learned from this is that it is important to create consistent and durable images among all employees in order to bring forward a positive picture to other stakeholder groups, among them potential employees (Markwick & Fill, 1997). The following quote provides a good idea of the importance of denoting the corporate image:

“Management seeking to influence the images held of their organization can only do so through the management of the corporate identity. [...] Corporate image is what stakeholders perceive the organization to be.”


An interesting viewpoint that is adapted by Moingeon and Ramanantsoa (1997) is that identity theory integrates concepts from sociology, psychology and psychoanalysis and at the same time stresses a historical approach. According to this viewpoint, the concept of identity is tightly connected to the concept of organizational history. Identity is in a way the product of the organization’s history. But identity also produces new history as it contributes to the formation of perceptions and actions of organizational members.

Inherent in an identity is a certain set of understandings of what is appropriate and natural. 'Who am I?' and 'How should I act?' are questions answered by the constructions of identity. A particular identity implies a certain form of subjectivity and thereby 'ties' a person's feelings, thinking and valuing in a particular direction. Decisions are often affected by the logic inherent in a specific self-image (Alvesson & Willmott, 2000). Identities are multiple and contextual, therefore they must be constructed
and secured. They are constituted through comparisons with other people and groups. People in organizations routinely engage in identity work, aiming to achieve a feeling of a coherent and strong self, which is necessary for coping with work tasks and social relations.

### 3.7.1 How Can Identity be Diagnosed?

As we have already illustrated with the ‘iceberg model’ above, several researchers on the field claim that a diagnosis of identity can be perceived as an analysis of the visible and the hidden parts of the organization (Moingeon and Ramanantsoa, 1997; Larçon and Reitter, 1979 etc.). We will now present an idea of how such a diagnosis can be facilitated and later discuss whether this form of diagnosis is suitable in our case study.

Since the symbolic products, described earlier in this section, in most cases are visible they can be studied with an ethnographic approach. This approach necessitates patience, considerable time and a well-developed ability for observation etc. A high degree of attention must be given to internal and external communication. First, researchers should try to get hold of and study information that the organization circulates internally and externally, in order to see if there is any consistency between the internal identity and the image that the organization tries to display to the various groups of stakeholders outside the organization. Similarly this could be done by studying the organization’s promotional materials and through its publications for internal distribution. However, the most crucial part of the diagnosis of corporate identity concerns the diagnosis that needs to be done on the organizational imagery, i.e. the underlying aspects that are “hidden” and in most cases not even explicitly known by the organization’s members. The main problem lies in the difficulty of gaining access to the organizational imagery. The method of studying the organizations image in the eyes of its members serves some purposes, but not all. The reason for this is that the underlying basic assumptions and values have been internalized by the members of the firm and not really displayed or expressed. Socioanalysis, a methodology elaborated by the French school and described by Moingeon and Ramanantsoa (1997) is helpful in prevailing over this obstacle. The practical approach of this methodology has been described thoroughly in chapter 2, “Methodological Considerations”, and will thus not be re-mentioned here. This methodology permits the researchers to carry out an extensive investigation, in which they reveal and at times even find out images embedded in basic beliefs which employees unconsciously hold. Put in the words of Moingeon and Ramanantsoa (1997):
“A socioanalytical study of corporate imagery involves concentrating on the discourse held by members of a firm, and within this discourse, to concentrating on clues that reflect or betray the underlying imagery.”


3.8 Identity of Knowledge Workers

Alvesson (2000) also contributes to the discussion concerning the importance as well as the management of corporate identity. His contribution is in addition put in the context of knowledge-intensive firms and knowledge-workers, which makes his statements even more relevant to our study. He is of the opinion that the construction of skills and knowledge are important assets for regulating identity in a corporate context. The reason for this is that he believes that knowledge characterizes the knowledge-worker, meaning that what a person is capable of doing outline who this person ‘is’. Thus, the main contribution of Alvesson’s (2000) discussion is that education and professional affiliation are powerful tools for constructing identity.

Size and a good reputation are important for many knowledge-intensive companies and often help them to automatically acquire a certain image among external stakeholders. But the inexistence of concrete knowledge and qualities that could easily be monitored, measured and controlled makes it important for companies claiming to be knowledge-intensive to cultivate an image of being so (Alvesson, 1990). The knowledge-intensive work of professionals, groups and units within such companies are normally not easy to detect through inspecting the qualities of an end-product, which may take several years to develop and produce and where specific strengths and weaknesses may be difficult to ascribe to particular workers and units. Identity creation therefore becomes of great importance for all parties involved in such processes in knowledge-intensive companies due to these specific problems of control. Alvesson (2001) further mentions that the issues of image and identity need to be dealt with on different levels: industrial sector, corporate and individual. Because of this, image is not only of importance in marketing activities (industrial) but also for employee provision (corporate) as well as the day-to-day activities within the organizations (individual).

Issues of identity are of special interest in many knowledge-intensive environments due to the presence of numerous, competing identities and the space for employees to act based on their own understanding. When hierarchical and structural means cannot prescribe behavior in detail due to
the complexity and organic nature of the work tasks, the self-image and social groups through which the employee defines him/herself becomes of great significance (Alvesson, 2000). Compared to many other groups of workers, knowledge workers have strong advantages in developing and maintaining a positive work identity. In their case, education, status, high pay and interesting work tasks facilitate positive identity constructions and being able to identify oneself with the corporate identity is important as a foundation against perceptions of uncertainty (Alvesson, 2001). Identification works through a mixture of internal pride and the status received through the prestige and success of the organization. For the employee there is a strong value attached to being a successful member of a specific institution, perceived as representing a value in itself (Selznick, 1957). The more distinctive, well-known and respected organization the more likely the employee identify him- or herself through belonging to it (Dutton et al, 1994).

Often, however, a specific social identity increases the probability that some norms, values and ideas related with the group or company concerned become a part of one’s being. The social identity of many knowledge workers may involve a certain definition of oneself in terms of approach to the work. The meaning of being a researcher, a consultant, a manager or a member of a certain company is understood as having an inclination to work more than the average person does. Working hard is, to some extent, identity work: by working long hours one verifies who one is. Being a consultant, for example, means in many cases, making an extra effort when it is called for. (Alvesson, 2001)

To complement these aspects, the significance of interesting and stimulating work tasks and a positive professional work environment must be mentioned. The ways in which either turnover or loyalty emerge depend on the extent to which a company offers appealing work tasks as well as development and learning possibilities in comparison to other career options. Often, interesting work means that the significance of pay and other rewards are heavily downplayed (Alvesson and Lindkvist, 1993). Having said this, it should be mentioned that the possibilities for employees to have a democratic influence in knowledge-intensive companies are in many respects good. These kinds of companies must, in general, make themselves attractive to professionals. Employees are well educated, have self-confidence and should have a capacity to raise their voices. Often, hierarchies are downplayed in these kinds of organizations, although there are, of course, exceptions, in particular in large organizations in which career structures discipline the work force (Akehurst, 1994; Covaleski et al., 1998).
To sum up this section, there are different ways to try to achieve loyalty in a corporate context. High pay and other benefits is one path. Clear career structures, involving pay rises, promotion and shared ownership is another one, operating in the long run (Maister 1982, 1993, Edwards, 1979). Other ways to try to achieve loyalty appeal to social and emotional aspects, feelings of pride and social belongingness. Social groups as well as the company may be the source of social identification and self-categorization.
4. Empirical Findings

In this chapter we present our interpretations of the empirical findings from our case company, AstraZeneca. These interpretations are based on various sources; published communication material, the company’s intranet and internal databases, a company specific employee opinion survey (Focus) as well as interviews conducted with ten individuals in different parts of the Discovery Research organization in Mölndal. This is not an entirely traditional empirical chapter, since our findings are not recited literally, but instead we have elected the parts we have found most interesting for the investigation, interpreted these and also included our own comments.

4.1 AstraZeneca in Brief

AZ is one of the world’s leading pharmaceutical companies that provides medicines in seven different research areas; cancer, cardiovascular, gastrointestinal, infection, neuroscience, pain control and respiratory. AZ core competencies are in the fields of discovery, development and marketing of medicines. AZ was formed on April 6th, 1999 through the merger of Astra AB of Sweden and Zeneca Group PLC of the UK, two companies with similar science-based cultures and a shared vision of the pharmaceutical industry. AZ is today active worldwide with sales in over 100 countries, manufacturing in 20 and major research centers in 5. Worldwide AZ employs over 58,000 people in 45 countries (12,000 in Sweden). The corporate HQ is situated in London UK, and the R&D HQ in Södertälje, Sweden. The sales in 2002 totaled $17.8 billion, with an operating profit of $4.4 billion. (www.astrazeneca.com, 2003-11-06)

According to their publications and websites, AZ has a world-leading R&D organization and one of the best pipelines in the industry. They work in partnerships with a wide range of external collaborators and the formation of alliances with universities and other external partners is stated to be a key to AZ’s research strategy. (www.astrazeneca.se, 2003-11-06)

4.1.1 The Company’s Business Concept and Vision

AZ wishes to be world leading when it comes to delivering valuable medicines for the treatment of different diseases. What is central for this vision is the concept of ‘First for Innovation and Value’. This means that the company wants to be first with new ideas and innovations within all

5 All interviews were conducted in Swedish and have subsequently been translated by the authors.
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parts of the firm, increase their focus on new discoveries and to be a leading employer on the market i.e. being able to attract and retain the best co-workers in the business. (Internal Documentation, AZ’s Intranet, 2003-12-01)

We have chosen to present the company’s business concept and vision since it shows the company’s commitment to, and focus on, their employees and their value for the company.

4.1.2 Organization

AZ is built up in a matrix structure (see figure 4:1 below) with four major functions, Product Strategy & Licensing, Research & Development, Operations and Sales & Marketing, in one dimension and the seven so called therapy areas (or research areas) in the other spread over nine global sites. Each site is supposed to have two therapy areas, but some of the larger ones exceed this number. (Internal documentation, 2003-12-01)

<table>
<thead>
<tr>
<th>THERAPY AREAS</th>
<th>PS&amp;L</th>
<th>R&amp;D</th>
<th>Operations</th>
<th>S&amp;M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cancer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardiovascular</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Gastrointestinal</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Infection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neuroscience</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pain Control</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respiratory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 4.1: AZ Matrix Structure
Source: Own Compilation.*

R&D is an extremely important part of AZ and every working day $11 million is spend on research and development. (Total R&D spends in 2002 amounted to $3.1 billion.) R&D is further divided into two groups; Discovery Research and Drug Development. (www.astrazeneca.com, 2003-11-06)

*Figure 4.2: AZ Four major functions
Source: Own Compilation.*

Discovery Research has the aim to increase the output of compounds with the potential to become high quality medicines. They are bringing new
aspects of clinical medicine to the drug discovery process to provide better understanding of human diseases and how future drugs will work to prevent and treat those diseases. Drug Development’s objective is to develop better drugs faster. AZ’s research centers are situated in different parts of the world but for the purpose of this thesis we will focus solely on the facilities in Mölndal.

**Mölndal**

In Mölndal approximately 2,300 people are employed for research and development of cardiovascular and gastrointestinal medicines. Over the years, research in Mölndal has contributed to the production of a number of medicines; Omeprazol, that has been marketed under the name of Losec® (Prilosec®), has been the most successful to date. AZ R&D Mölndal is a complete research center that covers the range of pre clinical, pharmaceutical and clinical trials, and contact with authorities. (www.astrazeneca.se, 2003-11-06)

To sum up this brief company presentation, we present employee demographics (table 4.1 below) in Discovery Research in Mölndal. These statistics regards all employees in this part of the company. We have no figures showing how many of these are knowledge workers, but from our informal talks and interviews we have understood that the share of knowledge workers in this department is very high, definitely representing a majority. As a comparison, the percentage of employees with an educational degree of PhD or higher represents 20-25%. (Curt Bengtsson, 2003-10-16) The percentage of foreign employees working in Mölndal are aproximently 16% (Peter Hallberg, 2003-12-03).

<table>
<thead>
<tr>
<th>Age structure, Mölndal</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of employees</td>
<td>903</td>
<td></td>
</tr>
<tr>
<td>Age 60 and over</td>
<td>34</td>
<td>3,77%</td>
</tr>
<tr>
<td>Between 50 &amp; 59</td>
<td>123</td>
<td>13,62%</td>
</tr>
<tr>
<td>Between 40 &amp; 49</td>
<td>215</td>
<td>23,81%</td>
</tr>
<tr>
<td>Between 30 &amp; 39</td>
<td>345</td>
<td>38,21%</td>
</tr>
<tr>
<td>Between 20 &amp; 29</td>
<td>181</td>
<td>20,04%</td>
</tr>
<tr>
<td>Below 20</td>
<td>5</td>
<td>0,55%</td>
</tr>
<tr>
<td><strong>Average age</strong></td>
<td><strong>38,70</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Table 4.1: Age structure, Discovery Research, Mölndal*

*Source: AstraZeneca Internal Database, 2003-12-03*

This table shows that approximately 17,5% of all employees, represented in the top two age groups, are possibly going to retire within the next 10 years. The table above also shows that the average age is 38,7 years. Out of the 903
persons included in these statistics, 59 (6.53%) have previously been working in other parts of AZ. The database material we acquired also contained a compilation of different reasons for employee turnover, which are presented in the next section.

4.2 Promotional Material

The company’s external and internal promotional material we have focused on are the stated HR objectives, values and career opportunities as well as quotes found in different brochures that we consider elucidate these. We believe that a study of these is important when trying to map out the company’s view of its identity in comparison to the employees view of the same.

4.2.1 Stated HR Objectives

“We aim to attract and keep the best talent within a performance-based culture that values, supports and rewards team and individual contribution. We want our people to achieve their full potential and feel confident of meeting the challenges that working in a competitive global business brings. In particular, we focus on providing an energising work environment, excellent learning and development opportunities and competitive and flexible reward and benefit programmes.”

www.astrazeneca.com, 2003-11-06

According to AZ’s international website, AZ was recognized by scientists and researchers participating in a global survey for the loyalty of its employees and the alignment of its culture with their values, as well as being a good financial investment. (www.astrazeneca.com, 2003-11-06) In another survey conducted by Universum Communications in 2003, AZ were ranked as the number one preferred employer in the pharmaceutical business among students in Sweden. (Universum Young Professional Survey, 2003) It should though be noted that there are no other pharmaceutical companies in AZ’s size operating in Sweden.

