



When “helping save lives” does not motivate, what does?

A case study on the relationship between mission, motivation and organizational citizenship behavior.

by

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Abstract

This research is conducted as a multiple case study in Laerdal Medical, a global mission-driven organization, whose mission is *helping save lives*. The thesis seeks to explore the relationship between a prosocial mission, prosocial motivation in employees and organizational citizenship behavior (OCB). Existing literature indicates that OCB is considered a beneficial factor and promotes the smooth functioning of organizations, but it is still difficult to identify exactly what stimulates OCB in organizations. Some researchers state that prosocial motivation is considered an important element for OCB within an organization, and that there is a relationship between a company mission and prosocial motivation. Based on the importance of OCB in organizations, this thesis seeks to supplement existing literature with more research on the relationship between an organization's mission, prosocial motivation and occurrence of OCB. The results reveal that a mission might be prosocial, present and also effective, but that it does not seem to stimulate prosocial motivation within the employees by only those three qualities. So if *helping save lives* does not motivate, what does? The data indicates that prosocial motivation within employees is weak, but it still shows high level of OCB present. The findings further suggest that the occurrence of OCB is due to highly present intrinsic and extrinsic motivators within the employees. An additional trait, that was not initially expected, is the presence of job satisfaction, which particularly nurtures OCB.

Motivation and Acknowledgements

This thesis is written in collaboration with the FOCUS-program within the Institute of Strategy and Management, as a part of the MSc in Economics and Business Administration at Norwegian School of Economics (NHH).

Our shared interest in motivation and curiosity in how an organization's mission can affect its employees, inspired us for this thesis. The close collaboration with our thesis supervisor gave us access to key individuals necessary for the data collection. The main objective of this thesis is to explore the relationship between mission, employee motivation and organizational citizenship behavior, and to supplement existing theories with our findings.

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1.0 Introduction

I walk down on the production floor every day and I start talking to people, I get along with, I guess, 95% of the people. So I start talking to them, and I get feedback, and based on that feedback I make my own analysis and assessment on if things are running as I expect them to run. So not looking at numbers, productivity, quality, and normally looking at what are people actually doing and what are they thinking. "What do you think they do this for?" And then I go back to their production manager, or I go back to the staff and say "You know what guys, things are going OK, but people are not doing things because of the right reasons"

- Laerdal Employee

Organizations often have an idea of what they expect of their employees in terms of both behavior and values. However, as the quote above illustrates, it is not always possible to get the best of both worlds. They hence have to consider whether it is the behavior or the reason they perform that is important. Employees who have helpful and cooperative behavior that goes beyond what is expected of them in their formal job description, are often desired by organizations (Bommer et al., 2007). This includes behaviors such as voluntarily helping co-workers with their work load, helping a new employee settle in the job, informing the management about problems that need to be fixed, working overtime to finish an important order and promoting the organization to outsiders. This type of behavior is referred to as organizational citizenship behavior (OCB), and the growing literature on this subject supports Organ's (1989) early argumentation that OCB promotes the smooth functioning of organizations. Furthermore, existing research has proved that it benefits organizations in terms of enhanced performance and in creating intangible assets (Puffer, 1987, Jahangir et al., 2004).

Despite the extensive literature that exists on this topic, it is still difficult to identify exactly what stimulates OCB in organizations. Employee motivation and job satisfaction are identified as key antecedents to OCB (Organ and Konovsky, 1989, Grant and Berg, 2010). The types of motivation that can occur consist of; *intrinsic motivation*, meaning being motivated to do something because it's interesting, *extrinsic motivation*, indicating that employees act for the purpose of achieving a

separate consequence, and *prosocial motivation*, which involves having the desire to help and have a positive impact on others. Previous research (Grant, 2008) has indicated that prosocial motivation accompanied by intrinsic motivation, seems to enhance organizational performance. Moreover, employees are often more prosocially motivated in mission-driven organizations, as these organizations tend to experience a self-selection of people into the organization due to a specific mission, which is a written statement of an organization's core purpose (Fehrler and Kosfeld, 2014). For organizations to be able to benefit from OCB within its employees, it is interesting to identify what types of missions that motivate them and in what way. This thesis seeks to contribute to this subject by exploring whether a prosocial mission can stimulate prosocial motivation within its employees, and thereby add to their organizational citizenship, regardless of the self-selection aspect.

1.1 Research Question

By looking at a prosocial mission and motivation specifically, this thesis seeks to devote attention to the topic of what effect a specific type of mission can have on employee motivation. The goal is to develop a foundation within this research area, which other researchers can further expand. Due to these arguments, the following research question will be explored:

How does an organization's prosocial mission stimulate prosocial motivation, and thereby encourage OCB?

1.2 Research Context

This thesis will conduct a multiple case study in Laerdal Medical, which is a mission-driven organization, to answer the research question most purposefully. Laerdal Medical is the ideal organization to conduct this study in, as the company mission is "helping save lives" while their vision is that "no one should die or be disabled unnecessarily during birth or from sudden illness or trauma". Laerdal Medical produces emergency care products in addition to equipment that is used for medical training of the general public and more advanced patient simulators for educating health care workers. *Helping* is in the core of everything the organization does, and is deeply rooted in the history of the company. When Åsmund Lærdal founded the company, his goal was to donate half of the company's revenues to charity. The

organization still aims to reach this goal, as it is the main financial supporter of its sister company Laerdal Global Health, a non-profit organization established to help developing countries to reduce infant, child and maternal mortality. As the case company is highly mission-driven and the mission is particularly prosocial with the goal of helping people, it is an optimal organization to explore in order to gain insight into the research question. It is further expected that since the mission is deeply rooted in everything the organization does, it will provide the research with stronger results, than examining an organization with a more redundant mission statement.

1.3 Expected Findings and Contribution

The purpose of this thesis is to examine how a prosocial mission can influence employee motivation and thereby encourage OCB. By studying this relationship, the thesis seeks to assist organizations in how they can leverage the full potential of the company mission to benefit the organization in form of intangible assets and enhanced performance deriving from employees' extra effort. The findings are expected to provide evidence that organizational missions can have a motivating effect on employees. The thesis particularly aims to provide evidence that prosocial missions can stimulate prosocial motivation within employees that increases their desire to help others, both inside and outside the company, providing beneficial results for the organization. By conducting this research, the goal is to contribute to existing literature in expanding the knowledge on how employees can be stimulated to do more than what is expected.

1.4 Structure

The research is presented in the following structure. Firstly, it begins with a literature review in section 2.0, presenting existing theories on OCB, motivation and mission. Further on, the case company, Laerdal Medical is presented in section 3.0 followed by an explanation of the methodological choices in section 4.0. In section 5.0, the findings of the study are presented along with quotes from the interviewees in the research to amplify the findings. Thereafter, a discussion of the findings and their contribution to existing literature follows in section 6.0. In sections 7.0 and 8.0 respectively, limitations of the research and directions for further research are provided. Finally, a conclusion is presented in section 9.0 of this thesis.

2.0 Literature Review

The following literature was chosen because it represents natural approaches to answering the research question by providing insight into the main research areas; mission, motivation and organizational citizenship behavior. In addition, it enhances the potential for reaching the insights needed to satisfy the research objectives. The literature is selected based on leading management journals including Journal of Organizational Behavior, Journal of Applied Psychology, Academy of Management Journal, Academy of Management Review, Journal of Management, Journal of Management Studies, MIT Sloan Management Review and Business Horizons. The key searching criteria used are: strategic statement, mission, prosocial motivation, intrinsic motivation, extrinsic motivation, organizational citizenship behavior, and job satisfaction.

The literature review firstly presents literature on organizational citizenship behavior, covering the definition of the concept, different dimensions of organizational citizenship behavior and its relation to job satisfaction. Secondly, it presents literature on motivation, including theories on intrinsic, extrinsic and prosocial motivation. Lastly, literature on mission, vision and values is presented, covering the importance of having a mission statement and what it should contain in order to be considered effective.

2.1 Organizational Citizenship Behavior

Bateman and Organ (1983, p. 588) define citizenship behavior as “behavior that cannot be prescribed or required in advance for a given job”. Organizational citizenship behavior, hereby referred to as OCB, includes all actions that promote the social machinery of an organization, but that are not directly included in an employee’s job description. This might include actions such as helping keep the work area clean and neat, promoting a work climate that minimizes distractions and interpersonal conflicts, helping co-workers when needed or protecting and conserving organizational resources (Bateman and Organ, 1983). Moreover, “[c]itizenship behaviors are often performed by employees of an organization to support the interests of the group or organization, even though they may not directly lead to individual benefits” (Moorman and Blakely, 1995, p. 127). Bateman and Organ’s

(1983) definition serves as a basis in this thesis as their definition covers the aspect of OCB that best complies with the research objectives of this thesis.

OCB is desirable for organizations because of the practical implications of its presence such as improving “organizational efficiency and effectiveness by contributing to resource transformations, innovativeness, and adaptability” (Williams and Anderson, 1991, p. 601). Puffer (1987) points out that even though this kind of extra-role behavior usually does not provide direct monetary benefits for organizations, it is still considered desirable by the management. The reason is that it can provide intangible benefits such as goodwill or positive work environment, which can indirectly lead to monetary benefits to the organization (Puffer, 1987).

2.1.1 Categorization of OCB

Based on different views from different researchers, there are several methods of categorizing OCB. While some claim that OCB can have both negative and positive effects on the organization (Puffer, 1987, Brief and Motowidlo, 1986), this thesis adopts the view of Williams and Anderson (1991) who state that for a certain type of behavior to be classified as OCB, it has to be beneficial for the organization. Based on the latter view, OCB can be divided into two broad categories (Williams and Anderson, 1991, Smith et al., 1983). The first category is referred to as *OCBO* – OCB towards the organization – (Williams and Anderson, 1991) or *generalized compliance* (Smith et al., 1983) and includes behavior that benefits the organization in general. This is classified as an impersonal behavior, which relates to doing things because it is the right thing to do for the organization, rather than to benefit specific people. The second category is by Williams and Anderson (1991) defined as *OCBI* – OCB towards individuals – a further development of the *altruism* concept of Smith et al. (1983). OCBI is behavior that benefits specific people, and thereby contributes to the good of the organization (Williams and Anderson, 1991).

It can often be difficult for managers to reward good citizenship behavior, and it is also difficult to punish the absence of OCB since the behavior is not a part of employees' job description (Moorman and Blakely, 1995). Furthermore, it can often be challenging to find an adequate way to recognize OCB in organizations. Based on Graham (1989 cited by Moorman and Blakely, 1995), Moorman and Blakely (1995)

measure OCB along four different dimensions. These dimensions are adopted in this thesis to simplify the recognition of OCB.

The first dimension is called *interpersonal helping* and refers to employees helping their co-workers in their jobs when needed. Some ways to conduct the concept of interpersonal helping is to do whatever it requires to help new employees feel welcome in the work group, voluntarily help new employees adjust into the job or to show genuine concern and consideration to co-workers in both demanding business and personal situations. The second dimension of OCB in this framework is *individual initiative* and entails communication with others in the workplace to improve both individual and group performance. Examples of this type of behavior are motivating others to express their ideas and opinions, encouraging others to find new ways to perform their job, and expressing opinions that can improve the work place even though others may disagree. OCB is further classified into a third dimension called *personal industry*, which involves performing specific tasks above and beyond what is expected. Behaviors that fall into this category might include rarely missing work even though having a reason to do so, performing work duties with extra care or always meeting or beating deadlines for work completion. The fourth and final dimension of OCB is referred to as *loyal boosterism*, and entails promoting organizational image to outsiders. Examples of this kind of behavior is defending the organization when others criticize it, encouraging friends and family to use the organization's products and showing pride when representing the organization in the public (Moorman and Blakely, 1995). A prerequisite for loyal boosterism is, however, that the interests of the employees and the organization are perceived as compatible (Karambayya, 1990). Moreover, the company culture can play a major role in whether one observes one of these four types of OCB or not. A culture that stimulates and encourages employee participation and offers freedom, in addition to highly appreciating interpersonal relationships is expected to increase the sense of belonging to the organization (Karambayya, 1990). Karambayya (1990) further states that this affiliation in turn will increase the occurrence of interpersonal helping, individual initiative, personal industry and loyal boosterism.

These four dimensions can further be classified into Williams and Anderson's (1991) dimensions of OCBO and OCBI. The dimensions called interpersonal helping and personal industry are both directed towards individuals in the organizations and can

be classified as OCBI. Furthermore, individual initiative and loyal boosterism are types of OCB that are directed towards the organization and fall into the category of OCBO. Even though OCB is defined differently by researchers, they often study the same phenomenon, and this thesis integrates the different views.

2.1.2 Antecedents of OCB

Jahangir et al. (2004) claim that there are a number of antecedents of OCB, including organizational commitment, job satisfaction, role perceptions, leadership behavior and fairness perceptions. However, as Organ and Konovsky (1989) note, job satisfaction has been the most robust correlation of measures of OCB and will therefore be further elaborated. There are two distinct bases for claiming that OCB would be influenced by employees' job satisfaction (Blau, 1964, Bateman and Organ, 1983). The first characteristic points out that people seek to reciprocate those who benefit them, according to social exchange theory (Blau, 1964). This entails that good relationships with colleagues or supervisors can boost OCB, which is further reinforced by Grant and Sumanth (2009) who claim that prosocially motivated employees have enhanced performance when they trust their managers. Citizenship behaviors are likely to be behaviors which are under the employees' personal control, and would most likely be a remarkable reciprocation style (Bateman and Organ, 1983). The second basis for claiming that job satisfaction affects OCB is derived from social psychological experiments. Bateman and Organ (1983, p. 588) find that "prosocial gestures are most likely to occur when a person experiences a generalized mood state characterized by positive affect". This can further give reason to claim that prosocial OCB is more likely to be observed in more satisfied employees. Puffer (1987) in addition finds that personal security is a necessity for employees to perform OCB. These results are supported by Duval and Wicklund (1972) who argue that when people feel personally secure they tend to be less preoccupied with themselves, because they have less fear of being sanctioned.

The Job Descriptive Index (JDI) identifies five dimensions that are incorporated in the job satisfaction concept: satisfaction with work, pay, promotions, co-workers and supervision (Smith et al., 1985). Bateman and Organ's (1983) study reveals that there are indications that all five dimensions of job satisfaction might be positively related to OCB. As previously stated, this relationship is also detected by Organ and

Konovsky (1989), who claim that the most robust measure of OCB is job satisfaction. OCB that leads to realizing organizational objectives can generate some intrinsic rewards in employees such as meaningfulness and autonomy, which in turn foster positive emotions (Thomas, 2009, Karambayya, 1990). In addition to these intrinsic rewards, OCB might also result in informal extrinsic rewards such as recognition from supervisors or more responsibilities (Karambayya, 1990). Williams and Anderson (1991) reveal in their study that extrinsic components of job satisfaction, such as pay systems, opportunities for advancement, behavior of co-workers and working conditions, predict OCBO performance. On the contrary, OCBI performance is predicted by intrinsic job satisfaction components such as being able to use one's abilities, having the freedom to make own decisions, being busy at work and having the chance 'to be somebody' (Williams and Anderson, 1991).

