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# Aligning Management's Efforts and Employees' Motivation

- A mixed method study of personnel control through training in Swedish dental care

By

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# Abstract

**Title:** Aligning Management's Efforts and Employees' Motivation - a mixed method study of personnel control through training in Swedish dental care

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**Keywords:** Management Control, Motivation, Professional Service Firms, Retention, Training

**Purpose:** The purpose of this thesis is to understand how training in a professional service firm is used as a management control tool for managing motivation and how professional employees' perceive their motivation being related to training.

**Methodology:** A mixed method research strategy is used in a single case study in order to capture both management and professionals view in a professional service firm.

**Theoretical perspectives:** Theory on how the psychological needs of autonomy, competence, and relatedness can facilitate intrinsic motivation is combined with management control frameworks.

**Empirical foundation:** Primary data is collected both from semi-structured interviews with the management team, and a questionnaire was conducted, and was sent to 413 employees, some additional secondary data is used in the form of an annual report, websites, and presentations from guest lectures.

**Conclusions:** The study shows how a professional service firm can manage intrinsic motivation by using training as a personnel control and how training can help when implementing cultural controls cultural. The results show that professionals' perceive that all the needs for intrinsic motivation are positively related to training, with autonomy having the strongest relation, while extrinsic motivation to a large extent is not related to the training. Relatedness seems to have the most substantial relation to retention, but also autonomy seems to relate. Overall, this shows that the way management can facilitate motivation through training, is also in many aspects how the professionals' perceive that their motivation is affected.

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# 1. Introduction

*This chapter introduces the problem to be researched. The first section provides the reader with a background to the problem and a brief introduction to the case. The section is followed by a problematization where the practical and theoretical relevance of the research problem is provided. The next section presents the purpose and research questions. Lastly, limitations and an outline of the thesis is presented.*

## 1.1 Background

Measured by size, numbers, and influence professional service firms (PSFs) represent a large part of the economy (Greenwood, Prakash & Deephouse, 2005). While the professions and industries may differ, PSFs share specific characteristics and are distinctly different compared to traditional manufacturing firms (Greenwood, Prakash & Deephouse, 2005). On the one hand, professionals are a PSF's most crucial resource; on the other hand, the professionals working in the organizations are highly mobile (Greenwood, Prakash & Deephouse, 2005). Thus, retaining the professionals is an essential matter in PSFs (Greenwood, Prakash & Deephouse, 2005) and critical functions in these organizations are to attract and manage knowledge (Løwendahl, Revang & Fosstenlökken, 2001).

An example of PSFs challenge with retaining their employees is the audit and accounting industry. They have always been competing for the best students (Marténg, 2015) and a recent survey from Universum with a ranking of future companies shows that the auditing firms are highly ranked among business students (Tidningen Balans, 2018). Still, many of the students that are hired by the Big 7 are leaving within a few years (Hadjipetri Glantz, 2018). Many reasons are listed on why employees decide to leave, one being that the students believe that working at the auditing firms will give them a great start on a career and hence never actually planned to stay in the industry (Broberg & Gertsson, 2019).

Providers in the healthcare industry are also facing problems with retention, although for different reasons. For example, there is a lack of specialized nurses at many hospitals in Sweden (Nord & El-Alawi, 2019). This is reflected in the waiting time for patients in Skåne that are long and increasing (Nord, 2019, with reference to Sveriges Kommuner och Landsting, 2019). Furthermore, there is a lack of primary doctors in Sweden, and the primary care is very strained (Berglund, 2018). According to the Swedish inspection of health and social care, IVO, the lack of doctors might lead to risks for the patients (Ohlin, 2017). Also, when professionals are mobile, management decisions may have a substantial impact on retention. One example is Nya Karolinska, where an extensive reorganization was introduced, resulting in staff quitting due to dissatisfaction with work environment and salaries (Gustafsson & Röstlund, 2019).

According to the Swedish National Board of Health and Welfare, Socialstyrelsen, 18 counties, and regions experience a lack of dentists, furthermore, they estimate that there is a need for 200 more dentists (Suslick, 2019). The lack of dentists leads to difficulties offering dental care in less populated areas according to the dental care manager, Gunnars Hellgren, at Folktandvården Dalarna (Julin & Pettersson, 2019). Furthermore, she emphasizes that the recruitment of dentists from other countries is important in order for the organization to fulfill the organization's mission.

Folktandvården Skåne is actively working with both recruiting and retaining (Folktandvården Skåne, 2019). They experience a greater competition of employees and are managing competence by building a new knowledge center, developing the leadership in the organization and are offering career opportunities as well as possibilities for knowledge developing (Folktandvården Skåne, 2019). This makes Folktandvården Skåne an interesting case for revealing and understanding the challenges faced by a PSF when it comes to retaining the professionals. Folktandvården Skåne shares similar problems with the auditing industry such as professionals leaving for other employers within a few years, therefore, the findings from this case could be applied to PSFs in other industries as well.

## 1.2 Problematization

Management control can be viewed as influencing the behavior of employees to implement the organization's strategy in an effective manner (Merchant & Van der Stede, 2007). It can be regarded as a package, a toolbox, which can be assembled and adapted to fit the circumstances of a specific organization (Malmi & Brown, 2008). A common division is between direct and indirect forms of control (Haustein, Luther & Schuster, 2014). Direct controls are more coercive methods such as direct supervision and authority, while indirect controls are more enabling, building on the employees own motivation (Haustein, Luther & Schuster, 2014). A problem for organizations when implementing a control system is that control can lead to hidden costs due to employees perceiving the control as a form of distrust and answering with decreased performance (Falk & Kosfeld, 2006). Management control aiming at controlling professionals performing complex tasks benefit from using normative rather than bureaucratic controls (Greenwood, Prakash & Deephouse, 2005). As PSFs have knowledge-based outputs which tend to be intangible applications of complex nature (Greenwood, Prakash & Deephouse, 2005), there is a need to facilitate the intrinsic motivation instead (Cerasoli, Nicklin and Ford, 2014). Knowledge-intensive organizations such as PSFs have been found to respond well when the management control is designed to be indirect and enabling for the professionals (Haustein, Luther & Schuster, 2014). Indirect control can be divided into cultural control and personnel controls (Merchant & Van der Stede, 2007). Cultural controls can be a strong control tool (Alvesson & Kärreman, 2004), but it can also be difficult for management to influence (Malmi & Brown, 2008). Training is an interesting tool, as it is an indirect form of control (Merchant & Van der Stede, 2007), and can also aid in the implementation of culture (Malmi & Brown, 2008). Literature both show that training could lead to higher job satisfaction and perceived higher quality service (Burke, 1995) and as a tool for management control, it is expected that

training could increase job performance and that it might increase motivation (Merchant & Van der Stede, 2007). By connecting the theories of management control with a focus on training with motivational theories this study aims to bridge the gap between the areas, adding knowledge of how training can be used to influence motivation in PSFs.

Even with management's effort to implement suitable control measures, how these controls are perceived by the professionals is of high importance. By conducting a case study where both the management team's use of training and work with retention are combined with the employees' perception of training, this study aims to contribute with insight about how management control can be used to influence motivation, thus retaining employees. Furthermore, there is a practical relevance for the PSF to understand how training as a management control tool can be used in order to retain their employees and decrease the financial impact of them quitting. Owners of a PSF gain both from financial returns and knowledge development, but in order to gain from knowledge development, the new competence must be kept in the organization (Løwendahl, Revang & Fosstenløyken, 2001). Furthermore, the cost of losing professionals includes both the decreased chances of delivering customized services and potential client defections as the relationship to the client changes (Greenwood, Prakash & Deephouse, 2005 with reference to Levinthal and Fichman 1988; Baker et al. 1998).

### 1.3 Purpose and Research Questions

The challenges with retaining professionals are well known, however, by using an embedded case study and connecting the two fields of literature regarding management control and motivation this thesis aims to contribute to the existing theory of management control by explore how training and motivation is correlated. Furthermore, in order to capture the employees' perception, a questionnaire connecting training with motivation is developed and used for a survey, which is an additional contribution to theory. The Folktandvården Skåne case allows for an interesting insight into how training can be used as a tool for motivation and retention. This leads to the purpose of this thesis which is to understand how training in a professional service firm can be used as a management control tool for managing motivation and how professional employees' perceive that training affect their motivation.

The purpose will be fulfilled by answering the following research questions:

*How is training used in a professional service firm to manage motivation?*

*How are professional employees' perceiving the relation between training and motivation?*



## 1.4 Outline of the Thesis

**Chapter 1** - In the first chapter, a background to the problem is provided, followed by a problematization that emphasizes the practical and theoretical relevance of the subject. In this section, the case and methodology approach are briefly introduced. Lastly, the purpose and research questions are introduced.

**Chapter 2** - In the second chapter the research strategy and design are presented and discussed, followed by a presentation of the literature used, which data that have been collected and analyzed and lastly a methodological reflection is presented.

**Chapter 3** - In the third chapter, literature from the two fields, management control and motivation are presented with theories and frameworks. The theories from the two fields are connected and result in a design of a questionnaire, which is provided last in the theory chapter.

**Chapter 4** - In the fourth chapter, the empirical findings are presented in the following order; findings from the secondary data, findings from the interviews and lastly, findings from the questionnaire. A response rate analysis is also included in this chapter.

**Chapter 5** - In the fifth chapter, a discussion is provided where data from the interviews and the questionnaire is connected, compared, and analyzed in relation to theory.

**Chapter 6** - In the last chapter, the concluding remarks are presented. The conclusion picks up where the discussion ends, and the research questions are answered. Furthermore, contributions, limitations, and future research are discussed.

## 2. Methodology

*The methodology section starts with a presentation of the research strategy and design, and the case company is further introduced. In section 2.2, the use of literature is discussed, followed by section 2.3, where the data collection is presented, this section is divided by the quantitative and qualitative data collection. In section 2.5, a presentation of how the data will be analyzed is provided and lastly in section 2.6, a methodological reflection is presented, where the authors reflect over the chosen research strategy.*

### 2.1 Research Strategy and Design

The purpose of the thesis requires an understanding of both the management's efforts and employees' views. Hence, two methods for data collection were needed. It was decided to do a qualitative collection using semi-structured interviews in order to capture the management team's view and quantitative by developing a questionnaire and then capture the employees' perceived perceptions through the questionnaire. This resulted in a mixed method research

design. The mixed method research provides a balanced and complete view of the organization, and reality could be seen from different levels (Bryman and Bell, 2015). The mixed method research increase the accuracy and completeness of the study (Bryman & Bell, 2015). For instance Holmberg, Fridell, Arnesson and Bäckvall (2008) were aiming to investigating the role of leadership style when implementing a treatment method, and used both a quantitative and qualitative research strategy and argued that by having both methods they were able to capture the complexity better and give a more balanced understanding. Additionally, comparing the views of the management and the dentists resulted in an embedded case study (Yin, 2009). Since the relationship between training and motivation is unclear in the literature, this study aims to research that area, and since this case study approach does not show causality this thesis will be of more of an exploratory nature (Yin, 2009).

In order to complement the interviews and the questionnaire, some secondary data has been used. The secondary data has been used to provide an understanding of the organization, the industry, and the training that the company provides. The findings from the secondary data is included in the first section of the empirical findings. The secondary data used was collected from the annual report (Folktandvården Skåne, 2019), a presentation from a guest lecture (Folktandvården Skåne, 2018) and some information from their website (Folktandvård Skåne, 2017). Scott (1990, cited in Bryman & Bell, 2015) present four criteria when using documents; authenticity, credibility, representative, and meaningful. The documents used are believed to fill all criteria since they are created by the case company and are in the thesis only used in order to create an understanding for the organization and their training.

The overall research design is more of a qualitative research strategy as there is a large emphasize to understand the perceived motivation and the management's efforts based on the collected data. This is also reflected in the way the collected data is analyzed. In order to understand the management ideas of their training, a quantitative approach is not suitable since there would be issues with how to quantify the elements of the training provided. The design of a matter such as training is rather qualitative by default. This realization led to the decision to use semi-structured interviews in order to get an in-depth understanding of the organization, its strategy, and its implementation of internal training.

The "how" research questions resulted in opting for an embedded case study due to its ability to provide in-depth knowledge and suitability for answering this type of questions (Yin, 2009). When deciding which research method to use, different options were considered. A multiple-case study was an option where different companies internal training strategies could be researched. Multiple-case studies can increase generalizability (Yin, 2009). However, it was assumed that different organizations have quite different implementations and uses of internal training, which would make it difficult to find similarities needed to conclude. With this in mind, the decision fell on a single-case study. Case studies are suitable when there is a need to understand complex phenomena as it allows for keeping comprehensive and meaningful characteristics of actual events (Yin, 2009). One of the reasons to conduct a single-case study is if it represents an extreme or unique case, alternatively if it is representative or a typical case (Yin, 2009). As outlined before Folktandvården Skåne represents a compelling case due to their

active work with retention, and as they also share similarities with other PSFs, the findings should be transferable to other industries. It is also believed that Folktandvården Skåne, represents a rather extreme case with the challenge with retention, similar to other PSF, but different from other industries.

Four criteria were used when choosing a case company. These were the following; 1) it should be possible to define the organization as a PSF, 2) it should be possible to clearly distinguish the professionals, 3) internal training is a necessary element 4) the professionals' work should include complex tasks. The first three criteria come naturally from the purpose of the thesis, the fourth was included as a complex task highlighted the need for retaining knowledge. Three industries with organizations that employ professionals were contacted by email. A few days later, contact with one of the organizations; Folktandvården Skåne had been established. This organization met all criteria as they are a PSF, it is possible to distinct professionals (dentists and dental hygienists) that handle the complex task, and in the annual report, it became evident that they worked with internal training (Folktandvården Skåne, 2019).

## 2.2 Use of Literature

A literature review was performed to reach an increased understanding of management control can and motivation. In order to capture literature in the two fields both management control frameworks, as well as theories on motivation, were considered. Starting in Haustein, Luther and Schuster (2014) (adapted from Hutzchenreuter, 2009) overview of management control frameworks, that provided a review of well-known frameworks, and all except one, due to lack of accessibility, were reviewed. This review is included in chapter four. In the field of motivation, a start in Deci and Ryans' (2000) self-determination theory, led to a snowball selection in order to find more articles. By using Deci and Ryans' (2000) self-determination theory, a deeper understanding of motivation was achieved, as it explains the different types and needs of motivation, which was helpful for addressing the problematization. Further, self-determination theory is well established and has been used to research motivation in different types of organizations, including work settings (Van den Broeck, Ferris, Chang & Rosen, 2016). By connecting the fields of literature in chapter three, the theory was used as a guide for conducting the questionnaire. The items of the questionnaire are therefore included in the theory chapter.

Additional articles were founded by using google scholar and LUBSearch by using the following separately and combined: "Employee motivation", "Employee motivation retention", "Workplace training motivation", "Professional Service Firms" or "Self-determination theory".

## 2.3 Data Collection

### 2.3.1 Qualitative Data Collection

In order to capture the management team's perspective, qualitative semi-structured interviews were used. Using qualitative interviews provided flexibility and allowed the focus of the paper to change depending on what the interviews brought (Bryman & Bell, 2015). There were three goals with the interviews, firstly, to provide a deep understanding of the organization's use of training and work with motivation in order to answer the first research question. Secondly, to get a greater understanding of the organization, the work environment, and terminology in order to design and improve the questionnaire. Qualitative methods can support quantitative methods, as the knowledge achieved from the qualitative methods can help when designing questionnaire questions (Bryman and Bell, 2015). Thirdly, to fulfill the purpose there was need to compare the results from the questionnaire with the interviewees' views in order to get a balanced and complete view. Hence, there was a need to have some structure for the interviews in order to collect data that suited the purpose and could be compared to the data collected by the questionnaire, and therefore semi-structured interviews were used. Furthermore, by having some structure for the interviews, it allowed for comparing the empirical findings between the interviews, which was needed in order to achieve triangulation. Triangulation is achieved when using multiple sources for the event (Bryman & Bell, 2015).

Interviews were conducted with employees at different positions in the management team (see table 1), this was needed in order to get a balanced and comprehensive view of training and motivation in the organization. One of the divisional managers had a recent experience as a clinical manager as she has only worked as a divisional manager for one month and hence were also able to provide a perspective from a clinical manager point of view. All interviews were conducted before the questionnaires were sent out, which provided an opportunity to discuss and change the questionnaire depending on the information and knowledge achieved during the interviews.

All interviewees were asked if they agreed to be recorded, which they all approved. They were also asked if they wanted anonymity, however, there were no reason to include the interviewees' name, as the function were more relevant for the purpose of the thesis. None of the interviewees asked for anonymity. The interviews were conducted face-to-face at the organization's headquarter, which provided a quiet and uninterrupted environment, which is recommended by Bryman and Bell (2015).

In line with Bryman and Bell's (2015) recommendations, an interview guide was conducted with a focus on training and motivation. Even if using an interview guide there is still room for the interviewees to answer with own expressions, along with the possibility for the interviewer to ask follow-up questions on unexpected answers (Bryman & Bell, 2015). Questions regarding the interviewees' background, the challenge with retention as well as questions about the questionnaire were included, but the two main focus areas were training and motivation. Before

designing the interview guides, information about the organization was reviewed from the annual report 2018 (Folktandvården Skåne, 2019) and a presentation from a guest lecture provided by Folktandvården Skåne (Folktandvården Skåne, 2018).

The first section in the interview guide was retention. Based on Greenwood, Prakash & Deephouse, (2005) article that among other things brings up that retention is a challenge in PSFs questions about the organization's view of challenges with retention was asked. The rest of the interview guide was then divided between two focus areas; training and motivation. In the training section more general questions were asked about the training in order to get an understanding of how this is used in the organization.

In the motivation section, most questions were divided between Deci and Ryan's (2000) and Ryan and Deci's (2000) definition of intrinsic and extrinsic motivation. Furthermore, intrinsic motivation was then divided between the needs for intrinsic motivation. At last, some questions about the questionnaire were included. The overall focus areas of the interview guide remain the same during all four interviews, but changes in the questions were made in order to fit the position of the interviewee. For instance, in the interview with the HR-manager, it was decided to add an element; recruitment. This element was added as information about the recruitment could increase the understanding of the dentist motivation and the organization's internal training. The interview guide is provided in Appendix 2.

*Table 2.1. Interview information*

<b>Position</b>	<b>Location</b>	<b>Duration</b>	<b>Date</b>
CEO	Headquarter Folktandvården Skåne	60 min	15th of April 2019
Divisional Manager	Headquarter Folktandvården Skåne	50 min	17th of April 2019
Divisional Manager	Headquarter Folktandvården Skåne	50 min	24th of April 2019
HR Manager	Headquarter Folktandvården Skåne	60 min	30th of April 2019

### 2.3.2. Quantitative Data Collection

The second research question required access to professionals in order to capture their perceptions of motivation when training is used as a management control tool. In order to reach out to many, conducting a questionnaire was viewed as a suitable method. The questionnaire developed used several statement questions in order to understand the perceptions of the employees. As the research question is to be examined in a PSF, the first decision was to decide what would be defined as professionals. There are two categories of employees at the selected organization that could be considered as professional; dentists and dental hygienists. However,

dentists were selected due to their significant longer education and hence were assumed to have a stronger professional orientation.

The questionnaire was designed at the website SurveyMonkey, due to the straightforward and easy way of making a questionnaire through the website. It was decided only to use closed questions as open questions take a longer time for the respondent to answer (Bryman & Bell, 2015), as well as due to uniformity in answers for analytical purposes. It was believed that the major issue with the questionnaire was going to be the response rate, and hence a questionnaire that was not time-consuming for the respondents was one of the objectives when designing the questionnaire. There are risks with having closed questions such as not capturing the respondents' own words or unexpected answers (Bryman & Bell, 2015). Another negative aspect with closed questions is the risk that the respondents perceive the answers differently, which could harm the validity (Bryman and Bell, 2015). Although, since statement questions were used and the respondents are asked if they agree or not, the importance was the ability to compare the answers between groups. Therefore, the closed questions were better suited for this purpose than opened questions.

Instead of having a pilot study with open answers, which Bryman and Bell (2015) recommends the questionnaire was discussed with the management team in order to have statements that were clear and understandable with the right terminology. By using the words and expressions that the dentists in the organization are familiar to, the risks for misunderstandings of questions was believed as lowered. Since all of the interviews were conducted when the final draft was sent out to the respondent, the authors understanding of the organization were increased. This helped when revising the questionnaire in order to have clear and understandable items.

The questionnaire was sent to all the dentists at Folkantandvården Skåne, and hence no sampling was performed. The total number of dentists that received the questionnaire was 413. With help from the HR-manager at Folkantandvården Skåne, the questionnaire was sent out the 2nd of May to the respondents' email addresses. Based on the recommendations from Bryman and Bell (2015) about how to formulate an introductory description, a message was written to the respondents and sent out in an email together with the link to the questionnaire. In order to be in line with the ethics Bryman and Bell (2015) writes about, it was also included in the message that the questionnaire was optional and that the respondents had been chosen due to their function as a dentist at Folkantandvården Skåne. Furthermore, the questionnaire was anonymous and the results presented at group level.

A reminder was sent out 8th of May with help from the HR-manager. The reminder was sent out to all respondents, asking the ones that have not already answered the questionnaire to fill it. It was not possible to only send the reminder to the respondents that have not already answered the questionnaire which could have affected the validity of the questionnaire since it was possible for the respondents to fill in the questionnaire twice. Although, there was a need to send out a reminder in order to get a higher response rate, and the risk that a respondent answered the questionnaire twice seemed quite low. The initial thought was to send out two reminders, however, after communicating with the organization, only one reminder was

possible to send out to the respondents due to them wanting to limit email-communication to their dentists. This might have negatively affected the response rate. The questionnaire was closed on the 14th of May. Due to the time limit of the thesis this date was decided reasonably in order to have time to analyze the data.

The questionnaire starts with six questions related to background variables. Four of these questions were related to the respondent's background, such as gender, working experience as a dentist, years working at the current employer (Folktandvården Skåne), and geographical area. These questions were asked since it was intended to analyze if there were any differences in motivation in relation to the above background variables, however, they were also asked in order to perform a response rate analysis. Gender is categorized into woman respectively man. Working experience as a dentist and years working at the current employer was divided into three categories; less than three years, three to ten years, and more than ten years. The year range was decided as the interviews showed that many dentists tend to quit after two to three years. The second and third range, was chosen as it was intended to analyze if there was any difference between the dentist that has been working for a long time (above ten years) and the ones that have stayed longer than the critical two to three years. The geographical area was categorized into three divisions; south, west, and east, as these three areas are the ones Folktandvården Skåne themselves use. The other two background questions were related to theory and adapted from previous research and will, therefore, be presented in chapter 3 instead, together with the rest of the questionnaire as the statements used come from the theory.