4.2.2 Communicated Values

According to internal documents found on the company’s intranet, AZ wants to be first with new ideas within all its business areas in order to create value for its different stakeholders. The corporation fosters a result-oriented corporate culture based on the following values:
AZ’s Company Values

- Respect for the individual and for the diversity within the firm
- Openness, honesty, trust and mutual support among employees
- Integrity and highly stated ethical norms
- Leadership providing good examples on all levels in the organization

Table 4.2: AstraZeneca Company Values

| Source: AstraZeneca Intranet, 2003-12-01 |

The values that are communicated externally, through different kinds of documentation, points in the same direction as the above mentioned ones. In AZ, people at every level are expected to encourage a culture based on openness, innovation, respect, empowerment, customer focus, risk taking and global team working.

“We do not work in isolation. We are team-oriented professionals who form partnerships with academia […] healthcare providers and major industry collaborators, such as specialist biotech companies. […] Attracting, retaining and developing quality people is the key to our ultimate success. […] Teamwork, both within our a site and across the globe, is an essential part of successful drug hunting, but so too is individual effort.”

Claes Wilhelmsson, Head of R&D, ‘Research and Development: Targeting innovation in Healthcare’, p. 1

Drug hunters are very special people. Above all else, they are driven by the need to make better medicines, and to make sick people well. I want AZ to become their natural home”

Claes Wilhelmsson, Head of R&D, ‘Research and Development: Targeting innovation in Healthcare’, p. 12

AZ claims to be committed not only to delivering top quality science but also to high ethical standards in doing so. AZ has published several ethics documents that they try to communicate within the R&D community as well as to the company in general to ensure that its employees live up to the stated standards. (www.astrazeneca.com, 2003-11-06) AZ is also a member of LIF (The Swedish Association of the Pharmaceutical Industry) that has published guidelines, regarding among other things ethical considerations, affecting the whole pharmaceutical industry. (www.lif.se, 2003-12-06)

4.2.3 Career Opportunities

“What differentiates AstraZeneca from our competitors is our people. They provide us with the strength we need to retain competitive advantage within our
AZ has, in an attempt to reach the goal of being the so called ‘Employer of Choice’, tried to clarify the development and career opportunities that exist within the company. They believe that it is important to do so in order to attract, recruit and retain employees. (AZ Intranet, 2003-12-01) The company has therefore introduced a system that they call 'Broad banding' which is supposed to serve as a 'route map' that describes the different career paths available, the differing roles and responsibilities required at each step, and that can also be used in the planning process for different individuals’ development and leadership preparation. According to other information, also found on the company’s intranet, banding can be seen as a method of grouping roles of approximately equal responsibility and influence on the business. Each band is described by a generic band descriptor to facilitate the grouping process and secure consequent handling throughout the entire organization (AZ Intranet, 2003-12-01). The broad bands can however have different structures, depending on the unit in which they are supposed to function. For the R&D units, the structure is supposed to look like the one described in the figure 4.3 below.

There are in total seven different levels in this structure where the entry level is ‘Associate Scientist’. In order to reach the first three levels you only need to have an MSc degree, but starting from the fourth level and onwards, one need to have at least a PhD degree in order to be appropriate for the position. This is independent if one chooses the scientific route (on the right hand side of the figure) or the managerial one. We were told that some people that seemed to have done a very good job and shown a great deal of responsibility, have been
Chapter 4: Empirical Findings

promoted to the fourth level without having a PhD degree. For people to be considered for a position on levels five and six, one does not only need a PhD degree but in many cases even several years of experience from scientific research in a specific area, in-depth specialist knowledge of the same subject area and comprehensive understanding in different specialist areas within the own function. The final level that can be reached on the scientific route is the level of ‘AZ Chief Scientist’, a title that is reserved to very few individuals within the company.

“Careers in R&D can expect to find the following characteristics: Streching, understandable objectives to provide clarity of purpose […] Considerable freedom to determine the route to success, recognizing that every person is different […] An agreed development plan that acts as a career map, setting targets and recognizing progress. […] Opportunities to learn, underpinned by a stimulating environment that encourages new ideas and provides the time to explore innovations with colleagues and collaborators. Fair, honest and consistent treatment at all time”

‘Research and Development: Targeting innovation in Healthcare’, p. 12

In a brochure from AZ’s promotional material, aimed at external stakeholders, four employees were giving their view of working in AZ. An interesting phenomenon we discovered was that they did not focus on the company itself but rather on the interesting research and works tasks that they were offered.

4.3 Focus – an Employee Opinion Survey

An Employee Opinion Survey (EOS) is an increasingly common tool used for evaluating employee opinion. There are several definitions of what constitutes an EOS and this is the one we have chosen to use in this as well as our former thesis:

“An EOS is a tool that provides a picture of the organization’s needs through illustrating how the employees perceive the organization along different dimensions”


AZ uses an EOS called ‘Focus’ that is launched every two years on the entire population (N=58 000) of AZ employees with the aid of the

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6 For a more thorough description of EOS’s we refer to Gerges & Sonander, 2003.
global human resource management company, ISR. The EOS contains about 130 questions or statements divided into 12 different dimensions. We have acquired the entire material, but will only use the parts related to AZ R&D in Mölndal. In Focus Mölndal R&D 2002, the respondent profiles were according to table 4.3 below.

![Table 4.3: Respondent Profiles, Focus Mölndal R&D 2002](source: Own compilation from Focus Mölndal R&D 2002)

We were surprised to find out that there is a majority of female employees in AZ and that 35% of the employees have more than 10 years of service, a number we thought was high and might indicate that people are satisfied with their employment.  

In table 4.4 below we present a summary of all dimensions from Focus. The overall dimension average of 71.4% show that a significant part of the population is satisfied with the different dimensions relating to their employment and working life within AZ. We consider it interesting to note the dimensions that score significantly below the overall dimension average, “Pay & Benefits” and “Innovation”. As dimensions related to “Pay & Benefits” always seem to score considerably lower than other dimensions in an EOS (Gerges and Sonander, 2003), we will not focus on it in our analysis.

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7 It should be noted that we do not have any figures indicating a potential drop-off rate.
Chapter 4: Empirical Findings

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>% Favourable</th>
<th>Δ from Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>78%</td>
<td>+6.6</td>
</tr>
<tr>
<td>Communication &amp; Feedback</td>
<td>76%</td>
<td>+4.6</td>
</tr>
<tr>
<td>My Team</td>
<td>82%</td>
<td>+10.6</td>
</tr>
<tr>
<td>Pay &amp; Benefits</td>
<td>37%</td>
<td>-34.4</td>
</tr>
<tr>
<td>Learning &amp; Development</td>
<td>80%</td>
<td>+8.6</td>
</tr>
<tr>
<td>Work/Life Balance</td>
<td>68%</td>
<td>-3.4</td>
</tr>
<tr>
<td>Safety Health &amp; Environment</td>
<td>82%</td>
<td>+10.6</td>
</tr>
<tr>
<td>Diversity</td>
<td>63%</td>
<td>-8.4</td>
</tr>
<tr>
<td>Innovation</td>
<td>59%</td>
<td>-12.4</td>
</tr>
<tr>
<td>Our Company</td>
<td>69%</td>
<td>-2.4</td>
</tr>
<tr>
<td>My Job</td>
<td>81%</td>
<td>+9.6</td>
</tr>
<tr>
<td>R &amp; D Questions</td>
<td>82%</td>
<td>+10.6</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>71.4%</strong></td>
<td><strong>0%</strong></td>
</tr>
</tbody>
</table>

Table 4.4: Scoring Summary, Focus, Mölndal R&D, 2002
Source: Own compilation from Focus Mölndal R&D 2002

These numbers are however not that interesting without placing it in a context. In general, when compared to other firms in the international pharmaceutical industry that have been studied by ISR, AZ is rated higher on all dimensions but three; “Pay & Benefits”, “Our Company” and “Diversity”. When compared to other companies in Sweden, AZ scored considerably higher on seven of the twelve dimensions and lower on “Our Company”. On the dimensions “Work/Life Balance”, “R&D Questions” and “Innovation” ISR did not have sufficient data for compiling dimension averages. (FOCUS, Mölndal R&D, 2002)

120 questions are quite many to study individually, and therefore we have focused more on the highest and lowest scoring questions than the others.

4.3.1 Highest Scoring Questions from Focus 2002

When looking at the highest scoring questions in table 4.5 below, we have found that there are several of them that are particularly interesting to our study. These are questions number 3 to 10 and we will use them later in this chapter when presenting the results from our interviews, linking the outcomes from Focus with the interview results so that the reader can grasp the entire picture portrayed and relate to that in our analytical discussion in chapter 5.
FOCUS, 2002, R&D Mölndal

Highest scoring questions

<table>
<thead>
<tr>
<th>Question/Statement</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My work area is a safe place to work.</td>
<td>95%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>2. I understand the benefits to the company of a diverse workforce.</td>
<td>95%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>3. I would recommend AZ as a good place to work.</td>
<td>94%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>4. I am frequently worried about being made redundant*.</td>
<td>94%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>5. Overall, the physical working conditions at my workplace are satisfactory.</td>
<td>92%</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>6. I enjoy my job.</td>
<td>91%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>7. I am proud to work for AZ.</td>
<td>91%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>8. My team works well together.</td>
<td>90%</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>9. Communication in my team is open.</td>
<td>89%</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>10. In my team, I am encouraged to give my opinions and feedback.</td>
<td>89%</td>
<td>4%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*Disagreeing is the Favorable Response

Table 4.5: Highest Scoring Questions from Focus Mölndal R&D 2002
Source: Focus Employee Opinion Survey 2002, Volume AZ-1241

When looked at more carefully, a number of the questions above appear to some extent to be interlinked. One connection appears to exist between questions 3 and 6 which both are tightly linked to the notion of job satisfaction mentioned in the frame of references; another connection can be made between questions 9 and 10, which both can be linked to the communication aspects of the motivation theories; and finally the connection between questions 7 and 8, which point to the commitment aspects also mentioned in chapter 3. In general, one could say that all these questions are relating to interconnected notions that can be hard to investigate separately. Therefore, we assume that it will be easier to relate to the results presented above after contemplating the outcomes of our interviews accessible later in this chapter.

4.3.2 Lowest Scoring Questions from Focus 2002

Now we would like to present the lowest scoring questions derived from Focus (table 4.6). Also in this case, we will be able to use most of the results in the table below in our presentation of the interview outcomes, which later can be used in the analysis of certain issues relating to aspects that might affect voluntary employee turnover as well as the identity construction in AZ.
FOCUS, 2002, R&D Mölndal
Lowest scoring questions

<table>
<thead>
<tr>
<th>Question/Statement</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In AZ, time is available for exploring new ideas</td>
<td>44%</td>
<td>10%</td>
<td>46%</td>
</tr>
<tr>
<td>2. Pay in AZ is as good as or better than the pay in other organizations in our industry</td>
<td>25%</td>
<td>33%</td>
<td>43%</td>
</tr>
<tr>
<td>3. AZ makes adequate use of recognition other than money to encourage good performance.</td>
<td>34%</td>
<td>24%</td>
<td>42%</td>
</tr>
<tr>
<td>4. My team gets feedback on how satisfied our internal/external customers are with the work we perform.</td>
<td>47%</td>
<td>18%</td>
<td>34%</td>
</tr>
<tr>
<td>5. How satisfied are you with your pay?</td>
<td>37%</td>
<td>35%</td>
<td>28%</td>
</tr>
<tr>
<td>6. I am happy with the degree of choice and flexibility I have in shaping my pay and benefit package</td>
<td>29%</td>
<td>43%</td>
<td>28%</td>
</tr>
<tr>
<td>7. Management supports equal opportunity for all employees.</td>
<td>54%</td>
<td>17%</td>
<td>28%</td>
</tr>
<tr>
<td>8. In AZ promotion decisions are based on selecting the most qualified individuals, based on merit.</td>
<td>45%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>9. I receive the training and development I need to help prepare me for other roles.</td>
<td>65%</td>
<td>12%</td>
<td>24%</td>
</tr>
<tr>
<td>10. I have a work/life conflict</td>
<td>44%</td>
<td>10%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Table 4.6: Lowest Scoring Questions from Focus Mölndal R&D 2002
Source: Focus Employee Opinion Survey 2002, Volume AZ-1241

The full report of Focus does not only contain summarized figures but also broken down into various groups based on gender, hierarchical position etc. In general, the figures from these different groups do not differ significantly from the average and thus we chose not to recite them here. One question, however, caught our attention and that was the one concerning factors limiting career opportunities. Out of the female employees, 19% had felt a limitation due to their gender, as compared to 11% of the male respondents. Aside from gender, educational background had according to 29% of the respondents previously limited the career development. Unfortunately, a breakdown of educational background of the respondents was not available.

The presentations found in the following parts of this chapter will mainly be based on information we acquired through our interviews. We first present empirical findings regarding VET in AZ as well as the factors related to it, and then the interview responses more related to Employer Brand and Identity.

### 4.4 Voluntary Employee Turnover in AstraZeneca

Voluntary employee turnover has not been a troublesome issue for AZ during the last couple of years. This may have to do with the relatively gloomy situation on the labor market, with many qualified individuals unemployed, but it might also have to do with AZ’s more or less monopolistic role as the single major actor in the pharmaceutical industry in
Retaining Talent in Knowledge Intensive Organizations

Sweden, competing nationally only with smaller bio-tech firms. (Peter Hallberg, 2003-12-03) In table 4.7 we present data that gathered and summarized from an internal database used in the HR department. This table presents a summary of the reasons for voluntary employee turnover in Discovery Research, Mölndal during the last two years. Unfortunately, we could not get a hold of data years previous to that. The summary is based on the 14 different ‘voluntary exit reasons’ that AZ has developed and used in the monitoring of the exit process.