Organ and Konovsky (1989) additionally suggest that subjective job evaluations, particularly with respect to pay, constitute more for the variance in OCB than mood measures. This is corollary given that job satisfaction several times is proven to be a reliable measure of OCB (Bateman and Organ, 1983, Brief and Motowidlo, 1986, Puffer, 1987, Smith et al., 1983), and given the fact that satisfaction-measures generally are dominated by cognitive appraisals (Organ and Konovsky, 1989). Organ and Konovsky (1989) further claim that the perceived cognitive appraisal of fairness of overall treatment by the organization determines the extent to which OCB is performed in an unrestrained manner. As long as the employees encounter trust in the organization, they do not need to worry about the compensation for specific OCB gestures, and will thereby continue those OCB gestures (Organ and Konovsky, 1989). Puffer (1987), however, points out that violation of organizational rules due to lack of trust in the management, can be a way of reciprocating poor treatment by one's supervisor. These views are adopted in the thesis.

2.2 Motivation

Deci and Ryan (2000a) define motivation as the feeling of *being moved* towards doing something. Further on, they state that a person who is motivated is energetic and active towards achieving an end (Ryan and Deci, 2000a). According to Langeland (1999), one of the most important roles of an organization is to motivate and reward its employees in a way that promotes the organizational goals. As

previously stated, organizations desire employees who go beyond their formal job description to obtain organizational goals (Bommer et al., 2007). Motivated employees are thereby a crucial factor for organizations in order to stimulate OCB. The employees need to be motivated to utilize both their mental and physical abilities, and to distribute the effort of the various tasks in a way that serves the organization's overall interests (Langeland, 1999). At the same time, Hauser's (2014) view is that employees benefit from being motivated as it can lead to self-realization, personal fulfillment and optimal development. The presence of motivation in an organization will thereby benefit both the employers and the employees. For the purpose of the research question, prosocial motivation is the most important aspect of motivation to examine. Moreover, it is reasonable to assume that intrinsic and extrinsic motivation will play a role in explaining the potential presence of prosocial motivation, building upon Grant's (2008) argument that intrinsic motivation might fuel prosocial motivation. For this reason, the concepts of intrinsic and extrinsic motivation will also be elaborated.

2.2.1 Intrinsic and Extrinsic Motivation

Ryan and Deci (2000a) note that there are variations of motivation, and that there is a distinction between two orientations of motivation: *intrinsic* and *extrinsic*.

Intrinsic motivation is internal, direct and individual, and refers to an activity that is conducted because it is fundamentally enjoyable or interesting rather than to gain a certain outcome (Hauser, 2014, Ryan and Deci, 2000a, Ryan and Deci, 2000b). The willingness to grow regarding both knowledge and skills is embedded in human nature, and is thereby an essential part of both cognitive, social and physical development in humans (Ryan and Deci, 2000a). This implies that humans are naturally intrinsically motivated to learn, due to the positive experiences related to increasing one's capabilities. According to Ryan and Deci (2000a, p. 56) "[p]eople are intrinsically motivated for some activities and not others, and not everyone is intrinsically motivated for any particular task", which reflects the individualistic nature of intrinsic motivation. Ryan and Deci, (2000a) further state that intrinsic motivation will not be enhanced unless there is a feeling of competence accompanied by an experience of autonomy.

Extrinsic motivation is considered to be external, indirect and organizational, and represents doing something for the purpose of it leading to a separable consequence (Hauser, 2014, Ryan and Deci, 2000a, Ryan and Deci, 2000b). Deci and Ryan (1985) argue that there are varying types of extrinsic motivation, ranging from being impoverished and pale, to being a more proactive, self-regulating and self-reflecting form of motivation. Extrinsic motivation classified as impoverished and pale refers to people who are extrinsically motivated and perform with resistance, bitterness and disinterest, and feel forced into action (Ryan and Deci, 2000a). Ryan and Deci (2000a) further claim that the presence of proactive, self-regulating and self-reflecting form of motivation, leads to action based on a willingness or acceptance of the value of the task or its outcomes. It is reasonable to assume that this latter type can coexist with other types of motivation such as intrinsic and prosocial motivation. Understanding these two different forms of extrinsic motivation can be essential for employers when they cannot rely solely on intrinsic motivation in their employees.

The relationship between intrinsic and extrinsic motivation has been a debated issue (Deci, 1971, Lepper et al., 1973, Deci et al., 1999). Ryan and Deci (2000a, p. 59) state that “[...] extrinsic rewards can undermine intrinsic motivation”, indicating that reward systems can shift intrinsically motivated people to be more extrinsically motivated. Furthermore, other aspects than tangible rewards, such as threats, deadlines, directives and competition pressure, also diminish intrinsic motivation due to the fact that people experience them as “controllers of their behavior” (Ryan and Deci, 2000a, p. 59). As a contrast, the opportunity for self-direction and choices enhance intrinsic motivation because people experience a greater sense of autonomy (Ryan and Deci, 2000a). Other researchers (Atkinson, 1964, Vallerand, 1997, Vallerand, 2007) claim that both intrinsic and extrinsic motivation can coexist without undermining the other. In this thesis, the latter view is adopted with the belief that different forms of motivation can coexist.

2.2.2 Prosocial Motivation

Prosocial motivation is "the desire to have a positive impact on other people or social collectives" (Grant and Berg, 2010, p.1). Even though there are different nuances of this definition, this thesis uses Grant and Berg's (2010) definition of prosocial motivation as it is considered adequate for exploring prosocial motivation in

organizations. Grant and Berg (2010) emphasize that prosocial motivation is a significant phenomenon from both a theoretical and practical perspective as it has a large impact on employees' work behavior and job performance. Moreover, it may be believed that the more prosocially motivated the employees are, the more likely it is that they will engage in OCB because they have a desire to help others. Prosocial motivation can be conceptualized at three levels: *global*, *contextual* and *situational*. *Global prosocial motivation* refers to the desire to protect and promote the well-being of others in general. *Contextual prosocial motivation* is "an employee's desire to benefit a specific category of other people through a particular occupation, job or role" (Grant and Berg, 2010, p.3). *Situational prosocial motivation* denotes the desire to benefit a specific group of people in a specific situation (Grant and Berg, 2010). The concept of prosocial motivation in this thesis refers to prosocial motivation at the contextual level and seeks to investigate if employees are prosocially motivated at work.

Grant and Berg (2010) propose that the relationship between prosocial motivation and self-interest most likely will vary according to which hierarchical level of motivation one is located at. At the contextual level, the negative relationship between prosocial motivation and self-interested motivation seems to disappear (Grant and Berg, 2010). This indicates that high prosocial motivation at the contextual level does not require low self-interested motivation. Grant and Berg (2010) further claim that it is possible for employees to make choices over time that both benefit others and benefit themselves at the same time. Additionally, it is pointed out that "prosocial motivation can involve, but should not necessarily be equated with, altruism; it refers to a concern for others, not a concern for others at the expense of self-interest" (Grant and Berry, 2011, p.77). This quote amplifies the belief that different forms of motivation can coexist.

Relational job design, collectivistic norms and rewards, employee agreeableness and conscientiousness are important factors that influence prosocial motivation (Grant and Berg, 2010). Employee agreeableness and conscientiousness are dimensions that are anticipated to be observed in the case company. Agreeableness denotes the concept of having a positive orientation towards others, while conscientiousness refers to a person being dependable. Furthermore, Grant and Berg (2010) state that agreeable employees tend to direct their prosocial motivation toward individuals since

they are concerned with their relationship with others. Conscientious employees however, tend to target their prosocial motivation towards more impersonal contributions by focusing on being responsible and complying with rules. Moreover, when prosocial motivation is accompanied by intrinsic motivation, it is more likely to predict performance, productivity and persistence in organizations (Grant, 2008).

Grant and Sumanth (2009) provide a point of view on prosocial motivation which is particularly interesting for this thesis. According to Grant and Sumanth (2009), employees' thoughts and beliefs about how their work impacts others tend to be shaped by managers in mission-driven organizations. When employees see managers as trustworthy, they will have greater faith that what the managers are communicating is genuine, honest and sincere. Employee trust is especially important "[w]hen managers deliver mission communications about how the work is making a difference" (Grant and Sumanth, 2009, p.929). The results from Grant and Sumanth's (2009) research indicate that prosocially motivated employees have enhanced performance when they trust their managers. Managerial trust can thereby qualify as an antecedent to prosocial motivation, especially when the organizational mission is about making a difference by helping save lives. It is reasonable to assume that this enhanced performance includes employees doing more than what is expected of them, indicating that managerial trustworthiness can also be seen as an antecedent to OCB.

Fehrler and Kosfeld (2014) conducted an experiment to test whether the right mission could motivate employees to provide higher effort and work harder. Their results suggest that there are no significant differences in effort between employees working with their preferred mission and employees who do not work with their preferred mission. However, there seems to be a self-selection effect where some people tend to actively seek into mission-oriented organizations (Fehrler and Kosfeld, 2014). Certain organizations that are mission-driven attract people who are highly concerned with benefiting others and thereby feel more drawn to organizations that provide opportunities to make a difference and aid others (Grant and Sumanth, 2009). In those organizations, there are typically lower wages than in other organizations, but still a high level of motivation (Fehrler and Kosfeld, 2014).

This thesis embraces the fact that if employees are motivated, regardless what type of motivation, they will be willing to perform well in the tasks they are assigned. The presence of motivation will also generate performances beyond their job descriptions, which is denoted OCB.

2.3 Mission

2.3.1 Mission, Vision and Values

Both mission, vision and values are commonly used concepts in organizations (Cady et al., 2011). Due to this, it is important to have a clear understanding of the distinction between these to properly comprehend the concept of mission. A vision differs from a mission in the sense that a mission is a cause while a vision is the effect of this cause (Business Dictionary, 2015). The purpose of a mission is that it is something the organization strives to accomplish, while the vision is what the organization pursues in achieving the accomplishment (Business Dictionary, 2015). The values in an organization are “the principles, the standards, the actions that people in an organization represent, which they consider inherently worthwhile and of the utmost importance” (Jaffe et al., 1993, p.4). Jaffe et al. (1993) further state that it is important for organizations to create an alignment between organizational values, mission and vision so that these have the power to commit employees within the organization towards the same organizational goal.

Stone (1996) indicates that a mission statement can contribute to transforming a leader’s vision into substance by enabling it to set objectives, develop strategies and allocate resources to help fulfill the mission. All organizational actions are often built upon the message of the mission statement, as it functions as the foundation of the organization (Ireland and Hitt, 1992). Moreover, Stone (1996) points out that mission statements are essential for nonprofit organizations too, as achieving the mission in a nonprofit organization is equal to earning profits in a for-profit organization. Additionally, as the mission statement is such an important organizational tool, it might be related to employee motivation and thereby play a part in the observance of OCB.

2.3.2 Mission

According to the Business Dictionary (2015), which is the definition adopted in this thesis, a mission statement is “a written declaration of an organization’s core purpose and focus that normally remains unchanged over time”. Leuthesser and Kohli claim that a mission statement is a necessity in helping companies establish their identity, purpose and direction. Klemm, Sanderson and Luffman (1991) consider mission statements to be a good leadership tool in organizations, while Bart (1997) views mission statements as a cornerstone in every organization’s strategy formulation. All these views manifest the importance of having a mission in organizations, and further increase the interest to look into a mission-driven organization.

The numbers of stakeholders an organization impacts through its everyday operation is often large and consists of a diverse group, ranging from shareholders, customers and suppliers to governmental agencies and the society in which it is operating. This makes the task of forming a mission statement seem prohibitive, since it “requires diligence, tolerance of ambiguous conditions and inputs, and the devotion of considerable amounts of time” (Ireland and Hitt, 1992, p.38). Additionally, satisfaction with the status quo and managers who do not realize the effects of a new mission statement on improving the organization’s performance hamper the understanding of the importance of mission statements (Ireland and Hitt, 1992). Ireland and Hitt (1992) claim that lack of a clearly formulated focus through a mission statement was one of the causes of the failure of almost 50 percent of new start-ups in the first year of operating, while 75 to 80 percent failed within the first five years.

The information included in mission statements; such as its distinctiveness from its competitors, its future strategic direction and a description of whom it aspires to benefit, may for some seem to be equal to revealing confidential information about the organization (Ireland and Hitt, 1992). Nevertheless, as Ireland and Hitt (1992) further point out, the mission statement is not meant to reveal the organization’s intended actions. It is in fact meant to be a broad formulation, only revealing the general direction of the organization’s actions. This further requires managers to simultaneously consider the interests of all stakeholders, and unite these into a general direction for the organization (Ireland and Hitt, 1992). By understanding and

reaching these objectives, mission-driven companies can achieve an advantage over their competitors.

2.3.3 An Effective Mission Statement

Several researchers have argued for the importance of having a mission statement (Klemm et al., 1991, Bart, 1997, Ireland and Hitt, 1992). Nevertheless, having a mission statement does not directly imply that organizations may reap the benefits only by declaring its existence. In addition to being present, the mission statement also needs to be effective. By reviewing literature on mission statements, Stone (1996) reveals seven features that constitute an effective mission statement. The study is based on a review of 622 mission statements, and is thereby believed to have a thorough overview of the significant features.

The mission statement should be (1) *clearly articulated*, which implies that it has to be easy to understand, concise and to the point for employees to clearly comprehend the guidelines in their everyday work. Moreover, the mission should be (2) *relevant*, and should fit the organization's history, culture and values, both today and in the future. To make sure all stakeholders understand this fit, face-to-face meetings is a superior means to discuss the mission and clarify which role different stakeholders should play in implementing the mission statement (Ireland and Hitt, 1992). Additionally, it should be (3) *current*, indicating that a change in the competitive environment may require the organization to revise its mission for it to continue being a driving force (Stone, 1996). However, if the mission is compellingly crafted, changes to the core of the mission may be rarer. Furthermore, a mission statement has the objective of inspiring and engaging stakeholders, particularly employees, and should therefore be written in a (4) *positive tone*. This fourth feature is also emphasized by Ireland and Hitt (1992) who claim that mission statements are often inspirational since they represent the soul of an organization. One of the most essential aspects is that the statement should be formulated so that it makes all stakeholders feel an attachment to the mission and thereby identify with the organization. The mission statement should communicate the (5) *uniqueness of the organization* by promoting the distinct features of it, and be (6) *adapted to the target audience*. This implies that prior to formulating the mission statement, organizations have to identify who they are writing the mission statement for. This is also

emphasized by Ireland and Hitt (1992) who state that the stakeholders need to find the mission meaningful for them to be able to use it as a direction in their daily work. Lastly, the mission statement is supposed to guide and inspire the organization and its stakeholders for many years, and should therefore formulate an (7) *enduring* statement. This entails that the organization should be continually challenged while trying to achieve its mission, never reaching its ultimate goal. A correctly formulated mission “will be aligned with the organization’s strategies, tactics, operations, and administrative support systems” (Stone, 1996, p.36).

In addition to the seven features for an effective mission statement (Stone, 1996), Ireland and Hitt (1992) emphasize the importance of the management’s commitment to achieving the mission. A lack of commitment at this level, may lead to inefficient allocation of the resources, thereby leading to mission accomplishment being impossible. Stone (1996, p. 36) stresses this importance as well, when claiming that management need to be fully committed to the mission, for it to bring “rhetoric to life”. If the management is not committed to implementing the mission, the mission will not serve its purpose. A correctly formulated mission, will easier be aligned with the organization’s strategies, operations and tactics (Stone, 1996). Bartlett and Ghoshal (1991) further claim that management should seize every opportunity to communicate, confirm and clarify the organizational mission. All managers in an organization, regardless of which level they belong to, thereby need to translate the essence of the mission statement into tangible goals and objectives that are meaningful to the employees (Stone, 1996). By assuring that all employees understand how to execute the mission, it will be more likely that the mission objectives are reached. Hence, the top-level management has an important responsibility in assuring that once the mission statement is formed, it should function as the guideline for all organizational decisions and actions (Ireland and Hitt, 1992).