In all statement questions, the respondents were asked to fill in if they agreed or not with the statement by using a five-point, fully anchored Likert scale, from strongly agree to strongly disagree. A seven-pointed Likert scale was contemplated, but the five-pointed was selected based on a review of previous literature (Lissitz & Green, 1975; Preston & Colman, 2000; Babakus & Mangold, 1992). In order to use terminology that is well-known in Swedish, the expressions of a fully anchored Likert scale from Statistiska Centralbyrån (Persson, 2016) was adopted. However, as the Likert scale used as an example by Persson (2016) was only four-pointed, a neutral option was added in order to have a five-pointed fully anchored Likert scale. It was emphasized that the respondent should select only the answer that best suits their experience as the questionnaire was designed in a way where only one response option was expected to fit the respondent. Included in the answers was also a "do not know" option since by excluding the "do not know" option there could be a risk that the respondents will fill in the neutral response which could lead to errors when analyzing.

In line with the recommendations in Bryman and Bell (2015), the sets of responses were vertically designed. With horizontally designed response options there is an increased risk that the respondents accidentally fill in the wrong as the response options are not as separated from the question in the same extent as the vertically designed response options (Bryman and Bell, 2015). The questionnaire is included in Appendix 1 in full.

## 2.4 Data Analysis

The data from the questionnaire was analyzed using Microsoft Excel for producing the summarizing tables and the graphs. The function of pivot table was used to present data divided by different background factors in order to find dissimilarities. The analysis started to some extent already in the empirical findings as a decision on what findings to be presented based on the results from the questionnaire is taken already there, see further chapter four, section 4.3. A further analysis of the data from the questionnaire was then performed in the discussion. The interviews were all recorded, but in order to ease the analysis, they were also transcribed. In the empirical findings, the quotation used were translated into English, as the interviews and transcription were in Swedish. As several interviews were performed with employees from the management team, it was in many questions possible to match their answers, which helped to achieve triangulation. The discussion follows a similar division as the theory since it starts with the three needs to facilitate intrinsic motivation and then moves on to extrinsic motivation. The findings from the interviews and the questionnaire were both analyzed individually and combined in order to discuss in relation to the theory of motivation. Lastly, the findings from the questionnaire and the interviews are connected to the two fields of literature; management control and motivation, and discussed in order to see how training is used as a personnel control in order to facilitate motivation. Hence, the analysis of data is based on Yin (2009) description of pattern matching.

## 2.5 Methodological Reflection

Yin (2009) brings up four tests when talking about validity and reliability, the first being construct validity. Since the interviews were triangulated by interviewing several respondents in the management position, construct validity was strengthened. In order to increase the internal validity, pattern matching was performed as part of the analysis. The theory was used to compare the empirical data from the interviews, and then compared with the dentists' perception through the data from the questionnaire, which is in line with Yin's (2009) recommendations. As a third test, Yin (2009) brings up external validity, which is about the generalization and can be hard to achieve in a case study. Generalization is also brought up as a critique by Bryman and Bell (2015) to the qualitative research strategy. As brought up in chapter one PSFs share most similarities with the research case, which should make the results of this thesis somewhat generalizable. The situation and problems described in this case are not unique to the selected organization instead they are occurring in many PSFs in several different industries. However, the purpose is not to be representative to a whole population, instead, the purpose is to be generalizable to theory (Bryman & Bell, 2015; Yin, 2009). The fourth test, Yin (2009) writes about is reliability. In order to reach high reliability of the findings, a thorough methodology section is provided, explaining how the research can be replicated. Both the interview guide and the questionnaire are made available for future use in Appendix 1 and 2.



Additionally, there are negative aspects of using a questionnaire, such as the respondents decide to skip some questions, and the questions are not independent (Bryman & Bell, 2015). In order to inhibit the risk of respondents skipping a part of the questionnaire, the need to fill out the complete questionnaire was enforced electronically. The risk that all questions will be non-independent was not perceived as a large risk for the result of the questionnaire. Already in the introduction text, it was stated that the question would be about internal training and motivation and even if the respondents were to read through the questionnaire before starting to answer, it was not believed that the respondents' answers would be any different. The order of the questions was decided based on what was perceived as the easiest to answer in order to not lose the respondents attention and willingness so continue to fill out the questionnaire. Furthermore, many of the statements were, when possible, formulated in the same way at the beginning of the sentence.

There is a risk of a low response rate when performing a study (Bryman & Bell, 2015). In order to not lose the respondents interests and hence negatively influence the response rate, indicators were chosen carefully in order to avoid having too many. Furthermore, a survey response analysis is performed, see chapter 4. Instead of having a questionnaire, an alternative approach would have been to have a structured interview (Bryman & Bell, 2015). Due to the limited time with this thesis and the large sample size, it would simply not be possible to have a structured interview with all respondents.

To capture the perceptions of the dentists', interviews were also considered but disregarded. One reason is because of access and time problems. It would probably be possible to get access and time to interview a few dentists, which could provide an in-depth understanding of those respondents perception of the training, but by using a questionnaire, it was possible to receive a lot more responses and draw better conclusions on the overall perceptions among the dentists. Another option would have been to perform participatory observations. This could provide a deeper understanding since it would give the opportunity to see what the dentists see, also unexpected events, and see what dentists may take for granted and not reflect upon in an interview or questionnaire (Bryman & Bell, 2015). Although there would also be difficulties with such an approach. It would be time-consuming since the observations should not only be done during training but also regular work, there would be problems with access, mainly due to patient confidentiality.

## 3. Theory

*The problematization of this thesis calls for researching training and its correlation to motivation in PSFs. Since the case study will require both a questionnaire and an interview, this chapter will aim at producing a suitable questionnaire and an interview guide. First, a thorough understanding of motivation is needed, which is done in section 3.1, before doing a review of common management control frameworks in section 3.2, with the intent on finding guidance on how management control can aid with the problematization of the thesis. With above mentioned understanding of management control, the control frameworks examined by Hausteijn, Luther and Schuster (2014) are reviewed in order to find suitable tools to aid in investigating training and motivation in PSFs. Lastly, a questionnaire is conducted with the connection between the two fields of literature as a guide.*

### 3.1 Motivation

Two motivational theories focusing on various types and orientations of motivation are the Cognitive Evaluation Theory (CET) and Self-determination Theory (SDT) (Gagné & Deci, 2005). The orientation pertains why an individual performs an action as well as the underlying attitudes and goals behind it (Ryan & Deci, 2000). CET has been researched for decades and focuses on intrinsic and extrinsic motivation (Gagné & Deci, 2005; Ryan & Deci, 2000). SDT, being an offspring from CET, does not contradict but adds sophistication by incorporating a level of motivation (amotivation) as well as adding a layer external and internal regulation of motivation (Gagné & Deci, 2005). Both theories divide between two types of motivation, which will be reviewed further.

#### 3.1.1 Intrinsic Motivation

One of the two types of motivation is intrinsic motivation, which has received focus in education as it can result in higher quality learning and creativity (Ryan & Deci, 2000). Intrinsic motivation exists when an activity is performed due to the inherent satisfaction it provides, which means that the task is rewarding in itself (Ryan & Deci, 2000). Furthermore, Deci and Ryan (2000) emphasize that even if intrinsic motivation is inherent within people, it should be regarded in relation to activities as a person's intrinsic motivation varies between different activities. Intrinsic motivation thrives when three psychological needs have been fulfilled; autonomy, competence, and relatedness (Gagné & Deci, 2005; Deci & Ryan, 2000). Autonomy is the individual's perception of having a choice and making decisions based on an own free will (Gagné & Deci, 2005; Fowler 2014). Autonomy can be achieved when there is a lack of control, such as monetary rewards, deadlines, evaluation, and surveillance (Deci & Ryan, 2000). The second need, competence, can be described as the individual's feeling of responsibility for their own performance outcome (Gagné & Deci, 2005). The ability to meet everyday challenges and feeling a sense of growth over time can contribute to competence

(Fowler, 2014). Lastly, relatedness caters to the individual's need to feel connected to others as well as contribute to their social surroundings (Gagné & Deci, 2005). However, relatedness could also lead to personal values shifting towards those of the social surroundings (Gagné & Deci, 2005). When individuals align their values with their surroundings, that may conflict with their autonomy (Gagné & Deci, 2005). This might be the reason why relatedness seems to be a less correlated with intrinsic motivation compared to autonomy and competence (Deci & Ryan, 2000).

PSFs being knowledge-intensive organizations, with complex tasks and continuous learning among the professionals (Greenwood, Prakash & Deephouse, 2005), seems to benefit from intrinsic motivation. Shown by Deci & Ryan, (2000) intrinsic motivation leads to an increased learning quality and increase creativity. Furthermore, Cerasoli, Nicklin, and Ford (2014) found that intrinsic motivation is positively related to performance, especially for work with qualitative characteristics. Also, Frey (1997) has linked intrinsic motivation to increased learning capacity, as well as better mental and physical health, compared to extrinsic motivation. It is also shown that autonomous motivation increase job retention through job satisfaction and well-being (Gagné & Deci, 2005). Falk and Kosfeld (2006) state that strict control can lead to decreased performance due to the recipients feeling controlled and perceive a lack of trust. Hence, intrinsic motivation seems to be preferable for PSFs.

### 3.1.2 Extrinsic Motivation

The second form of motivation is extrinsic motivation, which is more common than intrinsic motivation but should not be regarded as more powerful (Ryan & Deci, 2000). Extrinsic motivation means to be externally propelled into action, meaning when something is done in order to reach a separate outcome (Ryan & Deci, 2000). Examples of separate outcomes that could influence the extrinsic motivation are promotions, prizes and monetary rewards (Frey, 1997), however, also avoiding sanctions is a form of extrinsic rewards (Ryan & Deci, 2000).

SDT differentiates between four different types of extrinsic motivation which range from entirely externally controlled by rewards and punishment, to situations where the person identifies with the behavior and goals and values are congruent (Gagné & Deci, 2005). External regulation is the core type of extrinsic motivation and means that motivation is completely initiated and maintained by external factors (Gagné & Deci, 2005). Introjected regulation is when the external regulators link with a person's feelings such as self-esteem or ego, causing them to be contingent on the external regulators (Gagné & Deci, 2005). Identified regulation occurs when a person's own values and goals are aligned with the expected behavior. Finally, integrated regulation is when also other aspects of a person's self-perception coincide with the behavior (Gagné & Deci, 2005). Integrated regulation is close to intrinsic motivation since it is also autonomous, but differs in that the behavior is acceptable to reach personal goals rather than for enjoyment (Gagné & Deci, 2005). These four types of extrinsic motivation have different, and deepening levels of autonomy, which is due to a process that in SDT is called internalization (Gagné & Deci, 2005). Internalization is the process where an individual

changes his values or attitudes to change an external regulation into an internal regulation (Gagné & Deci, 2005).

### 3.1.3 Crowding-out and Crowding-in Motivation

While older theories have focused on the idea of total motivation, meaning that extrinsic and intrinsic motivation is additive (Gagné & Deci, 2005) SDT claims that intrinsic motivation is diminished, or crowded out by extrinsic interventions (Frey, 1997). Furthermore, a reward that is more directly based on performance will have a stronger crowding-out effect (Frey, 1997). Extrinsic interventions that have been found to decrease intrinsic motivation through lowering feelings of autonomy include tangible rewards, deadlines, surveillance, and evaluations (Gagné & Deci, 2005).

It is also possible for crowding-in effect to occur where extrinsic motivation is replaced by intrinsic motivation (Frey, 1997). The crowding-in effect occurs either by individuals finding ways to enjoy the work or if they perceive extrinsic rewards to be tied to them having high work morale (Frey, 1997). Intrinsic motivation can also be increased through feelings of competence, for instance, by optimally challenging activities and positive feedback (Gagné & Deci, 2005). Tangible rewards have been found to be more extrinsic when more closely linked to output, such as bonus, while not perceived extrinsically when paid as a flat salary (Gagné & Deci, 2005).

## 3.2 Review of Management Controls

Management control does not have one clear definition, and different definitions are used in the literature. Simons (1994) focuses on the formal aspects imposed by top management to influence activities in an organization in his definition. Other researchers acknowledge that also informal aspects can have a significant impact on employee behavior and performance outcome (Alvesson & Kärreman, 2004; Malmi & Brown, 2008). Merchant and Van der Stede (2007) have a behavioral focus and describes management control as influencing the behavior of employees to implement the organization's strategy in an effective manner. Alvesson and Kärreman (2004) aims to summarize the tendencies and defines management control as "the exercise of power (influence) in order to secure sufficient resources and mobilize and orchestrate individual and collective action towards (more or less) given ends" (Alvesson & Kärreman, 2004, p. 2)

While it is easy to agree that there are numerous control tools that may impact employee behavior, most research has focused on different dominant aspects for research purposes (Alvesson & Kärreman, 2004). However, this also implies that some frameworks are rather specific and specialized. For instance, Adler and Borys (1996) has researched the formalization of workflow in order to reach higher performance among employees. Their framework focuses on the notion that formalization can be either coercive, meaning that it causes employees to

give up autonomy, or enabling, meaning that work can become fulfilling for employees through goal congruence. As autonomy is one of the aspects influencing intrinsic motivation (Gagné & Deci, 2005), Adler and Borys (1996) framework is probably partially linked to motivation.

Ferreira & Otley (2009) focus on performance measurement and rewards as a management control tool. By setting the right performance measures and targets goal congruence between the organization and employees is increased (Ferreira & Otley, 2009). Since performance measurement is quite a direct form of control, it can thus be expected to crowd out intrinsic motivation (Frey, 1997). While some research has focused on how performance measures and targets can be set to mitigate the crowding out effect (Groen, Wouters & Wilderom, 2012; 2017) the framework still does not provide tools for instilling intrinsic motivation. This is also highlighted by Ferreira and Otley (2009) in their section on rewards.

Ouchi (1979) touches on motivation and claims that both being selective when hiring employees and training them will increase their commitment to the organization. Through the decision on hiring or training, Ouchi (1979) pinpoints the relevance of training and also makes a differentiation between skill-based training and value-based training. Further, Ouchi (1979) differentiate between bureaucratic mechanisms, which is a direct form of control and clan mechanisms, being an indirect form of control (Haustein, Luther & Schuster, 2014). According to Ouchi (1979), clan control requires a screening and selection process when hiring, and is also the effect of socialization processes over time. Ouchi (1979) further argues that decision between hire or train should be based on both the ability to measure outputs and understanding of the transformation process, implying that more standardized, quantitative jobs are more suitable for direct controls and complex, qualitative jobs are more suitable for indirect controls.

Alvesson and Kärreman (1996) propose a framework where technocratic, which could be seen as a direct control (Haustein, Luther & Schuster, 2014), and socio-ideological, being a form of indirect control (Haustein, Luther & Schuster, 2014), forms of management control are differentiated. The socio-ideological type of control in the Alvesson and Kärreman (1996) framework also shares similarities with cultural control in other frameworks such as Merchant and Van der Stede (2007). The study shows that indirect controls based on socio-ideological controls can be even stronger than direct controls, such as policies & procedures (Alvesson & Kärreman, 1996). The study shows that a company culture with certain ideals, norms, and values being promoted can yield negative results which are often associated with direct controls, such as decreased creativity (Alvesson & Kärreman, 1996).

Simons (1995) levers of control is a well-known management control system package with four distinct management control systems: belief systems, boundary systems, diagnostic control systems, and interactive control systems. From these four levers of control, the interactive controls are linked to learning, information flow within the organization (Simons, 1995). Due to its emphasis on formal information systems and managerial perspective, it is a direct form of control (Simons, 1995; Haustein, Luther & Schuster, 2014), which would make it less ideal for PSFs and promotion of intrinsic motivation. The belief systems are the more indirect forms of control among the levers of control, incorporating amongst others both the basic and the core

values of the organization (Simons, 1995). This could include cultural controls as described by, for instance, Ouchi (1979) or Malmi and Brown (2008). Although, Simons (1995) only specifies that the implementation is done through formal documents, and does not reflect on whether an indirect control tool such as culture can effectively be implemented by direct measures such as formal documents. The study is limited to the manager perspective of management control, and also focuses on formal controls (Simons, 1995), which is also a common critique against the framework (Ferreira & Otley, 2009).

Merchant and Van der Stede (2007) aims to provide a complete package of management control systems, with four main systems. Firstly, results control is the focus on performance measurement, target setting, and rewards, similar to the Ferreira and Otley framework (Merchant & Van der Stede, 2007). Secondly, action controls are the most direct form of control since it focuses directly on the actions of the employees either by behavioral constraints, preaction review, action accountability or redundancy (Merchant & Van der Stede, 2007). Thirdly, cultural controls are the implementation of group norms and values with the aim to impose peer monitoring and pressure (Merchant & Van der Stede, 2007). Although many ways to implement cultural controls are recognized, the main ones are codes of conduct and group rewards (Merchant & Van der Stede, 2007). Fourth, personnel control “builds on employees’ natural tendencies to control and/or motivate themselves” (Merchant & Van der Stede, 2007, p.83). This reliance on self-motivation shares similarities with intrinsic motivation (Gagné & Deci, 2005). Personnel controls are further divided into selection and placement (recruitment), job design and provision of necessary resources and training (Merchant & Van der Stede, 2007). Training can be performed through formal training, such as scheduled training programs in a classroom setting, or informal training such as colleague mentoring (Merchant & Van der Stede, 2007). Merchant and Van der Stede (2007) speculate that training can have a positive effect on motivation through providing employees with a greater sense of professionalism and them wanting to perform better in a job they have a greater grasp of. When specifically discussing motivational problems, Merchant and Van der Stede (2007) leaves out training as a solution and only points towards recruitment and group rewards. Since Merchant and Van der Stede (2007) both argue for and against training as a tool for motivation, there seems to be some uncertainty, which is interesting to clarify.

Also, Malmi and Brown (2008) argue for the benefits of regarding different management control systems as parts of a package and they summarize the different elements that can make up such a package. One reason for regarding management control systems as a package is because management control is carried out with more than one tool, and regarding management control as a package may facilitate designing the management control to reach a particular outcome (Malmi & Brown, 2008). Malmi and Brown (2008) do not explicitly include training in their framework but state that it can be included in either administrative controls or cultural controls in their framework, depending on the type of training. Further, the arguments Malmi and Brown (2008) put forward for regarding management control as a package are compelling, but there are also drawbacks. Primarily, the complexity of a management control package leads to difficulties performing empirical research, including case studies and questionnaire instruments (Malmi & Brown, 2008).

In the case of this thesis, regarding management control as a package has helped to pinpoint training as an interesting and useful management control tool to be isolated and researched. Among the reviewed frameworks Merchant and Van der Stede (2007) and Malmi and Brown (2008) provide a clear distinction about how training could be viewed, which could be beneficial when connecting the different aspects of motivation. With the theories in mind, a questionnaire was conducted. The theory led to the questionnaire where it was tested if the internal training provided by the organization could be related to the professionals' motivation. The questions were divided based on Deci and Ryan (2000) division between extrinsic and intrinsic motivation in order to see if there were any differences in the correlation depending on the two forms of motivation. Three items each were used for the two motivational orientations.

### 3.3 Questionnaire

#### 3.3.1 Items related to intrinsic motivation

*I have the possibility to influence what internal training at Folktandvården Skåne I want to attend.* This item was formulated to see if the internal training is related to the respondents' autonomy, as Gagné and Deci (2005) writes that autonomy is connected to the perception of having a choice.

*The internal training provided by Folktandvården Skåne helps me to achieve daily challenges in my meeting with patients.* This item was formulated to see if internal training is related to the respondents' competence as Gagné and Deci (2005) means that competence is related to feeling responsible for own performance outcomes.

*The internal training provided by Folktandvården Skåne has created a greater team spirit at my workplace.* This item was formulated to see if internal training is related to the respondents' relatedness as Gagné and Deci (2005) writes that relatedness is about feeling connected to others.

#### 3.3.2 Items Related to Extrinsic Motivation

*The internal training provided by Folktandvården Skåne helps me in achieving a career as a dentist.* This item was formulated to see if internal training is related to the respondents' extrinsic motivation, as career as a dentist is seen as a separate outcome in accordance with Deci and Ryan's (2000) definition of external motivation.

*The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients.* This item was formulated to see if internal training is related to the respondents' extrinsic motivation since reputation as

a dentist was seen as a separate outcome in accordance with Deci and Ryan's (2000) definition of external motivation.

*I attend the internal training provided by Folktandvården Skåne because my manager expects it.* This item was formulated to see if internal training is related to the respondents' extrinsic motivation, as the expectations of the manager were seen as a separate outcome in accordance with Deci and Ryan's (2000) definition of external training. Also, Ryan and Connell (1989) use rule following and avoidance of punishment when they are testing external reasons. For instance, they are using items such as "Because that's what I'm supposed to do" (Ryan & Connell, 1989, p. 752).

### 3.3.3. Background Items

Two of the background variables were adapted from previous research and are hence included in this chapter.

*Based on your current future career plans, how long do you believe that you are going to continue working at Folktandvården Skåne?* Due to PSFs challenges with retention, a background variable capturing intent to quit was included. Burke (1995), in his study of the benefits of formal training courses within professional service, measures the respondent's intent to quit in his questionnaire. He uses one item to measure the intent to quit (Burke, 1995). This item was adopted and slightly rewritten in order to see if this could be related to how the respondents perceive that their motivation is affected.

*In the long run, it is more important for me to be respected by the dentists outside my workplace than to be respected by colleagues at Folktandvården Skåne.* The question was used in order to see if the perception on internal trainings relation to motivation could be affected by the respondents' professional orientation. Abernethy and Stolewinder (1995 with reference to Miller and Wagner, 1971 and Davis, 1961) use an instrument to measure professional orientation with five items. One of these items was adopted and slightly rewritten in order to apply it to the case company. Hence, the item should measure if the respondent is more oriented to the profession or to the employer.