<table>
<thead>
<tr>
<th>Reason for voluntary leave</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Colleagues</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>2. Work Environment - Physical</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>3. Work Environment - Social</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>4. Work Schedule</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>5. Work tasks</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>6. Personal reasons</td>
<td>7</td>
<td>23%</td>
</tr>
<tr>
<td>7. Future expectations</td>
<td>4</td>
<td>13%</td>
</tr>
<tr>
<td>8. Health reasons</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>9. Leadership</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>10. Long travel distance</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>11. Salary</td>
<td>2</td>
<td>7%</td>
</tr>
<tr>
<td>12. New focus due to studies</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>13. Development Possibilities</td>
<td>10</td>
<td>33%</td>
</tr>
<tr>
<td>14. Other reasons</td>
<td>4</td>
<td>13%</td>
</tr>
</tbody>
</table>

| Total                      | 30     | 100%       |

Table 4.7: Voluntary turnover last 2 years
Source: AstraZeneca Internal Database, 2003-12-03

According to the table above, the relative number of voluntary employee turnover is 3,3%, indicating that it is not common that people choose to leave AZ. This figure has been confirmed by the outcome of our informal talks and interviews with people working within the Human Resource department who, all but one, claim that this relatively low turnover figure is critical to the organization since it could lead to rigidity within the organization due to the lack of “fresh blood and new ideas”. One interviewee did not entirely agree with this viewpoint. According to him/her, such a low turnover rate does not necessarily lead to rigidity and is not critical in a situation where the labor market is experiencing difficulties.

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8 We would like to remind the reader that all interviewees were given complete anonymity, which is why we do not include a reference to the unique individuals.
with many highly educated and experienced people being unemployed. He/she stated the following: "as the situation is today, I do not consider an employee turnover rate of 3% as ‘unhealthy’, but if the situation would have been different, then I agree that this rate should have been between 5-7%.” The table also shows that when the choice of exiting the company is made, it is often due to personal reasons (23%), which is also supported by several interviewees’ statements on the same issue. Out of the eleven interviewees we talked to, six mentioned personal reasons as the first reason for people leaving the organization. The underlying reason seemed to be family related, meaning that their decision to leave had to do with changed family circumstances. However, the most commonly appearing reason for people leaving AZ, according to the results from the database presented above is the lack of development possibilities (33%). Even in this case this proved to be supported by the interviews we conducted. Most interviewees mentioned that the lack of development possibilities and career opportunities was the determinant factor for people who chose to leave the organization and that this could be the main reason for people within AZ to consider voluntarily leaving the company.

“The two people I know of that left our department, chose to leave AZ because they did not see their careers growing and they wanted to test something new.”

Future expectations, a reason for voluntary leave that according to us is similar to development possibilities, has also been mentioned a couple of times in the interviews and represent 13% of the exit reasons. One of our interviewees also claimed that AZ has realized that this is considered to be an issue that needs to be handled.

“If you make sure to raise your voice high enough and be seen often enough your chances of being promoted are higher. […] People who do not have the same ability, but who focus more on their research are more often forgotten.”

It is worth mentioning that a couple of the interviewees mentioned that AZ had a problem with people leaving the company almost three years ago. These people went in most cases to smaller biotech companies who at that period of time were experiencing growth and positive development. This outflow of people ceased with the downturn for the biotech industry.

“There can not be many workplaces with such a good atmosphere and such a fantastic setting…”

What needs to be noted is that the first four factors in table 4.7 above, all related to the work structure and environment, have never been cited as reasons for voluntary departure, which seem to coincide with our interview outcomes where nobody mentioned these factors in a negative
sense but, au contraire, always in positive means. On average, the employees whose information is found in the database and thus in our table had been working in AZ for six years before deciding to leave the company. Out of those citing development possibilities as the reason for departure, this time span rose to nine years. This will be discussed further in our analysis.

4.5 Factors Relating to Turnover

“I want to stay working within AZ, I still have a lot to learn”


Even though turnover is not an issue for AZ, at least not at the moment or for the last two years, we will in the following section discuss the factors relating to turnover that we have been able to detect through our interviews and discussions. This data can first and foremost be used to decide what the underlying reasons for voluntary employee turnover might be in order to be well prepared and counteract the possible consequences that might occur in the future, when the situation for AZ and the pharmaceutical industry can be different to what it is today.

According to the results from Focus as well as from all our interviews, the employees within the R&D department in Mölndal are generally motivated in their work. We will now introduce you to the outcomes of our interviews concerning the reasons for people being motivated, what they value with AZ as a company and what they thought might lead to a higher degree of motivation.

Interesting enough, there were not many things that occurred to be of particularly prominence. However a couple of things were brought forward by most interviewees and appeared to be reoccurring subjects. One of them is the immense knowledge base that exists in the company, which can be supported by the following quote from one interviewee:

“Working in AZ is as close one can get to working in the academic world”

The other subject that appeared to be reoccurring concerned the resources that the company offers, which may be backed up by this very interesting quote made by one of the researchers we interviewed:

“We received a Norwegian delegation of researchers who, after had been given the grand tour, proclaimed that AZ’s facilities in Mölndal seemed to have more research equipment than the whole of Norway!”

or by the following quote we received with another researcher:

“As a chemist, one can not have it better than in AZ!”
The third most reoccurring subject brought forward in our interviews were the interesting, challenging and stimulating work tasks that the company offered. A good example of what the interviewees could mean by this is shown by the following quote:

“What is so good working in AZ is that you have the possibility to follow the entire process from idea to medicine, if you wish.”

Nevertheless, there were of course other interesting views and opinions on what motivates a researcher working in AZ and we prefer to continue our recitation of those we feel are notable to present. Because of this, we advice you to contemplate the section below for further understanding of the motivating aspects for researchers working in AZ.

According to some interviewees, people in AZ want to accomplish something valuable that could help people with certain diseases to overcome their illnesses. Working in interesting projects is another topic, so is the good interaction and helpfulness between colleagues in different parts of the organization in Mölndal. The last topic was brought forward by an interviewee that compared this with working in the academic world, where competition permeated everything. Researchers there competed not only for the scarce resources but also when it came to ideas and possible solutions linked to the research that was conducted within the same research groups or institutions. The interaction and helpfulness at AZ, described above, is considered central for the feeling of having a good working atmosphere according to not only our interviews, but also our informal discussions and personal observations. According to two of our interviewees, researchers within AZ had a considerable amount of time for basic research.\(^9\) This view was not shared by all interviewees; on the contrary, there were many that thought it would be good to have more time to conduct basic research freely, as is the case in parts of academia. However, this does not imply that people in AZ lack the freedom that is offered, to some extent, in academia. There is an emphasis from the company’s side (mainly from the HR department and from managerial levels) to facilitate for scientists, and especially the so-called ‘high potentials’ and the scientists at a higher level in the organization, to conduct research according to their personal preferences, but to a limited extent, between 10-20%, of their total work time. When it comes to other parts of the staff within AZ, it seems as if most of them have freedom and responsibility over their work tasks, deciding when and how they want to do things, just as long as they reach the targets set for the specific work task. (Peter Hallberg, 2003-12-03)

\(^9\) Swedish: Grundforskning
Finally, money was also brought forward as a possible factor that to some extent could lead to higher motivation but credit and attention for what a certain individual had accomplished and recognition for the same were seen as more important factors. These will be discussed further in the next section.

### 4.5.1 Motivation

“My own future and the company’s are inter-twined. Helping AZ meet its objectives also allows me to reach my own career goals”

Clinical Trials Manager, Alderley Park ‘Research and Development: Targeting innovation in Healthcare’ p. 12

In this section we will present some important features that could be linked to the motivation aspects portrayed above. We think this could give the discussion concerning the factors relating to voluntary employee turnover a greater depth and edge and facilitate for the future analysis of the empirical material.

Once again, when confronted with the question of what researchers within AZ value, people wanted to bring up the enormous base of competence and knowledge that exist within the firm. It seems as if this is important for the individuals in their quest for their personal development and the improvement of their knowledge in different research areas. As one of the interviewees explained:

“Working in AZ makes it possible (for people) to widen the view of the drug development process through the daily interaction with different people from different research areas. […] It gives you the possibility to increase your learning and understanding in many fields.”

At the same time, this points to the teamwork and informality that seem to exist within the firm and that also was brought forward as something highly valued by many. Working for, as many of the interviewees put it, a big and successful company such as AZ seems to have the benefits of providing people with plentiful resources, good enough salary and benefits as well as a security that is sought after by many. Commenting on this, salary does not seem to be such a big issue as results from Focus show. Many have actually said that the salary is satisfactory and is not valued as high as for example the scientific freedom, the fun, developing and enjoyable atmosphere, the high degree of flexibility in the work and the interesting job/work tasks. Two different interviewees came with statements that conform to what a researcher seem to value most of all, namely that to work with one’s specific research area with a certain degree of freedom.
“Is a scientist’s biggest passion in life…”

and that

“One can work as one wishes, when one wishes, as long as the set goals are achieved”

This also indicates that work is driven more by goals rather than by action control. Even though the salary did not seem to be over-valued, many (but not all) of the benefits offered by AZ were appreciated. Ultimately, a very important aspect that seems to exert an influence on motivation within the R&D unit in Mölndal is the so-called ‘Mölndal Spirit’. It was explained for us that this spirit, atmosphere, has its roots in the success of the R&D unit in Mölndal to deliver many successful medicines and pharmaceutical preparations that have been renowned globally, such as Losec and Xylocain (Curt Bengtsson, 2003-10-16). We could also find evidence for this in a semi-internally published book describing the history of AZ, its development and its products written by Sven Sundling, former Communication Director in AZ (Sundling, 2003).

Even though we suspected beforehand, from studies of internal investigations and Focus, that people within AZ were rather motivated and satisfied with the situation at hands, we felt that it would be valuable to investigate what possible factors could lead to higher degree of motivation. Again, many different opinions were given on the subject, but there were some views that seemed to be more universal than others and these will be presented here.

“Many people are over-ambitious and work too much […] this triggers people to overdo things.”

The main issue that arose concerning this topic was the problem some were experiencing with the organization having more ideas than time to realize them. As a result of this, many felt that the work was going in a high pace and revolving round too many projects. The backside of this was that some felt a lack of balance between work life and leisure time. One of the interviewees was actually working more than 60 hours per week. Relating to this was also a thought forwarded by different interviewees stating that if there would be less demands on delivering so-called ‘Candidate Drugs’ at a fast pace and in more efficient ways, there would be more time and opportunities for the employees to think and reflect upon what one does (see also results from Focus presented above) and by this come up with better results.
“More curiosity-guided-research as the one applied in the universities would not hurt.”

One interesting aspect that according to the interviewees would secure the retention of employees is making sure that more people throughout the organization had the possibility and the freedom to conduct interesting research based on their personal preferences, knowledge and interests. As an example of a step in this direction, the HR-department is trying to make sure that ‘Hi-Potentials’ can focus on their research area and by doing so achieve research results that could be useful for the companies future. However, all interviewees were aware of the fact that they were working for a profit-making company and therefore the above-mentioned issue was not easy to implement throughout the entire company.

There were also some concerns about aspects that could have a de-motivating effect on people in the organization and that needed to be thought of and dealt with. These concerns had to do with the organization growing too big and becoming too bureaucratic. Even though the majority of the interviewees did not perceive it as such, many did not want it to become more bureaucratic than it was today. One single interviewee mentioned the salary levels as a possible de-motivating factor, but according to him/her “this was not really a big issue.”

“A good way of increasing the degree of motivation among researchers could be by offering courses, further education etc, in order to increase their level of knowledge and of develop their learning…”

Some of our interviewees mentioned that in their respective department employees were offered the possibility to develop their potential and skills and by that “get a clearer view of the big picture.” One interviewee even mentioned that people in his/her department had the possibility to be on leave of absence for up to five years in order to obtain a doctor’s degree and, consequently, facilitate for them to make a career. Unfortunately, we have not been able to find any policy documents that dictate this possibility and therefore it is possible that this might have been a personal initiative by the head of the department in question.

“More attention should be given to the individual contribution…”

Finally, what also seemed to be quite important for the researchers we interviewed was the recognition issue. According to them people would in some cases, but not always, appreciate recognition for what they individually accomplish, i.e. they need to get attention for the results that they have personally obtained, even though the team effort might get recognized. So, in order to increase particular individuals’ motivation and thus their job
satisfaction and commitment, some interviewees claim that an emphasis should be put on assuring more visibility for the people who perform something valuable and important.

4.5.2 Job Satisfaction

According to the results from Focus, over 90% of the respondents are satisfied with their job at AZ. This has also been supported by the outcomes of our interviews where all interviewees confirmed that they were satisfied. The interviewees also had a picture of their closest co-workers as being satisfied with their jobs and situations in the company. Some of them acknowledged the fact that this satisfaction might have its origin in the company’s great success over the past years that have lead to an increased feeling of security among the staff, but also mentioned that the perceived satisfaction might have its source in other things, such as the company’s efforts and work with employee issues.

“Science is important and the goal that we work for is important…”

Other issues that seemed to be determinant for the high satisfaction level had to do with the researchers’ interests and preferences. Considering the statement above, it makes it easier to understand what researchers seem to value the most; being able to work with interesting science and trying to reach a predetermined goal with this science. However, there is another thing employees within AZ seem to value and cherish that makes them satisfied with their jobs, namely flexibility. This can be portrayed by the following statement made by one of our interviewees:

“There exists a high degree of flexibility within AZ, especially when it comes to commanding over your own time as you wish […] that is what makes me satisfied.”

On the other hand, when asked about what aspects would make people dissatisfied, the interviewees had different views that seemed to correlate with aspects brought up under the questions relating to motivation issues. The two dominating aspects were increased bureaucracy that could lead to less time to work with research and thus higher pressure to perform better in shorter time; and the lack of feedback, that could result in people not feeling appreciated and not receiving the recognition so many seem to seek and ask for. The third biggest issue, that could affect job satisfaction negatively, that was brought to our attention was the difficulty to make a career within the firm. Many found this frustrating and discouraging, but almost as many found this to be an issue of less importance. We would like to wrap up this section by
presenting another interesting quote made by one of the interviewees that illustrates one aspect of the possible difficulty to make a career within AZ:

“To hold a PhD degree is not unique in this company…”

4.5.3 Commitment

Also in the case of commitment to the company and the job, the results from Focus as well as the outcomes of our interviews show that people in AZ are highly committed to the organization (see results on questions 7 and 8 in table 4.5 above). The reasons for this relatively high level of commitment may have its roots in different aspects that were brought to our attention during our interviews and discussions with different people within the organization. Even in this case, there were some aspects that were mentioned more frequently by several interviewees. The following quotes from different interviews will shed light on these aspects that are to be discussed later on.