2.4 Theoretical Model: OCB, Prosocial Motivation and Mission

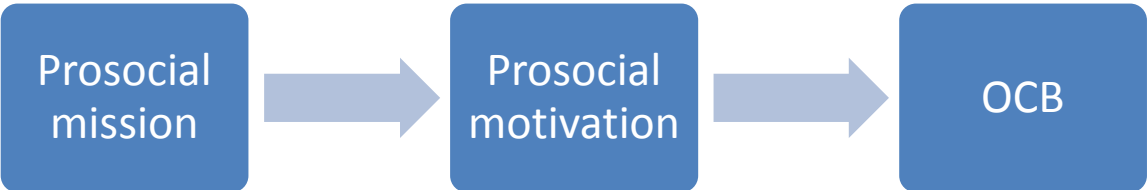
The literature presented above can be summarized into three main concepts. (1) Organizations tend to benefit from OCB in their employees in form of intangible assets and enhanced performance. Job satisfaction and intrinsic, extrinsic and

prosocial motivation are key antecedents of OCB. (2) Prosocial motivation at the contextual level has large impact on employees' work behavior and job performance, because they aspire to help people through their occupation. (3) Organizations with prosocial missions might have more prosocially motivated employees, in view of the fact that mission statements function as the guideline for organizational actions.

The view on intrinsic, extrinsic and prosocial motivation adopted in this thesis is that they can coexist without undermining each other. Furthermore, the literature points to the fact that motivation is a requirement for OCB to be present in organizations (Langeland, 1999, Deci, 1971, Ryan and Deci, 2000a). The literature further states that low motivation in general, regardless the type, will not lead to employees performing actions that go beyond their job description, as motivation is a necessity for humans to want to use their abilities (Langeland, 1999). This thesis adopts the view that the presence of a mission can have an effect on the occurrence of OCB, but not cause it. Due to this, there is a need for an extra factor to conduce to the relationship between a mission and OCB. As the aforementioned argumentation states that motivation is a requirement for OCB, this thesis adopts motivation as the linking factor.

The research aims to supplement existing literature with more findings on the relationship between an organization's mission, employee motivation and occurrence of OCB. This thesis makes two contributions to research on these topics. First, it explores if an organizational mission, which is prosocial, can stimulate prosocial motivation among employees. Second, it seeks to expand the understanding of how the mission, through prosocial motivation, further can stimulate OCB in organizations. Based on the review of existing literature, this study explores the relationships illustrated in Figure 1.

FIGURE 1: THEORETICAL MODEL



Even though literature points out that a mission can stimulate motivation among employees, it does not say anything about what kind of missions that have this effect. This thesis seeks to explore whether organizations can enhance employee motivation by formulating the mission in a specific way. The research aspires to contribute to this concern by looking in depth into an organization with a prosocial motivation, and explore whether it has particularly prosocially motivated employees. If the findings indicate that there is such a connection, a connection might also be found between other focuses of missions and motivation. This is an interesting topic from both a theoretical and managerial perspective, as motivated employees can lead to great benefits for organizations by employees going above and beyond what is expected of them.

3.0 Laerdal Medical

3.1 Laerdal and the Research

To gain deeper insight into why the chosen company is optimal for this research, an understanding of the company and what it stands for is needed. Hence, a company description will be presented. Hereafter, the several significant events of the company background will be introduced before elaborating on the company mission, vision and values. Additionally, Laerdal's strategy toward 2020 will be presented.

3.2 Introduction

Laerdal AS is a privately owned group consisting of Laerdal Medical AS and Laerdal Global Health AS. Laerdal Medical and Laerdal Global Health are respectively a profit and a non-profit organization with a joint mission and vision. The company mission is "helping save lives" while their vision is that "no one should die or be disabled unnecessarily during birth or from sudden illness or trauma." Laerdal has 1,400 employees around the world with 400 located at the head office in Stavanger, Norway. The core businesses consist of the manufacturing and sales of medical equipment for medical training and education in emergency medical care. Laerdal Medical's revenue in 2013 amounted to 1.35 million NOK, and the company has solid profitability and liquidity (proff.no).

Laerdal Medical was awarded the "Innovasjonspris" (Innovation Award) from Forskningsrådet (the Norwegian Research Council) in 2011 for outstanding innovation skills and the use of research results that create both financial and social values. The company also received the "Kompetansepris" (Competence Award) in 2014 from HR Norge for its solidly rooted strategy. The quality of the products is of great importance to Laerdal, and the company takes this issue seriously. Due to the fact that Laerdal sets high standards for all its products and all the parts that are needed in the production, the company only obtains parts that are manufactured in its own facilities. As the company background will indicate, Laerdal Medical has acquired or opened new facilities to be able to keep the manufacturing of the products within the company, and thereby ensure the quality factor.

3.3 Company Description

Laerdal Medical is a company producing high-tech medical equipment such as CPR mannequins, patient care mannequins, patient simulators and skills trainers for training and performing lifesaving first aid. The company's main product is an advanced patient simulator called SimMan, which is an important tool in the training process of healthcare professionals. In addition to producing these products, the company also provides educational services such as introductory training, simulator operations and scenario programming and implementation to help its customers make a best possible use of their products (Laerdal Medical AS, 2015a). In 2015, Laerdal Medical is operating with sales-units in 23 countries, in addition to production and research units in Gatesville (USA), Suzhou (China), Monterrey (Mexico) and Stavanger (Norway). (Laerdal Medical AS, 2015g)

Laerdal Global Health was established in 2010 to help developing countries to reduce infant, child and maternal mortality. With the establishment of Laerdal Global Health, Laerdal AS aimed to introduce 10-15 innovative products in the coming years, which would focus on the needs of mother and baby at the time of birth in low-resource countries. The objective was to make products that will be culturally adapted, affordable in price and simple and durable in use. One product that Laerdal Global Health developed was the NeoNatalie "Penguin" Suction device, which is a reusable suction bulb (Laerdal Global Health, 2015a). The purpose of this device is to remove fluids from the nasal and oral cavities of newborn babies. The Penguin bulb is easy to use, can be disinfected by boiling and can withstand hundreds of uses. Additionally, it has an ergonomic form so that it does not harm the newborn. The price per Penguin bulb is \$4, which makes it highly affordable. Laerdal Global Health is being funded by Laerdal Medical in its first years of living, but has an ambition of being completely self-funding by 2017 (Lærdal, 2010).

3.4 Company Background

Laerdal Medical AS was founded by Åsmund S. Lærdal¹ in 1940, and was initially a small publishing house with focus on greeting cards and children's books. Åsmund Lærdal's guiding principle for the company was: "If we can create value to

¹ Lærdal written with the letter "æ" indicates the family name, while Laerdal with "ae" refers to the company name.

the society at large, and do our job well, satisfactory economic results will follow – and allow us to build a stronger company with time." (Laerdal Medical AS, 2014). Lærdal's vision for the company was to have so much revenue that half of it would be donated to charity. The company gradually developed into manufacturing wooden toys and pioneered in soft plastics in the 1950s. (Laerdal Medical AS, 2014)

In 1954 Åsmund Lærdal found his two year old son, Tore Lærdal, lifeless in the sea with only a small amount of pocket air trapped inside his jacket keeping him afloat. Åsmund acted on instinct and shook his son until he started breathing again. In 1958, the Norwegian Civil Defence asked Åsmund Lærdal to develop imitation wounds for training purposes with the use of the company's special soft plastic. During this process, he learned about a new mouth to mouth method to save lives. In light of those events, Åsmund became passionate about developing a mannequin that could be used to teach the general public how to save lives. (Laerdal Medical AS, 2015c)

Laerdal Medical developed a life-size and lifelike mannequin to be used as a patient simulator in 1960, named Resusci Anne (Appendix A). After introducing Resusci Anne in 1960, the company shifted focus from toy production to dedication to advancing the cause of emergency care and resuscitation. Due to this shift, Laerdal changed its logo to include the image of the Good Samaritan, a traveler who saved the life of a total stranger by his selfless compassion and care. The Good Samaritan represents the helper on the spot, rather than Laerdal Medical as a company, and is inextricably tied to the company culture (Tjomsland, 2005). The logo was modernized in 1990 and the letter "æ" was replaced with "ae" due to the internationalization of the company. Additionally, the company mission, "helping save lives", was added to represent the practical and idealistic spirit of Åsmund Lærdal. (Tjomsland, 2005)

FIGURE 2: THE MODERNIZED LAERDAL MEDICAL LOGO (LAERDAL MEDICAL AS, 2015B)



During the 1960s, pre-hospital emergency medicine began to be seen as an extension of advanced hospital care, which is why Laerdal Medical developed easy portable equipment for ventilation and airway control. Additionally, the company began to offer complementary training aids along with the equipment to increase practical usefulness. At this point Laerdal Medical also reached an employee level of 100 people, and Resusci Anne was being sold in 65 countries. During this period, the company expanded its products to include a male version of the mannequin called Resusci Andy and a baby version called Resusci Baby (also known as Baby Anne). (Laerdal Medical AS, 2015d)

The Laerdal Foundation for Acute Medicine, founded in 1980, has helped support a considerable amount of research, education and publication projects within the healthcare sector (Laerdal Medical AS, 2015c). The foundation was a collaboration with the University of Oslo which started with a 10 million NOK donation from Laerdal Medical. Together with its sister foundation in the US, they have provided financial support to about 1800 projects, which total at about USD 40 million (Laerdal Foundation, 2013).

In 1999, the company started close collaboration with physicians to start the development of SimMan, an advanced patient simulator. SimMan was developed to help decrease errors made in US hospitals that caused an estimated 50,000-100,000 unnecessary deaths each year, and to help the extensive training of health personnel. In the same year, Laerdal Medical also bought Medical Plastics Laboratory Inc. (MPL) in Gatesville, Texas, which added impetus to the SimMan project (Tjomsland, 2005). Laerdal Medical acquired MPL in 2000 and expanded by gaining a new, innovative and exciting company. MPL is now called Laerdal Medical Texas, and the main product produced in the facility is SimMan.

Laerdal Medical has a continuous focus on development and innovation, and started collaboration with a Danish-based company, Sophus Medical, in 2002 to further explore interactive medical training products. Laerdal Medical acquired Sophus Medical fully by 2003, and the company is now known by the name Laerdal Medical Sophus. Laerdal Medical Sophus is leading in the field of micro simulation training. In the first half of 2004 extensive product launches took place, covering educational micro simulation programs for pre-hospital, in-hospital and military segments. In

March 2004, Laerdal Medical acquired STI to strengthen its Therapy portfolio. Additionally, Laerdal Medical officially opened a new factory in China, which enabled the company to access the rapidly growing market and at the same time provide a quality facility in East Asia (Laerdal Medical AS, 2015d). Laerdal Medical opened a factory in Monterrey, Mexico, in 2006 to act as a subcontractor for its factory in Gatesville (Kvale-Andreassen, 2014).

In 2010, Laerdal Global Health was established with a goal to help save 400,000 infants and mothers each year within ten years (Lærdal, 2014). The company has a goal to prevent unnecessary deaths or disablements during birth (Laerdal Global Health, 2015b).

3.5 Mission, Vision and Values

The mission of Laerdal AS is “Helping Save Lives”, with a vision that “No one should die or be disabled unnecessarily during birth or from sudden illness or trauma” (Laerdal Medical AS, 2015f). Both the mission and vision are mutual for Laerdal Medical and Laerdal Global Health. As indicated from the company background, the company takes its mission seriously and has thought through several significant factors to amplify its ability to help save lives. As a guideline for achieving its mission, Laerdal has stated seven values for its everyday work.

Pride in our history is the first value and states that what has been important for success in the past remains important today. Further, *a clear vision* is believed to come true by staying loyal to the company culture and their partners. Having *a sound company culture* involves employees adopting the Laerdal Medical values in their everyday work, which in turn will lead to higher job motivation, improved performance and enhanced trust in the company brand. *A willingness to learn* will add value to the company by addressing real needs, view opportunities in a long-term perspective and collaborate with opinion leaders and product users. Likewise, *a passion for continuous improvement* is a necessity for Laerdal Medical to remain a respected partner in their field of business. Laerdal Medical believes that further improvement will come if the company shares its mission of helping save lives and works together with its partners and customers to achieve goals. Laerdal Medical affects a number of local communities by contributing to their economic and social development, and has

therefore adapted a *commitment to sustainable development*. The company believes that it has a responsibility to manage the business in a socially and environmentally conscious way. Lastly, Laerdal Medical has a value which states that there is a *dedication to help improve global health*. This includes providing effective, culturally adapted, and affordable product solutions to meet the needs in low resource settings as well as in developed countries. (Laerdal Medical AS, 2015e)

The company mission, vision and values are introduced to all employees during the first month of being employed. Thereafter, all new employees participate in a meeting where they are more thoroughly introduced to the implications of the mission, vision and values. They are provided with pamphlets that they can read whenever they need or desire to learn more. In addition, the organization has quarterly meetings where these are spoken of and further elaborated. Moreover, the top-level management presents stories and incidents that revolve around the company products and how they have helped to save lives. This shows the implications of the mission statement and helps the employees understand the impact their daily work makes on the general public.

3.6 Strategy towards 2020

Laerdal Medical's main goal in its current strategy is to help save 500,000 lives every year by 2020. This goal consists of three focus areas; (i) resuscitation, (ii) emergency care and (iii) global health. The (i) resuscitation focus is based on the estimation that more than one million people die of sudden cardiac arrest in higher resource countries today. By helping improve the Chain of Survival (Figure 3), Laerdal Medical believes that the average survival rate which currently is 7 %, can be improved to 12 % in 2020. This increase will represent 50,000 lives saved every year. The focus on (ii) emergency care is a result of medical errors believed to be the cause of more than 250,000 deaths per year in higher resource countries. Laerdal believes that it can contribute to save 50,000 lives each year by providing simulation education and related activities to health personnel. The third key focus area is improving (iii) global health by programs such as *Helping Babies Breathe* and *Helping Mothers Survive*. These programs are believed to help save 400,000 lives every year in lower resource countries. (Laerdal Medical AS, 2013). *Helping Babies Breathe* was launched with the establishment of Laerdal Global Health and has already trained 250,000

midwives in 70 countries. Studies in Nepal and Tanzania revealed that the program could reduce “fresh stillbirths” with 25 % and early neonatal mortality by 50 %. It is estimated that about 100,000 mothers die on the birth day of their children, most of the deaths due to uncontrolled bleeding. Eight out of ten of these deaths can be prevented by simple measures, which is the aim of the *Helping Mothers Survive* program. (Lærdal, 2014)

FIGURE 3: CHAIN OF SURVIVAL (LÆRDAL, 2014)



4.0 Methodology

A research design is a plan on how to approach and conduct a research (Yin, 2014, Saunders et al., 2012), and this section will present the methodology used to explore and answer the research question. This thesis is conducted as a multiple case study in Laerdal Medical and has been approved by the Norwegian Social Science Data Services (NSD). The data is collected through semi-structured interviews with twelve different people from three different countries and in four different languages. Substantial amount of effort has been put into the translation and transcription of the interviews to ensure high level of quality.

