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The Growing Organisation

A Case Study on how Employees are Affected by Organisational Growth

Master's Thesis in the Master's Programme Quality and Operations Management

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Abstract

When an organisation is growing there are things that should be considered in order for the organisation to grow and change in a successful way and still reach the organisational goals. One aspect of organisational growth is how it affects the employees of the organisation. The aim of this report has been to identify what employees view as positive aspects of being a small organisation, and what concerns the employees might have as the organisation is growing. With this information gathered the study has aimed to answer the question of whether or not it is possible to grow without losing the positive aspects of the smaller organisation. The main research question with the purpose of fulfilling the aim of this report has been *Is there a way to keep the positive aspects of being a smaller organisation when the organisation is growing?*

The study is a case study based on a biotech company within the pharmaceutical business that at the moment is going through an organisational change and at the same time is growing globally. In order for the researchers of this study to in the end be able to propose recommendations on how the case study organisation should manage this change with regards to how their employees are affected, internal interviews with fifteen employees at the company was held. These were analysed and compared in parallel with eleven external interviews that was held with people outside the organisation in order to validate and find common features with the internal interviews to make sure that the result of the study is also applicable on other organisations.

The most commonly mentioned positive aspect of the smaller organisation is in this study shown to be aspects deriving from the fact that there are not so many people within the organisation. Aspects such as: the ability to know the people you work with, having a great overview of the organisation and having the ability to have an impact is according to this study highly valued when working in a smaller organisation. Supported by literature and the information gathered in the interviews the researchers of this study has gained knowledge about the fact that when an organisation is growing it will create concerns amongst the employees from the fact that there will be more people inside the organisation that will affect the way the organisation is working. Growth is change, and it is self-contradictory to stay small when you are large. However, there might be compensatory measures that that could be taken, although not without costs, to make some selected aspects of the organisation behave more like before. We will suggest a number of such measures in our Discussion.

Acknowledgements

We would like to start to thank Company X for the opportunity to do a case study based on their organisation. The feeling of being treated with nothing but openness and respect has been a privilege and we are forever grateful for the time the employees and management team spent on guiding us towards understanding this very important subject.

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1

Introduction

Many organisation starts small and develop during years of time. It is of high importance for the organisation's survival to know when and how to grow. Before making changes in your organisation it is the leaders responsibility to evaluate what kind of changes that is needed to focus on in order to reach the goal of the organisation (Kotler, 1999). At the same time, as the organisation is growing and undergoing changes, it is crucial to maintain the efficiency and effectiveness inside the company in order to stay profitable (Ekvall, 1988).

During the phase of growth there are often many changes made regarding new departments and the amount of people inside the organisation. These types of changes are made by choice and presumably viewed upon by the leaders as necessary. However, there might also be changes appearing inside the organisation which appears not by choice but due to the fact that the organisation is growing. According to Ekvall (1988), there can inside bureaucratic organisations exist a sort of anxiety towards changes. Working in a more evolved organisation is often different from working in a less evolved one. Due to this, one needs to be aware of how the organisational changes can affect the employees and the culture and working environment of the organisation are highlighted (Ekvall, 1988).

To further understand how the organisational growth can have an impact on the employees, at first one needs to evaluate what the things that affect people actually are. It is safe to say that there is a difference between smaller and larger organisations in terms of structure, management and working environment. The needs of the employees however is a factor that might not differ. And for people to want to join the journey towards becoming a larger organisation the leaders of the change must take into consideration what their employees need and what might make them concerned when going through this change. This study will evaluate the reasons why people in smaller organisations can tend to be hesitant towards growing into a larger one. It will also discuss the idea that it can be hard to keep the spirit and working environment of a smaller organisation as you grow. By the means of a case study at Company X the researchers will add to the existing literature on the subject with a discussion regarding how to minimise the concerns of the people in the growing organisation by the use of organisational structure, leadership and communication.

The study will try to identify the most apparent differences between smaller and larger organisations in terms of organisational structure, leadership and working en-

vironment. The focus will then be on evaluating the eventual concerns amongst the people of the organisation that can arise in the mentioned areas when the organisation is evolving from a small organisation and going through an organisational change. The following research question will be answered in this study with the support of two sub questions:

1. *Is there a way to keep the positive aspects of being a smaller organisation when the organisation is growing?*
 - *What are the positive aspects of being a smaller organisation according to employees?*
 - *What concerns might employees have when going through a phase of organisational growth?*

1.1 Structure of Report

| Chapter | Content |
|--|--|
| Chapter 1 Introduction | The scope of the report and the research questions are presented. |
| Chapter 2 Literature Review | Relevant theories within the subject to that will be used in the discussion together with the findings from the interviews. |
| Chapter 3 Method | The methods used in terms of research strategy, research approach and research design. It also includes the data analysis and quality of the study. |
| Chapter 4 External Interviews | The results from the external interviews are presented. |
| Chapter 5 Internal Interviews - Case Study at Company X | The Case Study and the results from the internal interviews are presented. |
| Chapter 6 Discussion | Each research question is discussed with regards to the presented results from both the internal and the external interviews in relation to the literature review. |
| Chapter 7 Conclusion | The final conclusion is presented. |

Table 1.1: The structure of the report and content of each chapter.

2

Literature Review

In this chapter the literature review of the study is presented. This will include a description of organisational management, global organisations and biotech organisations. It will also cover change management in terms of the leadership and motivational factors for employees in a change.

2.1 Organisational Management

This section will present the different aspects about organisational management. This will include what management needs to consider when choosing the right organisational structure for a company. Since the case study is based on an organisation operating in a pharmaceutical context this section will also present some specific aspects that management need to consider in this type of organisation. This to create a greater understanding about this type of organisation for the reader of the study.

2.1.1 Organisational Structure

Abrahamsson and Aarum Andersen (2000) emphasise that inside every organisation there should be a framework for the organisational structure. This includes the employees' areas of responsibility, chain of communication inside the organisation and of course who does what. It is important to have a formal organisational structure in order to be able to work in an efficient way. When people work jointly together the division of labor often works out in a natural way. However, a more formal organisational structure can help to eliminate inefficiency that can occur if the roles of the employees and departments are not clear. You can view the organisational structure as a visual map that shows how the different departments are linked together and who is working where. The map should be able to show the paths of communication and transmission of results inside the organisation (Abrahamsson & Aarum Andersen, 2000).

When choosing the right structure for an organisation the first step is to make sure that the structure is suitable for taking the organisation from where it is to where it wants to be. The literature regarding management did for a long time state that the optimal organisational structure is a structure that holds a great amount of authority and a strict hierarchy with a lot of rules and control. Mintzberg (1990) however states the importance of choosing a structure suitable for the situation of one spe-

cific organisation. It is important to know that there are many different paths to the same goal, and you need to choose the one most suitable for your organisation. It is argued that the need for such a distinct organisational structure increases with the size of the organisation (El-Sayegh, Al Sharqawi, Kashif, Nikoula, & Alhimairee, 2016).

According to Abrahamsson and Arum Andersen (2000) there are different factors that should be considered when choosing your organisational structure. These are: how the chain of command should look like, how wide or narrow the span of control should be and how the decision making should be concentrated. When it comes to chain of command it can either be a short or long path between the lower levels and the highest chief. The chain of command is where decisions regarding delegation of responsibilities, problem-solving and approval of performed tasks are made. It is important to establish the chain of command since the organisation need a clear distribution of authority (Abrahamsson & Aarum Andersen, 2000). Further, Jacobsen and Thorsvik (2002) explains that depending on what your organisational structure looks like the levels in the chain of command differs. It is also explained that the span of control defines who is working under whom and what their responsibilities are and regarding the choice of concentration, the structure can either be centralised or decentralised (Jacobsen & Thorsvik, 2002).

2.1.2 Centralised or Decentralised

The difference between centralised and decentralised decision making refers to where inside the organisation the decision making is executed. The choices regarding whether to use a centralised or decentralised decision making structure should also include who specifically in the chain of command that should have the ability to engage in the decision making (Jacobsen & Thorsvik, 2002). In organisations that use a centralised structure the power of decisions is given to one specific person at one place in the organisation. This unlike the decentralised organisation where the decision making is divided between a number of individuals placed in different areas of the organisation (Eriksson-Zetterquist, Kalling & Styhre, 2012).

According to Jacobsen and Thorsvik (2002) the centralised decision making structure leads to distinct control signals with a uniform way of doing things. This often creates a safe and predictable governance of the organisation. Further, they argue that the decentralised structure has a better ability to make use of the knowledge that is spread throughout the organisation. The decentralised structure can also be more motivating for employees further down in the organisation since they feel that they can have an impact in the decision making processes. It is said that the decentralised structure is more flexible than the centralised structure which is more rigid (Jacobsen & Thorsvik, 2002). This view is also shared by Eriksson-Zetterquist et al. (2012) that argues that the decentralised decision making structure is often in a better position when it comes to quick reactions to changes with a higher ability to adapt. The decentralised decision making processes is therefore more often used in organisations that work in sectors with a changing market. However, thanks to

the recent years' development of IT, it is made possible to handle larger amount of information and the centralised organisation is now an option even in changing markets (Eriksson-Zetterquist et al., 2012).

2.1.3 Biotech Organisations in the Pharmaceutical Business

When discussing organisations and the type of structure you want to choose, it is crucial to take into consideration what type of organisation you are managing. According to Lindkvist and Vik (2001) one of the biggest difference between an organisation operating in the industrial business and a biotech organisation operating within R&D in the pharmaceutical business is the diversity that exist between the members of the teams. It is needed for biotech organisations to have a wide spread of competences in the pharmaceutical R&D business and therefore it requires a high level of coordination. Further, the complexity and uncertainty in the environment of the pharmaceutical business makes it much harder to create plans in terms of time and the use of resources (Lindkvist & Vik, 2001).

According to Lindkvist and Vik (2001) the variables for “definition of done” in an industrial project are often set and it makes it easier for the management team to know in what time frame the project will be finished. The managers can, if needed, increase the resource use and know that this will result in a shorter time needed for the project to be done. This is however not possible when operating in the pharmaceutical context. It is needed to have room for unexpected errors, more time-consuming analyses, dead ends and unexpected problems with authorities that needs to be handled. Therefore, there is no direct correlation between the amount of resources used and shorter project time (Lindkvist & Vik, 2001).

Lindkvist and Vik (2001) highlights that since the biotech organisations in the pharmaceutical business strives to come up with new medicine there is a huge amount of investments made in R&D, and a lot of the turnover in the organisation goes right back into R&D. It can according to Lindkvist and Vik (2001) be hard to keep track of your competitors and their plans in the pharmaceutical business due to the fact that the time span for the projects can be very long. The organisation therefore needs to be formed in a way that makes it able to handle the uncertainties and difficult aspects of this market. It is however not only the external uncertainties that the organisation needs to consider. The internal uncertainties, due to the complicated research processes needed to come up with new drugs, are also very high (Lindkvist & Vik, 2001).

2.1.4 Commercialisation of a Biotech Organisation

Most organisations working in the biotech industry starts of as a solely R&D based organisation. However, it comes a time where it might be time to grow and therefore also build commercial capabilities inside the organisation. This means that the organisation will now not only develop drugs but also be in charge of the sales to the market. When commercialising, there might appear some difficulties since the

organisation will now have two quite different parts in the organisation. One with a focus on research and production of the drugs and one with the focus on profit and sales, and the need to integrate these differences are crucial in order to succeed (Lawrence & Lorsch, 1986).

A study performed by Lawrence and Lorsch (1986) describes the conflicts that can occur when handling an organisation that has a high degree of differentiation. Differentiation is a term representing that employees do not have the same way of thinking and acting. This can be viewed as something good for the organisation since it can result in a teamwork with an innovative mindset (Lawrence & Lorsch, 1986). It can however also lead to difficulties if the degree of differentiation is very high. This can instead of great teamwork lead to a disunion inside the organisation. The solution for this is according to Lawrence and Lorsch (1986) to find the right balance of integration. It is the integration of peoples competences that can lead to success. It is further argued that it is crucial that the organisation has an effective way of handling conflicts, since these will most likely occur in an organisation with high differentiation. A commercialised biotech company has high differentiation due to the complex business that most biotech organisations are in (Lawrence & Lorsch, 1986).

2.2 Global Organisations

It is common for organisations to work globally in order to stay in front in the process of growth. It can be financially strengthening and provide a successful organisation when merging with other countries and the assets from those. This geographical fusion creates multicultural organisations with employees working together from more than one country. In this section we will review challenges and proposed ways of overcoming those in order to create a successful global organisation.