## 4. Empirical Findings

*This chapter presents the empirical findings. Section 4.1 starts with a presentation of the case company based on secondary data, followed by section 4.2 presenting the empirical findings from the interviews, divided by four different themes; company culture, challenges with retention, training, motivation and recruitment. Lastly in section 4.3 the data from the questionnaire will be presented, together with a response rate analysis. First, a table in regard to all background factors are presented, second, the response rate analysis is included and lastly, the data from the questionnaire is provided divided by the items. It should also be highlighted that all tables in regard to the data from the questionnaire are provided in the appendix. This chapter only contains a few tables to illustrate the main differences discussed.*

### 4.1 The Case Company

Folktandvården Skåne AB has more than 1 million visits per year at their 68 different clinics around Skåne (Folktandvården Skåne 2018). They want “to go from being a grey, public player on the dental market..... to a colorful, leading-edge and fully-fledged service company” (Folktandvården Skåne, 2018, p. 16).

Folktandvården Skåne is actively working with both retaining their employees as well as recruiting (Folktandvården Skåne, 2019). They are a popular employer among recent graduates, which is shown by the fact that among the recently graduated students at various dental programs in Skåne last year, more than half chose Folktandvården Skåne (Folktandvården Skåne, 2019). However, they also write in their annual report that there is greater competition for the workforce nowadays (Folktandvården Skåne, 2019).

Parts of the internal training that Folktandvården Skåne offers are included in the Folktandvården Skåne Academy, which last year provided 2103 educational opportunities (Folktandvården Skåne, 2018; 2019). Various training packages are offered, all the way from introduction packages for new employees to research (Folktandvården Skåne, 2018). Furthermore, Folktandvården Skåne offers an introduction program during the first year for new employees, that both include mentorship, network possibilities, introductions at both the clinic and at the organizational level as well as an introduction to policies and journal systems (Folktandvården Skåne, 2017).

The CEO writes in the annual report that good leadership is an essential factor for satisfaction among the employees, whereas Folktandvården Skåne has invested in leadership development (Folktandvården Skåne, 2019). Leadership is further included in Folktandvården Skåne Academy (Folktandvården Skåne, 2018). In order to be an attractive employer, it is also believed that offering career opportunities, as well as skill development, is essential (Folktandvården Skåne, 2019). Last year “Leendecentralen” opened, which is a knowledge centrum that both include patient treatment, research as well as the headquarter (Folktandvården Skåne, 2019). One of the purposes of the center is also to attract competence (Folktandvården

Skåne, 2019). The organization's core values; new thinking, open and together, are used both in employee dialogue and are one of the salaries criteria (Folktandvården Skåne, 2019). Already in the introduction for new employees, they are actively working with the core values in order to create an understanding as well as learn how the values can be reflected in the daily work (Folktandvården Skåne, 2019).

## 4.2 Empirical findings from the interviewees

### 4.2.1 Company Culture

The common perception among patients has been that Folktandvården Skåne is available for everyone, that it is a trustworthy choice. Traditionally, dentists have associated the organization as a stable employer, which also functions as a greenhouse, meaning that it is seen as further education right after school. Private dental clinics have instead being associated with higher customer service and faster adoption of new treatment methods. In 2014 Folktandvården Skåne became a separate company, but still entirely owned by Region Skåne, the regional government. At the same time, there was a new leadership put in place, which started a process of rebranding Folktandvården Skåne. The strategic repositioning, which is still ongoing, entails moving towards improved customer experience on the one hand and becoming a knowledge-driver on the other hand.

*“When we succeed at combining the knowledge driving part with customer experience, we will be perceived as the smart choice.” (CEO, Interview, April 15, 2019).*

As one part of the knowledge-driver strategy, the organization has implemented Folktandvården Skåne Academy. It is a prioritized effort aimed at increasing the overall level of competence, with a special focus on raising the minimum competence level. Apart from clinical training for dentists, dental nurses and dental hygienists, it offers an introduction package for new employees, leadership training, training in patient safety and quality, as well as research, including Ph.D. positions. The practical parts of the academy have been designed by odontologists, dentists, and researchers. Furthermore, other parts of the academy, such as leadership training, has been purchased from an external part. This is a way for Folktandvården Skåne to work synchronized with leadership at all levels.

Additionally, there are also efforts made to deepen and strengthen the company culture. The core values are mentioned by three interviewees. They function as the ground for the organization and the current core values that was implemented 2014 are new-thinking, open, and together. The core values were initially implemented by a big “drive”. Today they are a large part of all the managers' introduction, but also in all central and local introductions. They are also communicated internally, through email and internal website. The values are used during days for development, at the headquarter, but also the divisional managers have these days with all their clinical managers, who in turn have the days for development at their clinics.

The core value, together, is used as a way to work outside the own clinic and also together in the organization, in order to achieve what is best for the organization and not the separate clinic. During one interview, it is further highlighted that it is important to show how the core values could be used in the daily work and behavior.

The culture also builds on the public health mission placed on Folktandvården Skåne, which requires them to be available for everyone, even those with financial constraints. It also means that about 80% of the children and youth in Skåne are listed with Folktandvården Skåne. The HR-manager exemplifies the difference between cultures in Folktandvården Skåne and private clinics with a story from a dentist who had changed over to a private clinic and ran into the interviewee in town:

*“So I asked him, what’s the difference with working for private clinics? And he said: ‘one day when I came to work I got an email stating that the clinic had changed the name.’ That would never happen at Folktandvården Skåne, here a change process goes from the bottom and up, focus groups, alternatives, and everyone would have a say.”* (HR-manager, Interview, April 30, 2019).

#### 4.2.2 Challenges with Retention

There is a strong consensus among the interviewees that there are ongoing challenges with retention. After the dentists have been working two to three years at the organization, many of the dentists move on to private clinics. This is seen as a problem and a focus point for the organization.

*“By [2-3 years] they have become interesting to private clinics, who are quick to scoop them up. They know which [dentists] are good”.* (CEO, Interview April 15, 2019)

All of the interviewees’ state salaries as the number one reason for dentists to go to private clinics. Two of the interviewees see that as the only reason, but there are also some alternative reasons brought forward from the other interviewees; a general societal change with increased urbanization means that retention issues are higher in rural areas. Especially younger people prefer to live in bigger cities such as Malmö, Helsingborg or Lund, as well as to have a short commute. Another possible reason for retention that is brought up is concerning the old perceptions and image of Folktandvården Skåne.

*“Then there are those who just want 10 000 SEK more each month, and then it doesn’t really matter what I do”.* (HR-manager, Interview April 30, 2019).

The tools Folktandvården Skåne are using to retain skilled dentists are 1) better leadership, where leadership training is one of the elements of the Folktandvården Skåne Academy 2) increased career options, such as mentorship and continually increasing challenges and 3) being

a great employer who excels at meeting obligations and expectations. Additionally, internal training is seen as a means for increasing retention. Continuous skill and knowledge development are thought of as means to increase motivation. When discussing difficulties in managing clinics in rural areas, one interviewee is asked if clinic managers who are short on dentists might want to decrease the amount of training in order to keep revenues up response:

*“But one way to retain employees in rural areas is to be even more generous [with training] there. My view is that Folk tandvården Skåne thinks like that.”*  
(Divisional manager 1, Interview April 17, 2019).

### 4.2.3 Training

Folk tandvården Skåne Academy is a means for Folk tandvården Skåne to become a knowledge driver, however, as emphasized by one of the interviewees, the academy is only one part. Folk tandvården Skåne consists of different blocks, with the main emphasis on clinical knowledge and skills. Other training blocks consist of patient safety, work environment, patient safety, leadership, and research.

The introduction block is provided for all new employees, no matter if they come straight from university or have previous work experience. It consists of a base plate with an introduction both for the central organization and the local clinic. To a large part, the introduction block focuses on Folk tandvården Skåne’s culture and core values. The employees get to play a game of values, where they solve cases with the core values as a basis. During the central introduction, the employees also meet with the CEO and get invited to several networking meetings where they can build a social network within the organization. All-in-all the time spent on the introduction amounts to about a week in total.

*“Then that flows down to the clinic where the core values and linked to local goals. ... The clinic has a two-day conference to work with these goals”*.  
(Divisional manager 2, Interview, April 24, 2019).

After the introduction, all dentists have an individual training plan that they conduct together with their manager. Three of the four interviewees indicate that the dentists have many choices to themselves decide what training and courses offered through the Folk tandvården Skåne Academy as well as from external providers such as the Dentist Association (Svenska Tandläkarförbundet) and pharmaceutical companies they want to attend. Furthermore, all of the interviewees think that all the dentists do in fact have a personal training plan, with no one falling through the cracks. Dentistry is a field with constant technological and procedural improvements, and dentists are expected to keep up with the development. Most dentists are inclined to do so, but in rare cases, managers need to direct dentists towards specific courses after input from quality follow-ups.

Another situation that could occur is that there are cases where dentists, often newly graduated, are wanting to attend as many courses as possible, and perhaps also in different fields. Two of four interviewees emphasize the necessity, in such cases, to guide the dentists to have a clear direction in their training plan and have more of a long-term approach. Furthermore, the clinic managers also need to consider the total competence portfolio at the clinic which means that perhaps not all dentists can go the same courses. However, the interviewees also indicated that this does not seem to be a common problem. Clinic managers may struggle between the short term objectives of patient throughput and revenues and the longer term need for competence development. The interviewees do, however, seem confident that clinic managers have a long-term focus. There is no maximum amount of training that the clinical managers are allowed to send their dentists to attend, but, as one interviewee emphasized, it is supposed to be based on the demand. One interviewee believes that the most significant incentive for the clinical manager for allowing the dentist to attend training is because it increase the quality for the patients. Also for the dentists, one incentive to attend the training is to increase their quality.

*“That’s what I did when I was a manager, because it is so easy to say that I want to attend lots of courses, so I stretched it out over five years. So, if you want to do these courses, can you prioritize them? When do you want to do them?”* (Divisional manager 1, Interview April 17, 2019)

Another form of training that Folktandvården Skåne has started to implement is the use of scheduled peer consultations. Each week time is blocked of for a meeting where the dentists get to ask their colleagues for advice on difficult cases and help each other out, as a form of knowledge-transfer both within and between the clinics. Currently, it has just been implemented in a few clinics, but the dentists are very positive and are willing to both ask for and to provide help to colleagues. One interviewee indicates that the results are positive, as the increase in skills, and perhaps also self-confidence, among the dentists is clear. The interviewee means that the clinics that have implemented this see a steep reduction in referrals to external specialist dentists. This results in an overall cost reduction, and for patients it can be perceived as very positive not to go for a second visit at a clinic they are not acquainted with and which might be placed further away. The plan is to roll out this to more clinics and also to start consultations between clinics using Skype. This shared knowledge will also be recorded and made available as a knowledge resource bank at the intranet. One interviewee shares a story from a clinic she visited just a couple of weeks ago:

*“One dentist told me that ‘if we wouldn’t have this model of consultation I’m not sure I would still work at this clinic.’... and that was a commuting dentist who was staying for that, the learning, the teamwork and the spirit”.* (Divisional manager 2, Interview April 24, 2019)

#### 4.2.4 Motivation

Motivation is an important and prioritized area for Folktandvården Skåne. They experience a connection between motivation and quality, and there is a deep understanding of the concepts of intrinsic and extrinsic motivation among managers. The leadership is seen as the basis for motivation, and the shared belief is that the leadership should focus on creating opportunities for motivation, but the motivation itself cannot be forced upon the employees. This is also emphasized in the leadership training provided, which also entails knowledge about intrinsic and extrinsic motivation. The managers are taught to facilitate the employee's intrinsic motivation.

*“The biggest trap is when managers answer the question ‘what is your biggest task as a manager?’ With ‘to motivate people’. If you live in that role as a manager, you will never succeed in your mission. The only one who can motivate someone is that person himself. Then the manager can facilitate motivation.”* (HR-manager, Interview April 30, 2019)

The company culture and especially the core value, together, is also seen as a driver of motivation and entails being part of something bigger. With that, both the mission of Folktandvården Skåne is implied, and also the sheer size of the organization. Since Folktandvården Skåne is a big organization, they are able to offer many opportunities. The mission of Folktandvården Skåne means that they do not turn patients away, which may be compelling to employees, and it also means that Folktandvården Skåne treats a vast majority of children and youth, which motivates some dentists. Treating children can be challenging, but also rewarding to be a positive influence in a young person's life, and set the foundation for the children's dental health for their whole lives. Also, being committed to being a responsible employer who fulfills all obligations, helps employees reach a sustainable work-life balance, and offer a good and safe working environment is also emphasized by the interviewees.

*“And we think we have a strong business case in that we want to help people in Skåne be proud of their smiles. Also, private dentists do that, but they have incentives around bonuses and higher salaries. They have built their business model around external factors and with matching leadership. That's fine, but it's not those employees we want to attract”* (HR-manager, Interview April 30, 2019)

Further, Folktandvården Skåne is planning on implementing more career paths, with an emphasis on paths as opposed to the career ladder. By tradition, healthcare, including dentistry is quite hierarchical, and adding to that is seen as creating power balances and static. Few dentists become specialists or managers, which means that the traditional career options are few. Instead, the idea is to provide alternative career options, for instance, doing project management, function as a mentor, or hold courses for other colleagues. This is still on the

drawing board but may involve mentoring, or attaining specific merits by working at certain clinics and in certain fields.

The CEO explains their perception of extrinsically motivated dentists:

*“Yes, we have in interviews seen that those who are highly motivated by a high salary also are those likely to start their own clinics, and so on. We have made a decision to not attract those primarily, instead attracting those who fit our culture and are interested in research and development.”* (CEO, Interview April 15, 2019)

Also external factors that may relate to motivation are brought up during the interviews. Even though Folktandvården Skåne claim that they are unable to compete with the salaries in the private clinics’, salary could still be a driving force in Folktandvården Skåne. Divisional manager 1 states that courses and diplomas do not automatically lead to increased salary or leadership roles, however, that might be an indirect effect of increased skills.

*“The salary is not automatically raised, the amount of diplomas doesn’t matter, you have to be able to apply the knowledge, so it is visible, and then it can lead to a higher salary. But that is indirect.”* (Divisional manager 1, Interview April 17, 2019)

#### 4.2.5 Recruitment

Many newly educated dentists apply to Folktandvården Skåne, one of the reasons being that many people work at Folktandvården Skåne and hence, the employees receive guidance and a context there. This also gives the opportunity to see all kinds of patients, which could be used as an argument for working at the organization. Before the first question, during a recruitment interview, was usually about the salary but according to one interviewee, this has changed, and now the first questions are about the five benefits that the organization highlights about working at their organization. Salary is not stated in these five benefits. Instead, Folktandvården Skåne works systematically with internal motivation.

*“We have material that we hand out, movies that you can see on youtube if you want to, where we visualize and try with these five benefits go towards the intrinsic motivation.”* (HR-manager, Interview April 30, 2019).

Meaningfulness is essential when younger people choose an employer, but also excellent leadership and colleagues. Furthermore, one interviewee also mentions that the salary has decreased in importance, even if it still is important.

*“If we look at the attractiveness from people that want to work with us, we see from the younger that it becomes more important with sustainability,*

*environmental question, and the possibility to help all people in Skåne that needs help, not only those with money” (HR-manager, Interview April 30, 2019).*

There are differences in recruitment, depending on the experience of the applicant. If coming straight from school, the applicant usually has questions about the mentorship program, while an experienced dentist could take a more significant role immediately and hence there is a different discussion during the recruitment. The core values are also used in the recruiting process. The most important when recruiting a dentist is competence and personal suitability.

*“With personal suitability, I mean conditions to be a part of our core values.” (HR-manager, Interview April 30, 2019).*

Another interviewee also highlights that many people are coming back to Folktandvården Skåne after quitting.

*“The grass is not always greener on the other side. Here [at Folktandvården Skåne] we have a big organization, where you feel secure, and have colleagues to lean on”. (Divisional manager 1, Interview April 17 2019)*

## 4.3 Empirical Findings from the questionnaire

### 4.3.1 Background Factors

Table 4.1 below shows all the background factors that were included in the questionnaire and the respective responses divided by category. Three background factors, years as a dentist, years at the current employer and intention to leave were selected for more in-depth analysis due to showed differences among the categories. The different results from the items in the questionnaire will be described based on these three background factors, and related tables are provided in Appendix 3. However, some tables have also been provided in the empirical section, as they are believed to illustrate significant variations. The three other background factors, gender, division, and role orientation, did not reveal such differences and will hence not be analyzed further. As division and gender were included in order to support the response rate analysis and further showed little variation, the factors provided limited possibilities for analysis. The last background question concerning the professional orientation was disregarded due to the limited variation in answers, as can be seen in table 4.1.

As table 4.1 shows, there are minor differences in the rate of men and women, and the spread among the divisions is relatively even. Also, the responses for years as a dentist and years at current employer was quite evenly spread out, with a slight predominance for over ten years as a dentist. Also, intention to leave show quite an even spread, but a slightly lower rate for the option less than one year, at 11%. In the last background question, pertaining role orientation,



there was a strong tendency to care more for respect among colleagues within Folktandvården Skåne than colleagues outside the organization.

Table 4.1 Overview of background factors

Gender		Division		Years as dentist			Years at current employer			Intention to leave				In the long run it is more important for me to be respected by dentists outside my workplace than to be respected by colleagues at Folktandvården Skåne					
Men		West		<3 years	3-10 years	>10 years	<3 years	3-10 years	>10 years	In <1 year	in 1-3 years	in 3-10 years	in >10 years	Strongly agree	Moderately agree	Neither agree or disagree	Moderately disagree	Strongly disagree	Don't know
63	50	46	30	20	33	60	34	47	32	12	30	42	29	4	2	48	19	29	11
56%	44%	41%	27%	18%	29%	53%	30%	42%	28%	11%	27%	37%	26%	4%	2%	42%	17%	26%	10%

## 4.3.2 Items

### 4.3.2.1 Overview and Response Rate Analysis

The questionnaire was distributed to all 413 dentists employed at Folktandvården Skåne. A general absence of 8% due to reasons such as sickness, parental leave, and vacation can be expected according to the HR-manager at Folktandvården Skåne (HR-manager, personal communication May 3, 2019). This leaves a remaining 380 dentists. The total number of responses was 113, which means a response rate of 29,7% based on the 380 dentists. Due to the technical set up of the electronic questionnaire, there was no loss of responses due to incompletely filled out questionnaires. It is unknown whether some respondents started and then aborted filling out the questionnaire.

Ideally, the response population should be compared with the total population using the background variables to see if the response population differs from the total population. In the questionnaire, questions about gender, years at current employer and division had been included. However, data to compare the background variables with was not accessible, and therefore, no analysis could be made which could lead to a limitation of the findings. Since the

questionnaire was performed in an organization as opposed to for instance a sample of a whole country a higher heterogeneity can be expected, which decreases the required response rate (Bryman & Bell, 2011). Still, the response rate achieved is on the lower side, meaning that conclusions should be regarded with a certain caution. Due to the relatively low number of respondents, it was decided to analyze consolidate the strongly agree and moderately agree options, as well as consolidate the strongly disagree and moderately disagree option. When presenting the findings for the individual item, the categorize is hence consolidated. The neither agree or disagree and do not know option will be commented when showing a large percentage, worth analyzing further, but the main focus is to compare the agree options with the disagree options.

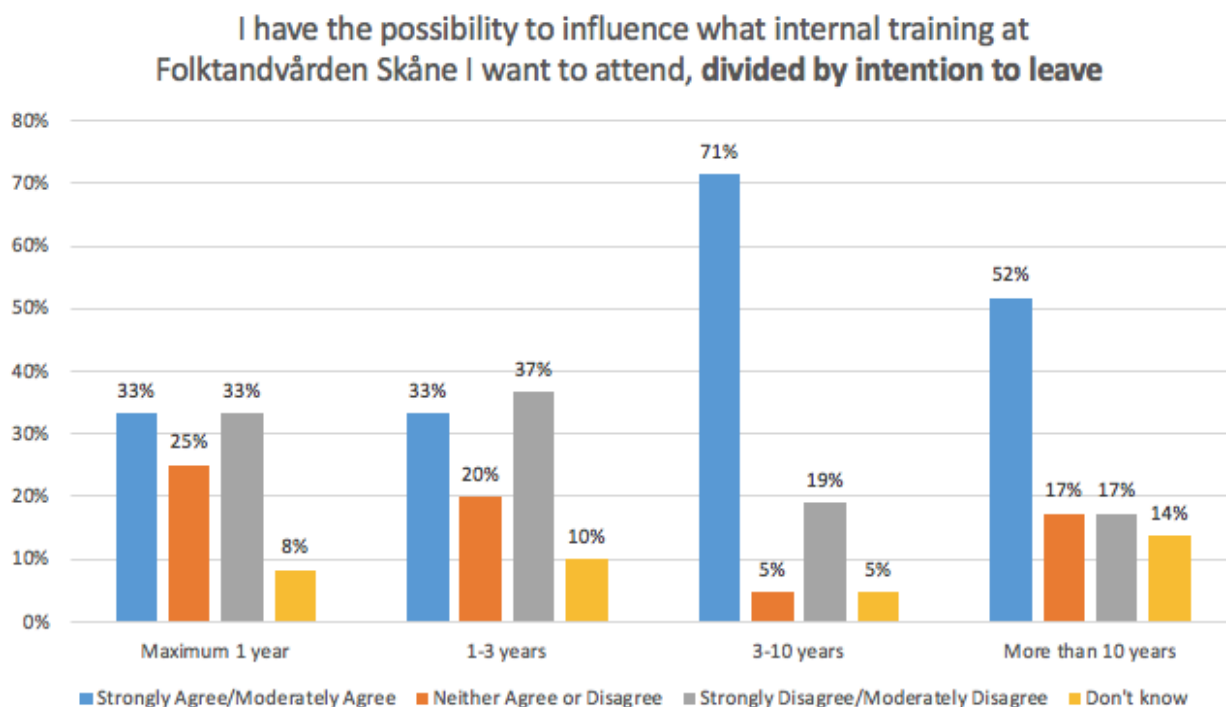
*Table 4.2 Overview of responses per item*

<b>I have the possibility to influence what internal training at Folk tandvården Skåne I want to attend</b>						
Strongly Agree	Moderately Agree	Neither Agree or Disagree	Moderately Disagree	Strongly disagree	Don't know	Total
19	40	16	20	8	10	113
17%	35%	14%	18%	7%	9%	100%
<b>The internal training provided by Folk tandvården Skåne helps me to achieve daily challenges in my meeting with patients</b>						
Strongly Agree	Moderately Agree	Neither Agree or Disagree	Moderately Disagree	Strongly disagree	Don't know	Total
11	35	32	17	6	12	113
10%	31%	28%	15%	5%	11%	100%
<b>The internal training provided by Folk tandvården Skåne has created a greater teamspirit at my workplace</b>						
Strongly Agree	Moderately Agree	Neither Agree or Disagree	Moderately Disagree	Strongly disagree	Don't know	Total
10	27	34	16	11	15	113
9%	24%	30%	14%	10%	13%	100%
<b>The internal training provided by Folk tandvården Skåne helps me in achieving a career as a dentist</b>						
Strongly Agree	Moderately Agree	Neither Agree or Disagree	Moderately Disagree	Strongly disagree	Don't know	Total
9	20	25	21	26	12	113
8%	18%	22%	19%	23%	11%	100%
<b>The internal training provided by Folk tandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients</b>						
Strongly Agree	Moderately Agree	Neither Agree or Disagree	Moderately Disagree	Strongly disagree	Don't know	Total
7	20	41	20	13	12	113
6%	18%	36%	18%	12%	11%	100%
<b>I attend the internal training provided by Folk tandvården Skåne because my manager expect it</b>						
Strongly Agree	Moderately Agree	Neither Agree or Disagree	Moderately Disagree	Strongly disagree	Don't know	Total
5	15	29	29	23	12	113
4%	13%	26%	26%	20%	11%	100%

#### 4.3.3.1 I have the possibility to influence what internal training at Folktandvården Skåne I want to attend.

The statement in the questionnaire, “I have the possibility to influence what internal training at Folktandvården Skåne I want to attend” shows that a majority, 52%, strongly or moderately agree with the statement, while 25%, strongly or moderately disagree. A rate of 14% of the respondents chose neither agree or disagree, and 9% do not know.