Firstly, the choice of research purpose, research method, research approach and research strategy will be presented and reasoned. Hereafter, the thesis aims to elaborate on how the data was collected, systemized and analyzed. At the end of this section, an overview of the methodological choices will be presented. Ethical and practical issues are included in section 7.0 of the thesis concerning the limitations of the research.

4.1 Research Purpose

The research question in this thesis entails an exploratory mindset as it seeks to understand and gain insight into how the employees' motivation is related to the organizational mission and might encourage OCB. The implication of this research fits with Saunders et al.'s (2012, p. 171) explanation of an exploratory study, indicating that they "[...] discover what is happening and gain insights about a topic of interest". The need for flexibility and adaptability, which are main characteristics of an exploratory study, strengthen the fact that the research design fits into the exploratory research purpose (Saunders et al., 2012).

4.2 Research Method

The main data collection method chosen for this thesis is the qualitative research method indicating that the "research studies participants' meanings and the relationships between them [...]" (Saunders et al., 2012, p. 163).

There are several reasons why this research method is preferred. Firstly, there is a general lack of attention on the relationship between an organization's mission and employee motivation. While 'employee motivation' and its impact on companies has received extensive academic attention, similar implications for how an organization's mission influences that motivation remains unexplored. The research thereby adopts a qualitative approach to explore and map the largely uncharted territory. Typical qualitative research strategies inherently allow for more in-depth data collection, which is beneficial in an exploratory setting (Saunders et al., 2012). Secondly, the research requires qualitative methods for data collection because of the ambiguous nature of different people's mindsets and differences in culture. The thesis will map differences in what motivates various employees with the use of interviews and case studies. This allows acquisition of in-depth data, which will hopefully provide a rigorous and thorough understanding of the research question. Similar in-depth exploration using quantitative data would not be optimal, as quantitative data collection is more suited for experimental or survey research strategies (Saunders et al., 2012).

4.3 Research Approach

As the thesis tries to further understand and explore how a prosocial mission stimulates prosocial motivation, and may thereby encourage OCB, a 'substantive theory' is developed to enhance current knowledge on the topic. Combined with the exploratory nature and the intention to develop an explanation as the data is collected and analyzed, it indicates that the thesis will adopt a mainly *inductive approach*. (Saunders et al., 2012)

4.4 Research Strategy

At the research strategy level of design, this thesis will use multiple case study approach to answer the research question "*How does a prosocial mission stimulate prosocial motivation, and thereby encourage OCB?*" presented in section 1.1. According to Yin (2014, p. 11), the "most important condition for differentiating among the various research methods is to classify the type of research question". Yin (2014) further states that 'how' and 'why' questions will be more favorable to answer with a the use of a case study. Consequently, with the research question beginning with a

how, a case study seems like the natural approach. The chosen cases focus on contemporary events of individual motivational aspects which require no level of control of behavior. Additionally, there is a need for extensive and in-depth description of a social phenomenon. These characteristics strengthen the fact that a case study is most convenient for the objectives of this thesis (Yin, 2014).

4.4.1 Multiple Case Study

This research study qualifies as a multiple case study predicting similar results. As the thesis addresses three different units in Laerdal Medical; Laerdal Medical in Norway, China and Mexico, they are seen as three different cases. The study consists of multiple holistic cases. The purpose of the cases is to examine the overall 'global' nature of each of Laerdal's units indicating that they are individually considered as holistic cases (Yin, 2014). These specific cases were chosen to research as the findings are anticipated to be similar across the cases, which Yin (2014) classifies as a *literal replication*. Although they are separate cases, they are nevertheless within the same organization and under the same mission. This would imply that the employees will show similar understanding of the organizational mission, and similarities in prosocial motivation and organizational citizenship behavior. Yin (2014, p. 57) also states that typically "[...] a few cases (2 or 3) would be literal replications[...]", reinforcing the mentioned classification as this thesis is based on only three cases.

An advantage by using a multiple case study in this research is that it provides results which are considered to be more robust and compelling than if the research was conducted with a single case (Yin, 2014, Saunders et al., 2012). However, a disadvantage has been that this method has been more time consuming and thereby more complex than a single case study. The time limit has additionally prevented more cases to be added to ensure more accomplished results.

4.5 Data Collection

The data collection for this research consists of individual interviews with employees from each unit from Laerdal Medical, which is a widely used technique in qualitative research (Saunders et al., 2012). According to Yin (2014, p. 110) "[o]ne of the most important sources of case study evidence is the interview". The research will include

non-standardized, one to one, semi-structured interviews including both face-to-face and electronic interviews.

4.5.1 Semi-structured Interviews

Mapping behavior and motivation must be considered a complex task, presumably requiring multiple complex and open-ended interview questions. Often, in-depth understanding may necessitate follow-up questions or 'probes' (Saunders et al., 2012). Semi-structured interviews were chosen as the main method of data collection because they offer an advantageous approach for posing these complex or open-ended questions (Jankowicz, 2011). More specifically, open questions along the lines of 'What do you like about working here at Laerdal?' or 'If you have a friend who is looking for a job, would you recommend Laerdal to them?' needed follow up questions such as 'Why do you feel that way?' and 'What would you then tell them?'

Additionally, semi-structured interviews are highly suited when the objectives include understanding behavior, attitudes and opinions (Saunders et al., 2012), which is highly relevant in this research. Furthermore, there are certain themes and key questions to address according to the research question and the chosen literature; such as questions to reveal OCB or knowledge of organizational mission. The arguments above combine to make semi-structured interviews the logical technique of choice. By actively assuming this semi-structured, open-question approach, the goal was to achieve unbiased, extensive answers, as indicated by Saunders et al. (Saunders et al., 2012), in addition to in-depth data. Through thoroughly mapping attitudes and mindsets throughout the interviews, there is sufficient material on which to apply the chosen theories and answer the research question.

All the interviews were audio-recorded so that they could be transcribed to ensure that the data would be accurately reproduced and analyzed. The interviews were transcribed the same day or the day after the interviews were conducted, and were thereby as fresh in mind as possible.

4.5.2 The Interview Subjects

The interviews were conducted with twelve Laerdal Medical employees; four employees from Laerdal Medical in Norway, four employees from Laerdal Medical Monterrey in Mexico and four employees from Laerdal Medical Suzhou in China. Two

of the four employees in each country had a managing position, while the other two were operators, working in the production. This criterion was included to be able to identify potential differences between the organizational levels. By including the three different units of Laerdal, the thesis is able to convey more accomplished and thorough results.

The selection of people was done with help from HR-representatives from the different Laerdal units as it was nearly impossible to randomize due to the distances. However, there were two criteria that needed to be taken into account for each unit; it was preferable for the thesis that one of the managers and one of the operators had been working in Laerdal two years or less, while the other two had been working in the company for more than five years. Both in China and Norway, the employees that were interviewed met the set criteria. However, according to HR-representatives in Mexico, it proved to be strenuous to find employees who had been employed less than three years. The criteria for the interviewees in Mexico were consequently not met. Nevertheless, this does not cause severe difficulties for the purpose of the thesis as the analysis concentrates on the comparison between the organizational levels instead of tenure.

A list of the interviewees is presented in Table 1 where all of the interviewees have been categorized into two categories: *manager* or *operator*, with the intention to maintain anonymity.

TABLE 1: INTERVIEWEES

Country / facility	Position	Employment in the company
China / Suzhou	Manager	10 months
China / Suzhou	Manager	10 years
China / Suzhou	Operator	11 months
China / Suzhou	Operator	12 years
Norway / Stavanger	Manager	1 year
Norway / Stavanger	Manager	25 years
Norway / Stavanger	Operator	10 months
Norway / Stavanger	Operator	8 years
Mexico / Monterrey	Manager	6 years
Mexico / Monterrey	Manager	8 years
Mexico / Monterrey	Operator	3 years
Mexico / Monterrey	Operator	5 years

The interviews were conducted face-to-face with the employees from Laerdal Medical in Stavanger. However, the remaining eight interviews were conducted through Skype due to geographical distance. This provided the opportunity to approximate face-to-face interviews as Skype-interviews enabled personal contact and observation of body language. Those crucial traits would be absent if the interviews would have been conducted by phone. Additionally, the interviews conducted with the operators in both Mexico and China required the assistance of a translator. The challenges and potential issues of Skype interviews and language barriers that may have occurred are discussed in section 7.0, concerning the limitations of this thesis.

4.6 Time Horizons

A research can have either longitudinal or cross sectional time horizons (Saunders et al., 2012). The former represents a series of snapshots that stretch over time and have the capacity to study development, while the latter refers to the study of something particular at a specific point of time (Saunders et al., 2012). Due to time and academic restrictions of this thesis, and the fact that most of the data was collected during March-April 2015, this thesis has a cross sectional time horizon.

4.7 Data Systemizing and Analysis

The conducted interviews were transcribed, and thereafter coded by using template analysis to systemize the data. According to King (2012, p. 426), “[t]emplate analysis is a style of thematic analysis that balances a relatively high degree of structure in the process of analysing textual data with the flexibility to adapt it to the needs of a particular study”. Additionally, he continues by stating that the template analysis is often used to analyze data from individual interviews (King, 2012). This method was highly suitable for categorizing and clarifying the data that was collected during the interviews as it provided an opportunity to systemize the findings in a logical way. Table 2 displays the different codes that were used, showing the two hierarchical organizations of codes categorized according to theme. According to King (2012, p. 431), “[...] the number and levels of sub-themes – should reflect how rich they prove to be in terms of offering insights into the topic area [...]”, which is also reflected in the coding process of this thesis.

Initially, *5.0 Job satisfaction* and *4.0 Leadership* were not included as possible themes during the coding. However, in the process of reading and categorizing the interviews, the necessity of including those themes occurred. The list of codes was thereby revised to add two new codes into the hierarchy (indicated with italic in Table 2). The revision of codes resulted in a revision of the interviews that had already been coded allowing the newly included themes to be incorporated. In view of the fact that the template analysis is utilized, it allows for changes to take place as long as they are verified and the implications of the changes are explored (Saunders et al., 2012, King, 2012). Additionally, when recognizing job satisfaction, characteristics from JDI were used.

TABLE 2: LIST OF CODES USED TO CATEGORIZE DATA

Themes	Example quotes	Typical words or statements
1.0 Motivation		
1.1 Intrinsic	"I really want to learn more to understand" "I feel I found a good position to work... for me, to use my capability to... and I can learn more..."	Learn, grow, important, interesting, understand, meaningful
1.2 Extrinsic	"They offered me a better salary... so then I joined. And I like the people that interviewed me"	Promotion, recognition, bonus, salary, quality, want to be valued
1.3 Prosocial	"It's for a good cause" "I feel very proud of myself that I can contribute to the society in this way."	Contribute to society, help people, social responsibility
2.0 Strategic statements		
2.1 Mission	"I'm a little interested in helping save lives" "The mission and the vision, they're there. Always."	Helping save lives, mission
2.2 Vision	"The vision is a bit more translatable into what we actually do every day we feel"	Vision, unnecessarily disabled
2.3 Values	"We just started this year... with the values because everyone understands our values but it's more like on the, on the overall framework on what a value means..."	Values, if any of the individual values are mentioned
3.0 OCB		
3.1 Interpersonal helping	"People tend to say "Do you need help? Can I help you?" [...] and then they help us and explain things to us and check stuff"	Help, welcome, feel taken care of
3.2 Individual initiative	"I say what I think, and I tell my opinion...I always do"	Communicate, inform, express, tell, not afraid to speak their mind, to

	"I consider it as very important that I keep people up to date on what's going on..."	make things better
3.3 Personal industry	"We're committed to push, to make sure our service level is high" "People have been working here for 20 years, they've dedicated their lives to Laerdal..."	Goes above and beyond, do so much, perform, push
3.4 Loyal boosterism	"I take some mannequins back home to my home and show it to my daughter. She really like that, and she start to practice..." "On a daily basis it means that one speaks warmly in all settings about Laerdal..."	Tell, friends, family, proud, talk about the company, outsiders, show or tell about products
4.0 Leadership		
4.1 Leadership	"Regular meetings, communication, department meetings, keeping people updated so that they understand what they contribute every day, that's probably what I do to motivate and to try to keep the group together as a team"	Manager, leader, boss, general management-related statements
4.2 Tore Laerdal	"Tore Lærdal himself is very good at gathering us with regular intervals and talking about our long term goals"	Tore Lærdal
5.0 Job Satisfaction		
5.1 Job Satisfaction	"It has exceeded my expectations. There is something new every day, and I really like it here" "The environment and the atmosphere...feel comfortable to stay here... and no pressure... and I feel good with everyone here. I like the people here... and I also like the work here"	Happy, satisfied, a job that fits me, really like it, atmosphere, trust, respect, co-workers, supervision, busy

During the interviews, the interviewees did not directly refer to the themes mentioned in Table 2. The opinions and statements were coded to be specific themes when the interviewers recognized certain characteristics that indicated those themes. These characteristics were implied from existing literature on the topics. Example codes and typical words or statements that were coded are mentioned next to their respective themes in Table 2. The template was used throughout all of the data coding and

analysis, and was especially significant in creating a general overview of the findings, key themes and relationships. The coding process additionally assisted in recognizing relevant quotes that illuminate the findings. The overview of the findings was thereby generalized and aggregated to form a basis for the analysis. The analysis was based on combining the findings and supplementing existing literature with more knowledge. Throughout the analysis, the focus was on a comparison between the management level and the operator level.

4.8 Summary of Methodological Choices

All the methodological choices made during the thesis are summarized in Table 3, presented below.

TABLE 3: SUMMARY OF METHODOLOGICAL CHOICES

Approach	Mainly inductive, although some theory was used as starting point
Purpose	Exploratory
Strategy	Case study
Collection	Semi-structured interviews
Time Horizon	Cross sectional
Analysis	Qualitative - template analysis

5.0 Findings

As highlighted in the methodology section, the research is conducted in a multiple case study. There are twelve semi-structured interviews with interviewees in three different countries within Laerdal Medical. The following sub-sections present the first order coding and elaborates the findings from each country, in addition to comparing the two organizational levels within each country. To further illustrate the findings, several quotes are presented. Some of the quotes presented in this section are translated from Norwegian, Chinese or Spanish, which is indicated with parentheses after the quote. Thereafter, a graphical and numerical overview of the data will be presented, followed by a second order coding with findings at a general level. In this sub-section, the similarities and differences between the three countries are indicated. The numerical overviews indicate the frequency in which the managers or operators in the respective countries have mentioned the different themes. The reason frequency of mentioning the themes is used as the main indicator for the findings is because there was a clear connection between the number of times the interviewees mentioned the themes and how strong those statements were. Lastly, this section seeks to summarize all the data collected to create a basis for the discussion in section 6.0.

5.1 Norway

5.1.1 Motivation

The findings from the interviews in Norway reveal that both managers and operators mention factors that qualify as intrinsic motivators when talking about their work. However, operators seem to have more focus on intrinsic motivators, including learning and growing, than managers. Managers tend to focus more on extrinsic motivation, often referring to quality and goals, while operators mention the same theme more seldom.