2.2.1 Challenges

Jain and Pareek (2019) argues that every organisation faces different types of challenges, but the organisation that is operative in more than one country can face other types of challenges than the organisation operating in only one country. Since the language you use in the organisation may not be everybody's native language there can exist some lack of clarity and miscommunication where key messages get lost in translation. Further, it is stated that there can also be a challenge with the fact that you only have a few working hours that is shared by everyone due to the time differences. This can have a negative impact on the speed when it comes to decision making. It can also be more difficult to make tough decisions when you work predominantly with the use of email communication (Jain & Pareek, 2019)

When speaking of challenges in global organisation it is also common to talk about the conflicting cultural aspects. According to Jain and Pareek (2019) the blending of employees from different cultural backgrounds is the biggest challenge for multicultural organisations. Ethnocentrism is a result of people who believe that

their culture and the working environment they are used to in their home country is superior, in comparison to the ones in the other countries which is part of the organisation. This idea can hinder people from accepting and adjusting to the new organisational culture that often is a mix of the different countries involved. In the long run this can have a negative impact on the productivity of the employee suffering from ethnocentrism, since it will lead to the employees having a hard time understanding other cultures and it can result in bad performance for the whole team (Jain & Pareek, 2019).

2.2.2 Handling the Challenges

Jain and Pareek (2019) are convinced that if done right there are some managerial aspects that can help overcoming the challenges of being a global organisation. In order to overcome the issue with lack of clarity, it is suggested that all communication held by phone or video-call should generate a minutes of meeting in order to make sure that everyone leaves the meeting with the same information. When trying to handle the challenges with slow decision making due to the few mutual working hours and email communication, it is argued that the best solution is to change the way you communicate inside the organisation. The importance of being able to use body language and the tone of the voice is highlighted here. It is argued that you need to feel present in order to be able to make hard decisions and the feeling of being present is much higher when actually interacting with your peers face-to-face, even if it is done by a video-call (Jain & Pareek, 2019).

According to Jain and Pareek (2019) it is in the managers best interest to get to know and understand all the cultures that will exist in the organisation. It is crucial that the managers themselves are not having problems with the ethnocentric assumptions. It is highlighted that in order to manage a global organisation you need to have empathy for viewpoints raised by people with a different working culture than yours. Cultural differences are also discussed by others as well and in a study performed by Olsson, Pedersén and Wickenberg (2011) they highlight the fact that cultural differences tend to fade as you create a personal relationship with your foreign co-workers. Further, it is argued that if your co-workers have another origin it can have a negative impact on you before you create a personal relationship, but when a relationship is established you might instead view your differences as strengths (Olsson et al., 2011). This view is supported by Jain and Pareek (2019) who explains the importance of managers being able to value personal relationships in order to develop teams where you make use of being different and understanding each other.

2.3 Change Management

In this section change management is presented. It will include the challenges with it, how to lead a change and how to motivate the employees.

2.3.1 Creating a successful change

According to Bamford and Forrester (2003) there are two main approaches within change management: planned and emergent/rapid change. Emergent/rapid change can be described as an unpredictable process happening within the organisation as it tries to adapt and align with the changing environment (Burnes, 2009). This approach also emphasises a more bottom-up approach, since a change is required to happen much more rapidly than a planned change. A planned change can be described as a process where the organisation moves from one state to a new desired one by following a strategy and defined steps (Bamford & Forrester, 2003).

Kotter (2007) presents a model which is mainly connected to strategic and planned change management. He outlines eight critical factors for success when going through a change:

1. **Create a sense of urgency**

The whole company should be on board with the change and by creating a sense of urgency around the need for change it may increase the motivation to set things in motion. By having an open and honest dialog about why the change is necessary, people may start talking about the change and thereby the urgency can develop by itself.

2. **Form a powerful coalition**

Trying to convince people that the change is necessary often requires strong leadership and visible support from key people within the organisation. The coalition, or team, should contain influential people who should work as a team and continue to build urgency.

3. **Create a vision for change**

Create a clear vision so everyone understands what is expected from them and why the leader is asking them to do certain things. If people understand what the organisation are trying to achieve then the directives the people are given would make more sense.

4. **Communicate the vision**

The vision needs to be communicated frequently and powerfully, the leaders of the change needs to talk about the vision every chance they get. It is important to keep the vision fresh in everyone's mind, so they remember it and have a chance to get used to it.

5. **Remove obstacles**

In this phase, the process of the change starts and hopefully everyone is on board with the change and wants to achieve the vision. If not everyone is committed to the change, identify these people and help them see why the change is needed. It is important to make sure that everything is done in line with the organisation, job descriptions, and compensations systems. Recognize and reward people during the process.

6. **Create short term wins**

Success motivates most people, it is therefore crucial to have short-term wins so that people can see the benefits with the change and thereby avoid negative thinkers. It is important to have short-term goals and not only one long-term

target. The short-term goals should be achievable with a slight risk of failure. The change team might have to work hard to achieve each short-term goal, but every time one goal is achieved it can create motivation for all the employees.

7. **Build on the change**

It is important to not declare victory too early, since it is argued that it is because of this many seems to fail. Instead, each short-term win creates an opportunity to build on what worked and identify factors which could be improved. Analyzing after every win creates an opportunity to continuously improve the change process.

8. **Anchor the change in corporate culture**

Lastly, to make the change stick it is important that the change becomes a part of the core of the organisation. It is important to make continuous efforts to incorporate the change with the organisation's culture and to make sure that the leaders continue to support the change.

Kotter (2007) argues that if these these eight steps are followed the chance of making a successful change will increase.

2.3.2 Leadership in change

Schein (2004) describes how to maintain the organisational culture in an organisation when changing. There are six mechanisms that can be applied which sends a strong message to the organisation and the preferred leadership. First, the leader must be clear about what they pay attention to, as well as what their values, priorities and beliefs are. Second and third, how the leader deal with critical incidents and crisis in the organisation, and how the leader create budgets and allocate resources. Fourth, how the leader teaches and coach the team, and fifth how the leader allocates rewards and punishments. Lastly, how the leader recruit new employees (Schein, 2004).

According to Fiedler (1967) a leader is expected to act with great authority if the power distance in the hierarchy is large, this to benefit those who are being led. Browaeys and Price (2015) argues that a leader needs to give strong direction when a change is initiated, this to avoid uncertainty and if the cultural settings prefers guidance. According to Carleton (2016) people often feel fear of the unknown, and can be threatened when it comes to change due to the uncertain outcomes.

According to Dubrin (2015) a strategic approach when encouraging employees to do their work is to not micromanage, in other words not monitoring the employees' activities with critical eyes. To be a good leader, the manager should give the employees the opportunity to manage their own activities and through this the employees will feel empowered. Letting employees manage their own activities will also make them feel more trusted and motivated to do their job (Dubrin, 2015).

Mansaray (2019) discuss in his article which type of leadership style is the most suited one when going through a change. Further, it is mentioned that there are several leadership styles that can act as promoter in change management processes;

authoritarian leadership, transformational leadership, laissez-faire leadership, servant leadership, transactional leadership, democratic leadership, strategic leadership, bureaucratic leadership, consultative leadership and participative leadership. Leadership is an essential factor when bringing in a change in an organisation. For example, leadership is when a leader guides the employees in the right direction to achieve the organisational goal. In the article by Mansaray (2019), it is also discovered that leadership is a vital component for a successful change in any organisation facing a competitive market. To achieve a successful change, the leader as mentioned before must communicate and motivate the employees in order to get acceptable results which will most likely increase the employees' commitment and loyalty to the organisation. Change can make people uncomfortable and can be difficult to embrace, sometimes change can mean losing privileges and opportunities they use to have, it is therefore important to show understanding and to be humble (Mansaray, 2019).

According to Mansaray (2019) the most famous leadership style is the transformational leadership. A transformational leader has the potential to inspire and guide the employees to deliver more than was anticipated by the organisation. This since the transformational leader also inspires them to balance their intelligence and innovative sides, and the leader can do this thanks to the close relationship the leader has with the employees. According to Dubrin (2015) a transformational leader brings positive changes to an organisation by guiding employees towards a goal which is beyond their self-interest. The core of transformational leadership is transforming and developing people, not to micromanage. Transformational leaders communicate their goals, vision and directives in an inspiring way by using analogies, metaphors or organisational stories. When going through a change the transformational leader attempts to overhaul the culture in the organisation. Using different change techniques to raise people's awareness of certain rewards and try to get people look past their self-interest for the sake of the organisation and the team. The transformational leader also support peoples search for self-realization and help them understand why a change is needed. The leader should also invest in managers that understands the sense of urgency (Dubrin, 2015).

2.3.3 Motivation

Locke and Latham (2004) states that "*The concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action*". Ryan and Deci (2000) writes about the intrinsic and extrinsic motivation. Intrinsic motivation reflects the nature of human being, the tendency to learn and evolve. Extrinsic motivation reflects external control or true self-regulation (Ryan & Deci, 2000). The two types of motivation were elaborated by the authors in the framework of self-determination theory. The self-determination theory is a theory within motivational psychology which concerns the human's developmental stages and innate psychological needs. Further the framework present what kind of motives that can control a human's choice, without external influences or disturbances

(Ryan & Deci, 2020).

According to Ryan and Deci (2020) the self-determination theory especially argues that if you want to be able to unfold individual's needs, you need support from three basic psychological needs: *Autonomy*, *Competence*, and *Relatedness*. Autonomy is when you are feeling that you can do something out of free will, or the possibility to choose which activity to focus on. To satisfy the autonomy need, people needs to feel that they have the freedom to do the activities in their own way and have personal responsibility over work regardless of what the outcomes are, rewards or punishment. Competence refers to the sense that one can grow, develop and succeed over time. To satisfy the competence need, a well-structured environment is required which contains challenges, opportunities to grow, and positive feedback. The third need, relatedness, is the need of feeling needed and appreciated, and have a sense of belonging. To satisfy the relatedness need, one needs respect and caring. If these three needs are satisfied then people will experience a higher level of motivation that is based on the inner driving force (Ryan & Deci, 2020).

3

Method

In this chapter, the methodology of this study is presented and the chosen research approach, research design and research strategy is well described.

3.1 Research Strategy

Since the topic of the study was new to the researchers a deep theoretical reading was done in order to obtain knowledge around the topic. The empirical data used in this report is based on both external interviews and internal interviews. The external interviews were held with people without connection to Company X, the company in the case study, and these interviews were held to create validity in terms of finding common or differing features when comparing to the internal interviews which were held with employees of Company X. A qualitative approach is used in this study, where the relationship between research and theory is going to be analysed (Bryman & Bell, 2011). Theoretical reading was done iteratively during the whole study, because if new information appeared from the empirical data more theoretical reading was needed. The focus was to find patterns in the empirical data and to find theories which supported the findings (Eriksson & Wiedersheim-Paul, 2008).

3.2 Research Approach

There are three different research approaches; *Inductive approach*, *Deductive approach* and *Abductive approach*. The inductive research approach emphasis the empirical findings to generate theories and models which describes the reality (Bryman & Bell, 2011). The deductive research approach is the exact opposite, the approach aims to use existing hypothesis based on theories and investigate if the theory is valid in the given situation (Bryman & Bell, 2011). The abductive research approach is a mix of the inductive and deductive approach, where both theory and empirical findings generate the result (Bryman & Bell, 2011). This study has used an abductive approach, where external and internal interviews and theory were combined and discussed, to generate the final conclusions.

3.3 Research Design

According to Bryman and Bell (2011) there are five different research designs: *Experimental design*, *Cross-sectional design*, *Longitudinal design*, *Case-study design* and *Comparative design*. This study is a case-study, where the focus was to investigate how an organisation, which is going to be called Company X during the whole study, should grow while keeping the successful parts of being a small company. The goal with the discussion is to be able to provide Company X with recommendations, and the conclusion of this study is going to be based on giving general recommendations for organisations.

3.4 Research Methods

The research methods which were used in the study were literature studies and interviews. The literature review in the report is based on the literature studies, and the empirical data is based on external interviews with people outside Company X and also internal interviews with people inside the organisation of Company X. The theoretical reading was as mentioned done iteratively during the whole study and in parallel with both interview sections. The chosen methods had the purpose of collecting the data needed to be able to answer the research questions.

3.4.1 Literature Studies

Literature studies were conducted and was the foundation for the literature review section. The literature studies focused on collecting information from scientific articles, books, reports, and other relevant literature to the study. To find relevant articles and other relevant literature the researchers used the Google scholar search web and Chalmers e-library.

3.4.2 Interviews

Eleven external interviews with people outside Company X and fifteen internal interviews with the employees of Company X's were held with the purpose to collect qualitative data. The external interviews were done with the purpose to collect more data about the growing organisation and to be able to validate the internal interviews.

The external interviews were performed virtually due to the Covid-19 situation, all the interviewees were located in Sweden in Gothenburg. So, if this study had been done in other circumstances, the external interviews would most likely had been held face-to-face. The internal interviews was also held virtually, this also due to the Covid-19 situation but also due to the fact that many employees at Company X are located in several different countries. However, some of the internal interviewees were located in Sweden. So, if it were not for the pandemic, face-to-face interviews would have been possible with the people located in Sweden. But it would not have been possible to have a face-to-face interview with all the participants, since the

majority of the participants were located in the US and some were located in the UK.