Divided by years at current employer, both employees that have been working less than three years or three to ten years showed a majority on strongly or moderately agreed. However, for the dentist that had been working for more than ten years, there was a shift towards being slightly more in disagreement with the statement and strongly and moderately disagree reached the largest percentage. The trend is quite similar when the results are divided by years as a dentist instead. However, here, all categories reached the largest percentage in the strongly or moderately agree option. The dentist that are planning on working at Folktandvården Skåne for three to ten years or more than ten years, both shows a majority on strongly agree or moderately agree that they could influence what training they want to attend. For the dentists planning on staying one to three years most strongly disagreed or moderately disagreed with the statement, whereas the ones that are planning on staying a maximum one year the percentage were equal between strongly or moderately agree and strongly or moderately disagree, see *figure 4.1*



*Figure 4.1. I have the possibility to influence what internal training at Folktandvården Skåne I want to attend, divided by intention to leave.*

4.3.3.2 The internal training provided by Folk tandvården Skåne helps me to achieve daily challenges in my meeting with patients

The statement in the questionnaire, “The internal training provided by Folk tandvården Skåne helps me to achieve daily challenges in my meeting with patients” shows that the category strongly or moderately agrees with the statement reached the largest percentage, 41% while strongly or moderately disagree reached 20%. The neither agree or disagree answer showed a percentage of 28%.

Divided by years at current employer, both employees that have been working three to ten years or more than ten years have the largest percentage at strongly or moderately agree with the statement. However, for the dentist that had been working less than three years, they indicated the same percentage for strongly or moderately agree as for neither agree or disagree, see *figure 4.2*. The trend is similar when the results are divided by years as a dentist instead. However, here neither disagree or agree reached the largest percentage in the category for less than three years. The dentists that are planning on working at Folk tandvården Skåne for more than ten years has a majority on strongly or moderately agree with the statement. In the other categorize, the results are not as clear, and the percentage between the different answer options are not as distinct.

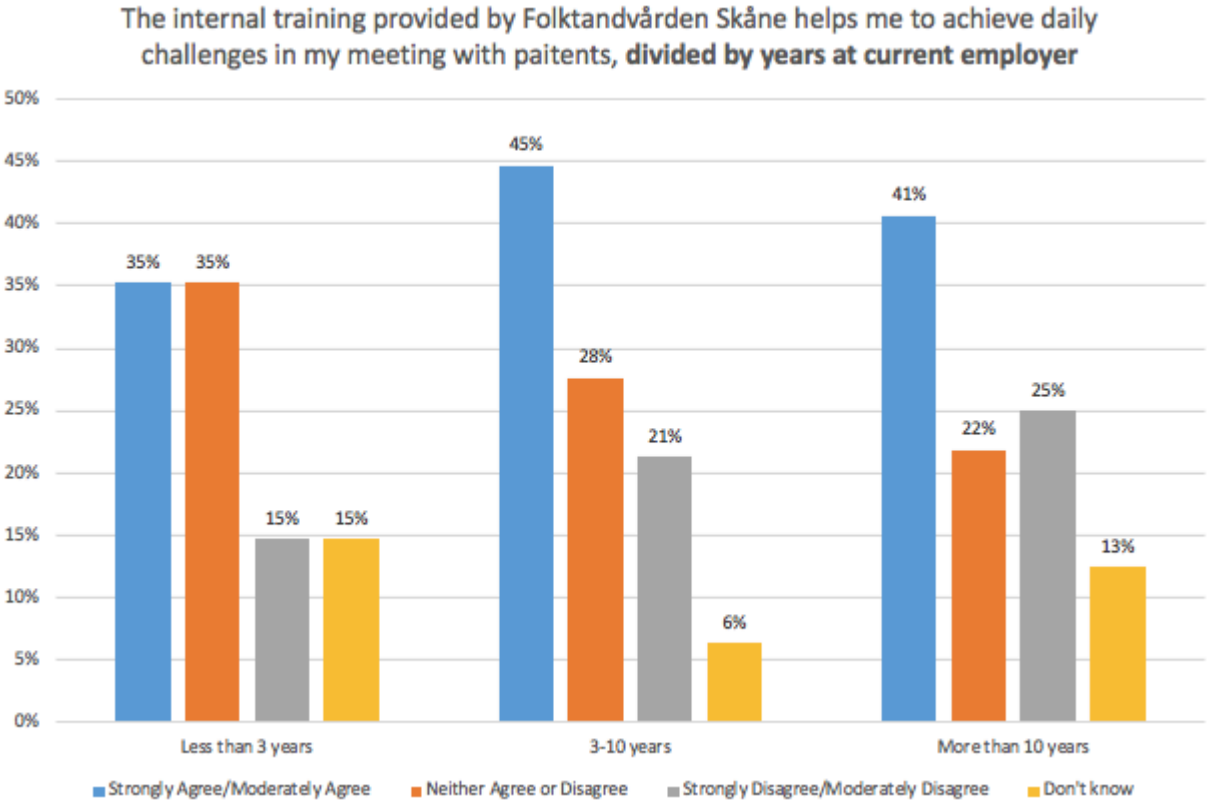


Figure 4.2 The internal training provided by Folk tandvården Skåne helps me to achieve daily challenges in my meeting with patients, divided by years at current employer.

#### 4.3.3.3 The internal training provided by Folkandvården Skåne has created a greater team spirit at my workplace

The statement in the questionnaire, “The internal training provided by Folkandvården Skåne has created a greater team spirit at my workplace” shows that a majority, 33%, strongly or moderately agree with the statement, closely followed by neither agree or disagree with 30%, while 24%, strongly or moderately disagree.

Divided by years at current employer, both employees that have been working more than three years or three to ten years reached the largest percentage in strongly or moderately agree. The results are rather closely followed by neither agree or disagree and strongly or moderately disagree. However, for the dentist that had been working less than three years there was a shift towards the neither agree or disagree option that reached the largest percentage. Followed by a quite similar percentage at strongly or moderately agree and strongly or moderately disagree. Dividing the results by years as a dentist shows that the respondents who have been dentists less than three years are noticeably less in agreement with the statement compared to the other respondents with 20% compared to 35-36%, see *figure 4.3*.

However, in the category less than three years, the neither agree or disagree option together with strongly or moderately disagree reached the largest percentage.

Dividing the results by intention to leave, quite a drastic change is revealed. Of the respondents planning to stay a maximum of one year, only 8% agree with the statement, compared to 48% of those who plan to stay more than ten years, and with a clear trend in between. Furthermore, the ones planning to stay one year also indicated a large percentage on neither agree or disagree, see *figure 4.4*.

The internal training provided by Folktandvården Skåne has created a greater team spirit at my workplace, **divided by years as a dentist**

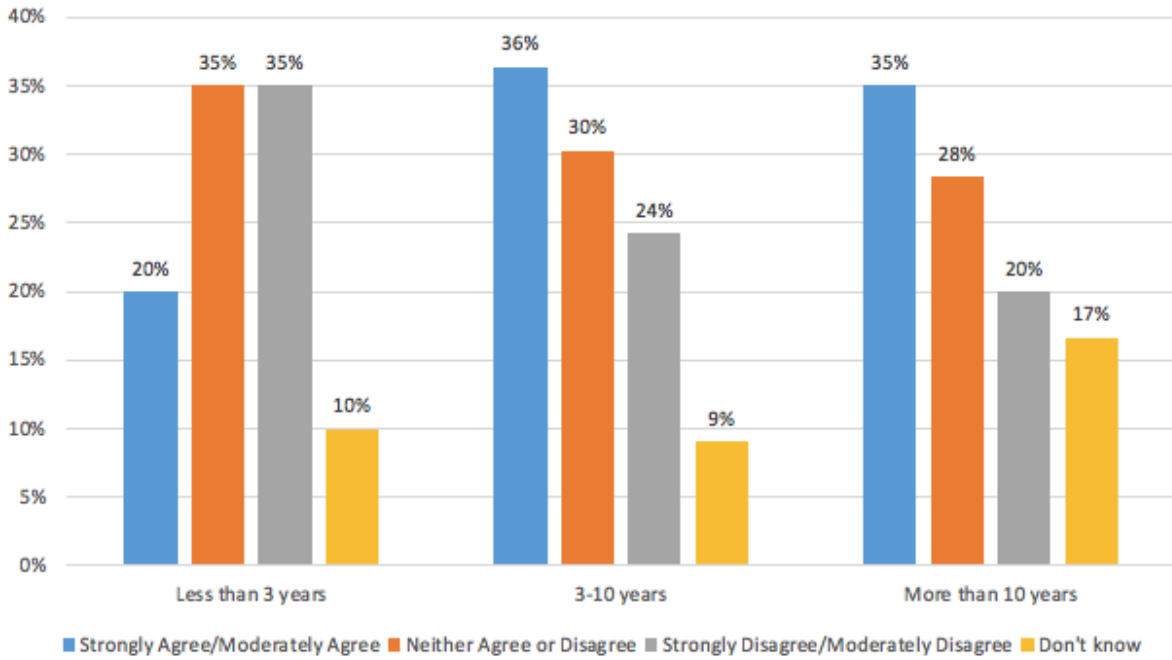


Figure 4.4 The internal training provided by Folktandvården Skåne has created a greater team spirit at my workplace, divided by years as a dentist.

The internal training provided by Folktandvården Skåne has created a greater team spirit at my workplace, **divided by intention to leave**

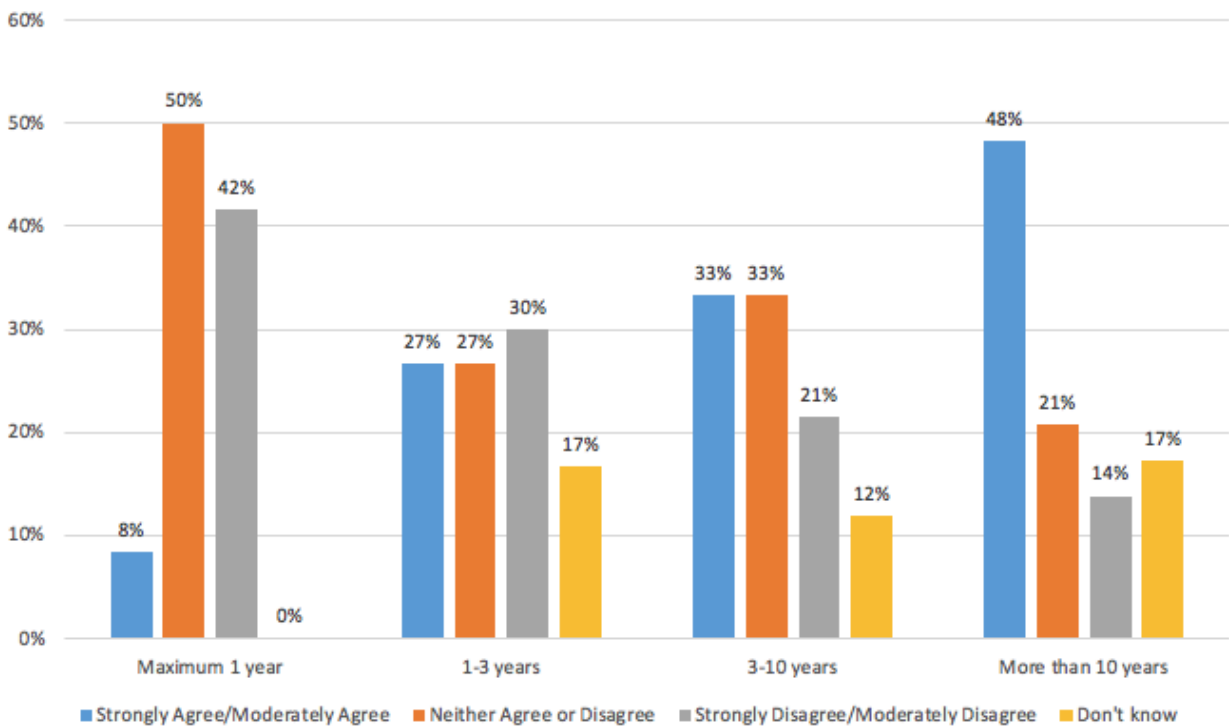


Figure 4.4 The internal training provided by Folktandvården Skåne has created a greater team spirit at my workplace, divided by intention to leave

4.3.3.4. The internal training provided by Folktandvården Skåne helps me in achieving a career as a dentist

The statement in the questionnaire, “The internal training provided by Folktandvården Skåne helps me in achieving a career as a dentist” shows that more respondents, 42% are in disagreement than those 26% in agreement and lastly, 22% indicated neither agree or disagree.

Separated by years as dentists and years at current employer the trends are that longer time as a dentist or at Folktandvården Skåne shifts towards disagreement, with those either ten years as dentists or at the company agrees to the least extent. For the two categories with dentists who have been working up to ten years, more are in agreement at 35% and 36% respectively, but the disagreement options are still the biggest at 55% and 39%. Of the dentists who plan to stay less than three years a majority disagree with the statement. Of those planning to stay more than ten years, 45% agree with the statement which is larger than the other options, see *figure 4.5*.

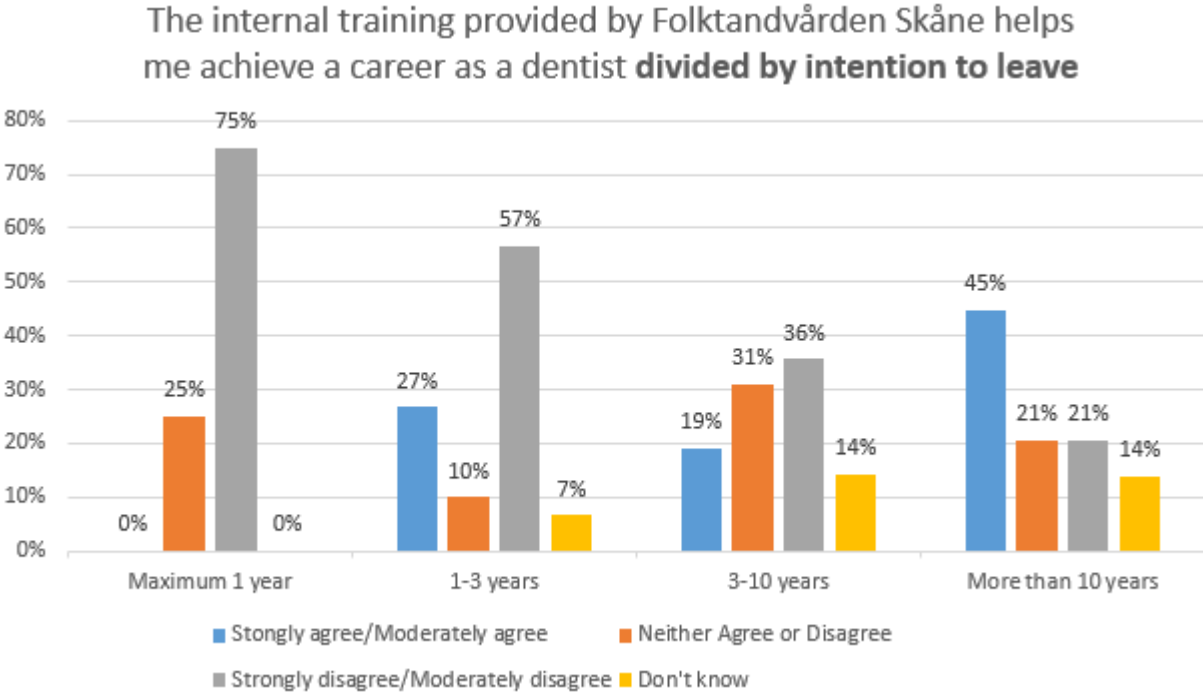


Figure 4.5 “The internal training provided by Folktandvården Skåne helps me to achieve a career as a dentist divided by intention to leave”

4.3.3.5. The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients.

The statement in the questionnaire, “The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients” yielded the highest response rate at neither agree or disagree at 36%. Those in disagreement were at a slightly higher rate, at 29% compared to 24% in agreement

Those who have been employed at Folktandvården Skåne more than ten years are the most in disagreement at 38%, and only 16% in agreement, which is more negative than those who have been with the organization less than three years. The most positive were those 3-10 years in the organization, with 30% in agreement and 21% in disagreement. The pattern is similar when instead dividing by years as a dentist, but with smaller differences. Divided by intention to leave, 50% of those planning to leave within a year are in disagreement, this could be compared to the 17% that are disagreeing when planning to stay more than ten years. Among the categories there is a trend that those planning to leave soon are less in agreement and more in disagreement compared to those who plan to stay for a longer time within the organization. See figure 4.6.

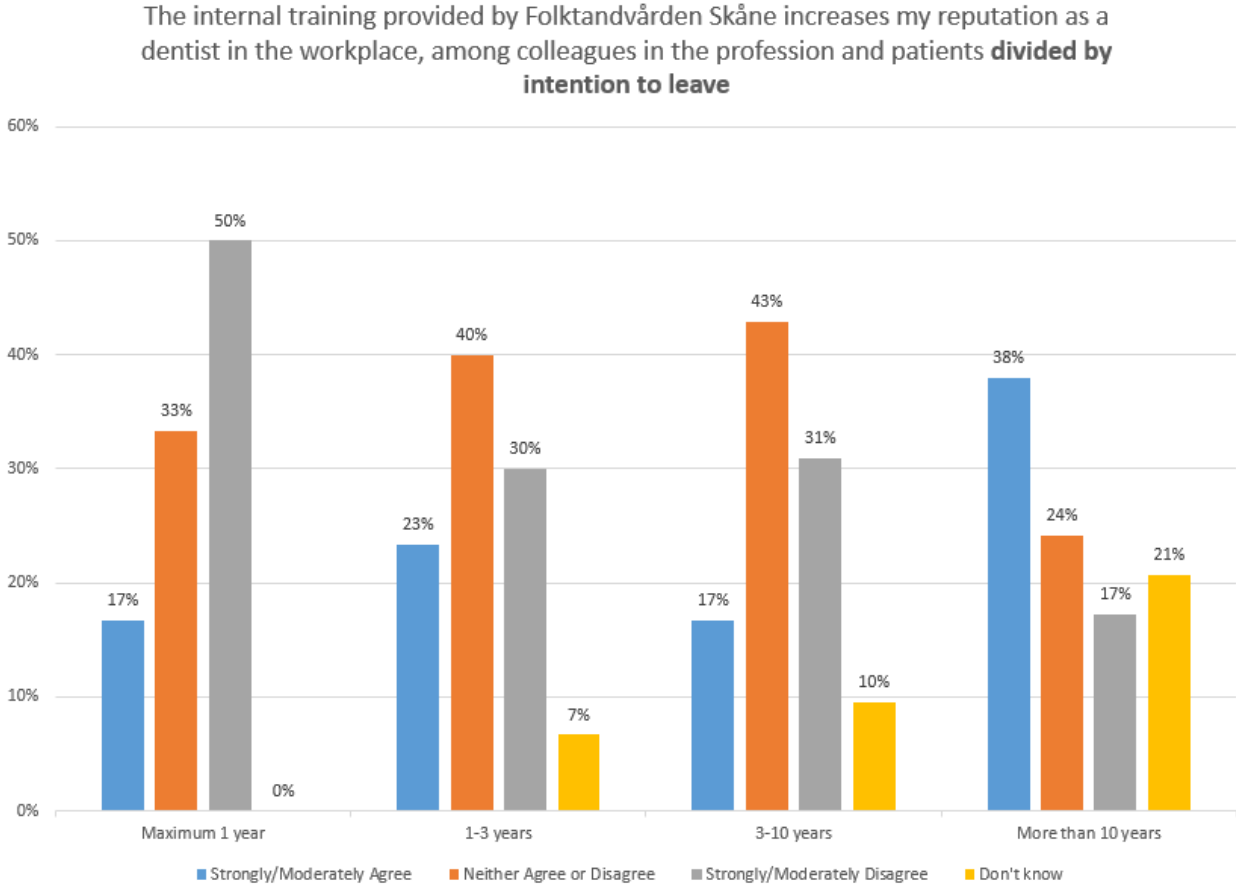


Figure 4.6 “The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients based on intention to leave.”



#### 4.3.3.6 I attend the internal training provided by Folktandvården Skåne because my manager expects it

The statement “I attend the internal training provided by Folktandvården Skåne because my manager expects it” yielded the highest responses for strongly or moderately disagree, at 46%, and 18% of all the respondents were in agreement. The neither agree or disagree options show a percentage of 26%.

Those who have been with the company for more than ten years are less in disagreement at 31% and are also slightly more positive with 22% agreeing. Still, the neither agree or disagree is the largest option among those with more than ten years in the organization, with 34%, see *figure 4.7*. Dividing by years as a dentist, a clear majority of 65% of dentists of less than three years are in disagreement. That category is also the least in agreement, at 15%. The longer the respondents have been dentists, the lower the rate of disagreement, but remains the largest option throughout. Divided by intention to leave there is some movement for the agreement option, but still, most subgroups had strongly/moderately disagreed as the strongest option. Of those planning to leave within one year 25% agree with the statement, and among those planning to stay more than ten years, 17% agree with the statement. The numbers for disagreement are 42% for those planning to leave within the year and 48% planning to stay more than ten years.