*I feel like I am expanding my horizons... And that I am getting better at communicating with other people, and learning how the company is built.
(Operator, Norway, translated from Norwegian)*

Yeah, it's a little... In the bottom line there's always quality. To make sure that the product works. (Manager, Norway, translated from Norwegian)

The findings further show that the managers talk more about extrinsic motivators than about both intrinsic and prosocial motivators. The following quote portrays this finding in a suitable way:

[...] it is quality... delivery, productivity, it is like those that are the daily core... core activities that we work with every single day. Helping save lives, that is more like something that you try to include in the department meetings if there are any good stories... (Manager, Norway, translated from Norwegian)

Prosocial motivators are mentioned seldom during the interviews with both managers and operators. However, prosocial motivators regarding social responsibility are somewhat more focused on by operators than by managers. According to the operators, there is an awareness of the need of Laerdal's products that keeps them working hard when they need to:

But... one thing is... that when we have a lot of pressure and very large amount of orders, everybody works hard. Because we know... and I think that that is in us all... after so much information... that if there is an order, it is because it is needed. (Operator, Norway, translated from Norwegian)

Often it happens that... when there has been a crisis, an earthquake or... a war in an area... Then we discover that afterwards there are a lot of orders... to that country... and we all know that then they need it. And then we work hard. (Operator, Norway, translated from Norwegian)

5.1.2 Strategic Statements

Managers and operators do not seem to have considerable focus on the company mission and vision, as those are not topics that are referred to often during the interviews. The mission seems to have equal focus at both organizational levels, while managers address the vision somewhat more compared to what operators do. However, as the following quote indicates, there seems to be a low level of commitment to the company mission and vision from the managers:

But, you can say that in day to day decisions, it's not like I look at the vision and mission when I am going to make decisions. (Manager, Norway, translated from Norwegian)

In Norway, the mention of values is almost non-existing on both organizational. The values are only mentioned once, when answering the question of when they learned the company mission, vision and values the first time:

[...] It was in the first interview... like... because then they are... they say a little and tell a little about Laerdal... and then... the first interview... I didn't care that much... (Operator, Norway, translated from Norwegian)

5.1.3 OCB

When looking at characteristics of OCB, the findings show somewhat different results at manager and operator levels. Within the managers in Norway, characteristics from all types of OCB are mentioned often, indicating that they register OCB within the organization. They mention characteristics such as employees having pride in working in the company and that they go above and beyond to deliver quality products without complaining.

People are in general preoccupied with... with what they deliver, that it is good. [...] I think it's... that... it gives people a pride. (Manager, Norway, translated from Norwegian)

I feel that they are very good. They work hard and work overtime without complaining. (Manager, Norway, translated from Norwegian)

Within the operators, however, *interpersonal helping* is a theme that is referred to often in the interviews, while they do not seem to pay as much attention to other forms of OCB. Characteristics of *individual initiative* are only mentioned five times, while *personal industry* and *loyal boosterism* seem to be nearly neglected. The following quotes illustrate that interpersonal helping at operator level seems to be a relatively important form of OCB:

Often those who are quick go and sit down and help a little bit those who are not as quick and then... and come and say: "Now I am actually done, do you need help?" (Operator, Norway, translated from Norwegian)

[...] but say that they are ready with their country... then they go directly over to the next and... they don't really have to do that... but because... like it gets better and then... you help the others... (Operator, Norway, translated from Norwegian)

5.1.4 Leadership

Amongst managers in Norway, there seems to be a very high focus on factors concerning leadership as this theme is talked about often in the interviews. In comparison, leadership is not focused on to the same degree amongst operators. An interesting finding is that operators have not referred to Tore Lærdal explicitly, while he is mentioned by the managers, who perceive him as a great motivator.

[...] talking about leaders who impress you can't avoid talking about Tore, who is an incredibly good motivator through what he... even though he is busy and travels around the whole world he has always time to include us and tell a little bit and give us some good stories about what we have achieved and... talk a little about the long term goals and so on and so on... (Manager, Norway, translated from Norwegian)

Additionally, the management level that has been interviewed sees it as more the top-level management's job to carry the mission forward, while their job is to concentrate on achieving certain extrinsic goals.

So it's like guided through the top. It's not... I mean, I can have a production philosophy on my level, but this [ed. note: the mission] is guided through the top level to the whole organization... (Manager, Norway, translated from Norwegian)

5.1.5 Job Satisfaction

Operators in Laerdal Medical Norway have high level of job satisfaction as this is a theme that is addressed very often. On the contrary, managers have not mentioned

factors of job satisfaction as much as the operators have. The statements about job satisfaction have mostly had positive connotations, as the following quotes demonstrate:

You enjoy yourself. You feel at home when you enter... (Operator, Norway, translated from Norwegian)

I like it here very, very much. (Operator, Norway, translated from Norwegian)

[...] I like it so much... so I've stayed. (Operator, Norway, translated from Norwegian)

So it's very important, the thing that has happened the last five years, which has been very positive... Especially for my motivation, because I see clearly what we are working on. (Manager, Norway, translated from Norwegian)

5.2 China

5.2.1 Motivation

Motivational factors, regardless which type, are not focused on by managers or by operators in China. An exception is that managers seem to address characteristics of extrinsic motivation somewhat more than the operators do. On the subject of what influences the daily work, and why they do the work they do, managers mostly mention extrinsic motivators:

The first thing is I need have the money... yeah, it's quite normal, I think. And... I get the money to support my... to support my family, to give my kids a good education and also... I can... I can achieve my career plan and my desire, my expectation to me. (Manager, China)

You should get some kind of people to... to recognize you, to give you the recognition and to... understand your job. And to understand your value. I think that's the thing I... every day I maybe rely on. (Manager, China)

Even though motivation in general is communicated infrequently, operators see their jobs as something they have to do, because it is requires from them. The

undermentioned quotes exhibit that extrinsic motivation is present also within operators.

I have no specific motivation. It's just work. (Operator, China, translated from Chinese)

We just follow orders and produce what our leaders require... (Operator, China, translated from Chinese)

The findings additionally show that in general, managers focus on characteristics classified as both intrinsic and extrinsic motivation more than the operators do. Prosocial motivation is contrarily more present within operators than within managers even though the overall mention on the topic is low. The operators signify prosocial motivation when asked why they do the work they do:

That the work is meaningful and that it can save other people's lives, is a motivation for me. (Operator, China, translated from Chinese)

To work in Laerdal is more meaningful than any other company I've worked for. (Operator, China, translated from Chinese)

5.2.2 Strategic Statements

In China, the mission has been mentioned on both manager and operator levels, but no remarkable differences between the two organizational levels for this theme have been observed. As exhibited with the quotes below, both operators and managers are conscious of the mission. On the question on how often they think about the company mission, they reply:

I can't say how often because... because it's kind of like... it's buried in your deep thinking... So I can't say how often... I think about my mission... our mission. (Manager, China)

We can improve every single product so that those who are going to use the product will learn more. That it will increase the chances of saving more people. (Operator, China, translated from Chinese)

The company vision and values have almost not been addressed, and can be classified as non-existing at both levels in China. When asked about the values, the interviewees tend to refer to the strategy of the company instead.

The mission is about saving lives. I have also heard about the values... It's about saving 500,000 lives by 2020. (Operator, China, translated from Chinese)

One of the goals... every year we need to save 200,000 extra lives. Every year... so... It's that kind of things. (Manager, China)

5.2.3 OCB

Another interesting finding from China is that all forms of OCB, except *loyal boosterism*, are addressed very seldom. Characteristics of loyal boosterism, including promoting the organization and talking to outsiders about their work, have been mentioned several times at both organizational levels. Some of the statements that highlight the overall undertones of the statements are presented below.

I sometime, I talk. For example... when we saw some Laerdal products from TV-series or... when we had some news of CPR-training... we tell our friends or family that this products produced by Laerdal. So... that will make me feel proud. (Manager, China)

[...] so I have a lot of contact with the customer so.. I just feel... I'm... I'm proud to can do this, can support this project. Because this project is to help... help... helping babies breathe and helping mothers survive. (Manager, China)

In the Africa you know we... we start to save a lot of lives for the babies, for the pregnant... the... so I... I... really feel good to say this to my friend and to... to their guys. (Operator, China, translated from Chinese)

I feel very proud of myself that I can contribute to the society this way. (Operator, China, translated from Chinese)

As indicated from these statements, pride for working in Laerdal Medical is a reoccurring feeling within the Chinese employees. Furthermore, loyal boosterism

within managers is the form of OCB that has the highest amount of mentions in China, and thereby the form of OCB that clearly stands out from the others.

The findings generally show that both operators and managers feel that the workload of each employee is quite full, and that there is thereby not enough time to conduct extra behavior or go above and beyond what is expected. Additionally, the statements indicate that employees are generally supposed to do what is in their job descriptions, nothing more and nothing less.

If you come here you can feel. In general briefly said, our working load is quite full. (Operator, China, translated from Chinese)

We know... We have our responsibilities, we are just busy with what we need to do. We have a job description... All the responsibilities and accountability is there... One... main topic of conversation is to review the job description. And any more or less... we need to add that to the communication, so people have same understanding of... about the responsibility. (Manager, China)

5.2.4 Leadership

Leadership issues are not addressed often in China, and are relatively similar between managers and operators, in contrast to the findings from Norway. The most common topic within leadership is what requirements that are set to managers and operator, and the general tasks the management has.

[...] but we work actively to coordinate in the company... with production, with planning. We're committed to push, to make sure our service level is high. (Manager, China)

It's up to the leaders... It is the leaders that tell us the tasks. (Operator, China, translated from Chinese)

5.2.5 Job Satisfaction

Qualities of job satisfaction are mentioned often within both managers and operators in China. However, the findings show that managers indicate somewhat higher job

satisfaction than operators. When asked what they enjoy about working in Laerdal, the managers reply:

Because I feel I found a good position to work.. for me, to use my capability to... and I can learn more.. and I can communicate more with different people... I think it's a good development space for me... I don't want to leave. (Manager, China)

The culture... especially, I like it... yeah. You know here in the Suzhou factory we... we call the... we has a big family. So we are a big family. (Manager, China)

5.3 Mexico

5.3.1 Motivation

Within both organizational levels in Mexico, traits from intrinsic, extrinsic and prosocial motivation are mentioned. Intrinsic motivators, such as willingness to learn and understand, are addressed but seldom, while prosocial motivators seem to be close to non-existing. Characteristics that represent extrinsic motivators are addressed the most in both organizational levels. There are several factors in the interviews that demonstrate the existence of extrinsic motivation in Laerdal in Mexico:

[...] we give them some sort of an incentive, you know... tickets for the movies, or something. So I think people feel motivated to participate... (Manager, Mexico)

We started a recognition program about a year ago... So you get points. And after you have gained so many points, you get a company cap or a pen or something like that. So it's a recognition program for people that, you know, contribute. [...] we also have the quarterly recognitions, as I mentioned, on those people that go above and beyond... (Manager, Mexico)

[...] no matter what position they come here, at least at this site, it's not necessarily because of what we represent, we're just another job for now. (Manager, Mexico)

Everyone works for money because we have the needs. (Manager, Mexico)

Here, it's just following the rules so you don't get fired. (Operator, Mexico, translated from Spanish)

5.3.2 Strategic Statements

In Mexico, the company mission and values at the manager level have been addressed, while the vision has not been focused on to the same extent. The opinions stated below show different views on Laerdal's mission and values:

Because it's very difficult for the people up in our, our line in the supply chain, it's very difficult for them to identify with our mission. (Manager, Mexico)

[...] I think the mission is already there. [...] But values, it's, it's very hard even for our management team to understand, what are values and what should we use the values for. (Manager, Mexico)

I think our values are very, very... I think... one of a kind. (Manager, Mexico)

I kind of use that [ed. note: values] in our favor to push people to make the change easier. And it works. (Manager, Mexico)

These findings are in contrast to the statements from the operator level in Mexico, where the vision and values are mentioned so seldom that they are considered almost non-existing. The company mission on the contrary, has been mentioned more often by operators than by managers.

They've told us about the work that we do, the product that we make, that they're sold somewhere else and they've saved several lives. (Operator, Mexico, translated from Spanish)

I have an understanding that the products are sent to another place, and that's where they sell them, and it's for that, to save kids and lives. (Operator, Mexico, translated from Spanish)

5.3.3 OCB

Characteristics that can be categorized as all four forms of OCB have been talked about by managers in Mexico, although none have been focused on extensively. However, traits of *loyal boosterism* have been mentioned more compared to the other OCB forms. The focus of loyal boosterism seems to be more on providing training to outsiders than feeling pride, as indicated with the following statements:

[...] invite schools and give courses to people and... and... invite the rest of the industrial park that we work, to have people come here and training on CPR or something else... so we can share the helping save lives more... (Manager, Mexico)

And then, of course we have those examples that people feel they are doing above and beyond what is expected, but that's just because of poor understanding of what is expected of them. (Manager, Mexico)

The operators, on the other hand, have scarcely addressed traits of *interpersonal helping*, *individual initiative* and *loyal boosterism*. Traits representing *personal industry* have been addressed more, indicating that they put extra effort into their work.

Some of us make more efforts. Others as they say, just deliver their hours. (Operator, Mexico, translated from Spanish)

I mean it has happened to me that I wake up in a bad mood, but when I get there, I change my attitude. I leave my problems outside and here, it's something different. (Operator, Mexico, translated from Spanish)

5.3.4 Leadership

Throughout the interviews, managers in Mexico converse about leadership regularly, while the operators do not focus on the same topic equally. Tore Lærdal is mentioned a few times by the managers in Mexico, and is seen as a great motivator:

Of course, the story of Tore it's like amazing [...] I think that he didn't need to work because he had the money, but actually he do this and he likes... [...] And he was very cool, very down to earth. [...] Every time that I have been in

Norway a couple times, and I think that's when you saw what they do and why and everything it's like... you get the motivation filled for months and months... Because you see... (Manager, Mexico)

The family is fantastic, the Lærdal family is fantastic... When you talk to him [ed. note: Tore Lærdal], it's just, it's just a very good example of humbleness and people very down to earth, and that's very hard to find... (Manager, Mexico)

The operators that are interviewed, on the other hand, have not had any personal contact with Tore Lærdal and have not mentioned him during the interviews.