For the external interviews, the interviewees were selected by combining convenience and snowball sampling. According to Bryman and Bell (2011) convenience sampling is beneficial due to the accessibility, and the first two interviewees were people from the researchers contact network. A snowball sampling means that the researcher use the already selected group of interviewees to establish new contacts with people who are relevant to the research topic (Bryman & Bell, 2011). So, after the first two interviews a snowball sampling enabled the researchers to find and get in contact with people with different experiences and with different backgrounds. The researchers wanted to interview people with different positions at different companies to be able to establish a broad basis for the validation of the internal interviews. The information retrieved from the external interviews was also used as a foundation for the creation of the interview questions which were used during the internal interviews. In table 3.1 a presentation of the external interviewees can be found.

| Job description of Interviewee | Gender | Length of Interview |
|--|---------------|----------------------------|
| Consultant within HR | Male | 50 min |
| Operations Manager | Male | 45 min |
| CEO of start up within recruitment | Male | 35 min |
| CEO of travel agency | Female | 60 min |
| Management Consultant | Male | 45 min |
| CFO of a company that purchases and help organisations to grow | Female | 35 min |
| Assistant production manager at a warehouse | Female | 55 min |
| Retired - previous Area Director of Europe in large automotive company | Male | 45 min |
| Design Project Leader | Male | 50 min |
| Assistant within R&D | Female | 45 min |
| Regional Manager within the automotive business | Male | 45 min |

Table 3.1: Presentation of external interviewees

The internal interviews were held with employees at Company X and the employees were chosen by the researchers with support from the chief of HR in Company X. The employees who were chosen to participate were people with different positions

and working in different functions at Company X. For the internal interviews the researchers wanted to interview people with different positions in different functions, to ensure that the data collected was to the greatest extent representative for all the employees at Company X.

There are according to Bryman and Bell (2011) three types of interviews: structured, unstructured and semi-structured. Semi-structured interviews creates more flexibility than structured ones, by being able to ask follow-up questions, mix the order of questions, and going into detail in some questions if the interviewee is more involved in some areas (Denscombe, 2009). This study used the semi-structured interview technique due to the unexplored nature of the subject, and therefore more open and knowledge-enriching answers could be retrieved. According to Gill, Stewart, Treasure and Chadwick (2008) an unstructured interview technique could result in the risk that the interviewee could go into areas which are not of interest to the report, and this is the reason to why the researchers chose to neglect the unstructured interview technique. The unstructured interview technique could provide information unnecessary to the researchers, in contrast to a structured technique where predetermined questions are asked and thereby important information can be missed out on (Bryman & Bell, 2011).

After finishing the data collection, the data were compiled and discussed, based on what was needed to answer the research question.

3.5 Data Analysis

During all interviews one of the researchers wrote down what the interviewee said, answers to the questions, other important things and also important quotes. After completing the eleven external interviews and the fifteen internal interviews with employees at Company X, a qualitative coding was done. The qualitative coding was done by categorising the interviewees answers. The interviewees answers were broken down to code units which are the real meaning of what the interviewees have said (Graneheim & Lundman, 2003). The categorisation was performed by using virtual post-it notes with the code units written on them in the program Miro. According to Graneheim and Lundman's (2003) method, the code is the last condensed unit, and the code unit is broken down to the real meaning of what the interviewees have said. After the categorisation of the code units it was easier to analyse and to identify patterns amongst the answers. The naming of the categories were established after the categorisation was done, and the names are considered to be representative for each group of code units. A quantitative analysis was performed after the categorisation by counting the frequency of the different codes to gain an overview of what might be the problem or solution, in the different categories.

Graneheim and Lundman (2003) describes two different ways of how to interpret the transcription, one way is to interpret the text on what is actually written or to interpret the latent content. In this study the researchers choose to interpret the meaning of the text to catch the latent content (Graneheim & Lundman, 2003).

3.6 Quality of the Study

Validity and reliability are two concepts that are usually used to discuss the quality of scientific researches (Alvehus, 2013). Bryman and Bell (2011) discuss whether validity and reliability are applicable in qualitative researches. Lincoln and Guba (1985) advocates two criteria for assessing a qualitative research: *Trustworthiness* and *Authenticity*. As this report is qualitative, the researchers believes that Lincoln's and Guba's suggested criteria are more suitable. Trustworthiness is made up of four different criteria: *Credibility*, *Transferability*, *Dependability* and *Confirmability*.

The credibility of the study was ensured by using the respondent validation technique, which means that the interviewees confirm the findings and confirm that the researchers have understood them correct (Bryman & Bell, 2011).

Transferability means to what extent the research is considered to be, by both authors and readers, applicable in other contexts and if the study is considered to be detailed enough, i.e. sufficiently detailed to enable comparisons in the study (Lincoln & Guba, 1985). Both external and internal interviews were held in order for the study to not only be applicable at Company X. But also have a transferability to other organisations since the discussion is based on a combination of theory and information gained in external and internal interviews.

Dependability can be achieved by constantly describing the approaches of the study and through this transparency can be attained. Bryman and Bell (2011) suggest "auditing" as an approach which entails ensuring that a complete record of all approaches are being kept. The auditor for this study is mainly the supervisor, but in the end two peers are going to act as auditors to make sure that complete records of the research process are written.

Confirmability means to be objective, and not let personal opinions or feelings affect the result or the conclusion (Bryman & Bell, 2011). A careful documentation of all the steps of the study has been done by the researchers, this has created a valid foundation to motivate the decisions made by the researchers in the process of this study. The researchers have proofread the report, analysed all the interviews and discussed all the material together to make sure that the report does not contain any personal values.

3.6.1 Ethical, Ecological and Social Aspects in Research

Ethical aspects are a topic which often comes up when doing a research, it is important that the people who participate in the study are treated well and that data are managed correctly (Bryman & Bell, 2011). There are ethical principles which

should be considered in the research, the four main areas are: Harm to participants, Lack of informed consent, Invasion of privacy and Deception. Related to this study, the researchers did not harm the interviewees in any way, all interviewees were informed before the interview that they can whenever they want to, decide to end the interview or not answer the questions. The researchers avoided overstepping the interviewees' privacy, by letting the interviewee decide if they wanted to be anonymous or not, and they also got to decide if they do not want to answer the questions. This gave the interviewees a sense of control of their own privacy (Bryman & Bell, 2011). To ensure that there were no deception made, the researchers explained what the aim of the study was, before all interviews.

The ecological impact of this study was minimal. When it comes to direct impact, the researchers cannot see that there were any. However, when an organisation grows globally the indirect impact can result in increase of traveling, which will have an ecological impact. Nevertheless, the expansion of the organisation would have happened, with or without this study. Therefore, the indirect impact is not a result from this study alone.

When it comes to the social aspects, the study catered to the interest of the employees at Company X. Employees in organisations which are changing can tend to feel anxious and worried. However, the researchers will provide recommendations to Company X on how to manage these changes in a way that will lead to advantages for both the company and their employees.

4

External Interviews

In this chapter the findings from the external interviews will be presented. The focus of these interviews has been to gather knowledge of how people can perceive both positive and negative aspects of an organisation and the leadership running it. In order to evolve as an organisation, one must understand what the differences between a smaller and a more evolved organisation is and what is important for the employees. Therefore, these are two additional areas in focus when presenting the data drawn from these external interviews. The interviews are held with people that has no connection to the company in the case study and these interviews are held to create validity in terms of finding common or differing features when comparing to the internal interviews with employees of Company X that will be presented in chapter 5.

4.1 Organisation

One subject brought up by some of the interviewees is the dos and don'ts when it comes to the structure of an organisation. It is a common view among the interviewees that one should be careful with the degree of centralization. This because centralization could make people lose some of their motivation if they feel that they have to give up their ability to be part of the decision making. It can, according to the same interviewees, be a bit frightening when the organisation evolves due to the fact that it is common that you build a more hierarchical organisation which involves more leaders, sometimes unnecessary ones.

Several of the interviewees agree on the fact that when an organisation involves less people it is by nature a flatter organisation. The common interpretation of a flat organisation among the interviewees is that it is easier to get in contact with each other. The flat organisation does also include shorter decision paths and closer relations between employees that can foster teamwork and united ambitions. One way to keep this ambition even in a more evolved organisation with more people is according to several of the interviewees to build micro-organisations inside the big organisation. This could according to the interviewees be a type of decentralization of the decision process which could help the employees to feel empowered even in an evolving organisation.

What is also mentioned in the interviews is the importance of highlighting the core competences in the organisation when evolving. This can help to build the organisa-

tion around the most important parts and keep focus on the goal of the organisation in the most effective way. It can also, according to several of the interviewees, create a greater understanding among the employees about why decisions are made and what the role of the employees are in the organisation.

Another interviewee expressed the importance of preserving knowledge within the company when an organisation is going through change. Several others mentioned the importance of building the knowledge within the company and not only focusing on one employee, because if that employee were to leave the company the knowledge would be lost.

One of the interviewees mentioned the theorem of organisations growing in three. What is meant by this is that when you triple in size everything changes and you need to re-evaluate the structure and mindset of the organisation. The interviewee did however point out the importance of focusing on the goal of the organisation regardless of where in the growth phase you are. It would be devastating to predominantly focus on too many reorganisation processes since this may lead to employees being more concerned about what is going to happen than to keep focus on the actual goal.

4.2 Leadership and Communication

All interviewees thought that leadership is one of the most important factors when going through a change, it is the leader's role to make sure that everything runs smoothly and according to plan. One interviewee who is CEO of a company said that it is important to clearly explain why the change is needed and how it is going to be executed. When going through a change, some people are going to be worried, because they do not know what is going to happen with them. For example, some people may not be included in the same meetings as before, and they are going to wonder why. It is important that the leader explain why and let the employee know that they are more needed somewhere else due to their competences. A good leader should also listen to the employees and answer all their questions that they have an answer to, if the leader does not know then they should be honest about it. Leaders who deliberately is keeping secrets do not create a safe work environment.

Several interviewees thought that it is important to have a good relationship with the leader, they want to feel heard and they want to feel trusted. However, it is important to distinguish between a good relationship and friendship, a leader must be able to make demands.

The interviewees expressed that a leader should make sure that all managers are doing their job by giving clear directives about what to do. It is important and essential that managers take their responsibility and deliver. A good leader should be able to let the managers solve the tasks however they want to solve it and by themselves, hence the leader should not micromanage. Through this, managers will feel trusted which many interviewees have expressed as an important factor in their

work.

The interviewees also pointed out the importance of being able to make more decisions on their own and not have to turn to their leader all the time. It is still important that a leader make sure that everyone is doing their job and continuously follow up. The tasks should be clear and the leader's expectations should be known, however the leader can offer to help if it is needed. It is an important quality that the leader has an understanding which people who needs to be motivated, who needs help, who needs to be relieved, and who needs to be challenged. All this to make sure the employees can perform in the best way possible and deliver high quality work. Feedback is also important, the leader should be able to give feedback to make sure the employees know that they are doing a good job or the other way around. For the leader to attain all these qualities it is important that the leader know what it means to be a good leader, and a way of knowing this is to have continuous training/education for the leaders. Through this the leader can evolve and be the best leader possible.

4.3 Working Environment

All interviewees mentioned the importance of having a pleasant job environment, atmosphere and culture around them. Some people said that it is not the size that matters, but it is the culture and the work environment that matters. It is important that the company is clear from the start what kind of culture they want to have in the company.

People appreciate when the environment is feeling familiar, the feeling of security and being treated as being a part of a family. It is important that the employees are feeling like they are a part of something, one interviewee mentioned joint breakfasts to create an atmosphere that inspired everyone to perform at their highest level and get to know each other on a personal level since this generally makes you work better together.

4.4 Important For the Employees

It is shown in the interviews that the most important thing for the employees, and most commonly mentioned by the interviewees, is to have a workplace with colleagues that enables you to be part of great teamwork. Great teamwork is defined by the interviewees as working towards the same goal with the same ambition and always respecting each other even in disagreements. It is also important according to several interviewees that everyone wants to become a better version of themselves and always strive to achieve new skills, which will create a more innovative working environment.

People tend to get reluctant and worried when the organisation they are in is going through a change. However, the interviewees have a united opinion about the fact

that if the leaders communicate and keep the transparency the positive feelings of evolving as an organisation can overpower the negative ones that most often originates from fear of being left out. It is important that the leaders communicate the roles everyone have and also the path forward where everyone needs to feel that they have the opportunity to grow and climb the career ladder.

What most of the interviewees agree on is that in order to be able to be productive you need to feel that you have the authority and ability to influence and be a part in decision making. It seems that it is the importance of being heard that is most common, not necessarily the fact that your ideas are the ones making it. But the fact that you are getting heard is positive for the work ethic and the negative outcome of not letting your employees have opinions can according to several of the interviewees result in the organisation losing valuable competences.

Positivism is an overall must according to many of the interviewees. To work with colleagues that have a negative attitude will lower the motivational level. People that use master suppression techniques is to be avoided when it comes to creating a positive workplace. It is important when hiring new people that they have a positive vibe from the beginning, since negativity is so easily spread. It is according to one interviewee up to the leaders to make sure to eliminate all negativity by continuously working in a proactive way with all the employees.

4.5 Organisational Size Differences

A commonly mentioned aspect of working in a smaller company is according to the interviewees the ability to make quick decisions. The interviewees explain this to be a result of a workplace where it is easier to contact each other in person than it is when working in a larger company, where the use of emails and long-distance conversations are more common. As a result of the use of emails in order to have conversations and make decisions it seems to be an overall understanding that the decision-making processes are more time consuming and complex in a larger company than in a smaller one.