I attend the internal training provided by Folktandvården Skåne because my boss expect it divided by years at current employer

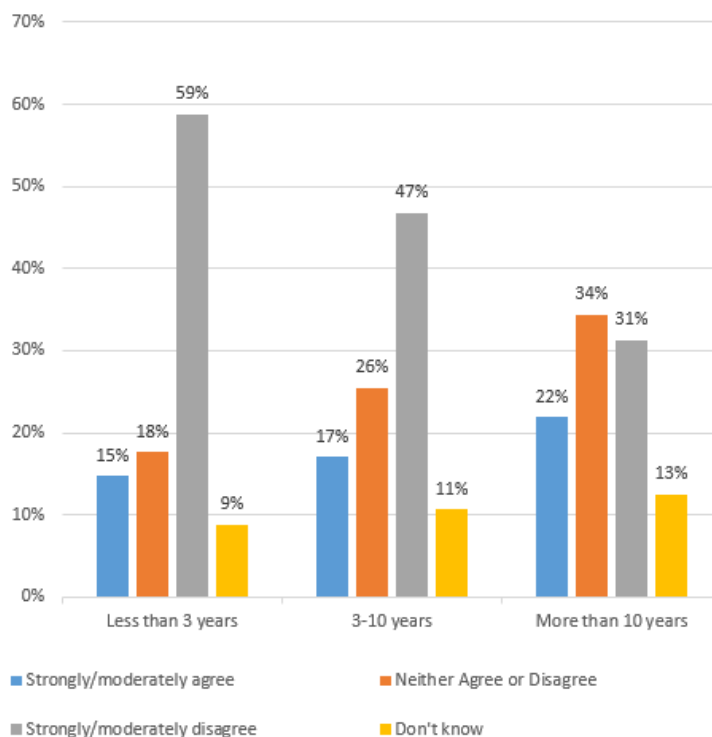


Figure 4.7 “I attend the internal training provided by Folktandvården Skåne because my manager expects it divided by years at current employer.”

#### 4.3.3.7 Intention to leave detailed by years as a dentist

Table 4.3 shows the intention to leave separated by years as a dentist. It shows that 14 out of 20 respondents (70%) who have been dentists less than three years plan to stay in the organization three years or less, and none of them plan to stay more than ten years. For the respondents who have been dentists a longer time, the tendency is to plan to stay longer. Overall the table shows that 12 of the 113, which means that around 11% of the respondents are planning on staying a maximum one year and that more than a third (around 37%) are planning on leaving within three years.

Table 4.3 Intention to leave divided by years as a dentist

Years as a dentist	Intention to leave				Grand total
	Maximum 1 year	1-3 years	3-10 years	More than 10 years	
Less than 3 years	3	11	6	0	20
3-10 years	2	7	13	11	33
More than 10 years	7	12	23	18	60
Grand total	12	30	42	29	113

## 5. Discussion

*This chapter starts with combining the empirical findings from the interviews and questionnaire in regard to the theories about intrinsic and extrinsic motivation, followed by a discussion and analysis of training's relation to motivation. Lastly, a discussion is held about how the organization uses the management control systems.*

### 5.1 Intrinsic Motivation

#### 5.1.1 Autonomy

From the interview data, it is clear that the individual dentists have many choices in deciding which courses they want to attend. In certain situations, some guidance is needed, but overall the individual dentists decide themselves with some consultation with the manager. Giving the dentists the possibility to choose courses which also provides them with a large influence of their own career path, this supports their need to feel autonomous. This means that the way the training is designed at the organization, it should provide the professionals with autonomy. Furthermore, from the interviews, it is mentioned that one tool for retaining skilled dentist is increased career options and providing their employees with more choices is could be related to their autonomy.

A majority of the respondents perceive that they can influence their training. The perceived autonomy is stronger among less experienced dentists (less than ten years working as a dentist and/or working at current employer) and stronger among the dentists who are planning on

staying more than three years. Possible reasons could be that there are fewer courses to choose from for experienced dentist or that they have attended most courses already. Another reason supported by the interviews is that newer dentists have a will to attend as many courses as possible in the beginning, this might lead to them attend more courses at a yearly basis than an experienced dentist. The possibility to attend more courses may increase the feeling of autonomy.

Those who perceive that training has provided them with a larger sense of autonomy plan to stay longer than three years within the company. This may indicate a relationship between the possibility to choose courses and retaining dentists. The interviews support this, as one of the interviewees highlights the importance of being even more generous with training in order to retain employees in rural areas. The possibility to choose what training to attend seems to play a role in perceived autonomy and furthermore, supporting autonomy seems to be something the organization is working with in order to retain their employees. Hence, the management team's way of designing training seems to relate to the employees' perception of autonomy.

The results indicates that letting the professionals choose the training they want to attend, instead of having for instance training as a premade package, seems to somehow facilitate the need to feel autonomous. This might be hard to achieve in other organizations as Folktandvården Skåne have the possibility to offer a large number of courses and hence letting the employees choose. This can partly be done due to their large size, however in smaller organizations it might not be possible to offer that many courses that the employees will actually have a choice.

### 5.1.2 Competence

The expectation of the management team is that training increases the knowledge and skills of the attendees. This is in line with the positional move the organization currently is doing, where Folktandvården Skåne Academy is one of the tools for becoming a knowledge driver. Academy is one way to give the employees the opportunity to grow, which could lead to a stronger sense of competence. Another way is the work with Folktandvården Skåne's core values, where the employees do role plays to learn how the core values can be reflected in the daily work, which could help the employees feeling effective in meeting everyday challenges, which further is related to the feeling of competence. Apart from their Academy, Folktandvården Skåne has implemented coaching sessions that are used to raise competence and have resulted in a substantial reduction in referrals to specialist dentists.

The data from the questionnaire indicates that the training relates to the employees' feelings of competence, as the rate of agreement is well above the rate of disagreement. The data shows that it is foremost dentists who have been working for more than three years (either as a dentist or at current employer) that perceive that the training is increasing their feeling of competence. Even though the results show that training relates to the perceived competence, there is no clear trend in how this is related to the intention to leave and hence it is not clear that if competence, tested by this question, is somehow related to the intention to leave.

Overall, the training provided seems to be correlated to how dentists perceive their competence. Newly employees can be expected to be more in agreement than the experienced employees as newly employed are not as independent when starting their career. However, this was not shown in the data. One reason could be that the training courses offered are different depending on how long the dentists have been working. Furthermore, the courses for the experienced dentist might be more related to practical skill work. Respectively, the introduction courses the first year might have more focus on culture and core values, which the dentists might not associate to the same extent to their daily work with patients. Another reason could be that the newer dentists still see their previous education in school as their main source of competence. Overall, the management team's effort in designing training seems to relate to the employees' perception of competence.

### 5.1.3 Relatedness

The interview data suggest that Folktandvården Skåne, due to their large size, helps the employees to feel secure as well as have colleagues to lean on. Similar, another interviewee says that one reason why newly educated employees apply to Folktandvården Skåne is to receive guidance and a context. Those two reasons could facilitate the need to feel related. Furthermore, the introduction has a focus on both training as well as culture and core values, which could lead to a greater relatedness. Already in the recruiting phase, personal suitability meaning the ability to be a part of the core values is important. This may make it easier for the employees to connect to the core values of the organization, as they have been selected partly on their alignment to the organization's core values. Reasons for working at Folktandvården Skåne are that the dentists see all kinds of patients and that they do not turn any patients away which could be connected to relatedness, as it is a way for the dentists of contributing to one's surroundings. Also, the coaching sessions is a way in which employees' can contribute to their surroundings, ie. their colleagues, as well as improving the teamwork at and between the clinics.

The data from the questionnaire show that training is related to the perceived relatedness, as the rate of agreement is slightly greater than the disagreement. However, there is a large group indicating neither agree or disagree, which could be a sign that the respondents do not have a strong opinion about these questions. A reason could be that there are significant elements in the organization that is connected to relatedness, however, not all of them are captured by the training term. When looking at the experience, the data from the questionnaire show that the dentists that have been working for a maximum of three years feel less related compared to those who have been dentists for a longer time. Between those who have been dentists 3-10 years and over ten years, there is no real difference in perception of relatedness. Separating the results by the intention to leave, the data shows a clear trend that the longer the respondents plan to stay in the organization, the more in agreement they are. The trend is rather strong, starting at 8% of those planning to stay a maximum one year agreeing with the statement, while 48% of those planning to stay more than ten years agree. There is also a trend for the corresponding side, where 42% of the respondents who plan to stay a maximum one year

disagree with the statement, while 14% of those planning to stay more than ten years disagree. Further, while planning to stay a maximum one year show a large percentage on neither agreeing or disagreeing, this number is less when planning to stay longer, this could be a sign of uncertainty, especially among those planning to remain a shorter time. Overall the data indicates that the perceived relatedness is related to the intention to leave, which highlights the importance of relatedness in order to retain the dentist. However, those who plan to leave sooner might be less interested in getting involved in the group, which could affect their perception of the relatedness. Overall, the management team's effort in designing training as well as elements in the recruiting phases seems to relate to the employees' perception of relatedness.

Overall, the data from the questionnaire show that respondents perceive that autonomy has the strongest correlation with training and relatedness the least, this is in line with Ryan and Deci's (2000) suggestion that autonomy and competence might be a stronger need for intrinsic motivation than relatedness is. In relation to Ryan and Deci's (2000) theory, this would indicate that the organization's design of training is correct in order to strongest influence the intrinsic motivation. Looking at the relationship between training and relatedness, separated by intention to leave, a large and consistent change where 8% of respondents planning to leave within a year perceive that the training leads to relatedness, compared to 48% of the respondents planning to stay more than ten years. This change is larger and more consistent compared to the other needs and indicates that relatedness might have a stronger connection to retention, despite being a weaker factor for intrinsic motivation. Further, autonomy seems to relate to retention, while competence does not seem to have a strong relationship with retention. Since relatedness seems to have a stronger connection with retention, and especially those who have been dentists shorter time than three years show lower relatedness, it could prove worthwhile for Folktandvården Skåne to investigate this further. This indicates that new dentist feels lower relatedness, also in relation to other newly employed dentists in the organization.

## 5.2 Extrinsic motivation

### 5.2.1 Extrinsic Factor: Career

Career opportunities can be considered to exist both within and outside Folktandvården Skåne. However, career opportunities are a separate outcome from the training. The data from the interviews show that attending courses do not automatically lead to increased salary or leadership roles. This indicates that the training is not designed for extrinsic purposes which are supported by the data from the questionnaire. The data from the questionnaire show that those who have been dentists less than three years were in even stronger disagreement. Relating this to extrinsic motivation, it seems that the separate outcome of reaching career goals is generally not perceived to be aided by the training.

When looking at the answers divided by intention to leave, those planning to stay three years or less are distinctly more in disagreement than those planning to stay longer, meaning that they perceive less extrinsic motivation from the training. This could be due to attitudes, where those

who plan to leave sooner already regard their career as being outside Folktandvården Skåne. Thus, they do not see the internal training as very helpful as the training might be designed to have more value internally in the organization. This is in accordance with the expectations from the interviews, where it was made clear from the management that there are no automatic extrinsic rewards.

### 5.2.2 Extrinsic Factor: Reputation

As the training provided by Folktandvården Skåne is not directly linked to external factors, it is fair to assume that the training should not lead to an improved reputation either. Overall, most respondents indicated neither agree or disagree, followed by strongly and/or moderately disagree. The respondents planning to leave within one year are more in disagreement. This can be interpreted as the people planning to stay are more extrinsically motivated, compared to those planning to stay a shorter time. If the training primarily build a reputation within the organization, and perhaps with the specific patients attending their clinic, then it is reasonable for those who do not plan to stay very long not to consider this as much as those who plan to stay longer. However, those who are more extrinsically motivated might also have higher expectations in order to reach their fulfillment of extrinsic motivation. Hence it can not be concluded that those who are planning to stay longer are more focused on extrinsic motivation.

However, considering that the greatest option is neither agree or disagree the data from the questionnaire in this regard should not be exaggerated. One aspect to consider is that those who are more intrinsically motivated potentially more often would select this option since they might not consider the impact on reputation. There is not a general perception that the training increase the reputation of the dentists, which is also not expected by management.

### 5.2.3 Extrinsic Factor: Manager's Expectation

Attending training because of the manager's expectation is connected to doing something for a separate outcome, such as fear of not going, or because of expectations. The data from the interviews indicates that the individual dentists have much choice when deciding what courses they want to attend, even though it is decided in communication with the manager.

Overall, the training is not perceived as extrinsically motivating, and only a few of the responding dentists are attending training due to expectations from their manager. With 46% of all of the respondents being in disagreement, this is by far the strongest option selected, and only 18% was in agreement. On the one hand, this indicates that the respondents are generally not attending training because of manager's expectations, which is in line with the management team's view. On the other hand, 18% being strongly or moderately in agreement with the statement show that some attend the training due to the expectations of the manager, and the rate is perhaps higher than can be expected from the interview data.

This statement is primarily asked to measure extrinsic motivation from training, but it can also be interpreted as an inhibitor of autonomy. Meaning, those who attend training because their manager expects it should logically also agree that they do not have an autonomous choice. As

the data from the questionnaire show, the rate of disagreement is larger than the rate of agreement with the statement, it supports the findings of autonomy. Although, to some extent, they might not have chosen to attend training if they did not feel the pressure from their manager, but since they do, they might still choose courses to their liking.

### 5.3 Training's Relation to Motivation

The data from the questionnaire shows that 37% of the respondents plan to leave the organization within three years. While these figures are not cleared for age retirement, it is still a high figure and strengthens the view of PSFs problems with retention. When separating the figures based on years as a dentist, it is clear that the tendency is larger for those who are a less experienced dentist. There should furthermore not be any age retirement respondents in this group, which otherwise would have an influence. Of the respondents who have been dentists less than three years, 70% plan to leave within three years, and none plan to stay for more than ten years. The interviews with the management team made it clear that there is a challenge with retaining new dentists once they become experienced, and the main reason to leave is a higher salary. A high salary is an extrinsic motivator, which Folktandvården Skåne might not be able to compete with. This could partially be why their strategy, leadership, and training focus are catering to intrinsic motivation. Due to the nature of the organization and the since dentistry is a qualitative type of work consisting of complex tasks and requiring continuous learning, having management control tools that support intrinsic motivation is in line with theory (Cerasoli, Nicklin and Ford, 2014; Frey, 1997; Falk & Kosfeld, 2006).

The empirical results from the questionnaire show that overall, training does not cater to the separate outcomes that the statements in the questionnaire check for; career, reputation, and manager's expectation. This can be interpreted as training is not helping with achieving these separate outcomes, which is also in line with the intention and strategy from Folktandvården Skåne. Those who plan to leave sooner are generally more in disagreement with the statements that check for extrinsic motivators. While the statement regarding manager's expectations is unclear on the topic, the statement concerning the reputation shows a quite clear relation, and the statement on career shows a clear relation with the intention to leave. This can be interpreted as those planning to leave sooner have a higher expectation on achieving reputation and career, which would be in line with the expected sorting effects that were mentioned in the interviews, where those who are more extrinsically oriented tend to leave the organization. According to Ryan and Deci (2000) different people are motivated by different factors, extrinsic or intrinsic, and if an individual is not very intrinsically motivated, and the experienced extrinsic motivators are not enough, it is fair to assume that the individual would change to an organization that fit the expectations. Folktandvården Skåne has a strategy to focus on intrinsic motivation and competes with the private clinics that might more often focus on elements that are related to extrinsic motivators.

With the high rate of respondents stating that they plan to leave and reason to believe that those leaving perceive a lack of extrinsic motivators, it could be considered to transform the strategy, leadership and training to also cater to those more extrinsically motivated. While the data shows

that the training provided by Folktandvården Skåne is related to a higher intrinsic motivation through autonomy, competence and relatedness, there are still issues with the retention, as shown in the high rate of intent to leave within three years. Without knowing what the rate of retention would be without the training efforts, it is not possible to know the real effects of the training on retention. A greater focus on extrinsic motivators would require a heavier focus on direct controls such as output controls, which would shift the whole management control package. This would risk crowding out the clear majority who seem to be primarily intrinsically motivated, and go against Cerasoli, Nicklin and Ford (2014) theory stating that intrinsic motivation is more suitable for complex tasks as well as Haustein, Luther and Schuster's (2014) theory that indirect control respond well in knowledge-intensive companies. Furthermore, it would also go against Frey (1997) as well as Ryan and Deci's (2000) theories saying that intrinsic motivation can support learning, in terms of capacity or quality which means that the focus on intrinsic motivation that Folktandvården Skåne has today, seems to be suitable for the type of organization and work they perform. Another risk with shifting the management control system is that intrinsically motivated people perform worse if they are more strictly controlled (Falk & Kosfeld, 2006).

With Folktandvården Skåne's current strategy on catering to intrinsic motivation in their leadership and training, there are two options on how it could be handled. Ouchi's (1979) framework of either hiring for a perfect fit or train internally could be applied by either only hiring intrinsically motivated employees or hiring also partly extrinsically employees. By then using training as a way of crowding in intrinsic motivation, even the extrinsically motivated employees could potentially become more intrinsically motivated. However, such crowding in is more complicated and takes longer time than the opposite, crowding out effect, and with the knowledge that many new dentists leave after two or three years, it seems that this may be a too short time to achieve the crowding in effect. One possibility could be to prolong the time new dentists stay in the organization before moving on to a private clinic. By using some extrinsic factor in order to have the employee's stay a couple of years longer, instead of the critical three years time, Folktandvården Skåne would have a longer time frame for trying to reach the crowding in effect. Caution is needed so that the extrinsic means applied does not in fact, crowd out the intrinsic motivation they try to achieve. One way might be to not provide optional training courses for the first few years for new dentists.

## 5.4 Position in the Management Control Framework

It is evident from the interviews that the management control tools used when implementing training as a way of the strategy is by using indirect controls. This is supported by theory as it better suits intrinsic motivation (Haustein, Luther & Schuster, 2014; Deci & Ryan, 2000; Ouchi, 1979). Folktandvården Skåne uses the two categories of indirect controls as described by Merchant and Van der Stede's (2007) framework. They have a strong company culture, which is further strengthened by the implementation of their core values, which is a cultural control (Merchant & Van der Stede, 2007; Malmi & Brown, 2008). They also make extensive use of training, which is part of the personnel controls (Merchant & Van der Stede, 2007). This shows that the training is used not only to implement skills and knowledge needed to help patients but



also to facilitate the implementation of the culture. This combination makes the training an indirect control in Folktandvården Skånes management control package. This supports the idea laid forward by Malmi and Brown (2008) that training can partially be divided into cultural controls and administrative controls. However, Merchant and Van der Stede (2007) regards training as part of personnel controls, which is distinct from culture. With the Merchant and Van der Stede (2007) framework training is seen as a tool, and as the empirical findings show, that tool can also be used to implement cultural controls. Ouchi (1979) regards clan controls, meaning cultural controls, as a result of a deliberate sorting process when hiring, or a socialization process that progress as people are working together over time, but the results in this thesis point towards a third option: training for culture.

The management team's design of implementing indirect controls with training seems to relate to the employees' perception of autonomy, competence and relatedness. However, the training does not seem to relate to extrinsic motivational factors. Hence, the management view and employees perceptions seem to be aligned. Furthermore, in this case, Folktandvården Skåne, due to their organizational form and mission does not have the same abilities as the private clinics to compete with salaries, why using intrinsic motivation is except, supported by theory for the type of organizational form and work (Cerasoli, Nicklin and Ford, 2014; Haustein, Luther & Schuster, 2014; Frey, 1997; Ryan and Deci's 2000), also needed.

## 6. Concluding Remarks

*This chapter starts with the conclusion from the discussion, and the research questions are answered, followed by a section reflecting on the contributions, the thesis limitation and suggestions for future research.*

### 6.1 Conclusion

The findings from the interviews with the management show that there is a deliberate aim to increase motivation in the organization, partially through training. The way training is implemented as a management control tool, the focus is primarily to support intrinsic motivation. The training supports both the need to feel autonomous by letting employees have a significant influence on the training and career path, the need to feel competent by implementing their academy, and their coaching implementation, where time is blocked off every week for knowledge transfer. Furthermore, the need to feel related is supported by having a solid introduction, where also the core values are elaborated in order for the new employees to learn how those can be used in the everyday work-life, which can potentially also support competence. Additionally, the coaching sessions could increase the feeling of relatedness by enhancing teamwork within and between the clinics. Additionally, Folktandvården Skåne does not turn any patients away, which also could support the employees need to feel related, as the professionals can feel they are contributing to their surroundings. The training seems not to be designed to directly support extrinsic motivation, even if this could be an indirect effect of the

training. However, supporting intrinsic motivation is done by training. It should also be emphasized that there are many other elements in the organization's strategy that facilitate motivation. The organization's training is used not only as a personnel control but also as a way for the organization to implement culture controls, which can be seen in the way they are actively working with their core values through training. This leads to the answer of the first research question; a professional service firm can manage motivation with a clear focus on the needs for intrinsic motivation by using training as a personnel control as well as a tool to implement cultural controls.

The results from the distributed questionnaire indicate that the training received is generally perceived as increasing intrinsic motivation among the professionals through autonomy, competence, and relatedness. Overall, a majority of the professionals' indicated that training was related to autonomy. Most also indicated that training related to their feeling of competence and relatedness. Two of the needs showed a stronger relationship: autonomy and competence. However, relatedness relate more to retention compared to the other two needs. Furthermore, the data from the questionnaire show that training is not positively related to extrinsic motivation, as the professionals' do not to a large extent indicate that the training leads to a separate outcome. This answers the second research question that the professional 'employees' perceive that all the needs for intrinsic motivation are positively related, with autonomy having the strongest relation to training. However, they do not perceive that their extrinsic motivation, to a large extent is positively related to the training.

Overall, this shows that the conscious way the management team has designed the training in order to support motivation is also in many aspects aligned with professionals' perceptions of how motivation is affected.

## 6.2 Contribution

By connecting the literature of motivation with the management control literature, this study contributes to the existing theories of management control. By linking these fields together, the results contribute by showing that training can increase motivation. Furthermore, the results add to Malmi and Brown's (2008) framework by supporting the idea that training can be seen as a tool for implementing culture. The results also support Merchant and Van der Stede's (2007) idea that training can increase motivation and clarifies the framework by showing how training as a personnel control can be used in practice. This thesis also adds to the Ouchi (1979) framework by suggesting that the "hire or train"-choice can also be applicable for increasing intrinsic motivation in a professional service firm.