5.3.5 Job Satisfaction

Both operators and managers show indications that they are satisfied with their jobs. Mexico is the country where the level of job satisfaction is most similar on both organizational levels. Job satisfaction has been commented with positive connotations also in Mexico, as shown by the opinions presented below:

Laerdal is a great employer, great company, great school. (Manager, Mexico)

And the work that I do here, I like it... But yeah, it had a meaning after several years that you work here. (Manager, Mexico)

I like the work environment, in fact I get along with all my colleagues. (Operator, Mexico, translated from Spanish)

In fact there are many that left and came back because they like the work environment and they are comfortable. (Operator, Mexico, translated from Spanish)

To the question on whether they can imagine working in Laerdal long term, possibly the rest of their careers, the following statements summarize the general answers appropriately:

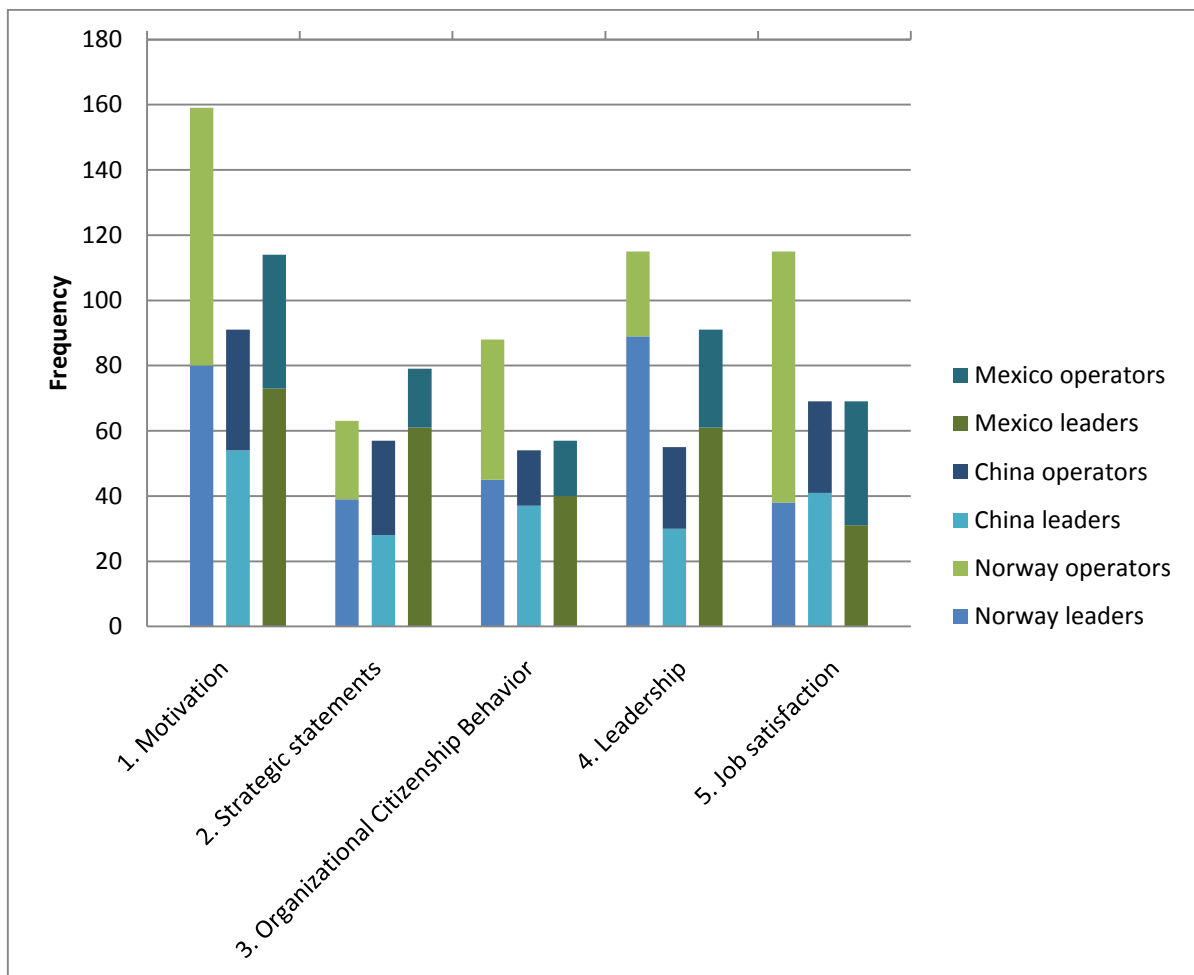
For me it means a lot to be working here, and thank God I have five years here. And I hope that there are many more years to come, because I really like my job. (Operator, Mexico, translated from Spanish)

Yeah, yeah definitely. And most of all, is because... it's a good company overall. [...] It's a company that it's worth working for, promoting and making sure that we get the best out of everyone here... (Manager, Mexico)

5.4 Numerical Presentation of Data

The data collected during the interviews are summarized in Figure 4 and Table 4. Figure 4 provides an overview of how frequently the different themes are mentioned at both levels in all three countries. As mentioned, frequency is used as an indicator because it reflects the findings sufficiently. The numbers in the columns in Table 4 indicate the frequency in which the managers or operators in the respective countries have mentioned the different themes.

FIGURE 4: FREQUENCY OVERVIEW



The Y-axis in Figure 4 shows the number of times managers (referred to as leaders in the figure) and the operators have mentioned the different topics on the X-axis.

The topics indicate the same themes that were registered during the template analysis. Every column is divided into two, indicating the split between frequency of mention within managers and operators in each country and topic.

TABLE 4: CATEGORIZATION OF FINDINGS

	Norway		China		Mexico	
	Managers	Operators	Managers	Operators	Managers	Operators
1. Motivation	12	6	0	0	16	3
1.1 Intrinsic	26	42	16	8	16	10
1.2 Extrinsic	34	18	31	16	33	24
1.3 Prosocial	8	13	7	13	8	4
2. Strategic statements	9	2	5	3	4	2
2.1 Mission	16	15	22	21	27	14
2.2 Vision	14	6	1	0	6	0
2.3 Values	0	1	0	5	24	2
3. OCB	0	1	0	0	5	0
3.1 Interpersonal helping	13	21	5	5	8	4
3.2 Individual initiative	10	5	7	2	7	1
3.3 Personal industry	14	10	6	1	6	7
3.4 Loyal boosterism	8	6	19	9	14	5
4. Leadership	85	26	30	25	58	30
4.1 Tore Laerdal	4	0	0	0	3	0
5. Job satisfaction	38	77	41	28	31	38

< 5	6-20	21-50	51-70	> 71
Very low frequency	Low frequency	Moderate frequency	High frequency	Very high frequency

Table 4 provides a synopsis of the template analysis in numerical terms. The numbers show how many times each theme and sub-theme have been mentioned, talked about or occurred during the interviews. To clarify the interpretation of the table, an example is provided; managers in Norway have mentioned motivators that are classified as extrinsic motivators (according to literature) 34 times during the

interviews, while the operators have only mentioned the same theme 18 times, indicated with green borders in the table. The amount of times that this theme has been mentioned within Norwegian managers qualifies it to be categorized as “moderate frequency”, while within operators, it has only been mentioned with “low frequency”.

Although the numbers only indicate the frequency, they also imply and reflect the importance of the themes as the interviewees experienced them. As emotions and opinions are difficult to specify to numbers, the amount of times the different themes were mentioned are combined with the experienced importance and emphasis from the interviewees and adjusted accordingly. Those statements that indicate high emphasis or strong opinions on a certain theme have been classified with a higher number than one, even though that specific theme has only been mentioned *once* during a statement.

5.5 General Findings

In general, the findings reveal that Norway is the only country with moderate frequency on intrinsic motivation, while both China and Mexico have low focus on this topic. Furthermore, the focus on intrinsic motivators in Norway is observed with the highest frequency in the motivation theme across all three countries. The findings in motivation additionally reveal that managers in general have more extrinsic focus than operators, addressing quality, promotions and goals as main indicators for why they do the job they do. In China and Norway, the managers have talked about extrinsic motivation with moderate frequency while the operators have only mentioned the same topic with low frequency. This shows that there might be a difference in what motivates operators and what motivates the managers. In Mexico, as comparison, both managers and operators are on the same level, and address extrinsic motivators moderately. As this indicates, both organizational levels in Mexico seem to have more focus on extrinsic motivation than in China and Norway. Additionally, it implies that extrinsic motivators play an important role for all employees, across all three countries.

Further findings on motivation show that managers in every country have mentioned characteristics that are classified as prosocial motivation. Operators in China and

Norway have talked about prosocial motivation, and have mentioned the social responsibility as a motivational factor. However, the findings also show that prosocial motivation is generally mentioned rarely, indicating low frequency in all three countries. Moreover, the data shows that prosocial motivation within operators in Mexico is almost non-existing, and this is the only case where the operators have mentioned prosocial motivation with lower frequency than their managers. Operators mention that they have heard stories from their managers or peers about their products helping save lives, but it does not seem to be the reason they continue to work. This indicates that there is a low to non-existing focus on prosocial motivators in Mexico, and that there are other factors that motivate employees to work. There is furthermore, significantly higher mention of extrinsic motivators than prosocial motivators. In addition, extrinsic motivation has also been fairly more frequently mentioned than intrinsic motivators in Mexico.

Across countries, mission is the strategic statement that has been talked about most frequently. Laerdal's mission has been mentioned with similar frequencies at both levels in Norway and China, but has a higher gap between the two organizational levels in Mexico. In Norway, both managers and operators address the company mission with low frequency, indicating low focus on the topic. In China, both organizational levels have more focus on the mission, mentioning it with moderate frequency. In Mexico, on the contrary, there is a difference between how much focus the managers and the operators have on the company mission. While the managers mentioned the company mission with moderate frequency, there is less focus on the topic within operators, who mentioned it with only low frequency.

In general, managers in Mexico talk with moderate frequency about the values of the company, showing a relatively high level of engagement compared to both managers and operators in the other countries. As a contrast, the company values prove to be close to non-existing in the conversations with China and Norway. During the interviews, Mexican managers mention that they initiated a new project in 2014 to promote the values within Laerdal Medical Monterrey. With this project they aim to increase the knowledge and the use of the values in the company.

The findings further reveal that *interpersonal helping* in operators in Norway is the OCB form with the most number of mentions. The frequency of this type of OCB in

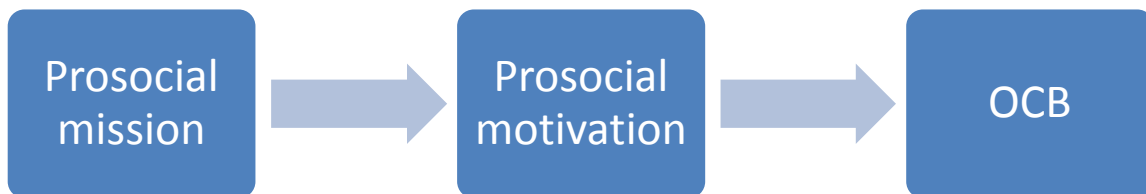
operators in Norway is very different compared to all other levels of the other countries. Chinese managers and operators have almost not mentioned any aspects that qualify as *interpersonal helping*, and it seems from the data that this form of OCB is close to non-existing. In Mexico, the focus on this topic is low within managers, and very low within operators. Traits that qualify as *individual initiative* are almost non-existing in operators in all countries, while managers mention it with low frequency. Compared to both levels in Norway and Mexico, the frequency of *personal industry* among operators in China is very low, close to non-existing. *Loyal boosterism* is the OCB form that has been most frequently mentioned by managers in China and Mexico; however, it is almost non-existing in the interviews with the operators in Mexico. In general, it is visible from both Figure 4 and Table 4 that all forms of OCB are mentioned much more frequently in Norway than in both China and Mexico. As Chinese managers mention during the interviews, the workload of the employees is so full that they only have time to do what they are assigned to do, and have thereby no time to conduct extra-role behavior. OCB stands out at operator level in Norway as it is addressed so frequently, compared to how infrequently it is mentioned in Mexico and that it is close to non-existing in China.

In general, characteristics of job satisfaction are addressed with relatively high frequency when compared to the other themes in this research, both across countries and organizational levels. The employees mentioned more positive criteria associated with job satisfaction than any aspects that would affect the job satisfaction negatively. Overall, the organization has very satisfied employees on both organizational levels that participated in this research. Several qualities of job satisfaction are of importance for the employees, including the working conditions, the atmosphere and that there is respect and trust in all organizational levels.

6.0 Discussion

In this study, the following research question is explored: *How does an organization's prosocial mission stimulate prosocial motivation, and thereby encourage OCB?* Based on knowledge from existing literature on OCB, motivation and mission, the relationships in Figure 1 are explored. The findings in this thesis, however, signal that these initial relationships cannot be verified, and that there is a need to revise the model to show the actual outcomes of the findings.

FIGURE 1: THEORETICAL MODEL



This section will present a short overview of the findings and how they interrelate, which will be further elaborated in the following sub-sections. Additionally, a revised model will be presented to show what nourishes OCB in an organization according to the findings in this thesis.

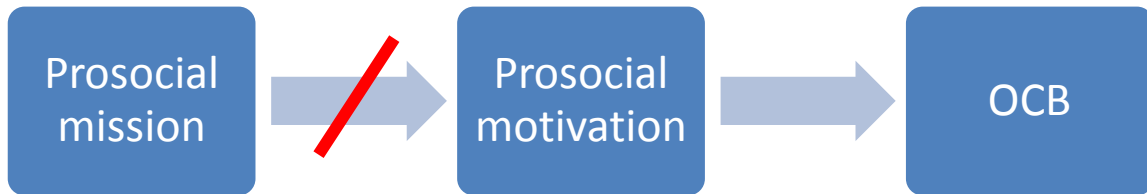
The results show that the mission statement is highly present, but that it does not stimulate prosocial motivation. The prosocial characteristic of the mission is understood by most employees and is deeply rooted in the organization. However, there is no indication from the findings that the mission stimulates prosocial motivation among employees. The research reveals that although there is low prosocial motivation, intrinsic motivators and extrinsic motivators play an important role in the presence of OCB. Employees are motivated by increasing personal knowledge and growing within the organization, and thereby engage in OCB. Additionally, there are strong indicators that employees go above and beyond because they want to contribute to the organization due to their high level of job satisfaction.

6.1 Missing Link between Mission and Prosocial Motivation

The findings indicate that the organizational mission, although present, does not stimulate prosocial motivation within the employees. Before discussing the relationship between mission and prosocial motivation, it is essential to determine whether or not the way the mission statement is formulated is effective. This is due to the fact that potential lack of effectiveness might be the cause of low prosocial motivation in the findings. Any organization that wants to understand the relationship between its mission and the employees' motivation needs to analyze the effectiveness of that mission first.

Based on previous research by Stone (1996), an effective mission needs to have the following qualities to be effective; It has to be clearly articulated, relevant, current and formulated in a positive tone. Moreover, the mission statement should communicate the uniqueness of the organization, be adapted to the target audience and have a long-term perspective. The mission of the case company fulfills all these qualities, and can thereby be entitled as effective. In addition to the effectiveness, "Helping save lives" qualifies as being a prosocial mission since its sole purpose is to help others and promote a positive impact on people in general. However, the results indicate that although the mission is prosocial, effective and present, it does not necessarily stimulate prosocial motivation. The missing link between the mission and prosocial motivation is a surprising fact for the thesis. Furthermore, the presence of prosocial motivation is so low that it has been qualified as negligible. This research shows that the reason people pursue a job and work hard is mostly for personal reasons, whether they are intrinsically motivated to learn or extrinsically motivated by the need to have a job. There are no indications to show that people work *only* for the sake of helping others. Although the organizational mission is prosocial in nature and is understood by all employees, the majority of the employees have low prosocial motivation when working. This implies that the first link in the original model is broken, as the mission does not seem to stimulate prosocial motivation.

FIGURE 5: ADAPTED MODEL I



Prosocial motivation is low on both organizational levels, and might be explained by Stone's (1996) and Ireland and Hitt's (1992) assumptions of management importance. As there is poor involvement in the mission from managers, it might be the reason why the mission does not contribute to boost prosocial motivation in more levels of the organization. The top-level management in Laerdal is associated with the mission; however, the same level of engagement is not demonstrated in the lower managerial levels. This low level of engagement can be explained by two factors. Firstly, the top-level management might not communicate to lower managerial levels that they desire them to promote the mission, and use it as an internal guideline for making decisions. Secondly, there might be too many extrinsic goals set from the top-level management that overshadow the focus of spreading the word about the mission. As the literature suggests and the findings amplify; even though the organizational mission might be highly present, if the management is not committed to implementing the mission or does not include it in the objectives and goals, the mission statement loses its purpose. Although managers have gained trust from their employees and have the potential to influence them, they do not exploit that position to communicate the mission and further reinforce its position in the organization. Additionally, as Grant and Sumanth (2009) imply that managers play an especially important role in mission-driven organizations, this amplifies the importance of managerial involvement and potential influence.