What is also mentioned by an interviewee is that the commitment to the company and the ambition to always deliver at your best is more common when you work for a smaller company. The same interviewee emphasizes the importance of keeping the employees driving force when an organisation evolves. This could according to the interviewee be done by structuring the organisation in such a way that you have smaller divisions inside the big one in order to keep the motivation to deliver.

According to another interviewee it is easier to visualize the whole process in small companies and therefore also have the ability to notice when a problem occurs, and the clear overall view also makes it easier to understand the problems. There also seems to be a general opinion that your contribution in smaller organisations get noticed faster in terms of quick feedback and the ability to see quick results, in com-

parison with larger organisations. The same interviewee expressed that it is “Not as much straight forward action” in larger organisations and implies that it can be a risk to lose yourself in power-points and visions.

More evolved companies do usually have a need for a larger budget. When evolving from a smaller organisation it can according to an interviewee be a lot of work put on each employee during the transition period, since the budget in the beginning is not sufficient enough to hire more people. As the organisation grows many of the interviewees mentioned that the career opportunities increase at the same time as the organisation evolves. This can help the employees to find their work ethic, and the knowledge of possible career opportunities can increase the motivation for the employees.

One interviewee, who is CEO of a company that during the last years has grown, spoke up about the fact that in larger companies there can be a lot of different wills and opinions. The interviewee emphasizes on the fact that the need for a strong leadership is necessary when growing. In the period of growth, it is important for leaders to get everyone on board with the necessary changes and understand that not everyone can be a part of the inner circle anymore. The interviewee continues to explain that when growing as an organisation you need to highlight people’s strengths in order to explain why they might be moved to another part of the organisation or not included in the same meetings anymore. The feeling of not having the same influence anymore can be hard on some people, and they might miss the smaller organisation where it is often easier to have an impact.

Several other interviewees agree on the fact that you need to bring structure when evolving the organisation in order for everyone to know what to do and who is responsible for what. In a smaller organisation you can be involved in a lot of different things at the same time, and it is mentioned by one interviewee that you often get a lot of responsibilities and sometimes need to work outside your work description. This problem can disappear when the organisation is growing thanks to employment in terms of work force and new competences. It is however important when evolving that the ambition and common view of where you are headed is known to everyone.

5

Internal Interviews - Case Study at Company X

The chapter includes a case study description in order to present what the focus of the case study is. The description is followed by background information about the company that is withdrawn from the company website. The rest of the information about the company regarding organisation, leadership, culture and environment and what is important for the employees are based on interviews held with employees in the company. There is also a section about sizes differences where the employees opinions about working in a smaller versus a larger organisation is raised in order to create an understanding about the challenges that might appear in the organisation when it is growing.

5.1 Case Study Description

This is a case study based on a biotech company which at the moment is undergoing a major change as the organisation is growing and evolving from being a R&D focused company only to also include commercial capabilities, that is a fully integrated biotech company. The company is now facing the challenge of how to manage the organisational change in order to keep the familiar and intimate feeling inside the company. The case study is performed with the goal of giving recommendations to Company X on how to manage the organisational change. In order to understand the values of the company and what parts of the organisational culture that is important to keep, interviews will be held with employees from different parts of the organisation. The interviews with the employees will also focus on the behaviour of the leaders in the organisation in order to evaluate and give recommendations on how they should manage the changes inside the organisation.

5.2 Company Background

Company X is a Biotech company with its headquarters in the US and with a subsidiary in Sweden. The company has until recently been focused on research and development but has decided, based on the successful development of one of its products, to also build internal commercial capabilities to sell the product world-wide. This is a key change for the company in terms of the operating model but it also creates a need for fast growth in the number of employees, both in the US but also

globally.

The company is growing globally and thereby the virtual communication is increasing. Due to the Covid-19 situation the virtual communication has increased even more, since everyone is working from home now and no travelling between countries can be done. Before Covid-19, people in Company X used to travel between the countries where Company X are operating in, this to meet everyone in their team and in the organisation.

The changes in the company will result in a new operating model, and it is important to create an operating model that will maximize the performance and effectiveness of the global biotech company. As part of the business and organisational change, the company is recruiting a large number of new employees both in the US and EU and this is done in order to find the best competences and the most suited people for this biotech company. As the company is scaling, Company X want to ensure that the culture and values are kept strong with fast and clear decision making, team work and with an intimate feeling of a small start-up.

5.3 The Organisation

When it comes to the organisation and how it is managed there was one thing that stood out in the interviews. This was the fact that it is very important to understand how the choice of focus and prioritization can have an impact on the rest of the organisation. One example given by two interviewees is the case where you evolve to another country due to the fact that the organisation is going more global. There can then be a risk that the focus is so much on the new site that people working in the old and more established one can feel a bit left behind. It is of high importance according to one interviewee that everyone is on board with why the organisation is doing what it is doing in order to remain a collaborative and united organisation. One interviewee also mentioned that in global business there will always be differences between the entities in different countries due to size and focus and everybody needs to understand this in order to avoid tension between different country entities.

The positive aspects of working in a global organisation is according to several of the interviewees the possibility you get to learn and evolve together with the best parts from each country. It is nice according to these interviewees to have mixed teams, with all the positive aspects of different kinds of input this brings to the table. However, one interviewee mentions the fact that in Company X there have been some differences in how you make decisions depending on where in the world you are seated. According to the interviewee the perception is that in Sweden you tend to be slower and more consensus seeking and the decisions are therefore more time consuming since you want everything clear before making a decision. The interviewee perceives the decision making process in the US as considerably quicker, but when decisions are made it is mentioned that it is common that you need a lot of meetings afterwards to clarify what you have actually decided. It is highlighted by

the interviewee that no assessment is put into this observation, but it is something that can create some frustration between employees from different countries.

Another organisational aspect mentioned by some of the interviewees is when an organisation opens up a new department with a slightly different focus than the existing ones. Some tension may then arise due to the unclear prioritization between the different departments. In Company X there has, as mentioned in the company background description, been a build up of commercial capabilities in process for a while. This has according to some of the interviews that has worked in the company for a longer period resulted in some uncertainties. People working with the clinical trials did express during the interviews the feeling of being less prioritized in terms of resources now when the commercial organisation is set in place.

Several of the interviewees express the concern about the organisation growing into a company with too many layers that will lead to them losing their authority to make decisions. Too many layers may according to one of the interviewees also result in too many meetings in order to make decisions and the focus of doing actual work might be lost in the process. An opinion highlighted by one interviewee is the fact that sometimes when an organisation is evolving and more people get involved the lead time for the processes, including decision making, gets longer. This could in some places in the organisation result in people inside functions making their own decisions in order to get things done quicker. The interviewee explains that a backlashing effect of this can be that the functional managers get even tougher when it comes to decision making and it can in worst case scenario lead up to a kind of power fight where everyone tries to claim their territory. Several of the interviewees express that it is a common problem when working in an evolving organisation that you have a hard time letting go of previous responsibilities. But it is highlighted by all the employees that in order to succeed in a growing process you need to understand that you cannot any longer be a part of everything and you have to let go of some responsibilities and trust your co-workers.

In order to have an effective organisation the interviewees brings up the need for understanding the organisational structure. Some of them think that in times of this organisational growth in Company X they have a hard time keeping up with who they should talk to about specific issues. This is also a problem stated by the people that has come on board quite recently. However, one interviewee emphasizes the fact that the people working with the organisational structure are doing a great job to appoint who is responsible for what in the organisation. This interviewee is nevertheless aware of the fact that how well informed you are about this structure can differ a lot between where inside the organisation you are seated.

When discussing how the organisation is structured one interviewee wants to raise a note of caution about becoming a organisation that is prioritizing functions over projects. Due to the fact that the organisation is working on a lot of different projects at a time the interviewee emphasizes on the fact that the focus should be on the projects and not on a functional level. It is a common view that it can be

easy to keep close to your co-workers inside your function and you generally have good communication inside the functions. However, it is now due to Covid-19 and the fact that Company X has a full-virtual workplace hard to have small talks and everyday communication with people outside of your function. Nevertheless the interviewees are almost unanimous in the opinion that the organisational structure today is positive in terms of a non-hierarchical feeling where you can interact with anyone, regardless of the position they have in the company.

5.4 Leadership and Communication

Several interviewees expressed that they do not like leaders who micromanage, they want to feel like the leaders trust them with their job and do not interfere since micromanaging can result in lowering the motivation of people. The leaders are according to one interviewee the ones who set the standard, micromanaging leaders gives micromanaging middle managers and so on. At Company X the leaders do not micromanage, they trust their employees and let them be in charge of their own projects. One interviewee expressed "They trust that I can do the work even though I have never done it before". Another interviewee said that "It is very consistent and clear what is expected of us".

When going through a change it is according to several interviewees important that the employees know about the change, understand why the change is required and thereby being involved in the change. It is the leader's responsibility to make sure the employees are being involved and are notified about the change. If the leaders are transparent and have good communication with the employees it can reduce unnecessary uncertainties. The interviewees agrees on the fact that it is important that leaders do not promise employees things that they can not provide. The leaders need to be clear about and explain what the goal and vision are, not only talk about the success in the company. A good leader should be able to provide the employees with the vision of the company and also help people grow. The employees at Company X express that the CEO has a vision, is charismatic and as long as the current CEO leads the change the company has a high chance of succeeding. Someone expressed that the CEO is an open book, is transparent, talks about what the next step is for the company and what is happening. However, some interviewees said that there is a need for more transparency regarding the recruitment process, so the employees understand why the company is hiring at such high speed.

It is according to the interviewees important that the leaders are connected to the entire organisation in order to not make decisions over people's heads. It is also important with leaders who can admit that they are not experts in everything and can ask for help, this can mean brainstorming ideas with people inside of the organisation. The CEO had expressed to an employee "Do not let me screw up", this gives the feeling that the CEO thinks that everyone is human and responsible. Generally the interviewees seem really happy with the leadership and the CEO, several said that they are pleased with working at Company X thanks to the leadership and the

culture in the company being so good. The general perception is that the leaders in Company X want to promote positivity and flexibility throughout the company. The CEO and the other leaders have shown the importance of making everyone feel included by interacting with all employees without caring about the level inside the company. However, one employee expressed that there was a decision made without them knowing even if that decision affected them, and the person felt left out. The interviewee expressed the importance of speaking up when feeling left out about something that affects you and your work.

When it comes to communication, the interviewees think that it is important that leaders are transparent but they do not need to be specific with all details. The communication does according to the interviewees work great today at Company X and several interviewees expressed that they enjoy the town hall meetings and the weekly updates communicated through emails by the CEO. In the town hall meetings the CEO presents new employees and give updates on what is happening in the company. It is also the leader's responsibility as the company grows, that the employees get the right type of information. One interviewee said that it is not always up to the leaders how the communication works, everyone needs to help find the path of the company and not just wait to be told what to do.

Several interviewees expressed that it is easy to reach out and talk to people who they usually do not talk to. It is also quite easy to reach out and talk to people higher up in the organisation. However, one interviewee expressed that senior people could be better at communicating downwards and expressed a concern about: *"Imagine a junior who does not know whom to talk to"*. Another interviewee said that a positive quality amongst the leaders is that if you need something, you can have a quick chat about it. One interviewee expressed that they feel worried that the best parts of communication that exist today can disappear with the growth of the company. One interviewee said that it takes longer to get opinions and messages now when the company has grown.

5.5 Working Environment

Generally speaking the interviewees have a united opinion that it is important to have a working environment where the culture enables you to feel safe enough to ask questions and propose new solutions to existing problems. This should be combined with a forgiving mentality where it is better to ask for forgiveness rather than permission in order to evolve and be able to make quick, and sometimes risky decisions without fear. One interviewee emphasizes that this type of culture often paves the way of letting everyone have a seat at the table. The importance of having a mix of gender and ethnicity is crucial, according to this interviewee, in order to not lose important insights.

Overall the impression from most of the interviewees is that the culture described above is representative of the culture at Company X. Words like - *respect, honesty*

and *openness* - are commonly used when the interviewees are asked to describe the culture of the company. There seems to be a joint opinion that everybody in the company supports each other and that the mentality is based on an “All for one” attitude. Several of the interviewees emphasize that the openness inside the company and the fact that people generally do what they imply makes you feel safe that there are never any hidden agendas among the employees.

Since Company X is in the pharmaceutical business the values of the company is based on a high patient focus. The culture and everything that is done inside the company is therefore driven from the motivation to be able to deliver new drugs and through them provide help for families in need. Since the company is working within such an important area where they are the only ones doing what they are doing the interviewees express that this has a positive impact on the culture of the company. Everyone contributes in the best way possible and this results in a very collaborative and teamwork oriented environment with a positive attitude towards new ideas and inputs.

Most of the interviewees agrees on the fact that a working environment where you have a balance between professionalism and private sharing is a good one. The overall opinion is that this is the case at Company X with arranged activities such as boat rides, chocolate and olive oil tasting and small talk over a beer in the lunchroom at Fridays. The company does also have a very good process when it comes to new recruits where everyone gets presented both in the weakly emails from the CEO and in the town halls where a short interview with every new employee is held. Unfortunately in times like these with Covid-19, some of the interviewees feel that it is harder to get to know one another on a more private basis since no one is working from the office.