“If I would mention some aspects that I believe make people around here committed, I would definitely say that the success that the R&D unit in Mölndal have experienced and the possibility to constantly learn and develop ones skills are the most important…”

“I feel that working with something that may benefit someone contributes to my feeling of being committed to what I do.”

“Working here is an intellectual challenge that satisfies my curiosity and spurs me in my job.”

As one can see from the statements above, a prominent viewpoint concerning the reasons for people being committed had to do largely with the success that Mölndal have experienced that have influenced people’s mindset. When compared to other R&D units in Sweden (see Appendix II), there seem to be a higher level of commitment among employees in Mölndal. This might have to do with factors that are mentioned in one statement made by one of our interviewees with previous work experience from another R&D unit in Sweden. It reads as follows:

“I worked at another AZ site…and found it totally worthless and the total opposite of what it is here (meaning Mölndal). It was extremely stiff and bureaucratic, with a lot of territorial thinking. …I think it is probably better at that site today, because at the time I was there, the winds of time were blowing differently; people were stressed and experienced a big pressure to deliver good results. At the same time, Mölndal has always had a tradition…a certain cockiness or self-confidence to do things differently. People have realized that it is difficult to predict research results, and that researchers
need to have some space and time to come up with their own ideas without needing to report them constantly to higher levels…”

Still, the other aspects that can be derived from the material presented above concerns the self-perception of working with pharmaceutical research that has as a certain beneficial goal, namely producing drugs that will help facilitate people’s lives; and the possibility of working in a stimulating environment that permits a continuous knowledge development. The possibility of knowledge, skills and learning development is, according to several interviewees, the result of the fact that most people who would like to follow the entire development process of a medicament can do so. This in turn might be an effect of the great level of openness that seems to prevail within AZ Mölndal, indicated by the results in Focus as well as the outcomes of our interviews. However, these views differ to some extent from the outcomes of Focus that showed that 25% of the employees do not feel that they receive the training and development they need to help prepare them for other roles than the ones they detain.

Finally, even when it comes to the commitment aspect of factors related to turnover, there were some views on issues that could be improved. One of these was an emphasis on the need of recognition, appreciation and consideration for the individual performance, even though such recognition sometimes was given for team efforts. These statements coincide with the results derived from Focus, of which some are presented earlier in this chapter (table 4.5 & 4.6).

This presentation of what people within AZ value, what makes them motivated, satisfied and committed can be important for the understanding of how they perceive the company and themselves, i.e. the employer brand and identity.

### 4.6 Employer Brand and Identity

In the beginning of our investigation, especially when studying the results from Focus, we found it rather difficult to define the identity of the ‘AZ researcher’, but after a rather comprehensive work in the interview phase and when contemplating the outcomes we managed to distinguish both the employees’ perception of AZ and their perception of themselves. This will be presented below and at the end of this section we will try to give an idea of the values that seem to be dominant within the organization. These may in our analysis be compared to the official values that the company communicates both internally and externally.

Throughout our interviews we did not find it too complicated to detect how the employees within AZ perceive the firm. Even though our
interviewees, to some extent, had different ideas of the perception of AZ we could derive some important opinions and views.

“AZ has better resources than any other company in the business.”

“AZ is a better place to acquire and develop knowledge…”

The major views of AZ have to do with the abundance of resources and the possibilities to learn and develop ones knowledge. These views coincided often with the view of AZ being, as one interviewee stated it:

“A safe company that offers plenty of development opportunities and creativity”.

People found for this reason that the situation for them as researchers was better in AZ than in academia. The backside of this is that AZ sometimes was considered excessively big, hindering the freedom of curiosity research and forcing the research through tight time frames. Another issue that was forwarded was that AZ was today the only pharmaceutical company in Sweden where a researcher working within a project could have the possibility to follow the entire drug development process, from idea to marketable product, making, as one interviewee put it:

“AZ is an interesting company that satisfies the researcher’s constant curiosity for science”.

Another comparison that was made between AZ and the academic world concerned the research process in itself, where, within academia, a researcher was supposed to conduct as thorough and ‘deep’ research as possible, whereas at AZ research was supposed to be conducted at a high pace with as many results as possible; making work at AZ more challenging but more stressing as well.

“AZ needs people with an education on research level.”

The employees’ perception of themselves was much more consistent than their perception of the company. There were two dominating perceptions; the first deals with the educational level that people within the organization have and the second has to do with them living up to the ‘researcher ideal’ that seems to be important for every researcher in most scientific fields.

That the employees perceive themselves as possessing a high level of education and experience is not at all surprising since 23% of the employees, as we mentioned earlier, have a PhD degree or higher and since there is a, more or less official, requirement from the company’s side to, for some positions, only recruit people with at least PhD degrees or many years of
scientific research experience in fields related to the company’s research areas. This also leads to an indirect requirement, which seem to prevail, of people being creative and innovative in their work. Interesting enough, one interviewee stated that:

“All people within the R&D units at AZ are researchers fundamentally…”

“AZ for me is an enormous source of knowledge that can develop one’s competence… a company full of ideas!”

To summarize this chapter, several interviewees mentioned that it is very important to compare the situation at AZ with the situation in other settings. Only then it becomes easy to realize that an individual have the possibility of learning and developing much more within AZ.

“We aim to be the first choice in the industry for licensing, alliances and academic collaborations that bring mutual benefits to each party”

‘Research and Development: Targeting innovation in Healthcare’ p. 9

The reason for this is according to the outcomes of our interviews the high level of scientific knowledge that exists within the company. This high level offers in turn the possibility of working with advanced tasks and projects. These possibilities make employees feel that their work is challenging and interesting. The interviewees also believe that the company was full of ideas, creativity and possibilities. We assume that the following statement could point to this.

“There are more ideas and visions existing in the company than there are resources to realize them… and the resources in AZ are not an issue.”

The flexibility that was pointed out earlier concerning the possibility of defining your own working methods and characteristics, could however enable the realization of some of the ideas that otherwise would not be achieved. Some of the researchers we interviewed used interesting methods to carry through ideas that they could not work with themselves. As one interviewee described it:

“If a project or an idea is bound to be shut down due to the strict time frames, one can always decide to hire a university student that could proceed with the research…”

We hope that this chapter has provided with an increased understanding, as well as provided with a comprehension or ‘feeling’, of both the individuals working as well as the work atmosphere in AZ. The following chapter is our analysis, where the findings from this chapter will be analyzed against the theoretical references from chapter 3.
5. Analysis

In this chapter we will present our full analysis of the aspects relating to long term retention of knowledge workers and the corporate identity. We will start by introducing the reasons for voluntary employee turnover and then discuss the factors relating to it, in order to point out the difference in preferences between researchers and other knowledge workers. Later, we will handle the career opportunities and answer the question of which people leave and why. Thirdly, we will investigate the consistency between the organizations communicated values and the values perceived by its employees. Hopefully, these discussions will facilitate the understanding of what constitutes AZ’s identity.

We have already pointed at the importance of identity for knowledge intensive companies and in this chapter we will conduct a comparative analysis between our findings from AZ and the conclusions spurring form our frame of references. Because identity entails a set of organizational characteristics we have tried to map out these for AZ. It seems alluring to solely focus on a descriptive analysis, i.e. the visible parts of the iceberg, since it can be done without too much insight, but unfortunately such an analysis provides little innovative information. Thus, our analytical focus has instead been on the explanatory level where we have tried to capture the internal images, i.e. the employees perceptions of themselves and their organization (Moingeon and Ramanantsoa, 1997).

5.1 Voluntary Employee Turnover

According to the theories we presented earlier, voluntary employee turnover has been a growing concern amongst managers and researchers in human resource management during the last century (Lee & Maurer, 1997) probably because retention of knowledge workers can become a source of competitive advantage for a company (Sigler, 1999). As we also mentioned in the beginning of the frame of references, knowledge intensive companies compete in two markets simultaneously; both the output market for their products or services and the input market for knowledge workers, and therefore the need for these companies to secure their future provision of skilled human capital is of utmost importance (Maister, 1982).

Even though the results from Focus, the outcomes of our interviews and the data derived from different internal databases show that AZ is not at the moment experiencing problems with retaining employees, i.e. they are experiencing a low level of voluntary employee turnover (approx 3%), we believe in accordance to the above-mentioned that it is interesting and
essential to study the phenomenon anyhow. One reason for this is our belief that even though AZ (at the moment) is in a rather favorable position on the market, due to among other things the harsh situation on the labor market for job applicants, this situation can change dramatically leaving the company in a rather difficult position.

In our frame of references we also mentioned that research and theory regarding voluntary employee turnover has for a long time been mainly influenced by March and Simon’s (1958) ‘Perceived ease and desirability of movement’-framework where the perceived ease of movement means perceived job alternatives and the perceived desirability of movement corresponds to job satisfaction (Lee & Mitchell, 1994, 1996). These factors could also be regarded as ‘push and pull’ factors where the desirability of movement pushes the employee from current employment and the perceived job alternatives have a pulling effect. (Lee and Mitchell, 1994)

Currivan (1999) claims that it is difficult to acquire data on employees quitting voluntarily, something that we have found to be true for AZ since, unfortunately, the company did not have any data concerning the voluntary employee turnover that dated to more than two years. This made it difficult for us to draw any conclusions on how the situation might have been more than two years ago. What we could derive concerning the voluntary employee turnover within AZ was that it in most cases was due to personal reasons (family reasons etc) and the lack of career and development possibilities within the firm. Even though we stated in the introductory chapter of this thesis that our focus would be limited to an internal perspective, implicating that an investigation of the pulling effects of the labor market would not be handled, the reason for us wanting to have such information was the comments some of our interviewees had concerning people leaving approximately three to four years ago. According to them, many people chose to leave AZ around 1999 and 2000 since other companies, mostly start-ups, within the bio-pharmaceutical and bio-technical industry were experiencing prosperous times and managed to ‘lure over’ several individuals from AZ, often offering better salaries, incentive schemes but most importantly, career opportunities. Therefore if the HR department had had information concerning this issue, we could have tried to corroborate whether or not the statements given by the interviewees were representative and significant or not, but at the same time we do not believe that the interviewees that mentioned this particular issue have any interest in leading us on the “wrong” track.

The advantage of working for a big and successful company such as AZ seem to some of the interviewees consist of plentiful resources, good
enough salary and benefits as well as a high degree of security in the job that is sought after by many.

“A safe company that offers plenty of development opportunities and creativity.”

“(Salary is) not really a big issue.”

In comparison, in the smaller companies who competed with AZ for the competence on the market during the last two years of the previous millennium, these aspects proved to be more or less inexistent. By this we mean that there might be a higher level of risk for loosing a job when working for a smaller company, especially a start-up in a relatively new industry, than it is when working for a big and successful company, as AZ has been portrayed by our interviewees. This can be linked to the needs theories that state that security is the first need an individual seeks to attain. Salary, does not seem to be such a big issue when commented on from interviewees as the results from Focus show. On the contrary, according to informal discussions with people that work with HR issues, the salaries offered by AZ are attractive in comparison with the industry standard. However, the results from Focus concerning people’s perception of their salaries compared to the industry standard showed that there was a belief within AZ that the salaries offered were not as good or better than the pay in other organizations operating in the same industry (43% of the respondents rated it unfavorably). As we mentioned before however, monetary compensation is always rated rather low in these tests (Gerges & Sonander, 2003). We will get back to this issue, later in this chapter.

An interesting aspect that was brought to our attention during the interviews and some informal discussions concerned the importance for AZ to work in different networks in order to make sure to benefit from ideas and research conducted in other companies and organizations.

“We do not work in isolation. We are team-oriented professionals who form partnerships with academia [...] healthcare providers and major industry collaborators, such as specialist biotech companies. [...]”

Claes Wilhelmsson, Head of R&D, ‘Research and Development: Targeting innovation in Healthcare’ p. 1

This corresponded to Wikström’s (1993) argument that it is essential for knowledge intensive companies to have advanced and demanding clients, partners and other organizations in their network mainly because it facilitates the development of new and better knowledge. These ideas
correspond to Porter’s (1990) cluster theory that we mentioned in our introductory chapter.

What was not mentioned by the interviewees was that working in networks also provides people with the possibility to see how things are in other firms and organizations, and compare their own situation with the situation of their counterparts. Such a comparison can be important in the case where someone has started to consider leaving his present job and try to find a job elsewhere. At the same time it facilitates for the company that, in comparison, may have a more attractive situation to show its employees that the jobs and job characteristics offered by them is better than elsewhere. This discussion corresponds with the ‘the unfolding model of voluntary employee turnover’ and Beach’s (1990) ‘Image Theory’ model for decision-making, presented in the frame of references. We think that Lee & Mitchell’s (1994) concept of “shocks to the system” can be applied to an employee’s exposure to other companies and organizations. According to March & Simon (1958) the visibility of individuals to alternative employers affects the ease of cross organizational movement. The new awareness of other companies can be considered a shock; if companies within the network appear to be more interesting and appealing than AZ, then possible job alternatives may be looked upon and evaluated. Employees with wider contact networks are thus more likely to evaluate external alternatives, and potentially leave the company (Allen & Griffeth, 1999). However, according to Beach (1990), only in rare instances does one choose to alter the established ways of behaving. It should also be mentioned that employees that do not have previous experience from working in other organizations can, when confronted with the settings of other companies, reach a greater appreciation of the working conditions offered by their present employer. There is however a risk that the newly employed workers in AZ, that have not yet experienced other employers might take the working conditions in AZ for granted, believing that the situation is the same or better elsewhere.

The fact that the voluntary employee turnover rate in AZ is as low as three percent leads us to believe that even though people, during their interaction in the networks, are exposed to information that might induce them to re-evaluate their situation at AZ, they choose to stay in AZ rather than leave their current job. It would have been very interesting to find out whether the people who, during the last years, chose to leave AZ were involved in any network related activities and similarly whether people that have been recruited to AZ have been in contact with AZ through these network activities. Such information is not at all available at AZ and would have been valuable for our analysis. We consider that the voluntary employee turnover in the pharmaceutical industry will be highly influenced
by the different companies’ attraction power since knowledge-intensive companies are competing for the same base of potential employees. The company that at a certain time has the greater attraction power than the others will consequently attract more people. What internal determinants then shape the attraction power of knowledge intensive companies?

5.2 Factors Related to Turnover

“As a chemist, one can not have it better than in AZ!”