By using a mixed method research model that allows the purpose to be investigated both from the management teams' view as well as capturing the professionals' perceptions the study contributes with an interesting incidence of how training can manage motivation. This form of embedded case study makes for an interesting opportunity to understand the perception of management control implemented by management. Having this methodological approach, there was a need to develop a questionnaire in order to fulfill the purpose. By connecting the two

fields of literature in a single questionnaire, this questionnaire can also prove useful for researchers for use in the future. The questionnaire is not only based on theory from the two fields but has also been tested in a questionnaire in a professional service firm.

Furthermore, the questionnaire allowed for grasping the rate of employees planning on leaving in the near future, which supports the challenge, Greenwood, Prakash and Deephouse (2005) highlights exist in professional service firms. Even if this thesis uses a single case study method, this could be generalizable to the literature of professional service firms, which show the practical relevance for the research questions in other professional service firms as well. Also, for practitioners, the findings in this thesis provide insights on how to design and implement training for supporting motivation and increase retention. As the results have shown that relatedness may be more closely connected to retention than other specific needs, and that newly employed may perceive a lower rate of relatedness there may be the reason for professional service firms to deliberately try to increase relatedness among newly employed in order to retain them longer.

### 6.3 Limitations

This thesis consists of a single-case study, which may be a limitation when researching a phenomenon that is transferable to other organizations and, as in this case, other industries. Still, it is believed that this single-case study makes for a compelling case due to being an embedded study where management expectations are compared to the perception of the professionals. Folk tandvården Skåne also makes for a generalizable case since it shares many similarities with PSFs also in other industries. However, it should be noted that only part of the total management control package of Folk tandvården Skåne use has been researched and that also other parts of their management control impact motivation and retention.

When designing the questionnaire, there was a deliberate effort to keep the number of statements low in order to gain a high response rate. With a total number of six statements, this requirement was met, however, some critique can be brought forward as there can be other ways to measure both extrinsic motivation as well as the intrinsic needs. However, as the questions were formulated both by attaching all needs for intrinsic motivation as well as three separate outcomes for external motivation, it is still believed that many elements of motivation have been captured.

The questionnaires sent out yielded a response rate of 29%, which can be considered low. Furthermore, it was not possible to check the respondents' background variables against the whole population, which leads to the limitations of the findings. However, since the questionnaires were sent to dentists in the same organization, there is a greater homogeneity compared to more diverse populations, and the results are still analyzable. Also, no regression was made for the data due to time restrictions. These both limitations have been handled by

being careful when drawing conclusions and the results from the questionnaire should be viewed with carefulness. Overall, the questionnaire does not incorporate all possible variables that could affect the results. For instance, the data showing the intention to leave is not cleared from planned age retirement, which could influence the findings from this question. However, in the discussion of this thesis, the main emphasis concerning the intention to leave is put on respondents who have been dentists for a short time, thus will probably not contain any age retirement plans.

The thesis is not measuring the causality, only correlation, between training and motivation, which is essential to keep in mind when viewing the results. From our findings no conclusion related to causality can be drawn which is a limitation of the thesis, however, this was not the aim of the thesis, as the purpose was to aligning the management's view with the employees' perceptions.

## 6.4 Future Research

As brought up in the limitations, there could be a problem with generalizability, hence for future research, it would be interesting to do a similar study but as a multiple-case study instead. Then, differences between industries could be captured. Furthermore, it is not necessary to only conduct this study in a professional service firm, it would also be interesting to see if training has a positive impact in another setting than a professional service firm. This study only investigated one part of the management control system, and a research possibility for the future would be to investigate other parts of the management control system, separately or together in order to see how they can be used to facilitate motivation.

By using the questionnaire in other organizations and performing regression as well as following up the data with the respondents, the questionnaire could be used to provide results with statistical significance. By following up the results with the respondents as well, the questionnaire could be used to give deep insights in future research.

Lastly, focusing more research efforts towards understanding the relationship between motivation and retention, and which aspects of intrinsic motivation that might be more correlated with retention. The findings in this study suggest that relatedness has a stronger relation with retention, which could be investigated further. As the thesis is not investigating the causality between neither training and motivation and/or retention, this will be last suggestion to do in the future.

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# Appendix

## Appendix 1. Questionnaire

*A five-pointed, fully anchored Likert scale from fully agree to fully disagree was used for the statements question.*

Gender

Woman          Man

Number of years as a dentist

Less than 3 years          3-10 years          More than 10 years

Number of years at current employer (Folktandvården Skåne)

Less than 3 years          3-10 years          More than years

Based on your current future career plans, how long do you believe that you are going to continue working at Folktandvården Skåne

Less than 1 year          1-3 years          3-10 years          More than 10 years

Which divisions do you currently work for?

South    West    East

In the long run it is more important for me to be respected by dentist outside my workplace than to be respected by colleagues at Folktandvården Skåne

*Below are six statements related to the internal training, ie. all scheduled training (For instance Folktandvården Academy, knowledge transfer between colleagues and clinics, mentorships and team-building) that you have been offered by Folktandvården Skåne during the last year. Please choose the option best aligned with Your experience by marking adequate box.*

I have the possibility to influence what internal training at Folktandvården Skåne I want to attend.

The internal training provided by Folktandvården Skåne helps me to achieve daily challenges in my meeting with patients

The internal training provided by Folktandvården Skåne has created a greater teamspirit at my workplace

The internal training provided by Folktandvården Skåne helps me in achieve a career as a dentist

The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients

I attend the internal training provided by Folktandvården Skåne because my manager expects it

## Appendix 2. Interview Guide

### **Retention:**

1. Is there a challenge of retaining the employees?
  1. *What do you believe is the main reason for why dentists leave Folktandvården Skåne?*

### **Training:**

2. What tools and strategies do you use in order to retain knowledge and competence in the organization?
  - a. *To what extent is internal training provided?*
  - b. *Is there any differences between the training depending on what district or clinic?*
3. Is the internal training divided, such as training focusing on knowledge/skills needed to function as a dentist, or training focusing more on team-building and building a corporate culture?
4. How does Folktandvården Skåne work with developing a corporate culture and conveying the core values of Folktandvården Skåne?.
5. Can you tell us more about Folktandvården Academy?
6. Are there any other forms of internal training besides Folktandvården Academy?

### **Motivation:**

7. What tools and strategies do you use for motivating the employees?

### **Intrinsic Motivation**

#### **Competence:**

8. Do all the dentists have individual learning goals?
9. How could the internal training help the dentists in their daily challenges?

#### **Relatedness:**

10. How do you work for creating team spirit?
  - a. *Can you tell us more about how you work with one of your core values “together”?*

#### **Autonomy:**

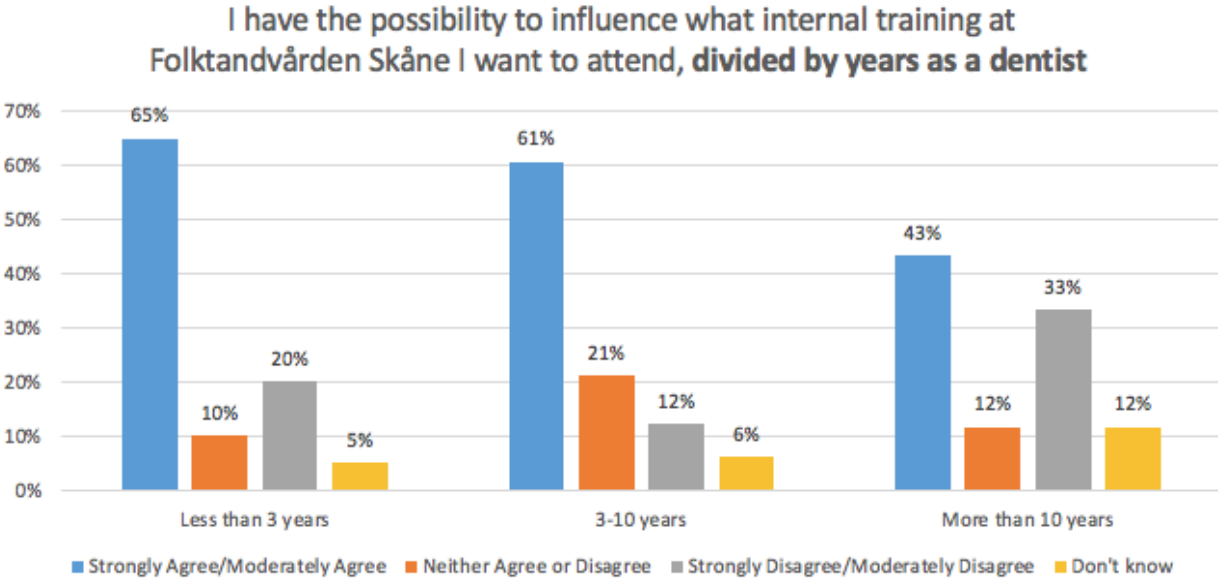
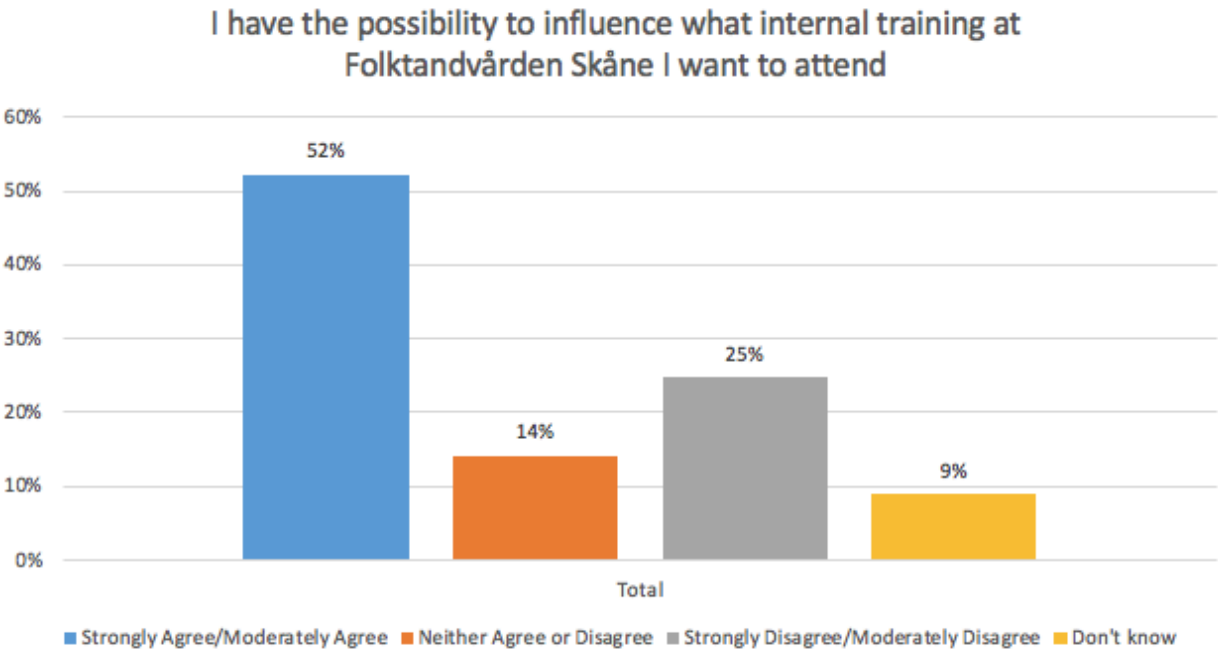
11. What choice and opportunities are in the organization when it comes to research opportunities and training opportunities?

#### **Extrinsic motivation:**

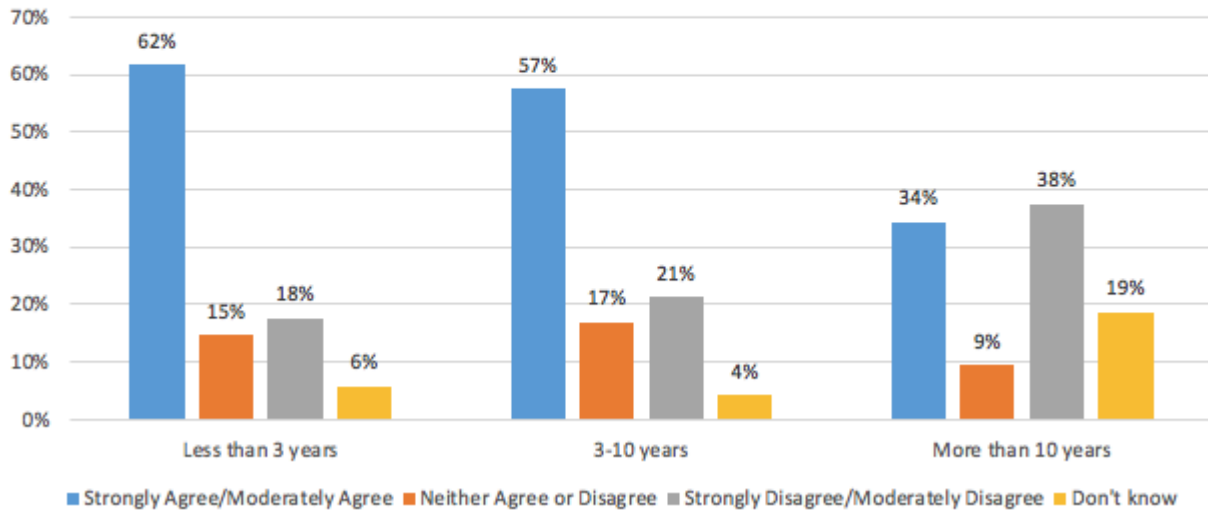
12. Are there other incentives (For instance salary, seniority, leadership) for dentists to attend internal trainings?
13. How do you handle issues concerning that the internal trainings Folktandvården Skåne provides make the dentists more attractive on the labour market?

# Appendix 3. Empirical Findings from the Survey

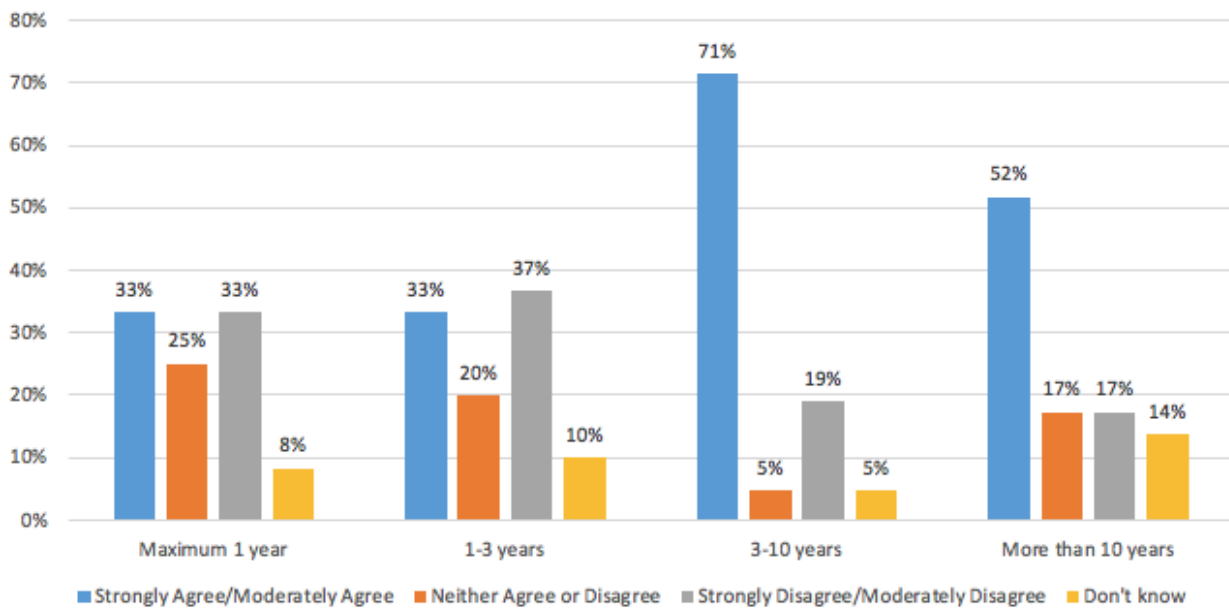
## 3.1 I have the possibility to influence what internal training at Folktandvården Skåne I want to attend



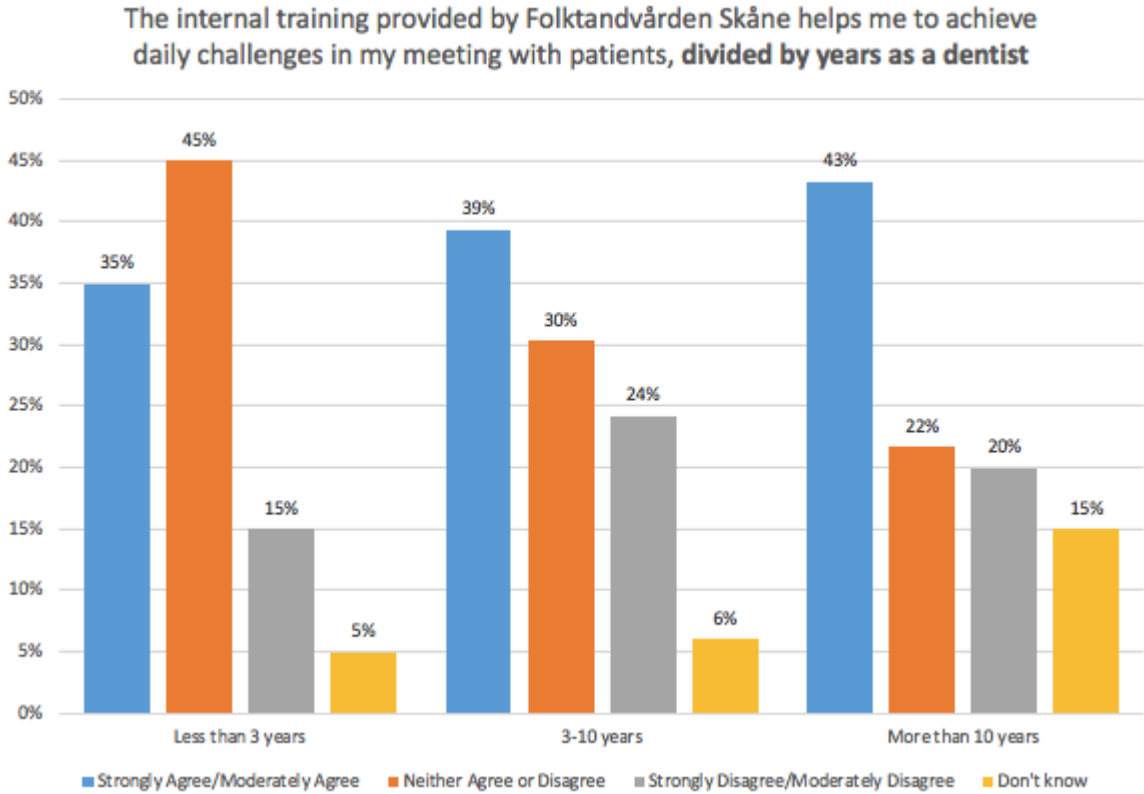
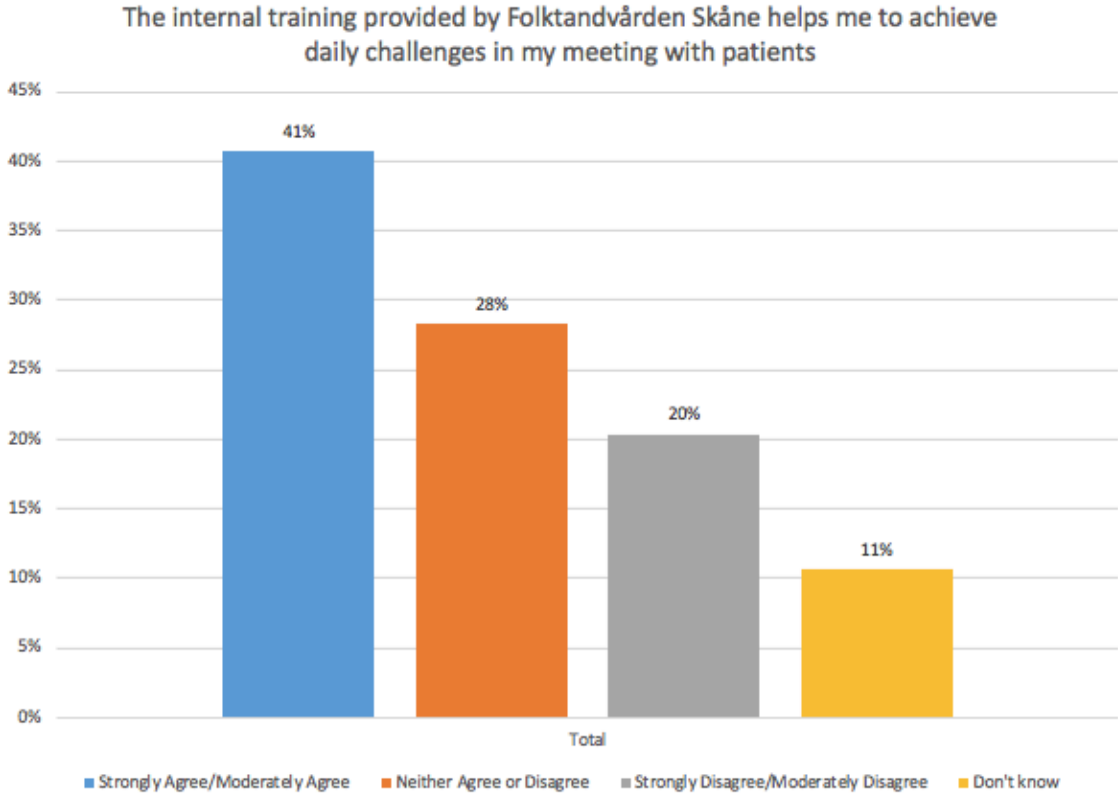
I have the possibility to influence what internal training at Folk tandvården Skåne I want to attend, **divided by years at current employer**