One interviewee expresses that *“I have a hard time defining the culture of the company due to the fact that I have never been in the office with everyone”*. This perception is shared by other interviewees who comment on the fact that it has been hard to keep the company culture when the company is growing at the same time as everything is virtual. It is however unclear to the interviewees if the diluting of the culture is mostly due to Covid-19 or a direct result of the growth of the company. What is mentioned by one interviewee is that even though the culture of the company has always been very collaborative, a tendency of territorial rivalry has surfaced since the company has started to evolve. The interviewee explains that territorial rivalry can be a result of the company now also building commercial capabilities. This since it can have a negative impact on other departments due to new prioritization and that they now have to share the resources with the commercial organisation. The same interviewee also states that the culture can differ between different parts of the organisation since the company now has both a R&D and a commercial function that when generalizing, can have different kinds of people in terms of more introverted and more extroverted people that can have different views on what kind of environment they like to work in.

Several of the interviewees mention that they value a culture where flexibility is key and that everyone are able to have balance between private life and work, i.e. a company culture based on work balance. This is a common interpretation of the culture in Company X. However, it is highlighted by one interviewee that it is important to not only talk about work balance, but actually “live as we learn”. With this the interviewee means that people can not only talk about work balance but also needs to actually say the words “*Let’s go home, we will finish this tomorrow*”. Otherwise, the interviewee emphasizes, it is possible that the employees in pressured times will feel bad for prioritizing family time even though it should be accepted in terms of the general culture in the company.

Overall the interviewees are agreeing on the fact that the culture in Company X is a very non-hierarchical environment which enables the ability to reach out to anyone regardless of the level they have in the company. People feel that they are equally treated and that everyone’s opinions are taken into consideration. Three interviewees also shares the company’s view of recognition. The interviewees express a positive attitude towards the fact that Company X gives out rewards and benefits to employees that creates extra value.

5.6 Important for the Employees

The most important factor for almost all the interviewees to thrive at their workplace is the opportunity to learn and evolve. One person mentioned the high intelligence in Company X and states that “*There are many highly intelligent people who can challenge you and who you can learn from*”. When starting at a new workplace it is important that you learn from someone how things are done at the company and not be left on your own to figure out things by yourself. One interviewee expressed the importance of getting the opportunity to teach and share experience with coworkers, but also getting the chance to learn from them.

Learning can according to one interviewee be done by challenges in terms of problem solving and working towards the best solution. To be able to manage challenges is something that motivates the employees. At the same time it is important to work with something that you are good at in order to keep up the motivation. It is mentioned by one interviewee that some people can lose motivation if not succeeding with an assignment. To succeed with a challenging assignment, there has to be a positive environment that is open to new solutions and ideas, and this is something that motivates some of the interviewees. Narrow minded and negative people have to go, in a positive environment you need people who are open minded. To help people be the best version of themselves, some interviewees think that it is important that they get the opportunity to distribute their work hours by themselves. Another factor that an interviewee explains as a motivation to learn is if the organisation is built in such a way that you have the ability to climb the career ladder without people at a higher level needing to leave the company.

Having good leadership and getting support from leaders and colleagues was shown

to be important for many interviewees. The interviewees value having a leader that is not only a boss but also acts like a mentor who gives guidance and feedback. The interviewees also mentioned the importance of good teamwork and to have fun at the workplace where you are able to have not only work related relations but also personal relations within your team. The interviewees emphasize on the fact that good teamwork also includes having a well functioning communication within the team where everyone gets listened to and no one just shut other people down. It is however, according to the interviewees, not only important to have good communication within the teams, but also between the different functions. Bad teamwork with a lot of conflicts and people not contributing are something that is argued by the interviewees to be a factor which can lower the level of motivation. One interviewee expressed that they get unmotivated when working with people who only tries to have a relation with you when they want something but do not have any long term relation in mind.

According to several interviewees it is important that everyone within the team knows and are on board with what the goal is, so that everyone are working towards the same goal. It is important according to the interviewees to not have unreachable goals, since this can make people feel like they can not deliver the right things in time which can lower the motivation. Having a united goal and achieving it are factors that motivates people to do their work. Several interviewees felt that it is important to have respect for each other when trying to reach a united goal, and that there is a united energy amongst the teams. It is also important that people are open and willing to help each other when reaching the goals, if one person is done with their work they can offer their help where it is needed. Some interviewees feel that people who only want to look good and care about their appearance inside the company are not popular people, this since they are not contributing to reaching the united goal. One example of this is given by an interviewee who says that sometimes when people get an assignment which they are the most suitable for, some tend to put the assignment on someone else just by the fact that they are lazy but in the end take credit for it anyway.

To be flexible and being able to make a decision fast are important factors in the pharmaceutical industry and something that the interviewees expressed as significant. To be able to act fast and make decisions fast, it is according to the interviewees required that the people who are working within the project have the authority to make a decision. Without people further down the hierarchy having the authority to make decisions, the decision process might be more time consuming and people lose motivation. One interviewee expressed that they do not like when there is unclear decision making and when people make decisions without basing them on results and science.

Many interviewees feel that it is important to be a part of something meaningful, in this case it is helping and giving patients and their families hope. Company X is today working with rare diseases and thus giving families hope, which are factors that motivates people to do their work. What motivates the interviewees is also to

feel like they are making a difference, making a difference in someone's life is really rewarding. Company X has close contact with the "rare disease" community and this motivates the employees to work even harder. Talking to the parents of the sick children is according to the interviewees making the employees of Company X realise that their work can make a difference and motivates them to work even more efficient. Another motivation factor, according to the interviewees, is that Company X soon likely will have a drug that is approved and hopefully can reach the market. It is rewarding for the employees to be able to create and add value to something that they know only a few other companies are working with. Company X has today a patient centric focus and this is according to the interviewees motivating for people to do their work. However, some interviewees expressed that if Company X were to lose the patient centric focus some people could lose their motivation.

Some interviewees feel that it is significant for them to feel like they are important and are being seen at the job, for example one interviewee said that "If I am sick I want it to be noticed". Recognition was also something that several people mentioned as important factors for them to thrive at their workplace. They also want the ability to have an impact on things. Some interviewees are motivated by feeling like their voice are getting heard which mostly is the case at Company X and one interviewee said "*Leaders come to me asking for help with establishing processes*". This made the interviewee feel motivated since it created a feeling of being trusted by the people higher up in the hierarchy of Company X and also created a feeling of being respected in their area of expertise. Respect and recognition is according to one interviewee more important than money which is not a motivational factor by itself, however you need to feel that your salary is representative of the work and value you create for the company.

5.7 Organisational Size Differences

The general idea among the interviewees about what happens when a company evolves is that you lose some insight. There is according to the interviewees no possible way in which you can still be able to track everything that is going on inside the larger company in the same way as you can in the smaller one. In some aspects, which is highlighted by the interviewees, the lack of insight can make it harder to make decisions since you can not see the whole picture. One interviewee raised a concern about the difference which might appear when the organisation is growing in terms of what information you share outside your function. The interviewee perceived it as the communication is less detailed with people outside of your function and that you keep the detailed communication inside the function with only your closest co-workers. This in opposition to how you work in the smaller organisation where it is common that everyone knows everything. This difference is something that some of the interviewees mention about working in Company X now, compared to when there were only 20 people in the organisation. Several of the interviewees agree on the fact that the flexibility and pace is lower now when the organisation is more evolved. There is according to the interviewees automatically more bureaucracy and the amount of layers in the organisation is slowing down both the

communication and the decision making process. The interviewees highlights the fact that it is not only more time consuming to communicate in larger organisations, but it can also create more miscommunication and information reaching the wrong people, or no one at all.

However, the interviewees agree that the larger organisation do have more evolved processes with structures and guidelines on how to work and how to communicate. This can according to some of the interviewees in some cases lead to more paper-work inside the organisation. Some of the interviewees are mentioning that they already see more systems and processes taking place in Company X which is affecting the way they work. The increased governance structure evolving in Company X can according to one interviewee be a risk when it comes to making things feel impersonal and as a result lose the familiar feeling that the company has had before. The same interviewee also raised a concern that the new processes and levels in the organisational structure will result in people having to focus more on reporting into different systems and less on actual work. There are already many meetings between functions and countries within the organisation, and one interviewee mentions that sometimes there are so many meetings that the feeling is that people are coming up with things to bring to the meeting instead of calling to a meeting due to the fact that there is something that needs to be discussed.

When it comes to being involved in the decision making it is easier to get your voice heard in the smaller company. The ability to have an impact is higher in the smaller organisation and according to some of the interviewees this can be thanks to the fact that you are involved in more different things throughout the company. It is more common in the smaller start-ups that you need to do things that might be out of your comfort zone and your scope of expertise. This can however, according to one interviewee, also result in the fact that you do not get to use your expertise to the same depth as you would in the larger organisation, where one task inside the range of your expertise might be your only focus.

The interviewees states that in the larger organisation there might be a larger budget and more resources to use. This can according to one interviewee enable the organisation to hire more people with different types of expertise and there is generally more overall knowledge inside the organisation. But as the number of people inside the organisation increases, the ability to know everyone inside the organisation might be lost. This does according to one interviewee not only affect employees further down the hierarchy but can also affect the management's ability to be in touch with everyone in such a manner that everyone feels seen and important. However, most of the interviewees agree on the fact that the CEO of Company X is doing a great job to keep communicating with everyone inside the organisation even though it is evolving and the number of people are increasing. According to one interviewee the CEO is working hard to try to keep the core value of the organisation, where the feeling of being able to reach out to anyone is permeated throughout the organisation. The CEO:s hard work with reaching out to everyone has, according to one interviewee, helped a lot with the organisation's ability to make everyone feel

appreciated. Originally the CEO of Company X has worked in larger companies and several of the interviewees agree on the fact that the experience of the CEO helps a lot in the management way of handling the evolving organisation.

One of the interviewees brings up the fact that in a larger organisation things you do can sometimes just “get absorbed”. This meaning that the work you do might not create any value in the larger organisation, however there is a greater chance of that the same work performed in the smaller organisation create value. According to another interviewee this could result in an attitude among the employees where you feel less responsible towards each other and the risk is that people just “tag along for the ride” without actually contributing. This attitude is something that one interviewee explains as one of the reasons that larger organisations sometimes are in the risk of being more about ‘optics’ and appearances than actual value creation. In the smaller organisation the liability towards each other is often higher and one interviewee explains it with the feeling of “*We all succeed together and we all fail together*”. What the interviewee means is that there is a special type of motivation in the smaller organisation where you often have only one product and if this does not work, the company will not survive. Therefore everyone extends themselves to the extreme to a greater extent than in the larger organisation.

When it comes to the fact that Company X is evolving one interviewee highlights the fact that it should be viewed as something positive since this indicates that the company is reaching for success and that it is going well. But the interviewee also stresses the fact that the management needs to control the pace in which the organisation is growing in order not to be affected by too much growing pain.

6

Discussion

In this chapter the discussion of this report is presented. The discussion is based on the literature review, the external interviews and the internal interviews from the case study, and is going to answer the research questions of this study. Further, the aim, the chosen methods and the research question of the study will be discussed. There will also be a discussion regarding the validation of the study and also further research will be discussed.

The order in which way the research questions are discussed have a purpose since in order to understand what concerns may arise when the organisation is growing one first needs to understand what the general idea looks like regarding working in a smaller organisation to understand why this is something that employees do not want to lose.

6.1 What are the positive aspects of being a smaller organisation according to employees?

To work in a smaller organisation means that there will be less people inside the organisation. It is self explanatory that it is then easier to have close connections to everyone than it would be if the organisation involved more people. The impression is that this is the most prominent aspect of working in a larger organisation. As mentioned in the internal interviews it has since the beginning been a very familiar atmosphere at Company X which is valued highly. The positive outcomes of having close relations to the people you work with can be, as mentioned in the external interviews, that you have no hesitation to reach out to people when a decision needs to be made. It can be argued that it is easier to pick up the phone and call someone or send a quick email to someone that you know compared to someone you do not know.

Further, in the smaller organisation you are by nature closer, in terms of organisational levels, to your highest chief. This is mentioned in the internal interviews as something that creates a feeling of being important since you might feel part of and included in more decision making at a higher level. These view is also supported by the external interviews with the fact that the smaller organisations are less hierarchical. It could be discussed whether or not the smaller organisation generally does not have leaders that need to act with the type of strong authority that as mentioned by Fiedler (1967) is needed if the power distance in the hierarchy is large. This could be an explanation to why people in both the internal and the external

interviews highlights the fact that you feel that you have a greater ability to have an impact in the smaller organisation which also encourage motivation and increases the work ethic.