As we mentioned in the empirical findings, the employees at AZ seem to be highly motivated, satisfied and committed as the summary of all dimensions from Focus show (71.4% as an overall dimension average).

In general, it is the employees dissatisfied with their work, i.e. with low job satisfaction that are more likely to voluntarily leave their jobs. Factors related to turnover often studied are pleasant working conditions and monetary compensation (Sigler, 1999) which can be seen as extrinsic variables or intrinsic variables related to the job and work tasks themselves, such as commitment, variation, liberty and feedback, as can be seen by Hackman and Oldham’s (1980) job characteristics model. According to the job characteristics model, work motivation depends on the design and characteristics of the work. To obtain higher levels of motivation, one should seek to maximize each of the core job dimensions (Wolvén, 2000). There exists also a supplementing idea which states that the ways in which either turnover or loyalty emerge depend on the extent to which a company offers appealing work tasks as well as development and learning possibilities. To have an interesting work means that the significance of pay and other rewards are heavily downplayed (Alvesson and Lindkvist, 1993).

We will now analyze the factors related to turnover, starting with the dimensions covered by the job characteristics model.

5.2.1 Job Characteristics

Researchers in AZ work in most of the cases with different projects. These projects comprise different individuals with different backgrounds and put a demand on each project group member to contribute with the knowledge and skills he/she possesses. Even though working in this form facilitates for people to develop their knowledge and skills through the interaction with people in the group, it implies that individuals with a certain set of knowledge and skills are supposed to mainly use these in the project. People are specialists within a specific area and are employed due to their specific skills and knowledge. The results from Focus investigating this issue also show that 79% of the respondents are quite satisfied with the
opportunities of using their skills and abilities in their job. For this reason, we do not believe that the *variation dimension* in the job characteristics model effects the employees’ motivation negatively.

Our interview outcomes and results from Focus show that the project form provides a visible start and end to the objectives set (73% favorable responses). However, even though the projects differ in their lengths, spanning from six months to several years no one seemed to complain about not knowing what to do and why. Even when it comes to the *completeness dimension*, there seems to be no negative impact on the motivation aspect in AZ. Researchers do not seem to be like other knowledge workers in that they appear to be more committed to the actual objectives and the role of being a scientist rather than worry about their monetary compensation, which is also supported by the arguments of Baylin (1980). An indication of this is that several employees mentioned that one of the main reasons for them being a scientist is the possibility to make a contribution, to feel that their work is important.

“I feel that working with something that may benefit someone contributes to my feeling of being committed to what I do.”

The contribution in this case does not only have with the scientific contribution but also with the humanitarian contribution, i.e. making ill peoples lives easier. Thus the *significance dimension* has a positive impact on motivation. All interviewees and 82% of those that responded to Focus indicated that they had defined performance targets and objectives. At the same time, the objectives of every individual were in general set by the individual himself together with the immediate manager once a year (83% favorable). An interesting standpoint that one of the interviewees happened to mention was the questioning whether or not these objective-setting occasions were more of a formal requirement than a bi-lateral discussion resulting in the manager taking any consideration of the input brought forward by the employee.

A potential problem for those working in the early phase of a particular drug’s development process, virtually everyone working in Discovery Research, has to do with the fact that when their part of project ends it takes quite a while for the potential drug to reach the consumer market, if it does so at all. This time consuming process does not always enable people to see the final result of their efforts, but for those who wish to do so there are many possibilities due to the fact that all parts of this process can be accomplished within AZ. Interesting enough, the results from Focus show two different aspects relating to the *feedback dimension*. People feel encouraged to give their opinions and feedback on various
issues (89% of the respondents) and described the communication within their teams as open (89% of the respondents), but when it comes to receiving feedback from outside the team, people were more dissatisfied (only 47% favorable).

“What is so good working in AZ is that you have the possibility to follow the entire process from idea to medicine, if you wish.”

We can see a clear connection between the perception of the work tasks and other aspects that seem to motivate researchers within AZ. The need to accomplish something valuable that could help people with certain diseases has already been mentioned earlier, but how does this relate to the fact that researchers seem to value their research and interests higher than anything else? Is this phenomenon only applicable to AZ or could it be applicable to other knowledge intensive organizations?

5.2.2 Commitment among Researchers

When it comes to the commitment aspect, we have suspected, and found indications for, that the reasons for people being committed to a great extent have to do with the success that the unit in Mölndal has experienced throughout the years. As mentioned before, Mölndal has developed and produced several important and market winning drugs. Not only that, they are also considered to be one of the worlds leading R&D centers in the pharmaceutical industry (www.astrazeneca.com, 2003-11-17). These successes have also caused an increased self-confidence and self-esteem among employees working on the site. This matches the arguments of Moingeon and Ramanantsoa (1997) that indicated that the organizational history helps shape the identity of an organization.

“If I would mention some aspects that I believe make people around here committed, I would definitely say that the success that the R&D unit in Mölndal have experienced and the possibility to constantly learn and develop ones skills are the most important…”

Also when compared to other R&D units in Sweden analyzed in Focus 2002, there seem to be a higher level of commitment among employees in Mölndal, supporting our belief that commitment is influenced by the level of success that the unit within a company or the company in itself experiences. Does this mean that a company’s success is the decisive factor for the commitment level of researchers? Hardly. There are, as we mentioned in the frame of references, not many studies conducted with the focus set specifically on the commitment of researchers (Vik 2001). This is although not the case for engineers where three career prototypes were
distinguished by Allen and Katz (1986, 1995); project engineers, professional engineers and management engineers. The research done on these groups fits quite well to this discussion and might provide an answer to the question formulated above.

Through our interpretation of the results from our interviews and informal discussions, we managed to find out that researchers within AZ can be divided into two groups, probably influenced by ideas similar to the findings of Marcson (1960). There seemed to be an understanding that some individuals preferred to do a so-called ‘scientific’ career, meaning that they wanted to advance on the right hand side of the broad banding structure described in figure 4.3, and some individuals who wanted to make a ‘managerial’ career, i.e. advancing on the left hand side of the figure. When asked what they and their colleagues would prefer, most interviewees responded that the former form of career was more attractive. If compared to the figures presented by Allen and Katz (1995) on how reoccurring the different types of career patterns were for engineers, we believe that the situation is somehow different for researchers; a greater share of them would prefer the ‘professional’ career described above. In a recapitulation to the question whether or not it was the company’s success that determines the commitment levels, we think that success is important, since it provides resources and the feeling of belonging to a successful entity, but also important is the question of how these new resources are used. In the case of AZ, it seems as if they are investing in factors that the employees value, and in that case the success is important.

How about the so-called project engineer type that Allen and Katz (1995) mentioned, does it not exist at all among researchers in AZ? We think it does, especially since the work in AZ is mainly conducted in project form and the fact that many of our interviewees mentioned the interesting projects the company offered as a motivating factor. The broad banding structure of AZ does not however include a separate route for this career pattern but we think that this is acceptable since the potential project researchers can choose either a scientific or managerial career and still be responsible for projects. A more interesting question is instead why none of the career patterns mentioned by Allen and Katz (1995) had an orientation primarily towards the organization itself. If this potential lapse indicates that such a commitment does not exist, then perhaps the companies should not focus their resources at making their employees committed to the organization but instead facilitate the fulfillment of the other career patterns, be they professional, organizational or project oriented. This appears to be what AZ has chosen to do. By creating an inspiring environment that enables advanced and interesting research, offers interesting work tasks and
possibilities to increase their knowledge, the employees feel that their careers are more likely to progress, than in other organizations.

This discussion bordering to different career types, leads to naturally to the following section that treats the career opportunities that exist and how these can correspond to knowledge workers’ preferences and expectations.

5.3 Career Opportunities

As mentioned briefly earlier, the career opportunities were one of the main reasons for peoples’ dissatisfaction. This can be seen in the results from Focus, the outcomes of our interviews and from internal databases. One can then ask oneself how this can be the case in an organization that seems to do more or less everything in order to make sure to have motivated, satisfied and committed employees. Recalling that the company’s HR objectives state among other things the following:

_We want our people to achieve their full potential and feel confident of meeting the challenges that working in a competitive global business brings. In particular, we focus on providing an energising work environment, excellent learning and development opportunities and competitive and flexible reward and benefit programmes._

www.astrazeneca.com, 2003-11-06

The existence of this dissatisfaction is for us quite difficult to understand since the company has clearly stated that its employees are what differentiate AZ from its competitors and that they aim to be, as they call it, the employer of choice; both things pointing to their will to have a focus on and work with employee issues. They have also tried to clarify the career opportunities that exist within the company through the broad banding structure (see figure 4.3) as they believe it is an important step in their process of attracting and retaining employees. If the career structures are clear, people would have a better understanding of what they can expect when they seek themselves to AZ and also facilitating for those already working for AZ.

Even though the broad banding structure and the idea of making it visible to both current as potential employees are good, we believe there are limitations that hinder it from being useful as a tool to ‘promote’ the career opportunities offered by AZ. The limitations has to do with both the fact that there exists fewer and fewer positions the higher you get in the ‘hierarchy’ and the fact that in order to be considered for a position at the higher levels of the organization, one needs to have post-doctoral studies.
and a considerable amount of experience within a certain research area or field. Another interesting aspect that according to us points to limited career opportunities is the fact that 73% of the employees have no employee responsibility (see table 4.3). This is for us quite odd since the R&D unit in Mölndal consists of highly educated people with in most cases at least an MSc degree. We believe that if one would look at other groups of knowledge workers, the percentage of these having an employee responsibility is probably significantly higher, although this is not a statement we have empirical support for. But again this could have to do with the fact that we are dealing with scientific researchers who have, what we have found, other preferences and ambitions than the ‘regular’ knowledge worker.

### 5.3.1 Which Employees Leave and Why?

As Allen and Griffeth (1999) mention in their discussion relating to the importance of retaining knowledge workers that focus should move from the question of how many individuals are leaving to instead examine which individuals are leaving the organization and why, we feel it might be a point to identify the link between their statement and the situation in AZ. Looking back to the empirical findings, we found that the people who leave AZ due to lack of development possibilities work in average for nine years before they decide to leave, thus it is possible to suppose that people who feel that they cannot see their careers evolve, and who have these aspirations are those who leave. Unfortunately, according to most interviewees, it seems as if these people also happen to be individuals with ambitions and ideas that they feel they cannot realize in AZ. These would be considered to be the so-called “High Potentials” we have mentioned earlier. At the same time, this implicates that they might be in lower to middle managerial positions, especially when they have been working for such a long period of time, or at least that have been managing one or several projects. The risk is at this point that individuals in such a position have a certain status or receive a certain level of admiration and respect from their co-workers and subordinates that make it easier for them to bring with them people with them when they decide to leave AZ, inflicting the company an even greater loss. Above all, there seem to be a certain risk for a knowledge intensive company that cannot offer its knowledge workers satisfying career and development opportunities to loose important employees and thus also loose the competitive edge or advantage they might have.

Dissatisfaction about career opportunities brings us to question of promotion decisions and how these are handled. Are the most suitable individuals the ones being promoted? There are clear indications in the
results from Focus that show that people are not entirely satisfied with the promotion decisions and process. However, the results from Focus do not show the reason for people not being promoted, since it is limited by its quantitative character. Fortunately, we managed to cover this omission by our interviews. A couple of interviewees mentioned that promotion decisions often were made based more on the visibility of an individual in different contexts rather than on the individual’s performance and contributions.

“If you make sure to raise your voice high enough and be seen often enough your chances of being promoted are higher...people who do not have the same ability, but who focus more on their research are more often forgotten.”

This implies that the people who often are keen on being in front, raising their opinion and trying to get heard are those who get promoted and not necessarily the people who actually perform much better than average or who contribute with important results and research. This is of course a very sensitive issue that we believe needs to be handled by the company in order to assure the retention of certain individuals that otherwise can be forgotten and shoved to the ‘background’. This supports our previous discussion regarding the attention given to individual contributions and the emphasis that needs to be put on feedback.

5.4 What Researchers Value

Researchers are special individuals with somewhat different norms, values and orientations than other knowledge workers. Because of this, researchers can be difficult to manage in a corporate setting. Marcson (1960) distinguish between the professionally oriented and organizationally oriented researchers. According to his study and classification of researchers, they have a need for independence and attention and, just like other knowledge workers (Alvesson, 2001) they seek recognition for and involvement in decisions concerning their own work. Another necessary factor that is important to researchers is the degree of freedom in their work (Marcson, 1960). Having said this, it should be mentioned that the possibilities for employees to have a democratic influence in knowledge-intensive companies are, according to some researchers on the field, in many respects good. Knowledge workers are well educated, have self-confidence and a capacity to raise their voices, that facilitates their participation in the decision making process (Akehurst, 1994; Covaleski et al., 1998). Since the meaning of being a researcher, according to Alvesson (2001), is understood as having an inclination to work more than the average person does in order to verify oneself as such leads us to believe that researchers could have a
conflict between work and personal life. Are the above mentioned theories applicable to the employees within AZ?

5.4.1 Recognition

What seemed to be important for the researchers we interviewed was the recognition issue. Some people would like to have more recognition for what they individually accomplish, i.e. they need to get attention for the results that they have personally obtained, even though the team effort often got recognized anyhow. As some interviewees claim that focus should be put on assuring more visibility for individuals who perform something valuable and important, in order to increase their motivation and thus job satisfaction and commitment, we will now focus on discussing the recognition aspect.

“More attention should be given to the individual contribution…”

The recognition aspect can be somewhat ambiguous. Even though some of our interviewees mentioned the risk of being forgotten in a later stage of the drug development process, due to ones early contribution to it, they still feel that they receive personal recognition from their team members and closest superiors. The people that are known to be skilful and hold a lot of knowledge are recognized informally by many, receiving status and respect for their person. They are also recognized formally in some cases and an example of this is the creation of the so-called ‘Wise group’ consisting of people with extensive experience and knowledge in many fields that provide help when needed in different projects. The ambiguity of the recognition aspect also has to do with the fact that many people actually mentioned that status was not sought after and that it was something that they did not value highly or even think about. Nevertheless, people claimed that they would like to receive more personal feedback and recognition for their particular contribution to the projects.