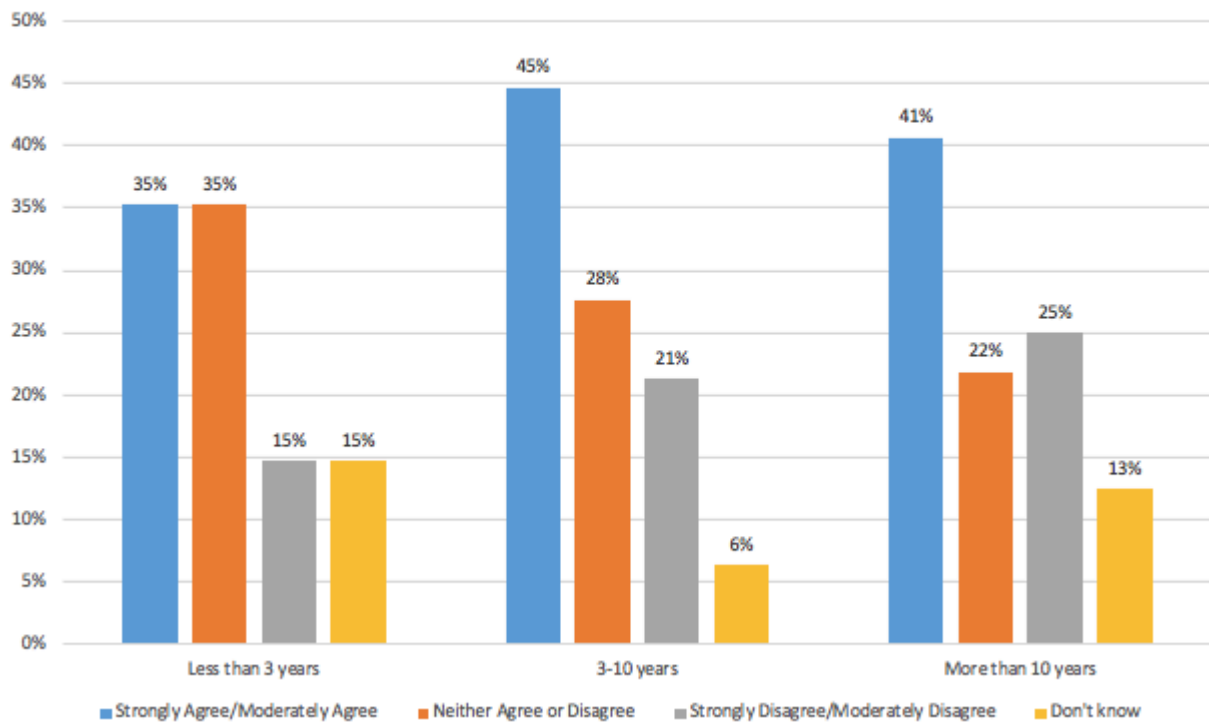
I have the possibility to influence what internal training at Folk tandvården Skåne I want to attend, **divided by intention to leave**



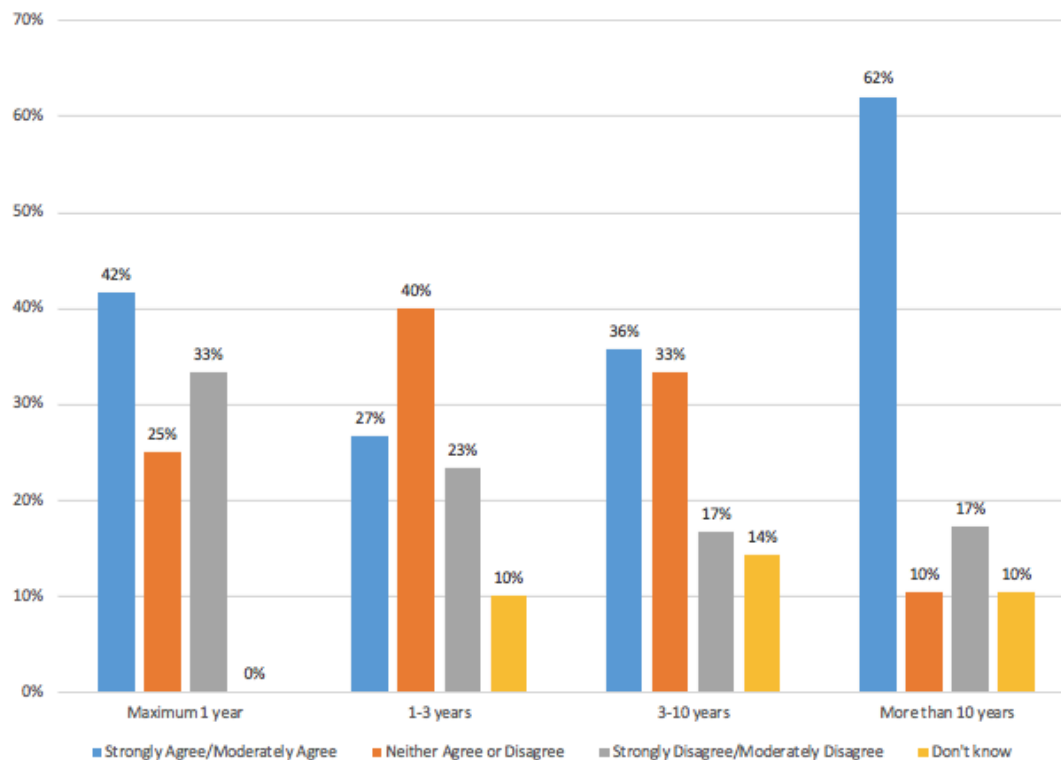
3.2 The internal training provided by Folktandvården Skåne helps me to achieve daily challenges in my meeting with patients.



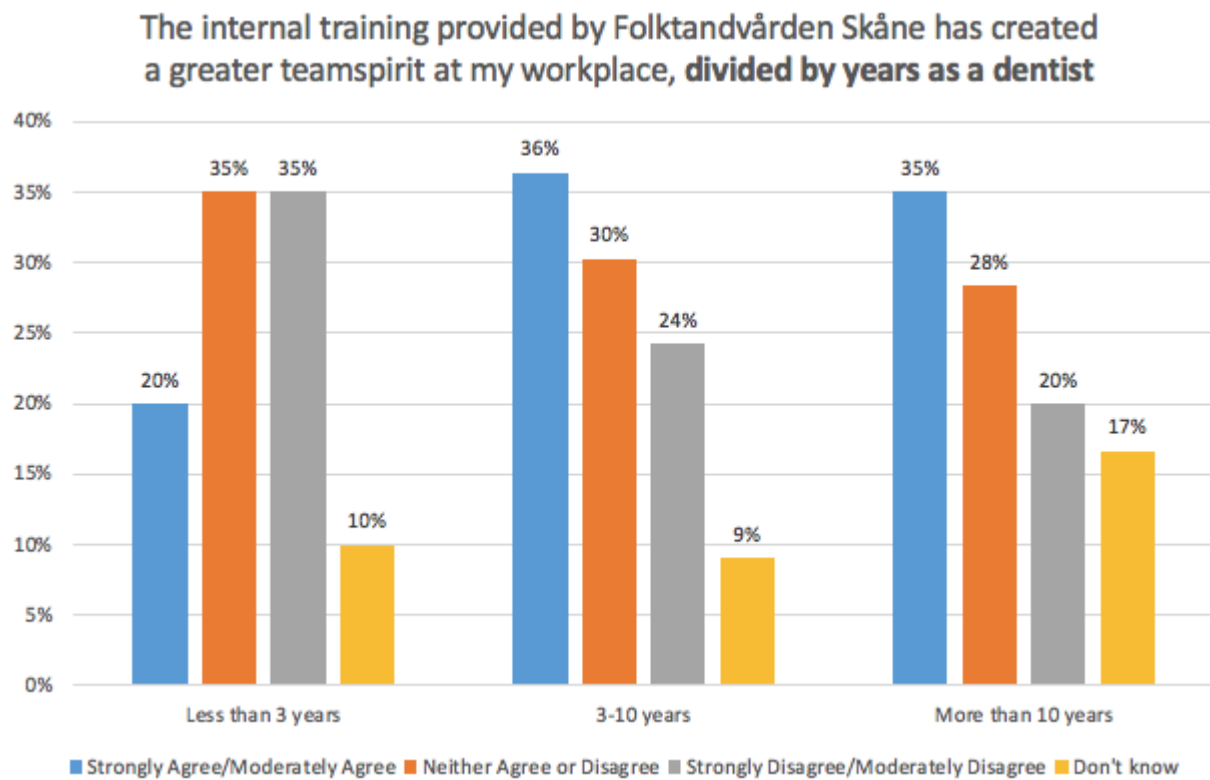
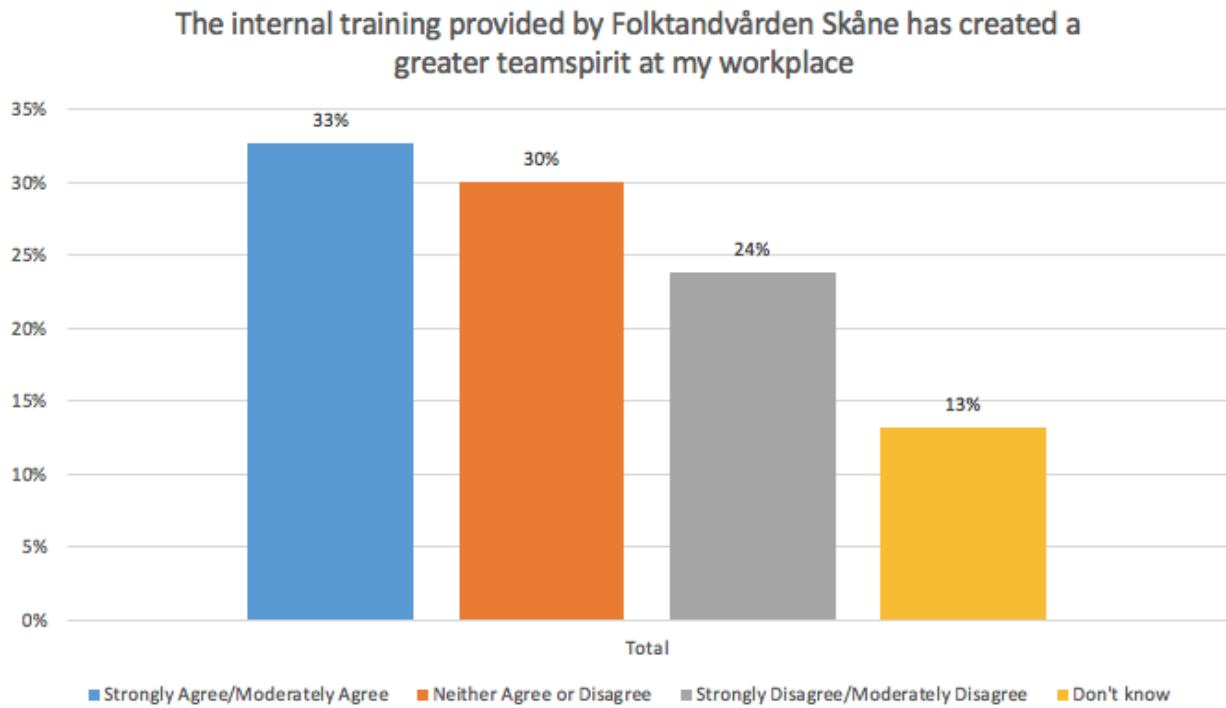
The internal training provided by Folktandvården Skåne helps me to achieve daily challenges in my meeting with patients, **divided by years at current employer**



The internal training provided by Folktandvården Skåne helps me to achieve daily challenges in my meeting with patients, **divided by intention to leave**

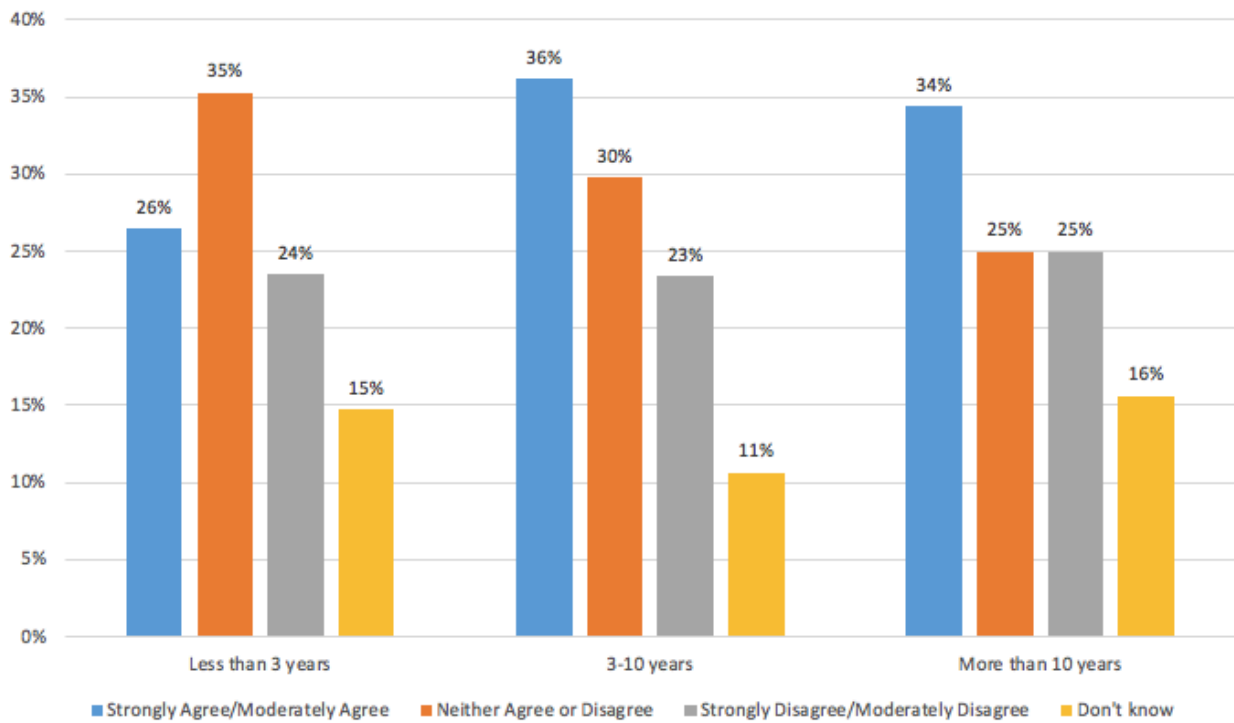


3.3 The internal training provided by Folkandvården Skåne has created a greater teamspirit at my workplace

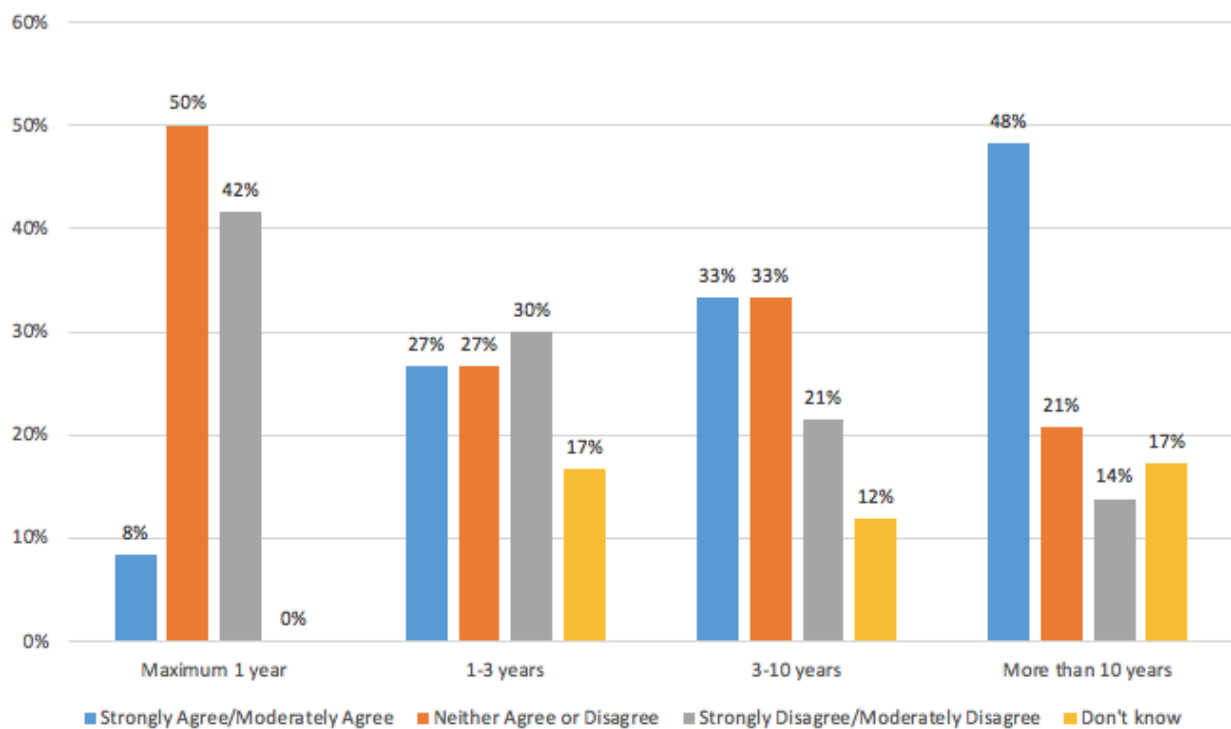




The internal training provided by Folktandvården Skåne has created a greater teamspirit at my workplace, **divided by years at current employer**

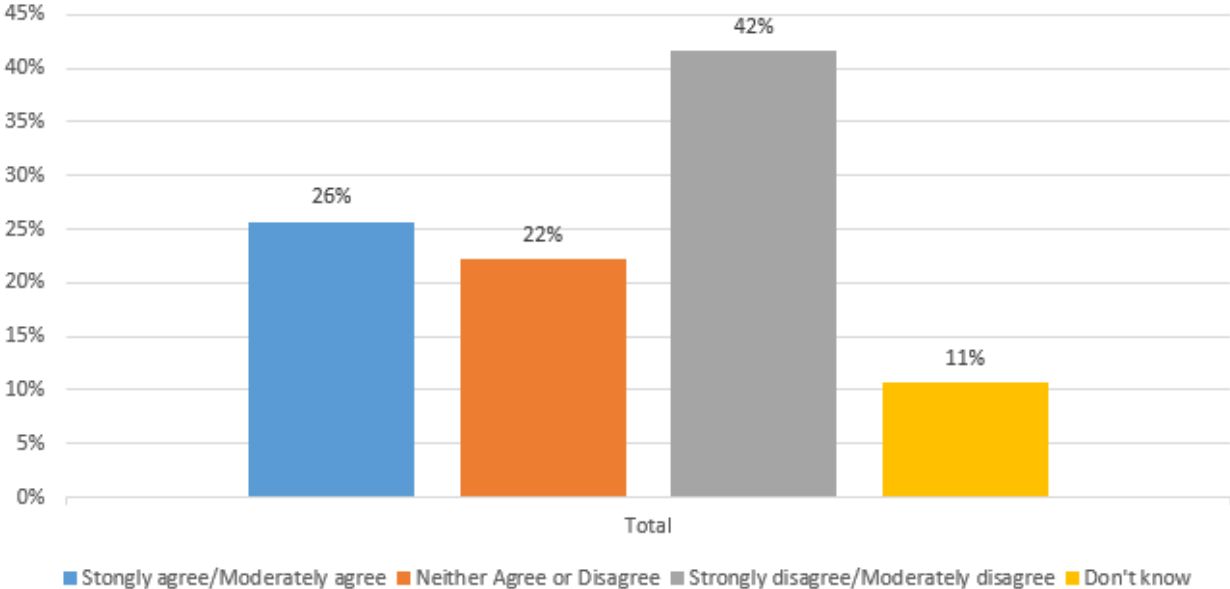


The internal training provided by Folktandvården Skåne has created a greater teamspirit at my workplace, **divided by intention to leave**

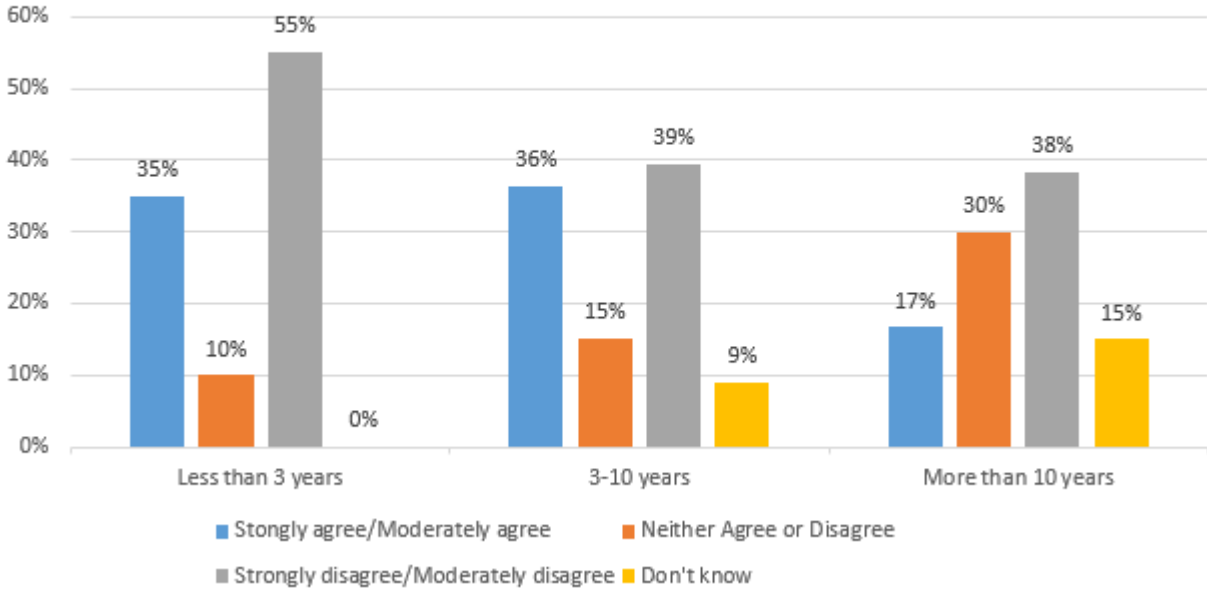


3.4 The internal training provided by Folktandvården Skåne helps me in achieve a career as a dentist

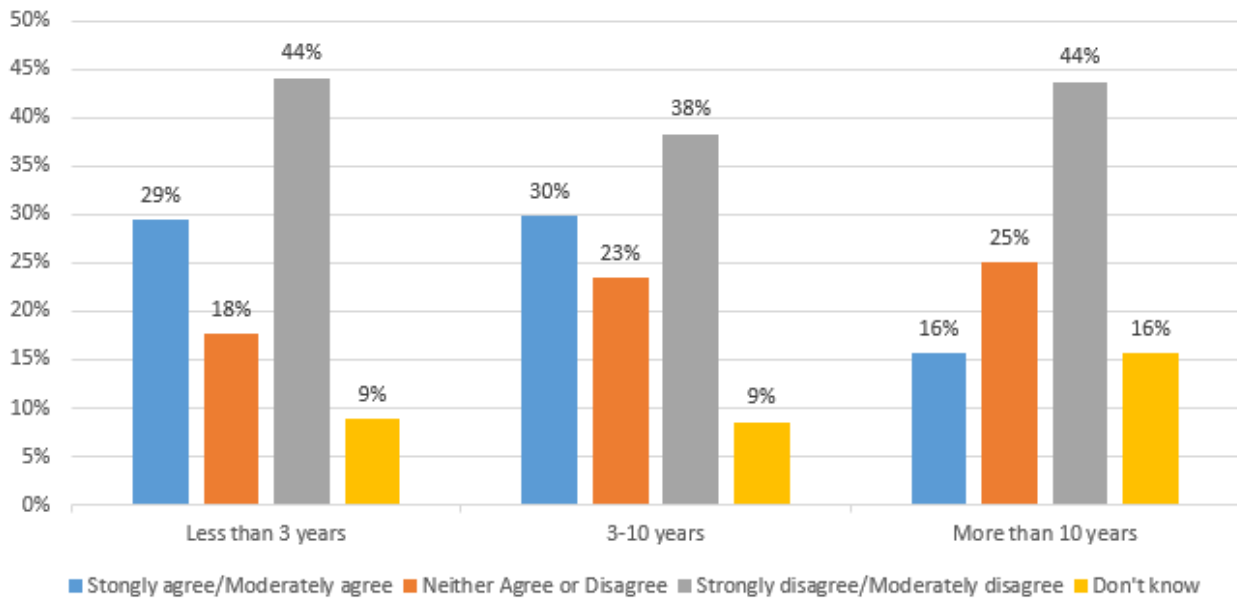
The internal training provided by Folktandvården Skåne helps me achieve a career as a dentist