It is mentioned that in smaller organisations there is often a strong focus on one specific goal, where everyone is on board with the same prioritisation. This can be discussed to have a positive aspect on the team work and collaborate spirit that is highlighted as a positive aspect of the smaller organisation. The 'All for one' attitude mentioned in the internal interviews is enabled by the fact that there are generally no conflicting objectives inside the organisation. This is also supported by Lawrence and Lorsch (1986) where they highlight that differentiation inside the organisation can lead to disunion. Not to state that differentiation can not appear in the smaller organisation, but it is not as likely to the same extent.

The fact that your work gets noticed and is not just absorbed into the huge amount of work that gets done in the larger organisation is apparently a factor that is viewed as positive in the smaller organisation. As mentioned in the one of the external interviews the feedback of your work is often direct in terms of value creation whereas in the larger organisation the value of your work might not be as clear, hence you lose some of your motivation to do a good job.

There are some clear common features when comparing the internal interviews with the external interviews when the positive aspects of the smaller organisation is brought forth. When summarising the most essential traits mentioned as positive is the ability to create good teamwork since you are able to know the people you work with and have personal relations that make it easy to reach out, the overview and insight of the whole organisation where you know who to talk to about specific subjects, the possibility to have an impact and having authority making it easy to communicate and make quick decisions and also the fact that the smaller organisation has a united focus on one goal. This can also be argued to be traits that appears when not as many people are involved and it is only natural that some of these aspects have a tendency of getting lost along the way when the organisation is growing.

6.2 What concerns might employees have when going through a phase of organisational growth?

The fact that people generally are afraid of the unknown and can feel threatened if put in front of a change that creates uncertainties is mentioned by Hofstede (2002). It is also supported by what is said in the external interviews where it is mentioned that fear of change originates from the fact that you do not know what will happen to you. This is also mentioned in the internal interviews at Company X where some of the employees expresses a concern about not being as prioritised as before. This would be due to the fact that they will now need to share prioritisation in terms of funds and resources with the new commercial function.

One of the most mentioned concerns about the larger organisation is the amount of layers that often are created in the organisational structure. There seems to be an overall interpretation that a narrower hierarchy with more layers is not a success factor, but a not so uncommon outcome of the fact that the organisation is growing. According to the internal interviewees to many layers will result in people losing authority to make decisions and the risk of other people making decisions over their head increases. This view is also supported by the external interviewees who seems to be united in their opposition towards centralised organisations since it hinders motivation, as also is stated by Jacobsen and Thorsvik (2002) who argues that the decentralised organisation is more motivating for people.

It is further argued that the larger organisation is making it hard to have insight in the overall organisation and the ability to know what is going on decreases as the organisation is growing. Decisions should of course, as highlighted by one of the internal interviewees at Company X, be based on facts and it is a natural outcome that it is harder to make quick decisions in times where one does not feel that they have enough insight. It also seems that it can feel uncomfortable to give up responsibilities that one has had before in favor of a new colleague. The interpretation is that the fear of giving up responsibilities is not because you do not trust the ones taking over but rather since the responsibility will then be out of your hands and your insight might decrease further.

As the organisation is growing there will most likely be coming more people to join the organisation and this seems to be a generally prominent concern amongst people. Not due to the fact that people do not like people but due to the fact that it is harder to keep track on each other and know who is responsible of what. The fact that the organisation is growing in terms of the amount of people also seem to create a concern about how the communication and ability to get opinions and make decisions will work in the larger organisation. As stated by Jacobsen and Thorsvik (2002) the decentralised organisation is more flexible in the decision making process and since there seems to be a general idea amongst the interviewees that a larger organisation by default have a risk of being more centralised the concern about the flexibility can be argued as valid.

Depending on how one interpret the suggestion with micro organisations in the larger organisation, given in the external interviews, it opens up for a discussion about what it really is with a divided organisation that concerns employees. In the internal interviews it was highlighted that it would be a mistake to become a function oriented organisation since this seemed to create a concern about losing teamwork throughout the organisation. The external interviewee who brought up the micro organisations highlighted that this is a type of decentralisation of the decision process since every micro organisation then works as a smaller organisation on its own. However, this did not seem to be a positive solution according to the internal interviewees where this instead could create a disunited organisation and the interpretation is that the positive aspects of feeling empowered in your micro

organisation is overrun by the negative aspects when there will be misalignment between the micro organisations that might lose the organisations united goal that should be of first priority.

The concern raised about losing the united goal and also getting lost in the values of the organisation when it is growing is highlighted as a prominent botheration among people. Most of the interviewees, both internal and external, mentioned the fact that they want to make a difference and work at a company with good values when asked what is important for them. It seems reasonable that when applying for a job, the values and goals of the organisation is suitable and fits your ambitions and morals. As the example given by one internal interviewee at Company X, the pharmaceutical business has a reputation to care a lot about profit and money. And if you signed up at a company that at first only had a focus on bringing forth the best medicine, the change of focus to become bigger and bringing on commercial capabilities can feel scary since the core values might be lost and the strive for profit be bigger.

When it comes to the atmosphere of the organisation, it is highlighted that the larger organisation has a tendency to be less familiar than the smaller one and this can have a negative impact on the employees. The reasons for people to have this perception of the larger organisation seems to originate from the fact that the larger organisation has more processes that, although they can help the effectiveness, makes the work impersonal. In contrast with the smaller organisation where people seem to generally work in order to create value, the larger organisation seems to have a bad rumour of being more about optics and appearances. This will of course have an impact on the employees inside the organisation since this can be a contributing factor that hinders team work since the trust between peers can halter when people are not doing what they say they will.

The most common features mentioned when speaking about concerns about the larger organisation could be summarised to be: that the amount of people inside the organisation makes it hard to keep a familiar atmosphere, fear of losing the insight in the overall organisation, that your work is not valued in the same way which will lead to losing motivation, the amount of layers that will make you lose authority and that it will be harder to be united in a multi focused organisation.

6.3 Is there a way to keep the positive aspects of being a smaller organisation when the organisation is growing?

By no means is it possible to give a straight yes-answer to this question. It would rather be more valid to give the straight up answer no. So instead of doing so and taking away all opportunity for discussing the subject further. The following section will therefore by the use of the information retrieved in both the internal and the external interviews and with support from the literature review discuss what can

be done in order to not lose everything that is good with the smaller organisation by adjusting the aspects to better fit into the larger organisation. In order for the reader to be able to follow this discussion in an understandable way the discussion is divided into three parts focusing on different areas: Structuring the organisation, Managing with Leadership and Communication and Working Environment.

6.3.1 Structuring the Organisation

In the following section a discussion of how to structure the evolving organisation will be presented in terms of some specific areas the organisation should focus on in order to not lose the positive aspects of the smaller organisation.

- Clarify the organisational structure and remove confusion about division of responsibilities -

What has come forth when doing the interviews with the employees of Company X is that as the company has evolved it has become harder for everyone to get a clear overview of who is responsible for what. It can create a lot of frustration and ineffectiveness if people are used to have a great overview of the organisation that gets lost in times where the organisation is growing. In order to avoid any negative consequences of not knowing who to contact regarding a specific issue it is crucial that the organisation has a pronounced structure. As Abrahamsson and Aarum Andersen (2000) argued the organisational structure should work as a visual map that shows everyone's responsibilities and the paths of communication inside the organisation. What should be done in Company X is to work with the employees' ability to get an overview of the organisational structure. This should include that there should be a clear and well structured and updated organisational chart available for everyone working inside the organisation. As the organisation evolves even more, there will continuously be new recruits throughout the organisation, and this physical visual map will also serve the purpose of being a guide for every new employee.

In the smaller organisation it is mentioned both in the external interviews and the internal interviews with employees in Company X that it is common to be involved in a lot of different things, even things outside your expertise since there might not be anyone else suitable for the task. It is therefore of high relevance when evolving and bringing on new competences to the organisation that the creating of the visual organisational structure is clear. When evolving the organisation, new employees might take over responsibilities from people that has had them in a self-proclaimed manner. If this change is not clearly stated in the organisational structure it can lead to misunderstandings and unwanted territorial rivalry. It is in this case of high importance that the employees who has to let go of some responsibilities can see the whole picture and understand that the new structure of responsibilities is needed. It should be clearly explained that their competences are valued, their competences is needed in a place where they can create the most value, hence in their own area of expertise.

The larger organisation is heavier to manage and everything will automatically already work in a slower pace. As argued by El-Sayegh et al (2016) the need to have a distinct organisational structure increases when the organisation is evolving. This to stay effective and have the ability inside the organisation to work without any unnecessary inconvenience. However, when reasoning about the structure and the clarity that this will bring to the organisation it should not be forgotten that the organisational structure must fit the goal of the organisation and that the structure should work as a helping tool in order to get there. If not done right the wrong organisational structure can instead be a contributing reason that an organisation has a hard time. With this said, there is no use in reconstructing the organisation for the sole reason of growing. If the structure of the organisation is suitable for reaching the goals of the organisation the structure should be kept. Unnecessary reconstruction can instead lead to people losing focus on the goal and instead constantly being worried about what will happen in the next step of the reconstruction. This idea about avoiding unnecessary reconstruction is supported by Hofstede (2020) who states that people often feel threatened when needing to change.

- Work on the integration and differentiation between R&D and the commercial function -

Company X is not only growing, it is also taking on a new path when bringing on commercial capabilities within the business. This has obviously created some new challenges inside the organisation. As mentioned in the internal interviews with the employees in Company X there has been some conflicting feelings since the organisation decided to develop commercial capabilities inside the business. When analysing what is said in the external interviews and also following the argumentation of Hofstede (2020), it seems very normal for employees to get a bit scared when introduced to new things. It sure creates a feeling of fear, and the question "What will happen to me?" is a natural reaction when the organisation you work in are changing. In the case of Company X where the organisation has created a new function with its focus on the commercial process, it has obviously raised a concern among the already existing parts of the organisation that they might lose some of the prioritisation. Fear is generally not the optimal feeling in order to create a working organisation where people thrive and work well together. Therefore it is important to get control of all the negative feelings that can occur among the employees. As explained by Kotter (2007) and his fifth step towards a successful change "Remove obstacles", Company X should work on getting everyone on board by making them understand why the change is needed.

As highlighted in the information gained from the empirical findings and Kotter (2007), fear of the unknown is best cured by people getting knowledge and creating an understanding for what is happening. The interpretation from the internal interviews with the employees at Company X, is that it might be some underlying tension inside the organisation between the people working in R&D and the people working in the new commercial function. More specific, some of the people working in R&D is feeling less prioritised now when the commercial function is set in place. Even though it might not be true for everyone, but speaking in general terms and

as mentioned in the interviews, people in R&D and people working with the commercialisation of a product might differ in terms of personalities. When having to work together the personal differences might be the cause of conflicts. The study performed by Lawrence and Lorsch (1986) is handling the case of having an organisation with a high degree of differentiation. As mentioned in their study, it is a fact that you need a well developed way of handling conflicts in order to succeed in organisations with a high degree of differentiation.

It is further stated by Lawrence and Lorsch (1986) that in order to solve a conflict, you first need to acknowledge that it do exist. The management of Company X might not be aware of the internal rivalry between the R&D and commercial functions that according to one interviewee is existing. Acknowledging the existence of the conflict is the first step towards being able to create an integrated organisation. As mentioned before, Lawrence and Lorsch (1986) states that you should acknowledge your differentiation in order to be able to work with integration. Therefore, it is crucial to work with creating an organisation where the people involved can understand and make use of each others differences and acknowledge that everyone is important in their way. For the success of the organisation, management should structure the organisation in such a way that both sides will feel as important and needed. They should also create an understanding that R&D and the commercial function need each other and that the integration of these two parts will lead to a lot better teamwork without tension and rivalry.

- Avoid to many layers in the organisational structure and use a decentralized decision making process -

The overall impression that is derived from the internal interviewees in Company X is that as the company evolves there is a feeling of loosing insight, ability to be part of decisions and also loosing some authority. This view is supported by the external interviews where it is also discussed how the decision making should be considered in favour of peoples motivation inside the organisation. It is a shared opinion from the external interviews and also the internal interviewees at Company X that the use of a centralized decision making has a negative impact on the motivation and can kill the ability to thrive at a workplace. When discussing how to create an organisation in terms of decision making, the opinion that the decentralized organisational structure is more motivating, is supported by Jacobssen and Thorsvik (2002). As Jacobssen and Thorsvik (2002) also argue for the fact that the decentralized structure is more suitable when it comes to making use of the knowledge inside the organisation this type of structure feels most suitable for Company X. It is an organisation with a lot of different competences in different departments inside the organisation, and with a decentralized structure the risk of loosing out on peoples expertise is less likely.

It is however important that a decentralized organisational structure is not confused with an organisation where whom ever can be part of all decisions. As stated by Eriksson-Zetterqvist et al. (2012) it is, when using a decentralized decision model, specific individuals placed in different parts throughout the organisation that has

the authority to make decisions. One can argue that it is crucial that the people with the decision making authority is people who is capable of taking in other peoples opinions and that pride is not something the person holds on to. Appointing the right decision making people will make the rest of the employees feel safe that they will be heard and that their opinion is valued. The decentralized decision making structure is positive since decisions are not only coming from the top of the hierarchy. This enables people further down to feel like they have an opportunity to have an impact since the one making the decisions can be their immediate supervisor.