5.4.2 Freedom and Independence

The freedom aspect relating to the employees’ work was quite well approved by most employees. Many mentioned, as a motivating factor, the great possibilities they had to decide how and when to conduct their work. They were not managed through strict action controls, but rather given a high degree of freedom. The only thing they had to consider was the fact that they needed to deliver certain results at a certain point of time, but no one else bothered about how they would reach the results and at what time they decided to conduct their work. This issue happened to coincide with a

10 Swedish: Kloka gruppen.
relatively new policy that the company has decided to apply. This new policy abolished the previously used fixed-working-hours system and introduced a flexible-working-hours system, where the employees have the right to come to and leave work whenever they wish. The only occasions they need to make sure to be at work at a certain hour is when their group or department has a meeting scheduled. The introduction of this system was, according to the HR director, initiated when the company realized that its employees actually where at different stages in their personal lives and that they needed the freedom of deciding on, to them, important aspects in their work so that they could obtain a balance between their work and personal life. This balance was mentioned by many of the interviewees as lacking up until now, an opinion further supported by the results from Focus. Then how about freedom in conducting research, something that a true researcher is supposed to be passionate about?

As we mentioned in our empirical findings, some of our interviewees mentioned that researchers within AZ had a considerable amount of time for basic research.11 This view was not shared by all interviewees. Many of them thought that more time to conduct basic research freely was needed. Fortunately, managers within the company have realized that this is an important issue for many employees. For this reason there is now an emphasis from the HR department to facilitate for its employees and specifically the so-called ‘high potentials’ to conduct research that interests them. This is however done with certain limits. People can not spend more than 10-20% of their working hours to do this kind of research. This has proven itself to be one way for the company to make sure to offer researchers a similar setting to the one offered by the academic world, and at the same time still manage to obtain interesting research projects and retain its valuable employees.

5.4.3 Research and Resources

Besides the aspects mentioned in the theories, there were also other aspects that research on the field seem to have missed out on. We consider it highly interesting to have encountered these ‘new’ aspects since they could possibly add another piece of the puzzle that the researcher identity constitutes. The aspects refer to researchers valuing a good knowledge base and plentiful resources in the setting they work in and have both been very prominent in our interviews.

“Working in AZ is as close one can get to working in the academic world”

11 Swedish: Grundforskning
The interviewees claimed that researchers value the possibility of working in an environment that facilitates a continuous development of their knowledge base and skills, findings similar to what Vik (2001) discovered. It seemed as if their worst fear as researchers would be to stagnate. Even though many of the researchers we interviewed had previous experience from research in the academic world, a place renowned for its vast knowledge, they valued the knowledge base that exists within AZ highly. At the same time, the comparison that is made between working at AZ and working within academia always resulted in people mentioning that the greatest difference they could think of concerned resources.

“We received a Norwegian delegation of researchers who, after had been given the grand tour, proclaimed that AZ’s facilities in Mölndal seemed to have more research equipment than the whole of Norway!”

Resources within AZ seemed to be adequate and easy accessible for everybody. There are no problems at all to receive the equipment or the materials one needs, a situation not at all common or normal within research institutions at universities where people need to “fight for every drop of chemical substance that exists” as one of our interviewees put it. This fierce competition within academia did not limit itself to competition over resources and funding but was also a competition over research results that people preferred not to share with colleagues, but rather keep for themselves. In AZ the interaction and degree of helpfulness were perceived as much better than in the academic world that some of our interviewees had experienced and worked in. These factors can have been decisive for people feeling that AZ offers a good working atmosphere (as can be seen in different part of our empirical findings). Still, we feel that it is important to mention that the people that have chosen to leave the academic world and work for AZ has done this because of certain reasons. One of these reasons might be that they did not feel that their personalities and identities fitted the criteria that the academia demanded. Their experience of the academia might thus be biased and negatively influenced by their personal thoughts and feelings.

5.5 Consistency of Communicated Values

According to Moingeon and Ramanantsoa (1997), a good way of diagnosing the identity of an organization is through a comparison of the internal and external communication material. The reason for this is that such a comparison can facilitate an analysis of whether there is any consistency between the internal identity and the image that the organization tries to display to the various groups of stakeholders on the outside. However, the most crucial part of the diagnosis of corporate identity
concerns the diagnosis that needs to be conducted on the underlying aspects that are “hidden” and often latent for the organization’s members (Moingeon and Ramanantsoa, 1997). It is difficult to gain access to the underlying aspects of an organization and one good method to use in order to succeed is through a study of the organizations image in the eyes of its members. We have in our attempt to diagnose the identity within AZ chosen to, among other things, apply the methodology elaborated by the French school (Moingeon and Ramanantsoa, 1997) mentioned in a previous chapter. It helped us to reveal as well as discover some images of the organization held by the employees’ that in turn gave us the possibility to get an inkling of the identity within the company. The way we could discern the contours of the identity was namely facilitated by the images of the organization that we could derive from our interviewees view. The images are, according to Markwick & Fill (1997), in fact created through the employees of the organization. They also mention that images are present in the mind of different stakeholders and that if the employees’ views and ideas about the organization differ, then different identities would evolve, and so would confusion. We thus believe, just as the above-mentioned authors, that it is important for an organization to at least try to create a consistent and durable identity in order to influence the image held by the different stakeholders.

“Management seeking to influence the images held of their organization can only do so through the management of the corporate identity. [...] Corporate image is what stakeholders perceive the organization to be.”


Sometimes it seemed to be difficult for some interviewees to describe their view of the organization’s identity. As some interviewees expressed it, “it is ingrained in the walls”. What the interviewees referred to was the so-called “Mölndal spirit” that we mentioned in the empirical chapter. This spirit is the result of the success of the R&D unit in Mölndal which leads us to believe, even more firmly, that success is a very important concept for researchers in corporate settings and thus even for knowledge workers in general. On the other hand, it is not difficult to argue that success in any organization may lead to a higher level of motivation, job satisfaction and commitment, as we mentioned in the empirical chapter, but from that point to determining success as a pre-requisite for the creation of a certain identity, we are of the opinion that it takes much more than only the success in itself.
5.5.1 Communicated and Experienced Values

When looking at the official company values, words such as respect, openness, honesty and trust are mentioned, as well as mutual support and integrity. The first set of values was “respect for the individual and for the diversity within the firm”. In the results from Focus 2002, one of the lowest scoring statements was “Management supports equal opportunity for all employees” and we also mentioned earlier that 19% of the female employees had felt a career limitation due to their gender. We derive from these two aspects that some individuals have clearly felt that they had not been treated equally. When not treated equally, it is likely that individuals do not feel respected. Would this indicate that AZ is not fulfilling this stated value? We think that the short-term fulfillment of the values should probably not be interpreted as either black or white, but rather looked upon distinguishing if it is getting darker or brighter. If the situation in AZ is worse than previous years, then something is definitely awry; otherwise it is hard to tell. With a long-term perspective though, the number of employees feeling discriminated should ideally be zero. With the perspective set on present day, without comparing with neither past nor future, we think that 19% of the female employees complaining is something to be taken seriously. Considering the diversity aspect, we think that AZ should probably be considered quite diversified since there is no majority of either women or men and that 16% of the work force in R&D Mölndal were of foreign origin, a number we consider to be quite high.

The second set of values was “Openness, honesty, trust and mutual support among employees”. We certainly got the impression that these value were strongly shared by the employees we got into contact with at AZ. Interviews, observations and talks all indicated a high degree of interaction and helpfulness as well as a good working atmosphere in general.

“There can not be many workplaces with such a good atmosphere and such a fantastic setting…”

These issues were particularly prominent when interviewees compared them with previous experience from academic institutions and we believe that together these can constitute a significant reason for researcher to choose to stay at AZ when the alternative is to conduct research in the academic world. The results from Focus also support this set of values since some of the highest scoring statements are linked to teamwork and openness.

The third set of values comprised “Integrity and highly stated ethical norms”. These aspects were almost completely left out by our interviewees. We suspect that this set of values, handling more intangible issues one
perhaps not reflects upon on a normal basis, exists more in the background and it is probably hard to determine whether or not the individuals possess a high integrity or not through interviews. Since many knowledge workers define themselves in terms of approach to the work (Alvesson, 2001), we doubt that anyone would even reveal that they were breaking stated ethical standards since, if that was the case, that would probably not fit into their image of themselves as researchers working for a responsible company. As mentioned before, identification works through a mixture of internal pride and the prestige and success of the organization (Alvesson, 2001). With this paragraph we do not claim that AZ does not work with ethical considerations, au contraire, they seem to be heavily involved with them, but since there is quite extensive legislation and policy documents in this area (www.lif.se, 2003-12-06) we think that all serious companies in the pharmaceutical industry in Sweden is likely to have high ethical standards. Thus, this is not something particularly unique for AZ.

The fourth and final set of values emphasized “Leadership providing good examples on all levels in the organization”. In Focus, the dimension concerning Leadership was rated slightly above average, and none of our interviewees had anything particular to say about the leadership in AZ. This could though imply that leadership in general was functioning satisfactory since it is our previous experience that when leadership is not functioning satisfactory, it is one of the first things that is brought up in informal talks or interviews (Gerges & Sonander, 2003).

5.6 Researchers within Corporate Settings: Scientific or Business-Oriented?

The creation of a specific social identity increases, according to Alvesson (2001), the probability that norms, values and ideas related with the group become internalized into the perception of oneself. When it comes to researchers, they seem to identify themselves mostly through their work and their acquired knowledge. The identity provide inexplicit guidelines regarding what behavior is “normal” and both the theories and our interviews point to the facts that normal behavior for researchers is to work hard (or rather, a lot), always striving to develop and increase their knowledge base and also being committed to their research. This research ideal stands above everything else, even above single individuals, and that could be the reason for teamwork being spoken so greatly about; a team is more likely to produce better research than one particular individual alone.

Other types of knowledge workers might acquire status according to the bottom line of their paycheck, but financial incentives are heavily downplayed at AZ. The ones possessing the greatest knowledge and
participating in the most interesting projects are the ones with greatest status, acting as ‘internal consultants’ and the ones to ask when in doubt. We think that being considered one of the top researchers, a guru if you wish, is probably the dream of most scientists and the ultimate recognition of ones knowledge. Knowledge is nonetheless an intangible, multifaceted concept with several meanings (Nonaka, 1994), and it is therefore difficult to prove for others what knowledge one may possess. One traditional and established way of doing so is to publish ones scientific or research findings in accredited scientific or professional journals. By this, researchers can more easily demonstrate their knowledge and get confirmation and recognition for their accomplishments. However, the situation is not that easy for the researchers in AZ. They are bound to different policies and copyright issues that hinder them to publish research results, due to the risk of displaying too much information to competitors. Other than that, their time is already scarce due to their obligations to complete the projects they work on and deliver substances and results. At the same time it did not seem as if people in AZ valued the possibility to publish results as highly as some of researchers in academia appear to do, or at least feel an obligation to do since their research funding is often limited by the number of publications they manage to produce. This could be important in the attempt to distinguishing the identity of researchers within AZ.

5.7 Summary of our Analysis

Now that we have presented our analysis, we would like to summarize it and bring forward the aspects we found most relevant.

5.7.1 Voluntary Employee Turnover

We have found that even though AZ is experiencing a low turnover rate today, the situation might differ in the future and thus it is important to formulate a strategy concerning employee retention. Both research and our investigation point to the fact that there is a need for companies to gather and keep data concerning the reasons for their voluntary employee turnover. AZ has statistics only for the last two years and this, together with the results from our interviews, indicate that the most prominent reasons for voluntary employee turnover had to do with personal reasons and the lack of development possibilities. We consider personal reasons to be uncontrollable and difficult to predict. Development possibilities on the other hand should be easier to influence.

The biggest advantages of working in AZ, in comparison to the smaller firms and other organizations, seemed to be plentiful resources, good enough salary and benefits as well as a high degree of security in the
job. Additionally HR representatives claim that the salaries stand well in comparison to the industry standard.

The next aspect that we found interesting concerned the importance for AZ to work in different networks. Working in networks is important in order to benefit from new ideas and research. When working in networks one also has the possibility to get an idea of how things are running in other organizations and compare this to one’s own employing organization. We have also discussed whether employees with a wider contact network are more likely to evaluate external alternatives. What this might lead to would depend on the companies’ competitive attractiveness. Since AZ has a low turnover rate, in comparison with other actors on the market, it is likely that the company has a higher competitive attractiveness.

### 5.7.2 Factors Related to Turnover

Theories claim that work motivation depends on the design or characteristics of the work as well as development and learning possibilities. When looking at the different dimensions in the work characteristics model we found that people are quite satisfied with the opportunities of using their skills and abilities in their job. They do not seem to be like other knowledge workers in that they appear to be above all committed to the actual objectives and the role of being a scientist, and hence having the possibility to make a humanitarian contribution. However, we discovered a potential problem for those working in the early phase of a particular drug’s development process that has to do with the feedback issues from outside their own teams.

**Commitment among Researchers**

There are not many studies conducted concerning the commitment of researchers. We have though found indications that the unit’s success to a great extent influenced peoples’ commitment. Since researchers value their development and learning possibilities, the commitment for this group depends on the career opportunities offered by an organization.

Researchers within AZ can be divided into two career groups, the scientific and managerial respectively, and when asked what they would prefer, most researchers indicated that the former form of career was more attractive. In fact, we are of the opinion that since AZ is offering the possibility to conduct interesting research, in an interesting setting with a vast knowledge base, and sufficient resources that facilitates the research process is the main reason for AZ to be so popular and attractive for people working in it. This in turn is translated into the low turnover rate that the company is experiencing at the moment.
Through our analysis we found that none of the handled career patterns included an orientation primarily towards the organization itself. This could indicate that companies, instead of focusing their resources at trying to make their employees committed to the organization, they should facilitate the fulfillment of the other career patterns, be they professional, organizational or project oriented. One way of doing this could be through creating an inspiring environment that enables advanced and interesting research, offers interesting work tasks and possibilities to increase one’s knowledge.

**Career Opportunities**

The career opportunities were one of the main reasons for peoples’ dissatisfaction. We found this rather odd for an organization that seems to do more or less everything in order to make sure to have motivated, satisfied and committed employees. However, the broad banding structure successfully visualizes the possible career patterns, but also by doing so it points to the actual lack of formal career steps. Some departments seem to have bypassed this limitation through the creation of supplementary structures. One example of these is the creation of the so-called ‘wise group’. Even though the participants of this group did not receive a formal promotion, we think it is likely that they appreciated the nomination to the group.