Another reason why the employees have low prosocial motivation might be due to poor understanding of how the company products affect the general public. The employees have difficulties seeing the contextual relationship between their jobs, the products they produce and that they help to save lives. The findings indicate that this might be due to the long distance from the employees at the operational level who

produce small components, to the practical application of *helping save lives*. Additionally, as the research shows, there are little signs of self-selection into the organization, which contradicts Fehrler and Kosfeld's (2014) view that some employees tend to actively seek into mission-oriented organizations. The employees have mainly applied to work in the organization because of the necessity of a job and salary, not necessarily because of the mission or what the organization stands for. However, the mission tends to increase in meaning when people have been employed for a period of time due to the storytelling and the periodic focus on it from the top management. That there is little initial attraction due to non-extrinsic motivational factors might be an explanation to the overall low prosocial motivation amongst the employees. Nevertheless, as these potential explanations are not within the main focus of this thesis, further research is needed to determine the implications of these.

6.2 Why is OCB Present?

The research reveals that intrinsic motivators, extrinsic motivators and how satisfied the employees are with their jobs are the main indicators of OCB. In addition, the conclusions in the previous section eliminate the initial model as there does not seem to be any clear relation between prosocial mission and prosocial motivation. Since there is close to no prosocial motivation that is found in the data, it would imply that the model is inadequate. However, there are strong indications of OCB regardless of the low prosocial motivation.

FIGURE 6: ADAPTED MODEL II



As OCB is a desired characteristic for organizations, this research strives to find what causes OCB when the relationship between mission and motivation is not observed. The two most visible forms of OCB are interpersonal helping within co-workers and loyal boosterism to outsiders. The employees view helping others as a matter of course, and do not perceive it as something extraordinary. This indicates that the conduct of OCB is an established quality within the culture of the organization that the employees take for granted. Even though they perceive it as natural, the existence of this helping culture boosts positive associations with the organization and the co-workers.

The reason why there is so much interpersonal helping and somewhat personal industry within the organization can be explained by two additional factors. Firstly, the employees are intrinsically motivated to help their co-workers because they gain intrinsic rewards in form of personal satisfaction of contributing. One of the most mentioned factors as the reason for helping others is the employees' desire and willingness to learn. They help each other to learn more about other aspects of the production and try to see the holistic product that is being produced. An explanation for why there is so much focus on learning might be that they have an organizational value emphasizing that *willingness to learn* is a necessity in the organization. Without necessarily being aware of the value, it is possible that it is deeply rooted in the organizational culture, which boosts the focus on learning among all employees. Additionally, the employees feel secure in their jobs, and that confidence might increase their level of involvement in OCB. This amplifies Puffer's (1987) and Duval and Wicklund's (1972) views that employees tend to engage more in OCB when they feel personally secure.

Secondly, several extrinsic factors also motivate the employees to conduct OCB. Although it is common to assume that OCBs go unnoticed by employers, as it is not stated within the job description, some informal extrinsic rewards have a motivational effect when OCBs *are* noticed. The most important informal extrinsic reward that is transparent is the recognition the employees get from both their managers and other co-workers. For most employees, the recognition has an effect on the motivation to do more than what is required. This is an important aspect that further increases their level of job satisfaction and stimulates contentment in the organization. Moreover, linked to recognition, whenever employees are trusted with more and more tasks, it

seems to increase the motivation of not only doing more, but also helping co-workers with what they need. Another extrinsic factor that seems to nurture OCB is the existence of organizational goals and objectives. It is clear that when the employees know that there are certain deadlines and weekly goals that need to be reached, they are more willing to contribute and help those who need it to reach those goals. Several results in the research suggest that although some employees are done with their tasks, they actively take responsibility to help and contribute despite the fact that they will have to work longer hours than they need to. This might be due to the informal recognition employees receive from managers and co-workers.

One issue that is discovered, although scarcely, is that there is a mismatch between the understandings of what is in the job description. It is understandable from the data that some employers do not perceive certain behaviors as OCB because they consider them as part of their subordinates' jobs. The employees on the other hand, view their behaviors as extra-role behavior and as going above and beyond what is required of them. As existing literature states and the findings in this thesis amplify; the reason for this incongruity is not only the different understandings of the job description, but also the fact that organizational citizenship behaviors are difficult to observe. In these cases, the employees who feel that they do not get recognition for the extensive effort they feel they put into their work feel neglected and not appreciated. There is a mismatch in communication and understanding of the job description, where managers feel that employees are not doing the job they should, while employees are feeling frustration of not being recognized. This might cause a reduction in job satisfaction and OCB within employees.

Several features of the work explain OCB in the form of loyal boosterism. Firstly, although there are some tendencies of negligence concerning OCB not being recognized, the employees are generally highly satisfied with their work. Due to this satisfaction, they have a tendency to converse about their work with others outside of the organization. People seem to want to show the pride of working in the organization because they are happy with the work conditions, especially work hours and the variety of tasks. This is another indication of how important extrinsic motivators are in organizations. It is also detectable that the employee job satisfaction influences other forms of OCB as the happier and more content people are within their work, the more they want to contribute to colleagues and work

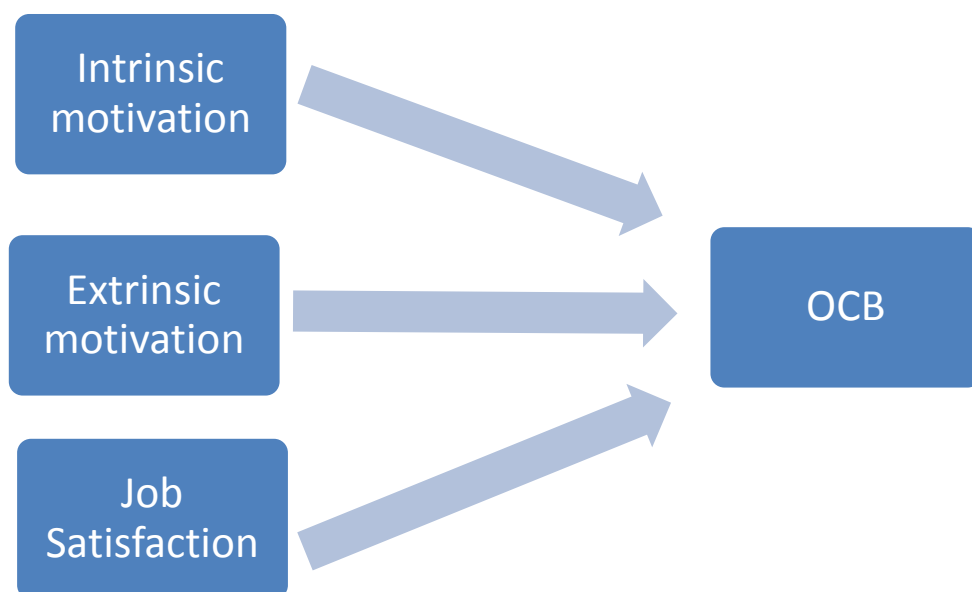
environment in general. This reinforces existing theories that OCB is more likely to be observed in more satisfied people.

Secondly, a general lack of knowledge in the society for the organization in which people work is another reason for loyal boosterism. Employees often take pride in their work when outsiders acknowledge its prestige and thereby feel the need to promote and increase knowledge of the organization where they work. Employees mention the fact that a large part of promoting the organization is encouraging friends and family to learn more about the products and how to use them. In the societies where the organization is known and recognized, the employees feel less need to promote it because they view it as unnecessary. In societies where people are not familiar with the organization, employees feel a stronger obligation to advocate it, because they want recognition from outsiders for the fact that they are doing a good job and working in a good organization.

6.3 A Revised Model

Due to the conclusions in this section, there is a need for a new model to summarize the actual findings in this research.

FIGURE 7: REVISED MODEL



This research does not provide a basis for claiming that there is a relationship between a prosocial mission and prosocial motivation, which encourage OCB. Instead, it points out that there are strong indications of intrinsic, extrinsic and job satisfaction factors that nurture OCB. In general, the intrinsic and extrinsic motivators guide employees to conduct interpersonal helping and individual industry, while job satisfaction boosts contentment and increases the willingness to perform OCB in general.

Summarizing the discussion part, this thesis has found that even though a mission is truly present and effective, it is not necessarily related to employee motivation. Furthermore, the low prosocial motivation is found to be mainly due to the impact management has on employees. Particularly middle-level management seem to have high focus on extrinsic motivators instead of promoting the prosocial mission of the organization. This focus further appears to impact employee motivation, by making employees focus on extrinsic motivators. Despite the fact that the mission is not rooted in the employees, and there is little prosocial motivation, OCB is found to be present. The reason for this is that intrinsic and extrinsic motivators, in addition to job satisfaction, trigger OCB in employees. This finding supports existing literature that motivated employees will do more than expected. Additionally, it does not give sufficient results to conclude that there is a relationship between a prosocial mission and prosocial motivation in employees. An important aspect to consider is whether 'the right reason' employees conduct OCB is more important than the fact that they *do*. This research amplifies literature that indicates that motivation and job satisfaction play an important role in the occurrence of OCB. As organizations benefit from this type of behavior, it might not be as crucial to focus on the prosocial aspect of it. Organizations need to reflect on if the fact that it reaches its goal of high levels of OCB within its employees can be sufficient, without necessarily being concerned with how that behavior occurs.

7.0 Limitations of Research Design

In this section, criteria for judging the quality of the research design will be presented and elaborated to make the reader aware of the potential shortcomings of the research. Additionally, this section will indicate how these shortcomings are attempted to be reduced or eliminated completely.

Firstly, the practical issues of the research will be presented. Hereafter, the quality of the research design will be evaluated using three criteria; construct validity, external validity and reliability. Lastly, the ethical issues will be disclosed.

7.1 Practical Issues

7.1.1 Gaining Access

One initial concern when conducting the research was the issue of gaining access. However, through the FOCUS-program and other contacts at NHH, formal acceptance and authorization to conduct research within Laerdal Medical was granted. Nevertheless, even though access was granted fairly early, it took some time before the formalities around the preferred amount of people and levels were finalized. Although this caused the initial process of the research to be delayed, the remaining processes sped up, and this issue had thereby no critical impact on the quality of the research.

7.1.2 Geographical Distance and Language Barriers

The geographical distance between the three countries indicated another practical issue. Even though there were logistical problems when conducting the interviews in Mexico and China, these were surmountable through the use of Skype. Skype made it possible to simulate face-to-face interviews as closely as possible, enabling body language and facial expressions. However, an aspect with Skype interviews that proved to be challenging was the internet connection with China. Problems with the connection caused one interview to have to be rescheduled to the following day.

A bigger challenge than the geographical distance was the language barrier as some of the interview subjects did not speak or understand English. In this case there was

a need to use the help of translators for both the operators in China and in Mexico. Nonetheless, the potential difficulties of translation and misunderstandings were considered and prepared for. A significant amount of energy was put into the interview process to ensure that the translations were as good as possible and that the potential misunderstandings were eliminated. Whenever something was unclear, additional questions were asked to ensure that the answers were understood correctly.

In addition to the mentioned issues, a final struggle was to gain enough trust from the interviewees so that their answers would be honest and thorough. This is an issue that is not easy to investigate, so the research relies on the fact that the answers that were given are honest and true.

7.2 Quality of the Research Design

According to Yin (2014), there are four important criteria that need to be considered when evaluating the quality of the research design; construct validity, internal validity, external validity and reliability. Internal validity is a criteria which is not applicable to this thesis, as the thesis has an exploratory nature (Yin, 2014). The other three criteria, however, will be presented and elaborated. Finally, a paragraph will be presented with other criteria that are significant to this thesis.

7.2.1 Construct Validity

Construct validity is a known weakness in case study research (Yin, 2014), and remains so also in this thesis. Nevertheless, the researchers have tried to the best of their ability to define the research topic in terms of specific concepts and use multiple sources of evidence to strengthen the operational measures used to measure the concepts. The challenge in operational measures became apparent during the measuring of OCB due to the fact that there are several different ways of measuring it. In this thesis, however, the four dimensions of Moorman and Blakely (1995) were chosen as basis for measuring OCB to avoid confusion and attempt to reduce the weakness of construct validity.

7.2.2 External Validity

This criterion for judging the quality of the research is regarding the issue of generalizability. This thesis seeks to provide more information about how a mission statement possibly stimulates prosocial motivation and thereby encourage OCB in organizations. As this research is conducted with the use of only three cases, the low sampling rate implies non-generalizability. However, as this thesis links the research findings to existing literature, it is arguable that prudent levels of generalizability can be achieved. Furthermore, this research can be valuable to other organizations and researchers interested in this topic.

7.2.3 Reliability

Determining the reliability of this thesis might be difficult because case studies and semi-structured interviews are 'one of a kind' in the sense that they are conducted at specific times and circumstances, and results are inherently difficult to replicate. One way of addressing this weakness might be to simply acknowledge that findings in semi-structured interviews are not necessarily intended to be replicable. Even so, reliability will remain a weakness in our design as replicating the exact same three cases to test the results will be challenging. However, further research in the same organization can increase the reliability even though the cases will not be identical. More importantly, different people have different opinions and understandings, which can cause the answers to differ no matter how many times it is replicated.

7.2.4 Other Criteria

General validity was attempted through consequently clarifying questions and answers in the interview process. By making sure that the interviewees understood the questions, by rephrasing and asking for elaborations if there were some unclear statements, the thesis aimed to eliminate all threats to validity in the interview process. The mentality of the researchers was also to avoid over-interpreting statements, as there is a natural incline towards interpreting statements in light of the chosen theories. Additionally, *interviewer bias* was avoided by asking open, non-leading questions to avoid steering interviewees in a specific direction. Moreover, extensive effort was put into analyzing the collected data objectively and without bias.

7.3 Ethical Issues

With access to sensitive company information, there was a responsibility of handling and interpreting the information in an ethical way. Awareness of misinterpretation, confidentiality and questions regarding anonymity are the most essential aspects in this part of the thesis. Firstly, during interviews, the focus was to have unbiased attitudes and to avoid misinterpretations. Secondly, as Laerdal is a global company, the researchers had to process and treat the obtained documents and other sensitive information confidentially. In every interview and other communication with Laerdal employees, the anonymity of the people involved is retained. There will not be any disclosure of any names, and no information is provided in a way that might at any state be traced back to specific participants. Confidential material is handled properly and kept in lockers with codes that only the researchers know, and all the material will be disposed off when the study is finalized.

Thirdly, a significant amount of effort was put into the translation of the information, to make it as correct as possible. With the help of two entrusted colleagues, the researchers are confident that no vital information was lost during the translation, and that the information was truthfully translated. Lastly, participants were notified of the process of the research and are aware of the fact that the interviews were audio recorded so that all information could be reproduced correctly. Additionally, they were informed that they are free to resign from the participation at any point they want.

8.0 Further Research

As Figure 7 shows, this research found intrinsic and extrinsic motivation in addition to job satisfaction to be important antecedents to OCB. Since job satisfaction was not included in the original research question, further research on how job satisfaction can cultivate OCB is suggested. The research on job satisfaction and OCB should further explore which parts of job satisfaction that best explain OCB in organizations.