As mentioned by a lot of the both the external and the internal interviewees, in order to thrive inside the organisation you need to feel trusted and no one likes it when someone higher up makes decisions that concerns you without consulting with you to. In order for the decentralized structure to work as it should, the authority to make decisions must be clear. If the one making the decision is always second guessing due to the fact that someone else will overrule the decision it will have a negative outcome. This is supported by Ryan and Deci (2020) who argues that people need to have personal responsibility over their work to feel motivated, if they lack the feeling of responsibility then the motivation will decrease.

- Acknowledge the importance of new processes and still keep your focus of the organisational goal -

It is a mutual interpretation from the external interviews and the internal interviews with the employees at Company X that everything in the less evolved company runs faster and is more flexible. It is highlighted that there are usually not that many processes in place in smaller organisations but since there are generally less people it is possible to get by without well developed internal processes. Part of the communication in the smaller organisation is held face-to-face during quick chats in the hallways. This can, as it did in Company X when it was smaller, create a feeling that you can make decisions fast and then have a lot of time on value creation when doing actual work. It is therefore fair to react when the organisation is evolving and there are all of a sudden a lot of processes that you need to follow when filing, making decisions and getting your voice heard. As stated by Jain and Pareek (2019) when communicating and making decisions it is always favorable to use face-to-face communication. Sometimes this is however not possible and you need to create a structure and clear processes on how to communicate. Since Company X is evolving and now has people in a lot of different countries the structures and processes are needed in order for people not missing out on important information. The processes should be highlighted as an important success factor in order to reach the organisational goal, so that everyone is on board with the processes.

The concern raised in the internal interviews with the employees of Company X regarding the fact that people spend more time on reporting than doing actual work is something that the management of Company X need to consider. The processes that are put in place when it comes to reporting should of course be an asset and not an obstacle in the organisation. To schedule excessive meetings by routine is something

that should be questioned if the company want to stay effective. Company X is a global organisation and much of the communication is done virtually. Further, when analysing how the evolving of the organisation has affected the amount of virtual communication inside the organisation it is impossible to not mention the Covid-19 situation. This has created a situation where people regardless of which office they belong to are now working from home. The need for having more meetings to be able to make decisions and to move forward has therefore increased both by the factor that the organisation has evolved but also due to Covid-19. Before this phase of growth and Covid-19, it was easier to get validation that everyone was on the right track by a quick check-up from your colleagues in the office. So this new way of working virtually and at the same time evolving can be a difficult challenge.

However, since Company X is an organisation that already before was working in more than one country over the globe the use of virtual communication is already a part of their working environment. It is therefore of high interest for the organisation that the new required processes can help create an efficient working environment. Since everything that is new can feel difficult or unnecessary it is ones again important that people understand why they need to do what they need to do. As stated in the external interviews, the reporting processes is needed in the larger organisation in order for everyone it may concern to get the information. Paperwork and complicated processes can sometimes create frustration but the alternative with having a large organisation without structured processes would be particularly more inefficient and frustrating.

6.3.2 Managing with Leadership and Communication

In the following section the discussion of how to manage the evolving organisation, in terms of leadership and communication, in order to preserve as much of the positive aspects of the smaller organisation as possible will be presented.

- Communicate the vision clearly during the change -

The expression "a planned change" refers to when an organisation moves from one state to another by following certain steps or a strategy (Bamford & Forrester, 2003; Kotter, 2007). Company X are scaling up by going from being a R&D company to also creating commercial capabilities within the company, going from one state to another. According to Kotter (2007), if an organisation follow his eight steps it will increase the chance of making a successful change. From the internal interviews at Company X, the interviewees mentioned the importance of having a good leader who has a clear vision, is transparent, and allowing the employees to be involved in the change. Kotter (2007) argues in his eight steps that when going through a planned change strong leadership, a clear vision, and the ability to be able to communicate the change to the employees is essential. This view of having a leader with a clear vision is also supported by Schein (2004). The external interviews goes in line with what Kotter (2007) states about change, how important it is to communicate the change, being transparent about it and having strong leadership.

If there is no clear vision or clear goal of the change people can feel threatened by the change if due to the fact that they feel fear of the unknown (Carleton, 2016). According to the interviewees at Company X, Company X has succeeded to include the employees in the change and thanks to the very transparent CEO the vision of the organisation has been clear. It is suggested that Company X should keep communicating the vision clearly. It is also important that management understand the positive impact it has on the employees to be transparent and continuously focusing on communicating the next step in the change.

- Make people feel important and needed -

In Company X the process of the change has started and the phase the company is in now can be compared to Kotter's (2007) fifth step when going through a planned change - "Remove obstacles". In this step, it is important to recognize and reward people to keep them motivated. Recognition and rewards, were two things that the interviewees at Company X mentioned as important for them as motivational factors. According to several interviewees, Company X is doing a great job when it comes to recognition and rewarding people when they have reached a goal. The fifth step in Kotter's (2007) model is also about removing obstacles, in other words it can mean identify the people who are against the change and try to figure out why they are against it and make them understand that the change is needed.

When going through a change, people can feel worried because they do not know what is going to happen to them and this can be a reason for resisting the change. The external interviews shows that it is important that the leader explain that everyone cannot be a part of everything that they used to be, and that they might be more needed somewhere else. It is suggested that Company X's leaders should continuously focus on making sure the employees feel important and explain where their expertise is needed. One interviewee in Company X expressed that when understanding why they do not have to do certain things anymore they feel relieved of not having that heavy work overload. The leaders of Company X should assimilate the information from the interviewee, and the fact that it is not wrong to take away tasks from someone as long as the person in question understands why it is happening. As stated by Mansaray (2019) it is important for the leader to be humble and show understanding, but as stated by the interviewee changes regarding work descriptions can be positive if it is explained and leads to you being able to focus on more specific things inside your expertise.

- Avoid micromanaging and adapt the transformational leadership style -

When working in an organisation which is scaling up, it is essential that strong leadership and good communication exists. Mansaray (2019) mention in his article that leadership is essential when bringing in a change and is a vital component for a successful change meeting a competitive market. All leaders, the CEO and the senior leaders, must be able to communicate the vision regarding the change to all employees and make sure that everyone is on board. For the leaders to be able to communicate and inspire other to change, they need to believe in the change and its purpose. In the internal interviews with people from Company X they expressed

that a change regarding organisational growth is a proof that the company is doing well and becoming more successful. This can create motivation for people who wants to be a part of a successful business.

Having a strong but also communicative leadership is essential when an organisation is going through a change, the leader needs to be transparent and have a clear vision that they can communicate. According to Browaeys and Price (2015) when an organisation is going through a change the leader needs to give strong and clear directions to avoid uncertainty. The most famous leadership style when going through a change is as mentioned the transformational leadership (Mansaray, 2019). This leadership style meet the criteria's of what traits a leader should possess during a change, as previous discussed. The transformational leadership is especially suitable when it comes to changes, because the transformational leader is general good at inspiring and guide the employees to deliver more than was expected from the organisation. The transformational leader is also good at communicating the vision and the goal, and letting people be in control of their own tasks. These trait in a leader were factors that the internal interviewees at Company X mentioned as motivational, having a clear common goal to strive for is important for them as well as the feeling of being trusted to handle an assignment by themselves. Both in the interviews at Company X and in the external interviews people said that they do not like to be micro managed, they want to be able to make decisions on their own without someone interfering all the time.

As Company X evolves there is no possible way for a leader to control every detail of the organisation. The use of a transformational leadership style is therefore even more crucial in order to avoid micro managing and keep motivating the employees of the company. Having a transformational leader in the top of the hierarchy will permeate the organisation of Company X with a non-micro managing attitude and the middle managers will more likely adopt a similar leadership style. With this type of leadership style the employees will feel more motivated to adapt to the change.

- Continue to focus on building relations between the employees to enable team work -

As Company X is growing it is no longer possible to know everyone inside the company and the communication inside the organisation is changing. There is also the factor that due to the Covid-19 situation many people have never even met in person even though they work in the same country. People are also working from different countries, and the only way of communicating is virtually, through telephone or email. When a company is growing globally it is, as stated by Jain and Pareek (2019), important to keep in mind that people come from different cultures. The case is further that when involving more than one country in the organisation there might be less working hours shared since there is a time difference between the different countries and the communication paths are even more complicated. Since Company X is growing it is important that the people working together respect each other and have the ability to get to know one another to understand how they work and what their private life looks like. It was brought up by several interviewees

at Company X, that it is important to know your team and many felt that the team leaders are doing a good job with uniting the people in the teams. Having a good team and teamwork is something that the interviewees at Company X values.

To be able to have a good teamwork and communication, even now when it is done virtually, it requires more efforts from the employees and the teams. As Jain and Perek (2019) discuss, there are challenges with working with people from another country where you only use virtual communication. The challenges mentioned by Jain and Perek (2019) are many, however in the case of Company X and the challenges regarding communication, the biggest challenge is the united decision-making. One interviewee at Company X expressed that sometimes the decision making is a bit vague and Company X need a way to establish decisions in a more efficient way. As suggested by Jain and Perek (2019) one solution can be to write down the key takeaways from the meetings, to make sure that the key takeaways do not get lost in translation or forgotten. To further strengthen the communication despite that it is mostly done virtually the focus should be on strengthening the relations on a personal level both inside and between the teams. As the external interviews shows it is generally easier to work with people that you have a personal connection to and this must be recognized by management as the organisation is growing.

- Use communication as a tool for motivation -

As the interviewees at Company X states, the communication works well between the leaders and the employees. During all interviews, it was mentioned that the CEO of Company X is doing a great job trying to keep everyone together with the use of town-hall meetings and sending out weekly updates, keeping everyone updated on what is going on. Although the CEO are doing a great job with communication, some interviewees thought that the senior managers can do a better job at communicating. One interviewee expressed the concern of leaders making decisions without the employees' knowledge, even though the matter concerned their work. As a leader, making decisions above someone's head can result in the person in question feeling left out and feel like they are not able to do their work. Ryan and Deci (2020) states that this will be unsatisfying for the autonomy need due to the lack of personal responsibility of their own work, and the person can also get the feeling of not being needed which affect the relatedness need. When these needs are not satisfied, a person can feel unmotivated, and this is something companies should avoid.

It is important that Company X motivates their employees so they can do a good job and feel good about themselves. Mistakes like making decisions over someone's head without them knowing should not occur inside the organisation, regardless of the level in the hierarchy. The leaders of Company X may have to make fast and difficult decisions, but it is then important to inform the persons who are involved and explain why the decision was made without them and explain that them being left out of the decision making has nothing to do with their competence. Based on the external interviews some people want to be able to make decisions without

turning to their managers all the time, this will give them a sense of responsibility and will motivate them. With high inner motivation people tend to perform in the best way possible and deliver high quality work. It is highly important to keep the employees at Company X motivated when growing and going through future changes, to make sure the employees deliver high quality work and perform in the best way possible.

6.3.3 Working Environment

In the following section the discussion of how to keep as much of the positive aspects of the working environment, that has permeated the organisation before the growth, is presented.

- Evolve without changing focus of the organisation -

The changes made in the organisational structure at Company X is due to the fact that the company is also bringing on commercial capabilities. This is a change that results in a lot more new people and a partly new focus as the company will not only bring fourth new medicine, but also be in charge of the commercial part when it comes to these medicines. It has been highlighted that the values of the company is based on a high patient centric focus where the goal is to help patients and their families. As mentioned by some of the interviewees there is a bad rumour about the pharmaceutical business. This rumour is about companies in the pharmaceutical business who focus more on earning money than to actually bring fourth the best medicine and help as many people as possible. Understandably, a company need to earn money in order to stay alive but the focus of money should not overthrow the focus of the patients.

As Kotter (2007) argues, in order for a change to be successful the last step is to anchor the change in the corporate culture and make sure that leaders support the change. This is a very important step when going trough a change in order to make it stick and be successful. However, in the case of Company X the choice regarding building internal commercial capabilities is coming from the leaders and it seems that the ones having a harder time accepting the change might be the employees that have been in the company from the beginning. It seems that the fear of the company losing its original focus is causing some of the employees to be a bit hesitant towards the fact that the organisation is building internal commercial capabilities. According to the leaders of Company X, the focus will even in the future still be on the patient and the evolving is done partly in order to create even more opportunities to provide funds into the R&D department. It is therefore of high importance that management analyses how the commercialisation has been communicated. As Kotter (2007) states, step five when going trough a change is to remove obstacles, meaning make sure that everyone is on board with the change, and if not focus on understanding why and how this can be handled. If the change is explained thoroughly in terms of how it will have a positive impact on R&D and that the change has no intention of removing the patient centric focus values from the company, this will hopefully help even the resistors to get on board. It is mentioned

by the interviewees from Company X and stated in the external interviews, that a common change when an organisation is growing is that the focus of the organisation can change. In the case of Company X, everyone believes that the values of the company is based on the fact that everyone wants to do their best to help the people in need of new medicines. It would be devastating if the this were to switch towards a revenue focused organisation, since this would have a huge negative impact on the people that has been with the organisation from the beginning. As explained in the interviews, the employees at Company X sees the patient centric oriented values as the main reason for working at Company X.