### 5.7.3 Which Employees Leave and Why?

We have observed that people who feel that they cannot see their careers evolve, and who hold these aspirations are the ones who leave. Unfortunately, it also seems as if these people happen to be individuals with ambitions and ideas that they feel they cannot realize in AZ. If they have been working for a long period of time and/or managing one or several projects, there is an increased risk that these individuals bring with them people once they decide to leave. Above all, there seem to be a certain risk for a knowledge intensive company that cannot offer its knowledge workers satisfying career and development opportunities to loose important employees and thus also loose the competitive edge or advantage they might have.

Another sensitive issue that we believe needs to be handled by the company in order to assure the retention of certain individuals is the company’s way of giving attention to individuals in the ‘background’.
5.7.4 What Researchers Value

What seemed to be important for the researchers we interviewed was the recognition issue. Some people would like to have more recognition for what they individually accomplish and contribute to the projects. We found this aspect somewhat ambiguous, because at the same time, people were given the possibility to follow the entire process from start to end. Nonetheless, it would be interesting to know how feedback is managed in other parts of the research community.

The freedom and independence aspects seemed to be very important for researchers and in the case of AZ, it seemed as if this had been taken under consideration. There was some time available for basic research, although perhaps not as much as at the universities, but this was not really experienced as a limitation since the researchers realized that they were working for a commercially oriented organization. Besides those aspects mentioned in the theories, we also found other aspects that research on the field seem to have missed out on. The aspects referred to researchers valuing a good knowledge base and plentiful resources in the setting they work in. The interviewees also emphasized the value of working in an environment that facilitates a continuous development of their knowledge base and skills. It seemed as if their worst fear as researchers would be to stagnate.

5.7.5 Consistency of Communicated Values

We believe that it is important for an organization to attempt to create a consistent and durable identity in order to influence the image held by its different stakeholders. Employees within AZ sometimes found it difficult to describe their view of the organization’s identity, the ‘Mölndal spirit’, since it was said to be ‘ingrained in the walls’.

Taken together, we consider that these different sets of values, expressed in the communication material depict an open working environment dominated by teamwork, which is exactly the picture we have received through our interviews and observations. However, we think that 19% of the female employees complaining is something to be taken seriously, especially in an organization where respect for the individual is one of its stated values. The question is though how different these values are in comparison to other companies’ values. Such an analysis has never been within the scope of this investigation, but if identity should be looked upon as a resource for competitive advantage (Sigler, 1999) then we consider that there should be a comparative difference. Because of this, we took a second look on these values and wondered whether or not they could
be applied to virtually any company. We thus ask ourselves whether AZ’s transmitted values are simply in place as a formal requirement or if they are also lived values, embraced by the employees. We have tried to investigate this through our analysis, and found out that either AZ could be said to have their employees perceptions rather aligned to the stated company values, or to have too indistinct values. The former alternative is the one we believe prevails.

5.7.6 Researchers within Corporate Settings: Scientific or Business-Oriented

Researchers within corporate settings seem to identify themselves mostly through their work and their acquired knowledge. The research ideal stands above anything else and financial incentives are downplayed. A traditional way for researchers to receive recognition is to get their findings published in accredited journals. Since researchers within AZ are bound to different copyright issues that hinder them to publish research results, this option is often not as accessible as in non-commercial settings. Albeit publishing ones findings did not seem to be highly valued by most employees anyway. Another question is whether it is the preferences of the researcher that determines the identity of the company or the other way around. We think that the researcher probably adapts to the research ideal at AZ, but this adaptation process is probably not that extensive since the ones applying for a job at AZ are people with some kind of research background and specific characters and preferences.

5.7.7 The Three R’s Model

Finally we would like to conclude by presenting an idea of what we believe can be a supplementary part to theories concerning the long term retention of researchers, namely the model of the three R’s: Resources, Research and Recognition. This model might be applicable to knowledge intensive organizations in general, but it is probably more suited to the subgroup that we have identified, namely the Research Intensive Companies. What distinguish these organizations is, just as the name reveals, their research intensiveness being essential for their operations. In an even narrower sense, the model could be even more appropriate for pharmaceutical companies since our inspiration originates from such a company. This presentation can be better understood if contemplating figure 5.1 at the end of this section. For a company that aims at retaining its highly valued researchers there are some aspects to consider.
According to our findings, such a company needs to be able to provide primarily the following three factors:

- Firstly, adequate resources. These could consist of everything from state of the art technical equipment to fume-cupboards.

- Secondly, an interesting and developing research environment. Knowledge workers have a desire to continuously develop their skills and knowledge, and this process is facilitated by a creative environment in an organization with a considerable knowledge base. A knowledge base is formed through the accumulated knowledge in the organization thus it depends on the knowledge workers present in it.

- Thirdly, individual recognition for researchers is important. This could comprise anything from career opportunities within the organization, continuous feedback or the possibility to publish ones findings in scientific journals, to name a few examples.

When these tangible and intangible resources are put in place, they are likely to attract researchers from other actors in the external environment as well as having a retaining effect on the present employees. The first factor is especially important for researchers when comparing with the academic world, and the second when comparing with the smaller pharmaceutical companies. The third factor is almost completely dependant of the organizations own aptitude and attitude towards giving recognition. The knowledge base found in such a company will hopefully be able to produce products that will lead to financial as well as scientific successes. The financial success will increase the company’s possibility to improve its resource base, and the scientific success will provide positive feedback to the organization as well as increase its reputation in society, thus leading to an even greater interest for researchers on the labor market for the company in question.

Interestingly enough, the second factor, being dependent on the knowledge base, increases when new knowledge workers form part of the organization, thus leading to an even higher inclination for other knowledge workers to be a part of it.
Figure 5.1: The Three R’s
Source: Own Creation
6. Concluding Thoughts

This chapter summarizes our acquired results and conclusions. We will start off by presenting our conclusions and then present some recommendations to AZ. This will be followed by a discussion concerning the verification of our findings. We end this chapter by giving our comments on our methodology and project form as well as providing some foundations for further research.

6.1 Conclusions

We believe that it is important for an organization to attempt to create a consistent and durable identity in order to influence the image held by its different stakeholders. We have found that researchers within AZ seem to highly value working in interesting projects. This argument coincides with the conviction we have formed after having interpreted and analyzed the empirical material, namely that researchers are actually more committed to interesting research and the possibility of working with interesting and developing projects than to the employing organization, in our case AZ.

There are several aspects that need to be considered and dealt with by an organization in order for them to attract and retain researchers. It has not only to do with providing interesting research and projects but also:

- good career opportunities
- possibilities to improve skills and knowledge
- personal recognition and attention
- freedom and flexibility in the work
- adequate resources
- a good working atmosphere and research environment

In the case of AZ, we believe that they fulfill many of the above mentioned criteria but not all. They could still improve on the aspects of career opportunities as well as personal recognition and attention. In fact, we are of the opinion that the fact that AZ is offering the possibility to conduct interesting research, in an interesting setting with a vast knowledge base, and sufficient resources that facilitates the research process is the main reason for AZ being attractive for people working in it. This in turn is translated into the low turnover rate that the company is experiencing at the moment.

Other findings that we would like to bring forward are the following:

- Status was not perceived as an important issue, contrary to what some research on the area indicated. The will to publish one’s findings is of secondary importance.
• The historical successes have formed the ‘Mölndal spirit’ that influence motivation, job satisfaction and commitment.
• Employees within AZ found it difficult to describe their view of the organization’s identity, since it was said to be ‘ingrained in the walls’.

6.2 Recommendations to AZ

We would now like to suggest some recommendations that could be applicable for our case company but at the same time for other organizations that operate in similar settings.

Companies should not focus their resources on making their employees committed to the organization. Instead they should facilitate the fulfillment of other career patterns, be they professional, organizational or project oriented, that in turn will facilitate their retention.

The efforts made by the company to clarify the career paths and possibilities are good, but they should try to enhance them by communicating the possibilities of learning and development that also are offered.

The comparison of the communicated material showed that AZ did not bring forward some of the important aspects they possess, such as the possibility of offering competitive salaries, and the resource base that not many other organizations can offer. This should be considered.

6.3 Verification of Our findings

When we were in the final stage of completing this thesis we received additional material from the HR department of AZ that we found quite interesting. During a certain time now, the HR department has been developing a people strategy for the R&D department and we were given a glimpse of how the finished material might look like. Interesting enough, parts of this material proposed a strategy somewhat aligned to our recommendations. At first, this felt daunting, since our findings partially appeared to have been thought of, but after second thought we concluded that if two separate investigations, independent of each other and with different foci, draw similar conclusions, then it is probable that neither of them is particularly far from the right track. Thus we hope that our work will give an increased validity to the other investigation done internally by the HR department, and vice versa.

6.4 Comments on Our Methodology

When studying employee turnover the strategy and results will depend highly on whether the investigation has a qualitative or a quantitative focus. With a quantitative focus we would probably have tested both
internal and external factors that could contribute to employee turnover. However, since there is very scarce research aimed at understanding how scientists interact and reason, (for example what factors motivate and induce commitment for scientists) we felt that a qualitative study on a selection of scientists would probably shed more light on this area of research. However, with this thesis as a basis, it would probably be interesting to try to quantify our findings and see if they hold true for the entire organization as well as other organizations within the same industry.

A good example of a tool that can help in such a quantitative investigation is the EOS, an instrument for measuring employee opinions through surveys. AZ, being a global company, has chosen to cooperate with an internationally renowned firm that provides standardized surveys that can be compared to statistics from other companies and industries. However, this standardization also constitutes a limitation. To be able to compare the results, the questions need to be standardized and this limits the company’s possibilities to adapt the survey to its particular needs and preferences. In our opinion, a survey should be customized to the pre-requisites that are prevailing in the company to be able to provide useful information. One way of achieving this is by conducting a qualitative pre-study, and then supplement the EOS with a follow-up study also of qualitative character. For this reason we believe that our investigation may provide an interpretation of the subjacent factors at AZ, but that it also lays the basis for a possible quantitative study that may further verify our findings.

6.5 Comments on Our Project Form

Working with theses in the project form that we have applied is something rarely found, at least at Masters Level, within the Department of Business Administration at Linköping University. This form has proven to entail both advantages and disadvantages for the groups involved in the project, for the others in the seminar group as well as for the opponent groups that have been studying the theses more thoroughly.

The upside of such a conduct for the working groups is that it can facilitate for, and result in, a more creative process due to a broader perspective and more input since there are more individuals involved. It may also lead to synergy effects from the possibility of division of labor etc. These positive effects can however be eroded by negative impact in the form of increased difficulties of coordination as well as increased need of compromises and adaptation concerning choice of theories etc. when there are parts of the theses that are supposed to be common for both groups.

Another aspect to consider is the geographic proximity. The work of the project groups will undoubtedly be much easier to coordinate and
manage if the groups are situated in the same geographic area. Nevertheless, we believe that the positive effects from such a working structure may outweigh the negative ones if a lot of time and effort is put on preparing the work in advance, deciding on how and what to coordinate and making sure that communication between the different thesis groups functions satisfactory. By this we mean that it is very difficult to work with similar project forms in ad-hoc groupings and that a formalization of the work needs to be put in place in advance.

Difficulties that may be encountered by the individuals outside the project can have to do with the ‘clarity’ of the theses’ structure. By this we mean that if, for example, the purpose of the project is not clearly denoted or expressed, or if there is no common denominator between the different theses that is easy to grasp, it could be difficult for a potential reader to understand what the contribution of the theses respectively can be. However, if the authors of the different theses make sure to clearly indicate what parts are common for the project (and thus for both theses) and where in the theses the different groups choose different paths, such a problem is often easily resolved.

Nonetheless, the fact that this kind of approach is a novel and pioneering one, makes us find this specific project form more interesting and challenging than the traditional, ‘paved path’ that has been previously laid.

6.6 Foundation for Further Research

We have investigated a phenomenon that might be important for other knowledge intensive companies operating in other industries or settings and we believe that the results of our study could be applicable to other than our case company. We thus encourage further research in this area and would like to see an extended verification of the theories presented in this thesis.

In the process of writing this thesis we have found some interesting aspects that fell outside the framework of our purpose, but nonetheless deserve further consideration. To what extent do the company values differ between firms in similar industries and how consistent are these values when compared with the values of the employees?
List of Sources

**Interviews**

Magnus Vik, Ph.D. Linköping University, 2003-11-05

Bengtsson, Curt, HR Manager AZ, Södertälje, 2003-11-19

Camilla Larsen, University Liaison 2003-11-20

Peter Hallberg, HR Business Partner Leader, Mölndal 2003-12-03

10 interviews at AstraZeneca, Mölndal, 2003-12-01/03

**Articles**


List of Sources


Harris, F. and DeChernatony, L. (2001), ‘Corporate branding and corporate brand performance’, European Journal of Marketing, Vol. 35/3 and 4, p 441-56


**Books**


**Studies**


Astrazeneca (2002), ‘*En ledande drivkraft I läkemedelsvärlden’*

Astrazeneca & ISR (2002), ‘*AstraZeneca Focus Employee Opinion Survey 2002’*


Svenskt näringsliv (2001), *Det nya näringslivet*, Svenskt näringsliv

The Conference Board (2002), *Executive Summary - Sustaining the Talent Quest: Getting and Keeping the Best People in Volatile Times*, the Conference Board


Universum Communications AB (2003), *The Universum Young Professional Survey 2003*, Universum Communications AB, Stockholm

**Internet Sources**

The HRM Network (2002-03-01), ‘*Branding Aligns Employees with Organizational Goals*’, http://www.hrmguide.net/usa/commitment/employer_branding.htm

AstraZeneca i Sverige (2003-11-06), http://www.astrazeneca.se


The Swedish Association of the Pharmaceutical Industry (2003-12-06), http://www.lif.se

**Reference Literature**

Longman Dictionary of the English Language (1992), Longman Group, United Kingdom
**APPENDIX I**

**INTERVJUGUIDE**

- Presentera oss och syftet med vårt projekt.
- Fråga om möjlighet att spela in intervjun.
- Upplys om konfidentialitet.