Additionally, there is a need for further research to look into the implications an effective mission statement can have on employee motivation. How a mission can stimulate prosocial motivation among employees is of particular interest. Moreover, the relationship between leadership, mission and motivation is especially interesting to gain a deeper insight into. From a management perspective, it can be interesting to examine how managers can use the mission to increase motivation in organizations.

Another reason for the low prosocial motivation in this research might be due to poor understanding of how the organization's products affect the general public. The employees have difficulties seeing the contextual relationship between their jobs, the products they produce and that it contributes to helping others. A possible explanation for these findings is that the interviewees in this research are too far from the application of the mission of *helping save lives*. Additionally, as the research shows, there is low level of self-selection into the organization, which might explain the overall low prosocial motivation amongst the employees. Nevertheless, as these potential explanations are not within the main focus of this thesis, further research is needed to determine the implications of these.

Lastly, it is notable that there is observed a difference between countries within conducting OCB. The differences can be explained by cultural contrasts. Although this is not a theme that is explored in this thesis, it is a significant factor and can potentially explain why OCBs are found to a greater extent in some countries than others, and how to nurture OCB differently within those countries.

9.0 Conclusion

As this thesis has analyzed, the organizational mission might be prosocial, present and also effective, but it does not seem to stimulate prosocial motivation within the employees by only those three qualities. Furthermore, the analysis suggests that the mission is effective as it fulfills the requirements set by existing literature. It is also present since the case company highly revolves around the mission and tries to include it in several parts of the organization's work. Although the mission, with the sole purpose of helping others, promotes positive impact on the general public and qualifies as being prosocial, it does not seem to be related to the prosocial motivation of the employees. As the presence of prosocial motivation is thereby low, the initial expected link between an organizational mission and employee prosocial motivation cannot be claimed in this research.

The low prosocial motivation within employees can be explained by several reasons. Managerial importance has not been researched in this thesis, but has a high level of presence in the findings. Although top-level management appears to be strongly committed to the mission of the organization, this commitment is not apparent within lower managerial levels. This indicates that there is little commitment to the mission from the managers that hinders further engagement within all levels of the organization. Additionally, there is a poor understanding of how the organization's products affect the general public which causes employees to not see the connection between how what they do helps others. Due to the poor understanding, it does not increase the chances for employees to gain prosocial motivation. Lastly, there appears to be low self-selection to the organization based on the mission, which implies that the people who seek to work in the organization do it for either extrinsic or intrinsic reasons instead of prosocial.

Despite the fact that prosocial motivation is low, which was initially considered an important element for OCB within an organization, there is high level of OCB present. The findings suggest that the reason OCB is present is because intrinsic and extrinsic motivators in addition to job satisfaction nurture OCB. Intrinsic motivators, in form of learning and personal satisfaction from contributing, increases employees' motivation to contribute further. Additionally, recognition from managers and

colleagues is an extrinsic motivation for employees to be more proactive and perform OCB. However, the research indicates that there is a mismatch between what employees and what managers understand as their job description. This might harm the level of OCB because employees tend to feel neglected while managers feel frustration that the work is not being done the way it should. This type of misunderstanding might also have an effect on the job satisfaction of employees. However, as shown, job satisfaction is highly present and amplifies employee motivation to contribute to the organization, as the more satisfied people are with their jobs, the more it boosts contentment and increases their willingness to perform OCB. Furthermore, employees tend to promote and defend the organization to outsiders when they have a strong sense of job satisfaction. Another indicator for why they promote the organization is that there is a need to increase knowledge and awareness around the organization in societies where it is not known.

These findings imply that if a mission-driven organization wishes to utilize its mission to the fullest, the mission needs to be effective, have full managerial commitment and be implemented into the daily goals and work. Additionally, managers need to increase their abilities in recognizing OCB and rewarding those who perform it to sustain a high level of motivation for both work and extra-role activities. Managers also need to clarify the requirements in the job descriptions so that there is a mutual and uniform understanding of the tasks, which will reduce the confusion and frustration. Lastly, there needs to be a greater focus on increasing job satisfaction amongst employees to further nurture OCB.

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Appendices

Appendix A



Resusci-Anne

THE LIFE-SIZE and LIFE-LIKE MANIKIN for TEACHING and TRAINING of CARDIOPULMONARY RESUSCITATION (CPR)



VENTILATION – Mouth-to-mouth
– Mouth-to-nose
– Mouth-to-adjunct
– Bag/mask

EXTERNAL CARDIAC COMPRESSION (ECC) Trainee learns
– to feel the carotid pulse
– to check pupils
– to locate pressure point for ECC to avoid injury to patient
– to exert correct amount of pressure on sternum
– timing and ratio of compressions to inflations with one rescuer, or with two rescuers operating together.

REALISM motivates effective CPR training.

RESUSCI-ANNE features:

- realistic simulation of the human respiratory system
- natural resistance of thorax during ECC
- human appearance with a life-like consistency of skin
- natural mobility of head and jaw
- realistic weight of head and shoulders

Resusci-Anne comes with all necessary equipment contained in one carrying case for ready portability. The body of the manikin can be inflated and all equipment arranged for a teaching and practice session in the course of a few minutes.

Easy cleaning and disinfection makes cross-infection no problem. Furthermore, air exhaled from the manikin after lung inflation is let out through a valve in the neck rather than through mouth and nose, to protect the trainee.

Resusci-Anne is the universally accepted training manikin for CARDIOPULMONARY RESUSCITATION. More than 40 million people in 120 countries have been trained with Resusci-Anne.



Appendix B

Interview Guide

1. Initial questions

- a. How long have you been working in Laerdal?
- b. Why did you come to work for Laerdal?
- c. What do you like about working here?
- d. If you had a friend looking for a job would you recommend Laerdal? Why/why not?
- e. In social settings do you ever end up talking about your work and Laerdal? What would a typical conversation be like?
- f. Do you imagine yourself working at Laerdal long-term? For the duration of your career?
- g. Would you ever consider leaving Laerdal? If so, why?
- h. Have you had opportunities to leave Laerdal that you turned down? Please explain.
- i. What does Laerdal mean to you?

2. OCBs and effort

- a. Tell me about what your day at work is typically like.
- b. What is expected of you at work?
- c. Have you heard about Laerdal's mission and values?
- d. Do you think that Laerdal's mission/values impacts the way you work on a daily basis? If so, how?
- e. How often do you think about Laerdal's mission/values?
- f. How would you describe the effort of your co-workers?
- g. Sometimes at work, people have to go above and beyond to get things done. Compared to other places you've worked, would you say there is a lot of that here in Laerdal?
- h. Do you sometimes do more than is expected, and what would that look like?
- i. Can you think of times when you've been helped out by others in your work here at Laerdal? Would you say that Laerdal is a "helpful" place compared to other places where you've worked? In what way?

3. Deeper questions

- a. How would you describe your relationship with your leader?
 - i. Psychological closeness
 - ii. Geographical closeness
- b. Have you ever had a leader/supervisor at Laerdal that you thought wasn't very good at being a leader? Please describe.
 - i. Why did you put up with this leader?
 - ii. Did their behavior harm your work quality? Why/Why not?
- b. Tell us about a leader at Laerdal who motivated or impacted you in a positive way
- c. Tell us about a leader at Laerdal who motivated or impacted you in a negative way

- d. Compare your leaders/supervisors at Laerdal to leaders at other places where you have worked
- e. How does your leader/boss impact your daily work
- f. How would you describe the overall leadership in Laerdal?

Substitutes for leadership

- i. What influences your work on a daily basis? Why would you say you do the things you do at work? For pay, for promotion, for the good of the company?
- ii. How are you recognized around here for good performance?
- iii. How do you know what is expected of you at work?
- iv. How are you informed about your performance? How do you know if you are doing a good job?
- v. Where did you first hear about Laerdal's mission/values?
- vi. How have you learned about Laerdal's mission/values?
- vii. Do you talk regularly with anyone about Laerdal's mission/values? If so, who?

Questions for Supervisors

- a. How do you use the values in your communications with your employees?
- b. Do you talk about the mission/values with your employees?
- c. Describe a recent conversation with your work group related to the mission or values
- d. How would you describe your relationship with your subordinates?
 - i. Psychological close
 - ii. Physical close
- e. What kinds of things do you do to motivate your employees?
- f. In Laerdal what is an effective way to motivate people
- g. Tell us about a leader at Laerdal who motivated or impacted you in a positive way
- h. Tell us about a leader at Laerdal who motivated or impacted you in a negative way
- i. Compare leading/supervising at Laerdal to leading at other places where you have worked

Respond to or react to the following statements:

1. Laerdal's mission doesn't really impact my work on a daily basis.
2. I mostly learn about the mission from my supervisor
3. I feel that I do an important job
4. My work is meaningful to me
5. Working at Laerdal is not much different from working at other places
6. I get bored a lot at work

Interview Guide – China

- 您在 Laerdal 公司一共工作了多长时间？
- 您为什么选择在 Laerdal 公司工作？
- 您对这份工作喜欢哪点？
- 如果您有位熟人在找工作，那您愿不愿意推荐这份工作呢？请问为什么？
- 您在一般社交场合里有没有说起您的工作？如果有的话，您一般谈什么？
- 您认为您能在 Laerdal 公司长期工作吗？
- 您有没有想离开 Laerdal 公司的想法？如果有，请问原因。
- 您有没有拒绝过离开 Laerdal 公司的机会？请解释。
- Laerdal 对您有什么意义？/
- 您在工作时有没有救生的感觉？请解释。
- 请您告诉我您一般在公司里工作一天是什么样的。
- 您的工作任务是什么？
- 您听过 Laerdal 公司的“使命和远景”一说吗？
- “使命和远景”这一说对您的工作有没有过影响/对您有意义吗？
- 您上班时是否经常会想到“使命和远景”这一说？

- 请您形容下您的同事们的工作功夫是怎样的？
- 对于工作，有时候必须敢于承担责任，有奉献精神，才能够有效地完成任务？
- 您有没有在工作上超过预期，请举例子。
- 如果您在工作上出了问题或需要帮助，那您的同事会不会自动的帮助您呢？您是否觉得本公司里的同事们要比其它公司里的爱帮忙一些？
- 您和领导的关系怎样：
 - 心里方面上
 - 地理方面上
- 有没有时候您的职业行为上受到过领导的正面或负面的影响？
- 您对这位领导感觉怎样？
- 如果您把本公司和例外公司的领导比较一下
- 本公司的领导有些什么样的影响？
- 您对整个公司的领导力有怎样的意见？
- 请您描述下您在工作上的影响力是哪来得？

- 您的工作单位是怎样回告您的工作性能状态？
- 您是在哪第一次听说我公司里的“使命和远景”？
- 您是怎样更深入的了解公司里的“使命和远景”？
- 您有没有和其他人说过本公司的“使命和远景”？如果有，请问谁？

您是否同意：

1. “使命和远景”这一说对您的工作没有任何影响或意义。
2. “使命和远景”是从我公司领导那里听说的。
3. 我的工作对社会很重要。
4. 我的工作对自己很有意义。
5. 在本公司工作和其他公司上班差不多。
6. 我的工作很无聊。

Entrevistas Laerdal - México

Buenos días, me llamo Leda y hoy voy a ayudar a Aida y Navneet para que conduzcan una investigación relacionada con su tesis de la maestría. Como ellas no hablan español, yo haré las entrevistas y a la vez traduciré las respuestas para que ellas puedan hacer repreguntas si fuese necesario.

Varias personas en la empresa en distintos países serán entrevistadas, y todas las repuestas se mantendrán anónimas.

El propósito de la investigación es conocer cómo ustedes se sienten trabajando en Laerdal, y cómo la empresa puede mejorar en el futuro.

Por favor, traten esta entrevista como una conversación informal. Vamos a empezar con preguntas cortas y generales, y luego pasaremos a preguntas un poco mas elaboradas. Tómense el tiempo necesario para contestar y contesten de acuerdo a su opinión y a lo que ve en la empresa. No hay respuestas equivocadas.

Vamos a grabar las conversaciones ya que debemos traducir todo más adelante, pero solo nosotras tendremos la grabación y cuando terminemos la investigación borraremos los archivos.

Guía

Modelos de liderazgo

1. Preguntas iniciales

- a) Hace cuánto tiempo trabaja en Laerdal?
- b) Por qué decidió trabajar aquí?
- c) Qué le gusta de trabajar aquí?
- d) Si un amigo suyo está buscando trabajo, le recomendaría Laerdal? Por qué?
- e) En reuniones o algún evento social, habla sobre su trabajo y sobre la empresa? Cómo sería una conversación típica?
- f) Se imagina trabajando en esta empresa en el largo plazo? Hasta su jubilación?
- g) Consideraría dejar la empresa? Por qué? Bajo qué circunstancias?
- h) Ha rechazado alguna oportunidad de dejar la empresa? Explicar
- i) Qué significa Laerdal (la empresa) para usted?
- j) Siente que su trabajo es significativo? Por qué?

2. OCBs y esfuerzo

- a) Cuénteme como es un día típico de trabajo, sea lo más específico posible
- b) Qué se espera de usted en el trabajo?
- c) Conoce la misión de Laerdal? Cómo impacta esta misión en su trabajo diario?
- d) Cada cuánto tiempo piensa en la misión de la empresa? Es algo que tiene presente constantemente?

- e) Cómo describiría el esfuerzo de sus compañeros de trabajo?
- f) Cree que la gente que trabaja en Laerdal va más allá de lo requerido para hacer las cosas bien? Si ha trabajado en otra empresa... ha notado una diferencia?
- g) Usted va más allá de lo requerido por el trabajo algunas veces? De qué forma? Ejemplo
- h) Puede pensar en algunas veces cuando haya sido ayudado por sus colegas en la empresa? Podría decir que Laerdal es un lugar "colaborativo" comparado a otros lugares donde ha trabajado? En qué forma?

3. Preguntas de fondo

- a) Cómo describiría la relación con su jefe?
 - a. Cercanía psicológica
 - b. Cercanía geográfica
- b) Alguna vez ha tenido algún jefe o supervisor en Laerdal el cuál no era muy bueno como líder? Describir
 - a. Por qué aguantó a esta persona?
 - b. El comportamiento afectó su trabajo? Cómo?
- c) Puede contarnos sobre una vez en donde su jefe influyó su comportamiento de forma positiva o negativa?
- d) Puede comparar sus jefes en Laerdal con los de otras empresas donde ha trabajado?
- e) Cómo impacta su jefe en su trabajo diario?
- f) Cómo describiría el liderazgo en Laerdal?

Sustitutos de liderazgo

- a) Qué influencia su trabajo en el día a día? Por qué hace las cosas que hace en su trabajo?
- b) Cómo se reconoce en la empresa el buen desempeño?
- c) Cómo puede saber qué es lo que se espera de usted en el trabajo?
- d) Se le informa sobre su rendimiento? Cómo sabe si está haciendo un buen trabajo?
- e) Donde escuchó o leyó por primera vez la misión de Laerdal?
- f) Cómo ha aumentado su conocimiento sobre la misión?
- g) Suele hablar con alguien acerca de la misión de Laerdal? Con quién?

Responda o reaccione a lo siguiente

- i. La misión de Laerdal no impacta realmente mi trabajo diario
- ii. Mayormente aprendo la misión de mi supervisor
- iii. Siento que hago un trabajo importante
- iv. Mi trabajo es significativo para mi
- v. Trabajar en Laerdal no es tan diferente a trabajar en otros lugares
- vi. Me aburro mucho en el trabajo