- Emphasize on the working balance -

As stated by the interviewees in Company X there is a general impression that the organisation is promoting a balance between work and private life. It could be argued that you get more eager to put in that extra work when you feel like you get something in return. It is in the best interest of the company, to have an organisation where the health and wellness of your employees are considered important. As stated by the interviewees the feeling that Company X has your back is making everyone do the little extra for the company. The fact that this is the existing mindset at Company X is a positive aspect now when the organisation is growing. There might be some time ahead where the amount of work will be larger than the available work force and it is common in a growing period that everybody needs to do extra work. Thanks to the fact that the management of Company X has shown support for the employees from the beginning, the management team will now get support back from the employees in terms of working hours since the employees are so dedicated and feel loyal to the organisation.

In order for Company X to continue to be successful in their growth it is crucial to keep the working balance as a part of the organisational mindset. As one interviewee mentioned, everyone knows that they are allowed to have a work balance but the people in Company X is generally so committed that it can be hard to make the decision to "go home and finish tomorrow". As stated by Ryan and Deci (2020) the autonomy need needs to be fulfilled in order for people to feel motivated. When analysing what has been said about Company X it shows that peoples autonomy needs are well met since there is a high level of trust between management and their employees. This in combination with the fact that people working in Company X is generally so committed to the organisational goal they might take on more work by choice. For a period of time, people taking responsibility for as much work as they can handle is a good thing for the company but this is where the role of management in Company X is important since they need to look out for any signs of people overworking in a non healthy manner. Especially in times like these where there are crucial deadlines with the commercialisation of Company X and the organisation being in a phase where they are about to release new medicine on the market, it can be hard to push pause and continue the next day.

- Help employees find motivation in the patient centric focus -

Something that is mentioned a lot in the external interviews and in the internal

interviews with employees at Company X is that people feel that when an organisation is growing it might happen that you lose the high amount of commitment, that often exist when working for a smaller organisation. The explanation used for this is that one might not feel as obligated to perform since the work done can get absorbed into the organisation and the direct value of the work can be hard to see. To be able to keep an organisation where everyone do their best even as the organisation is growing it is necessary to understand what motivates people. It is highlighted by several of the interviewees who has been a part of Company X since the beginning that the best part of the company is the supportive, collaborative and positive mindset that everyone has. Everyone is doing their part in order to drive the company forward and it seems that everyone really wants to contribute with their work.

Generally, when looking at a smaller organisation, it seems according to the external interviews that a lot of people feel motivated to work hard because of the fact that they see a direct effect of their work. The fact that seeing value of your work can be seen as a motivating factor is natural. However, this kind of motivation might be disappearing as the organisation is growing and you no longer see the direct outcome of your work. In order for Company X to keep a working environment where the employees feel motivated without getting the quick results as feedback, the organisation need to understand what kind of other driving motivation the employees sees in the company. As mentioned by Ryan and Deci (2020) one of the three psychological needs that should be supported is the relatedness. When asked why people work at Company X, almost every interviewee mentioned the importance of working with a high patient centric focus. Since the focus of Company X right now is to launch a new medicine specifically made for children with a rare disease, it is declared that the employees find motivation when relating to the happiness their work at Company X is giving the parents of the children since a lot of the interviewees are parents themselves. This is something that the company should continue to focus on in order for the organisational mindset to stay as supportive, collaborative and positive as it has been before, with a high degree of motivated people. According to Dubrin (2015) the transformational leader, which as mentioned before is suitable for Company X to use in this change, is good at bringing positive changes to an organisation by guiding the employees towards a common goal beyond their self-interest. In this case, the common goal that should never be lost in order for Company X to continue to blossom, is the goal of being able to provide medicine to people in need. This is creating value for someone else and their family. It has nothing to do with one's self-interest, but the feeling of doing something meaningful for another human can be an inner motivation.

- Acknowledge the importance of working in an environments that enables learning and personal growth -

According to Ryan and Deci (2000) people stay motivated if they are part of an environment where they have the possibility to learn and evolve. For people to learn and evolve it is important to have a leader who can help them develop into the best version of themselves. As mentioned, a transformational leader is a leader

who guides and inspires people to develop (Dubrin, 2015). As argued by Ryan and Deci (2020), for a person to evolve a sense of the possibility to grow over time and develop needs to be satisfied. Further, they argued that the competence need can be satisfied through challenges, opportunities to evolve and positive feedback. The external interviewees agrees with this, the need for a person to have the opportunity to learn and evolve increase the motivation level.

All the interviewees at Company X expressed the importance of being able to learn and evolve at the company where they work. They mentioned that they have the opportunity to learn and grow by working with people with a lot of experiences, and getting the opportunity to handle projects by themselves. Many interviewees said that it is one of the reasons why they want to work at Company X, because of the opportunity to learn new things and to grow. It has been mentioned in both the external and internal interviews and with the employees at Company X, that people seems to think that in smaller organisations there is an opportunity to do things that you have never done before and as the company is growing people get a chance to learn and evolve by being a part of developing new processes. Further, Company X should acknowledge the motivational aspect of people getting a chance to be involved in the development of the organisation. They should confide in the people of the organisation to use their competences to be apart of the establishment of the new processes and elaborating the already existing ones.

- Keep the insight in the organisation and close contact to people -

The most prominent part of working in a smaller organisation seems, according to the external interviewees, to be the feeling of being close to everyone and the ability to reach out without needing to go through a lot of layers in the organisation. It is also, as mentioned in the external interviews and by several of the internal interviewees at Company X, generally easier to keep track of everything that happens inside the smaller organisation and you might be involved in more things. When discussing the fact that the organisation is growing the external interviews shows that the close contact to people, the insight and the involvement throughout the organisation are the most common things to be scared of losing. These aspects of the smaller organisation do also seem to be the hardest ones to keep. The involvement is as mentioned in previous sections of this discussion something that people needs to accept that they to some extent must let go of. Therefore, the following reasoning will focus on how to keep the close contact with people inside the organisation and also the work done by management in order to keep the insight of what is going on inside the organisation.

To be able to continue to work on the close contact between people inside the organisation you can argue that it will always be easier to reach out to people that you have a personal connection to. It would therefore be smart to continuously work on how to make sure that the employees of the organisation are able to build connections with the people that they will have continuous contact with. The management of Company X has done a great job introducing every new employee when they start

working at the company and also sending out weekly updates about what is going on inside the organisation. This is, as mentioned by the interviewees at Company X, a high valued attribute of the company. The weekly updates is a valuable attribute to keep, especially now when the organisation is growing in order to make people feel involved and having the ability to have more insight. Further, it can be argued that even if the introduction of new employees might not create a personal two-way connection it can help the people that are already on board with Company X to easier reach out to the more newly employed ones. It is also important that the new employees can be able to take part of a company in which you can talk to whom ever you want without any hierarchical boundaries.

As mentioned, the leadership permeates the organisation and so far the CEO of Company X seems to be leading with an open mind that reinforce a safe organisational mindset where everyone is seen and valued. This will have a positive influence on the rest of the leaders inside the organisation who can adapt the same leadership style. It is a good thing that the management of Company X continue to work for an inclusive organisation where people continue to have an open mindset towards each other. With this in mind it is also important to understand and accept that the organisation is changing and so will the possibility to keep everyone in the organisation as a part of your inner circle. But the fact that the organisation is changing does not necessarily mean that the organisational mindset cannot stay open, communicative and familiar. With all the potential that management is possessing in terms of a positive and inclusive leadership their hard work in making this permeate the organisation can be a crucial part of keeping the current profound parts of the smaller organisation that the employees feel concerned about loosing.

6.4 Methodology Discussion

To be able to answer the research question *“Is there a way to keep the positive aspects of being a smaller organisation when the organisation is growing?”*, the researchers decided to create two sub questions, *“What are the positive aspects of being a smaller organisation according to employees?”* and *“What concerns might employees have when going through a phase of organisational growth?”*. All three research questions were answered by doing a literature review and several interviews. The abductive approach was chosen, due to fact that the subject of this study is quite unexplored and to generate a conclusion from the discussion of the internal interviews, external interviews and the theory, seemed appropriate. The discussion is based on the internal interviews, the external interviews and the literature review. This was done since the research design is a case study, and one goal with the study was to be able to provide recommendations to Company X.

The internal interviews were held with employees at Company X and they were picked by the researchers with help from the chief of HR. The help from HR was mainly to be able to get in contact with the most representative people from the organisation. It can be argued as a risk that the chief of HR only chose people who

they knew would say positive things about the company and no negative things. However, before the interviews the researchers was clear about stating that the interviews were anonymous and during the interviews the researchers sensed that the interviewees felt safe to share their thoughts and opinions. The interviewees were employees from different functions in the organisation, and this made it possible for the researchers to get different perspectives and insights of the organisation. If the researchers only had chosen people from one function, then there would have been a risk of losing the diversity of answers and insight. It can therefore be discussed that the researchers made the right decision of choosing people from different functions.

The external interviews which were held with people working in different organisations and who had different positions, made it possible to get a broad overview of what kind of concerns and positive aspects there might be with a growing organisation. The people chosen for the external interviews were partially people from the researchers' contact network, but also people who were recommended by the first interviewees, a snowball sampling. Interviewing people from the researchers' contact network can in many cases be discussed as a risk for biases. But in this case, there was no risk of that. This since, the interviews were mainly performed to get a better understanding of what kind of experiences people have with growing organisations. Neither is there a risk for bias since, the researchers did not ask the interviewees questions regarding any kind of solutions to the research question. However, some interviewees gave suggestions on how to handle certain issues when growing but the researchers did not base the discussion on these statements without having any theory to support this.

6.5 Validation of the Study

As the research design in this report is chosen to be a case study the discussion is based on one specific company. However, the aim is to be able to apply the conclusions on a broader spectrum and for the study to be applicable on other companies as well. With this in mind the reader of this report should be aware of the fact that the discussion is based mainly on of information given from employees at Company X. This needs to be considered when applying the discussion else where since the opinions and information given might not be representative for all organisations. The argumentation however, since it is also based on and anchored in the external interviews and the literature review, should potentially be suited to use in any organisation and the key takeaways from the discussion can give an idea on how to work with any growing organisation.

In terms of validation of the sources used in the literature review, it has been the goal to compare sources that deals with similar subjects with each other. It has been important for the study to use sources with different opinions in order to create a valid argumentation in the discussion of the report. However, there has been a distinct common feature when comparing opinions and this has also been supported by the external and internal interviews - where the view of the subject handled was united and often unanimous. This can make the report seem a bit one-sided but this

can also be interpreted as the fact that the argumentation brought forth is valid.

6.6 Further Research

It can be argued that the subject of this study will always be in the interest of further research since companies to the end of time will continue going through phases where they grow or change the organisation. The purpose of this study was to evaluate how the growing of the a company can affect the employees of the company and how this can be handled in terms of the use of the right structure, management and leadership. As a lot of the discussion in this report narrows down to the leadership of the organisation it opens up an interest to further evaluate how the leadership itself affects the employees and their ability to adapt to a growing organisation.

7

Conclusion

The purpose of this study has been to evaluate how the employees of a growing global organisation is affected by the changes. Further, the study has evaluated if there is a possible way to keep the positive aspects of the smaller organisation as the organisation is growing. With the use of the empirical data - the external and internal interviews - common interpretation of the positive aspects of the smaller organisations emerged. The most commonly mentioned aspects are: the ability to create good teamwork since you are able to know the people you work with and have personal relations that make it easy to reach out, the overview and insight of the whole organisation where you know who to talk to about specific subjects, the possibility to have an impact and having authority making it easy to communicate and make quick decisions and also the fact that the smaller organisation has a united focus on one goal.

The study has shown that there are concerns amongst employees as an organisation is growing, and these needs to be taken into consideration by the leaders in order to successfully grow as an organisation. It is concluded in the study that it is not possible for an organisation to keep all the positive aspect of the smaller organisation as the organisation is growing. Most of the mentioned positive aspects exist due to the fact that the organisation is small and it is only natural that these will cease to exist as the organisation grows in terms of the amount of people involved. However, what is also concluded is that there are ways that organisations can work in order to preserve some positive parts of the smaller organisation.

Here by follows the recommendations that is derived from the discussion on the most prominent parts to focus when taking the employees point of view into consideration.

| Positive Aspect | Concern | Recommendation |
|---|---|--|
| Knowing everyone inside the organisation | The amount of people makes it hard to build relations with everyone | Focus on building relations between employees and thorough introduction of the new employees |
| Overview and insight in the organisation | Losing the overall insight, making it hard to see the bigger picture | Clarify organisational structure and create a visual map |
| Being able to have an impact | Too many layers will make you lose authority | Use decentralized decision making |
| Easy to focus on one united goal | Harder to be united in a multi focused organisation | Communicate the vision and prioritize to avoid conflicts |
| You can easily see results and the value of your work | The work you do will get absorbed and you might lose motivation to deliver at your best | Help the employees to find motivation and fulfill the relatedness need in the communicated organisational goal |

Table 7.1: Recommendations on how to minimize the risk of losing all parts of the positive aspects of the smaller organisation

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