**Namn: ____________________________                 Datum: _________________**

<table>
<thead>
<tr>
<th>Bakgrundsfrågor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Berätta lite om din bakgrund? (utbildning, tidigare arbete etc)</td>
</tr>
<tr>
<td>2. Vilka arbetsuppgifter har du idag? (ansvar, befogenhet, roll, funktion)</td>
</tr>
<tr>
<td>3. Vad fick dig att välja AstraZeneca? Är det samma sak som får dig att stanna idag? Om nej, vad får dig att stanna kvar?</td>
</tr>
<tr>
<td>4. Hur länge har du varit anställd här?</td>
</tr>
<tr>
<td>5. Hur kom det sig att du lämnade ditt tidigare arbete?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Arbete och Karriär</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Hur upplever du att den interna arbetsmarknaden fungerar? Uppmunträrd du/ni intern rörlighet?</td>
</tr>
<tr>
<td>7. Vilka är de viktigaste fördelarna med att arbeta på AZ? Nackdelar?</td>
</tr>
<tr>
<td>8. Hur reglerad/styrd anser du att din arbetssituation är?</td>
</tr>
<tr>
<td>9. Om du skulle beskriva AZ för en arbetssökande, vad skulle du säga är den största skillnaden med att arbeta på AZ kontra att arbeta på andra företag eller universitet?</td>
</tr>
<tr>
<td>10. Hur är karriärmöjligheterna i denna typ av arbete? Vad finns det för karriärsstege?</td>
</tr>
<tr>
<td>11. Hur viktigt är det för forskare att göra karriär? Hur viktig är den organisatoriska karriären jämfört med intresset att göra en vetenskaplig karriär?</td>
</tr>
<tr>
<td>13. Om du tänker på människor som du känner och har arbetat med och som sedan slutat sin anställning; varför slutade de här? Är de missnöjda, vantrivs, har de hittat annat jobb, familjeskäl, karriär?</td>
</tr>
</tbody>
</table>
Aktivt Arbete för att Behålla Personal

14. Har er enhet märkt av problem med att behålla kompetens?
15. Vilka faktorer motiverar forskare i din närhet/organisation? (Pengar, beröm, uppmärksamhet, mer ansvarsfyllda uppgifter etc)
16. Finns den någon eller några grupper i den här organisationen som har annan status än andra. Vilka är de, och varför har de annan status? År det viktigt att tillhöra denna grupp? Varför?
17. Vad tror du motiverar en ”framstående forskare” att stanna kvar i AZ? Vad erbjuder man dessa idag för att stanna kvar? Hur har detta fungerat?
18. Vilka förväntningar har du på AZ som företag?
19. Vilka förmåner erbjuder AZ? Vad anser du om dessa?
21. Hur kan AZ påverka de anställda på ett sådant sätt att de väljer att stanna kvar inom företaget?

Till HR-Ansvariga

22. Vilka möjligheter har de anställda när det kommer till att påverka utformningen av sitt arbete? Kompetensutveckling, semester, flextid etc?
23. Hur vill ni uppfattas av potentiella arbetstagare? Försöker ni marknadsföra er via en image eller liknande?
24. Hur vanligt är det med återrekrytering? År det något som du tror kommer att öka i betydelse i framtiden?
25. Intervjuar ni anställda när de slutar för att få fram orsaker till beslutet? vem är i sådant fall ansvarig för dessa intervjuer? Vad har resultatet varit?
26. Bibehåller AZ kontakt med de som slutat genom exempelvis någon form av nätverk?

- Tacka för medverkan.
### APPENDIX II
FOCUS, 2002, R&D Mölndal

#### CATEGORY 1: LEADERSHIP

<table>
<thead>
<tr>
<th>Question</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 My performance targets are clear.</td>
<td>73</td>
<td>6</td>
<td>21</td>
</tr>
<tr>
<td>58 My performance targets were established with my input.</td>
<td>83</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>9 My immediate manager involves me in:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning the work of our team</td>
<td>78</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>Making decisions that affect my work</td>
<td>83</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>20 My immediate manager:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Communicates a clear direction for our team</td>
<td>78</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>b. Is considerate of me as a person</td>
<td>89</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>c. Effectively communicates his/ her ideas</td>
<td>80</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>d. Shows appreciation when I do a good job</td>
<td>81</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>e. Gives constructive feedback for improvement.</td>
<td>69</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>f. Is open to feedback on his/ her own strengths and weaknesses</td>
<td>66</td>
<td>16</td>
<td>18</td>
</tr>
</tbody>
</table>

#### CATEGORY 2: COMMUNICATION & FEEDBACK

<table>
<thead>
<tr>
<th>Question</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>AstraZeneca does an excellent job of keeping employees informed about matters affecting our jobs.</td>
<td>71</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>The information I need to do my job is readily available.</td>
<td>80</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>In AstraZeneca sharing of knowledge is encouraged.</td>
<td>78</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Most of the time it is safe to speak up in AstraZeneca.</td>
<td>69</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>I am sufficiently informed about the performance of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. My team</td>
<td>78</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>b. My function/company</td>
<td>72</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>c. AstraZeneca</td>
<td>72</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>I have a clear understanding of the performance targets of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. My team</td>
<td>87</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>b. My function/company</td>
<td>82</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>c. AstraZeneca</td>
<td>77</td>
<td>11</td>
<td>13</td>
</tr>
</tbody>
</table>

#### CATEGORY 3: MY TEAM

<table>
<thead>
<tr>
<th>Question</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>In AstraZeneca teamwork is encouraged.</td>
<td>87</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>In my team, I am encouraged to give my opinions and feedback</td>
<td>89</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>The quality of work produced by my team is excellent.</td>
<td>88</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>There is good co-operation between my team and other teams in AstraZeneca.</td>
<td>82</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>My team work well together.</td>
<td>90</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>My team gets feedback on how satisfied our internal/external customers are with the work we perform.</td>
<td>47</td>
<td>18</td>
<td>34</td>
</tr>
<tr>
<td>Communication in my team is:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Open</td>
<td>89</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>b. Honest</td>
<td>86</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>c. Direct</td>
<td>84</td>
<td>3</td>
<td>13</td>
</tr>
</tbody>
</table>
### CATEGORY 4: PAY & BENEFITS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay in AstraZeneca is as good as or better than the pay in other organisations in our industry</td>
<td>25</td>
<td>33</td>
<td>43</td>
</tr>
<tr>
<td>I am happy with the degree of choice and flexibility I have in shaping my pay and benefit package</td>
<td>29</td>
<td>43</td>
<td>28</td>
</tr>
<tr>
<td>My job performance is evaluated fairly</td>
<td>70</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>How good a job is AstraZeneca doing in linking pay to performance</td>
<td>23</td>
<td>38</td>
<td>21</td>
</tr>
<tr>
<td>How satisfied are you with:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Your pay</td>
<td>37</td>
<td>35</td>
<td>28</td>
</tr>
<tr>
<td>b. Your benefits package</td>
<td>37</td>
<td>46</td>
<td>17</td>
</tr>
</tbody>
</table>

### CATEGORY 5: LEARNING & DEVELOPMENT

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>I receive the training and development I need to do my current job.</td>
<td>81</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>I have the opportunity for personal development and growth in AstraZeneca.</td>
<td>80</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>I receive the training and development I need to help prepare me for other roles.</td>
<td>65</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>My job offers sufficient opportunity to use my skills and abilities.</td>
<td>79</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>In AstraZeneca, there is adequate opportunity for employees to learn about internal vacancies.</td>
<td>86</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>My immediate manager encourages me to take responsibility for my own development.</td>
<td>87</td>
<td>5</td>
<td>8</td>
</tr>
</tbody>
</table>

### CATEGORY 6: WORK/LIFE BALANCE

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have enough flexibility in my job to be able to balance my work and personal life.</td>
<td>81</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>In AstraZeneca, management actively supports work/life balance.</td>
<td>61</td>
<td>17</td>
<td>22</td>
</tr>
<tr>
<td>My immediate manager takes work/life balance into account when:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Scheduling meetings and/or travel</td>
<td>74</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>b. Assigning work</td>
<td>74</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>c. I have a work/life conflict</td>
<td>58</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>How satisfied are you with your workload.</td>
<td>58</td>
<td>27</td>
<td>15</td>
</tr>
</tbody>
</table>

### CATEGORY 7: SAFETY HEALTH & ENVIRONMENT

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable</th>
<th>?</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are adequate security measures where I work.</td>
<td>87</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Safety rules are carefully observed, even if it means work is slowed down.</td>
<td>63</td>
<td>29</td>
<td>8</td>
</tr>
<tr>
<td>My work area is a safe place to work.</td>
<td>95</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Overall, the physical working conditions at my workplace are satisfactory.</td>
<td>92</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>I believe AstraZeneca is an environmentally responsible company.</td>
<td>69</td>
<td>26</td>
<td>5</td>
</tr>
<tr>
<td>AstraZeneca demonstrates commitment to the health and well-being of its employees.</td>
<td>86</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>CATEGORY 8: DIVERSITY</td>
<td>FAVORABLE</td>
<td>?</td>
<td>UNFAVORABLE</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------</td>
<td>---</td>
<td>-------------</td>
</tr>
<tr>
<td>6 Management supports equal opportunity for all employees.</td>
<td>54</td>
<td>17</td>
<td>28</td>
</tr>
<tr>
<td>18 I have not encountered any bias or discrimination towards myself and/or other people in AstraZeneca.</td>
<td>79</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>29 My immediate manager values individual differences within our team</td>
<td>75</td>
<td>17</td>
<td>8</td>
</tr>
<tr>
<td>37 Management supports diversity in the workplace.</td>
<td>64</td>
<td>26</td>
<td>10</td>
</tr>
<tr>
<td>42 In AstraZeneca promotion decisions are based on selecting the most qualified individuals, based on merit.</td>
<td>45</td>
<td>29</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CATEGORY 9: INNOVATION</th>
<th>FAVORABLE</th>
<th>?</th>
<th>UNFAVORABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 In AstraZeneca:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 a. Our traditional ways of doing things can be challenged</td>
<td>57</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>10 b. Time is available for exploring new ideas</td>
<td>44</td>
<td>10</td>
<td>46</td>
</tr>
<tr>
<td>10 c. People receive recognition for innovation</td>
<td>61</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td>10 d. People dare to take the initiative</td>
<td>70</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>10 e. New ideas can fail without penalty to the originating person</td>
<td>59</td>
<td>30</td>
<td>11</td>
</tr>
<tr>
<td>10 f. Ideas are put into action</td>
<td>61</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>56 Decision making in AstraZeneca is:</td>
<td>24</td>
<td>50</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CATEGORY 10: OUR COMPANY</th>
<th>FAVORABLE</th>
<th>?</th>
<th>UNFAVORABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 I am proud to work for AstraZeneca.</td>
<td>91</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>43 There is good co-operation across functions/companies in AstraZeneca.</td>
<td>45</td>
<td>32</td>
<td>23</td>
</tr>
<tr>
<td>45 AstraZeneca is socially responsible in the community.</td>
<td>46</td>
<td>45</td>
<td>9</td>
</tr>
<tr>
<td>51 I would recommend AstraZeneca as a good place to work.</td>
<td>94</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>10 In AstraZeneca:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 g. People have fun while doing their work</td>
<td>86</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>30 AstraZeneca operates with integrity in its:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 a. Internal dealings [with employees]</td>
<td>62</td>
<td>32</td>
<td>6</td>
</tr>
<tr>
<td>30 b. External dealings [with customers, suppliers, etc.]</td>
<td>51</td>
<td>47</td>
<td>2</td>
</tr>
<tr>
<td>60 At the present time, are you seriously considering leaving AstraZeneca? (NO/YES/DON'T KNOW)</td>
<td>76</td>
<td>9</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CATEGORY 11: MY JOB</th>
<th>FAVORABLE</th>
<th>?</th>
<th>UNFAVORABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 I have a very clear idea of my job responsibilities.</td>
<td>88</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>7 I think my job is considered important in AstraZeneca.</td>
<td>88</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>13 AstraZeneca makes adequate use of recognition other than money to encourage good performance.</td>
<td>34</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>21 I have sufficient authority to do my job well.</td>
<td>87</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>31 My work gives me a sense of personal accomplishment.</td>
<td>87</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>44 I have the resources I need to do my job well.</td>
<td>81</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>49 I am frequently worried about being made redundant. (N)</td>
<td>94</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>52 I enjoy my job.</td>
<td>91</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>CATEGORY 12: R &amp; D QUESTIONS</td>
<td>FAVORABLE</td>
<td>?</td>
<td>UNFAVORABLE</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------</td>
<td>---</td>
<td>-------------</td>
</tr>
<tr>
<td>Do you feel that you have ever been disadvantaged at a meeting or in a business/ scientific interaction because your perspective/approach was significantly different than that of your peers? (N)</td>
<td>49</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td>Do you find that your peers made an effort to understand &amp; benefit from your different perspective/approach?</td>
<td>34</td>
<td>45</td>
<td>21</td>
</tr>
<tr>
<td>Management trusts the judgement of people at my level in AstraZeneca.</td>
<td>65</td>
<td>16</td>
<td>19</td>
</tr>
<tr>
<td>I understand the benefits to the company of a diverse workforce.</td>
<td>95</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>I intervene when I notice behaviors that exclude people.</td>
<td>72</td>
<td>22</td>
<td>5</td>
</tr>
<tr>
<td>People from all cultures and backgrounds are readily accepted in my business area.</td>
<td>84</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>How good a job do you think AstraZeneca is doing in retaining its best people.</td>
<td>26</td>
<td>43</td>
<td>18</td>
</tr>
<tr>
<td>If I were discriminated against, I feel confident that I would raise the issue. (Y/N)</td>
<td>79</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Do you feel able, if you choose, to be open at work about your private life? (Y/N)</td>
<td>93</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Thinking back, have any of the following limited your career development at AstraZeneca (N/Y):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Age</td>
<td>88</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>b. Appearance</td>
<td>99</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>c. Disability</td>
<td>99</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>d. Educational background</td>
<td>71</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>e. Social background</td>
<td>97</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>f. Language skills</td>
<td>87</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>g. Grade</td>
<td>81</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>h. Ethnic/cultural background</td>
<td>98</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>i. Religion</td>
<td>100</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>j. Gender</td>
<td>88</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>j. Gender - Female</td>
<td>81</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>j. Gender - Male</td>
<td>98</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>k. Personal style</td>
<td>89</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>l. Sexual orientation</td>
<td>100</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>m. Caring responsibilities</td>
<td>93</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>n. Work patterns (e.g., Home working, Job sharing, Part-time working)</td>
<td>92</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>