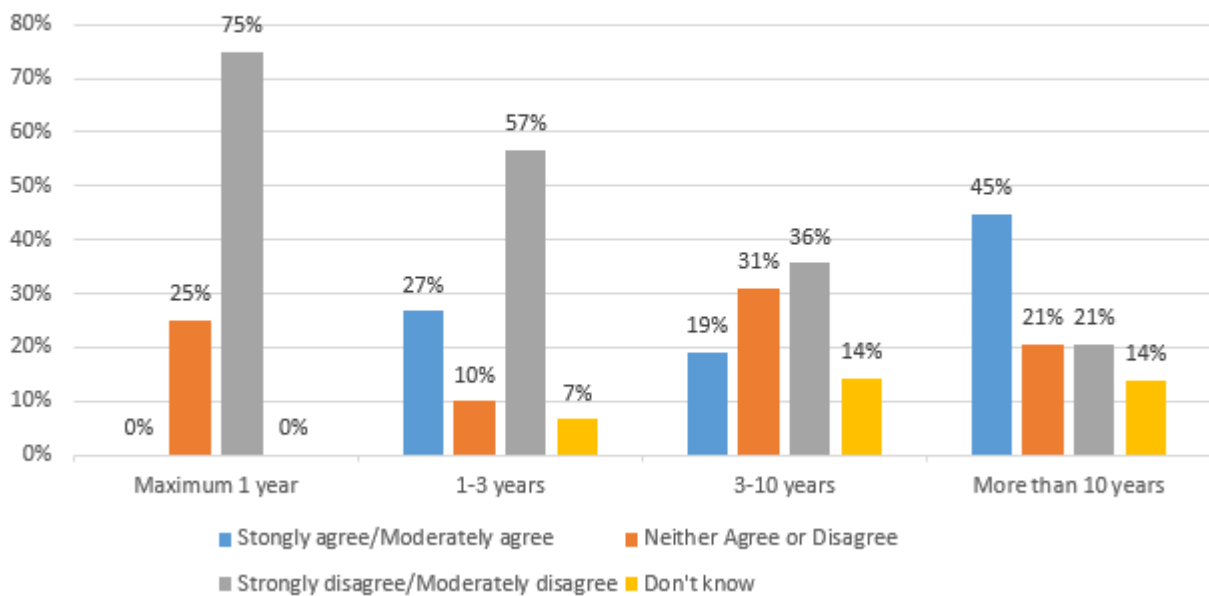
The internal training provided by Folktandvården Skåne helps me achieve a career as a dentist **divided by years as a dentist**



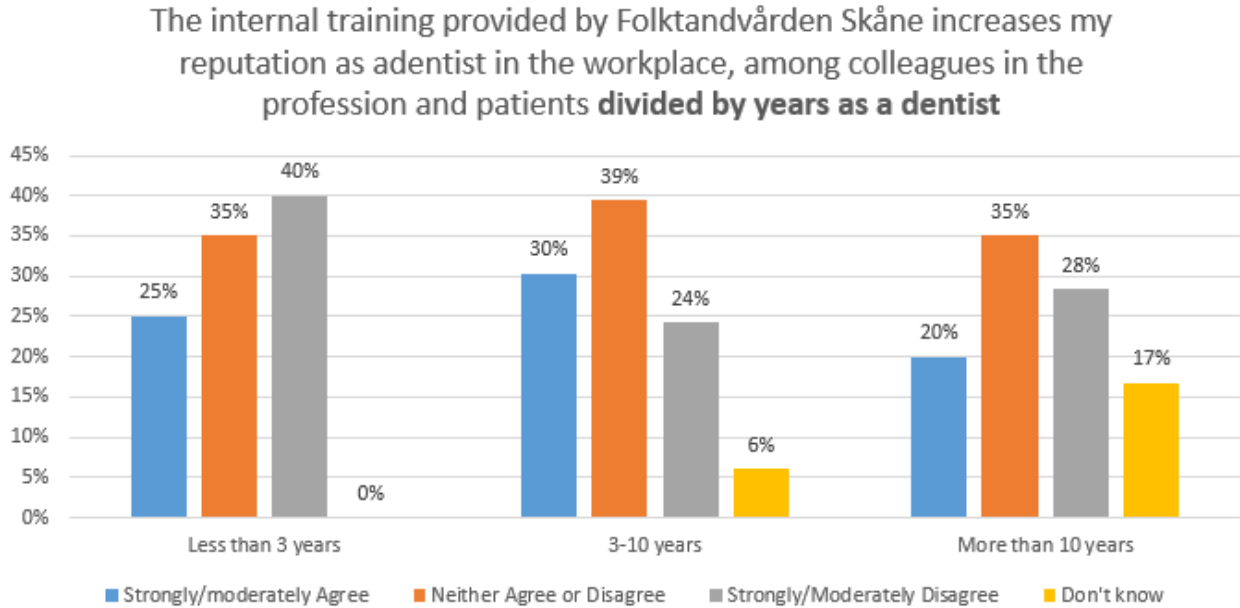
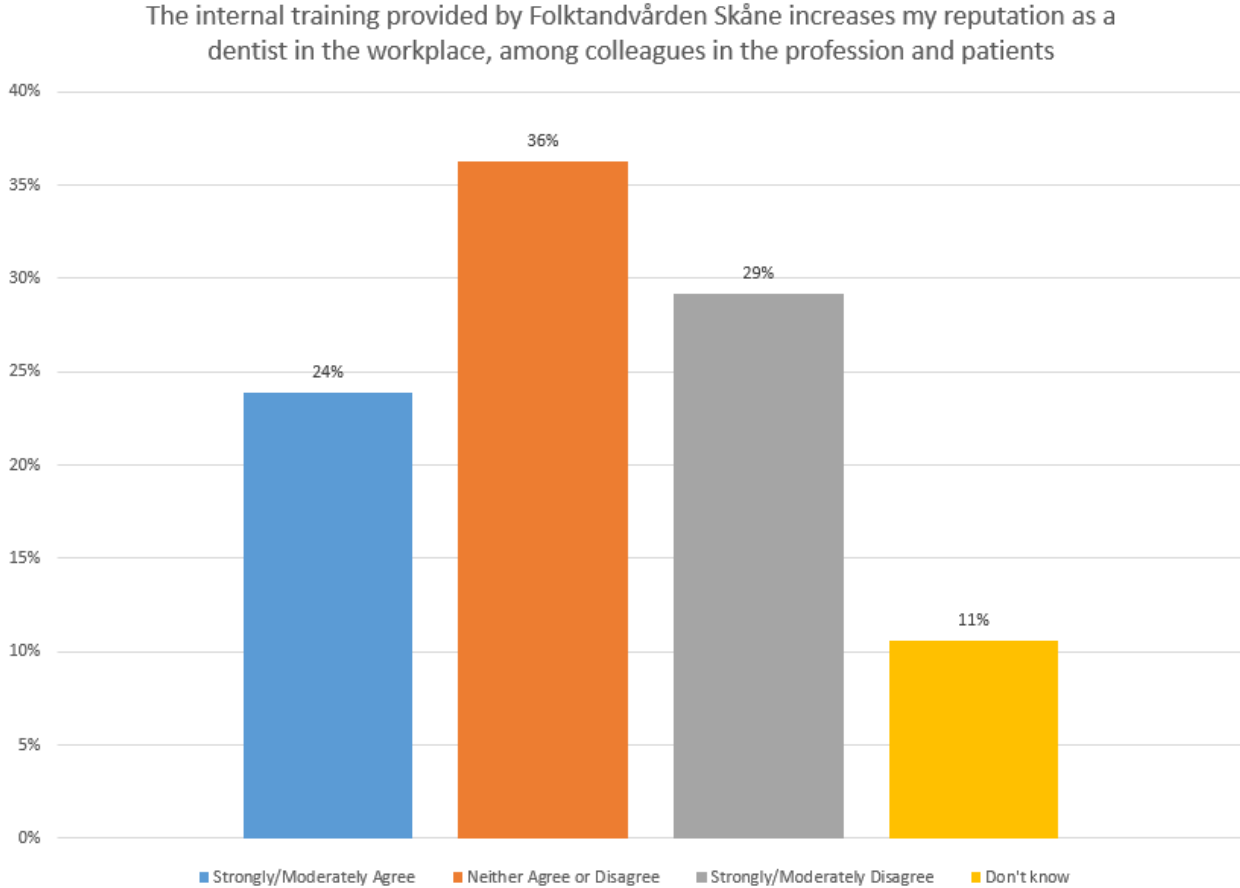
The internal training provided by Folktandvården Skåne helps me achieve a career as a dentist **divided by years at current employer**



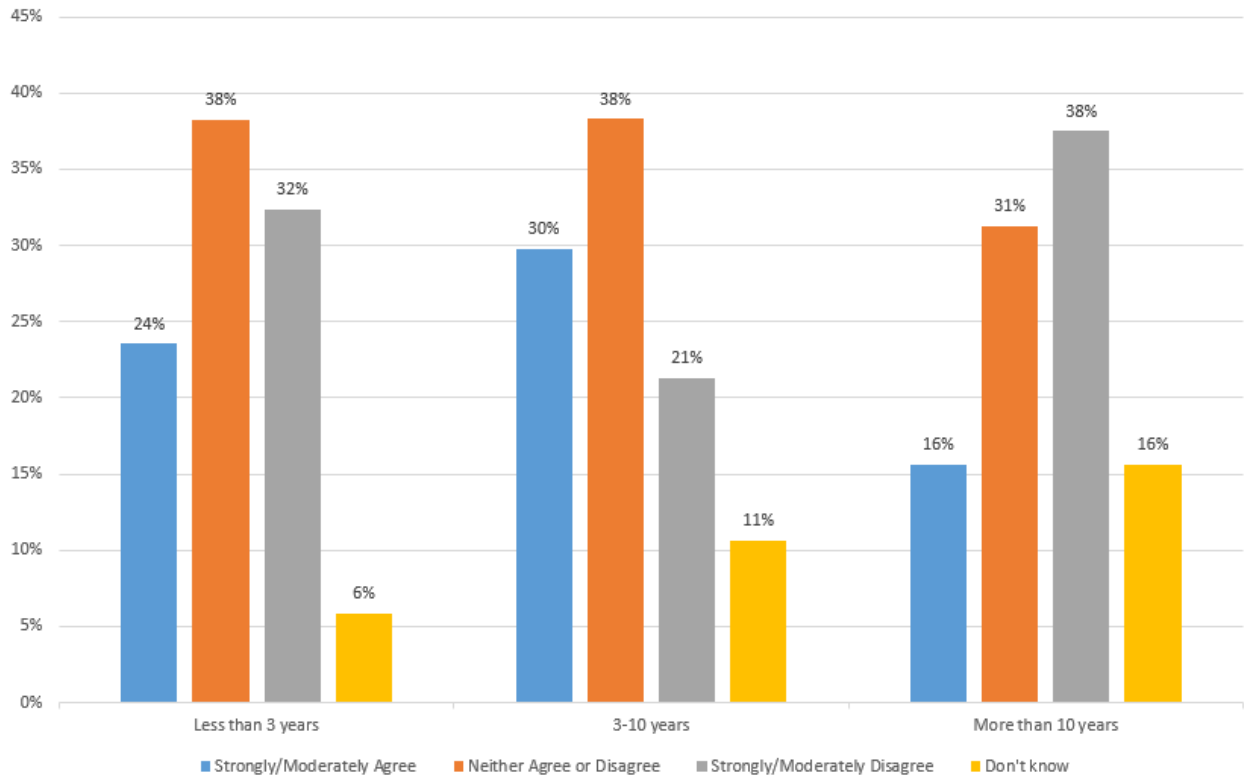
The internal training provided by Folktandvården Skåne helps me achieve a career as a dentist **divided by intention to leave**



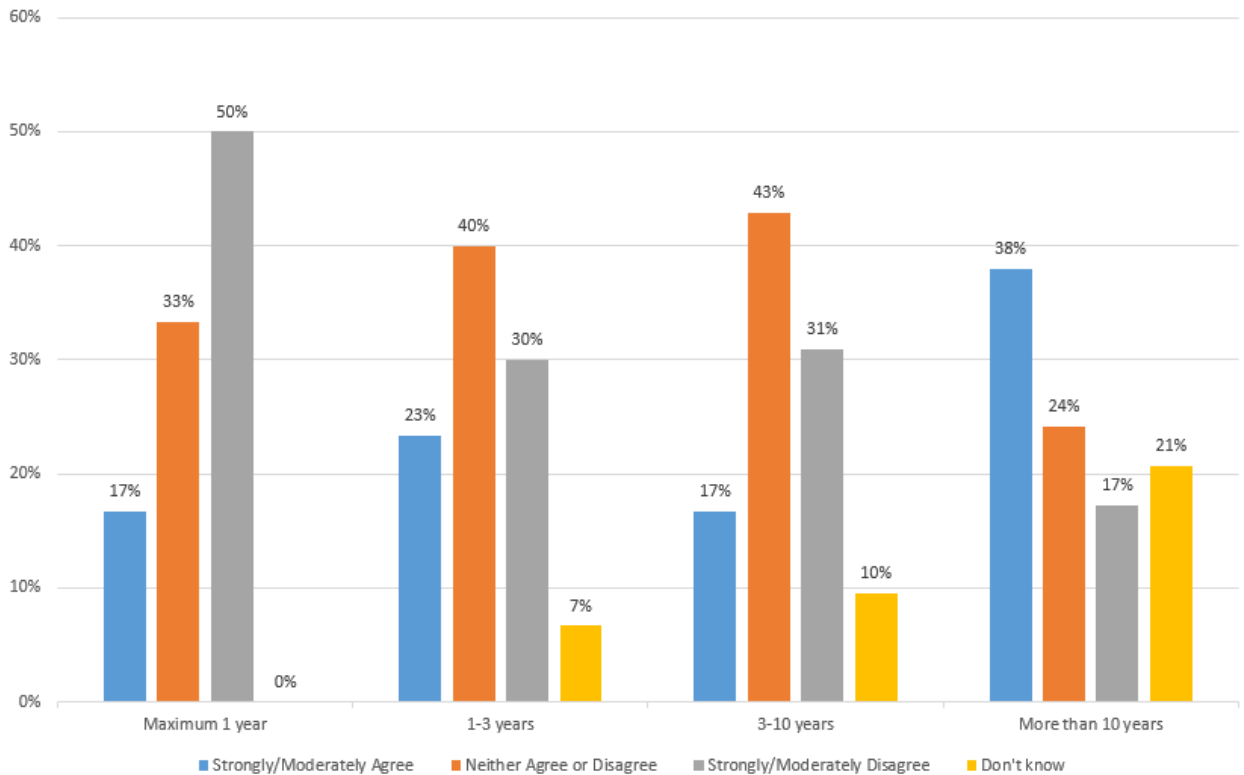
3.5. The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients



The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients **divided by years at current employer**

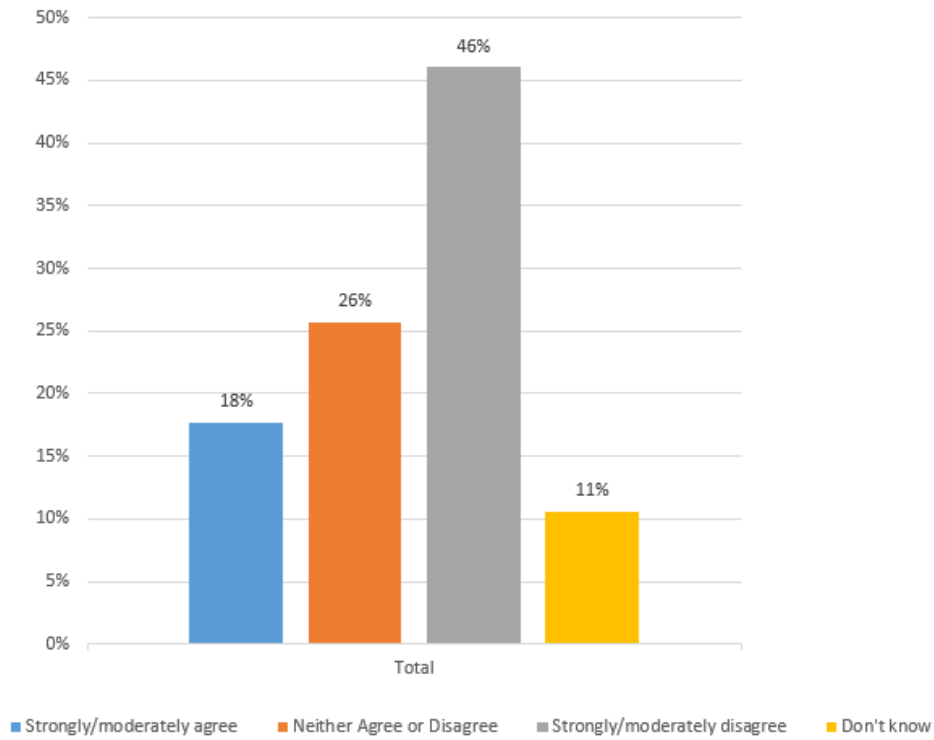


The internal training provided by Folktandvården Skåne increases my reputation as a dentist in the workplace, among colleagues in the profession and patients **divided by intention to leave**

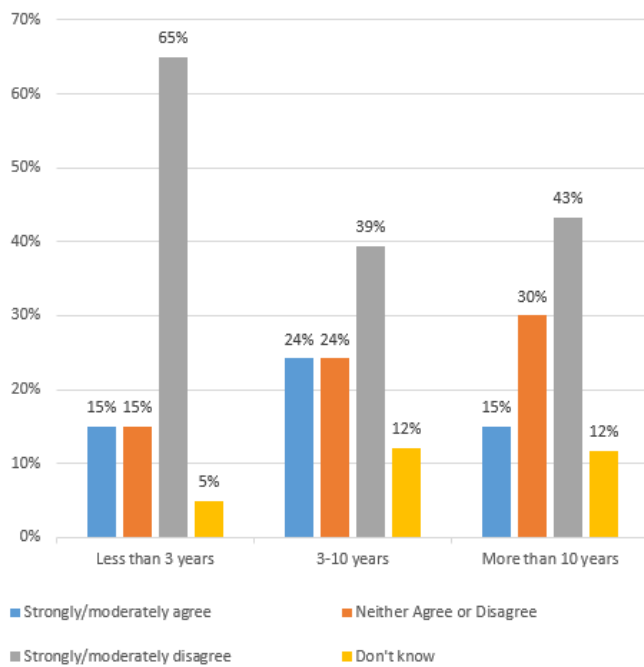


### 3.6 I attend the internal training provided by Folk tandvården Skåne because my manager expects it

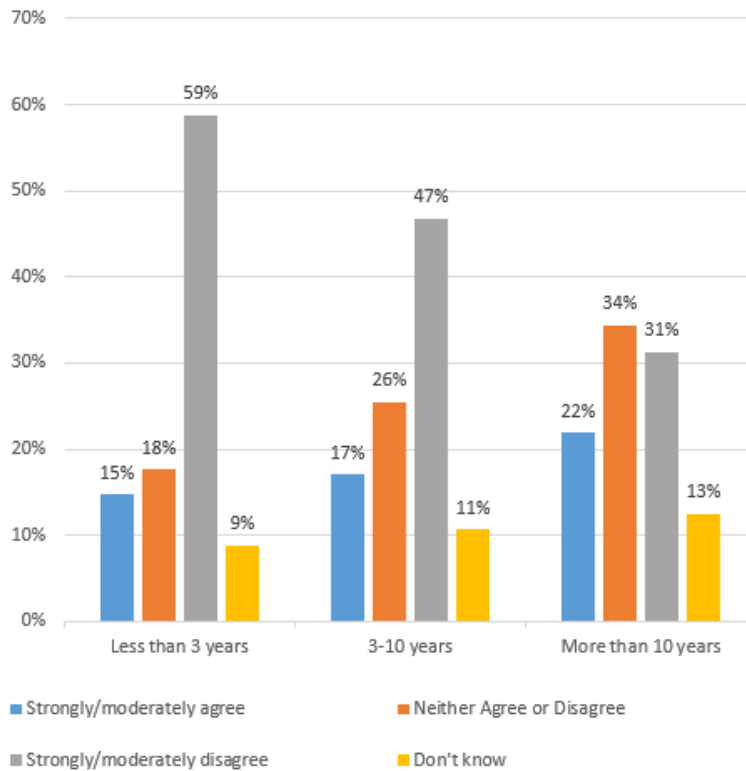
I attend the internal training provided by Folk tandvården Skåne because my boss expect it



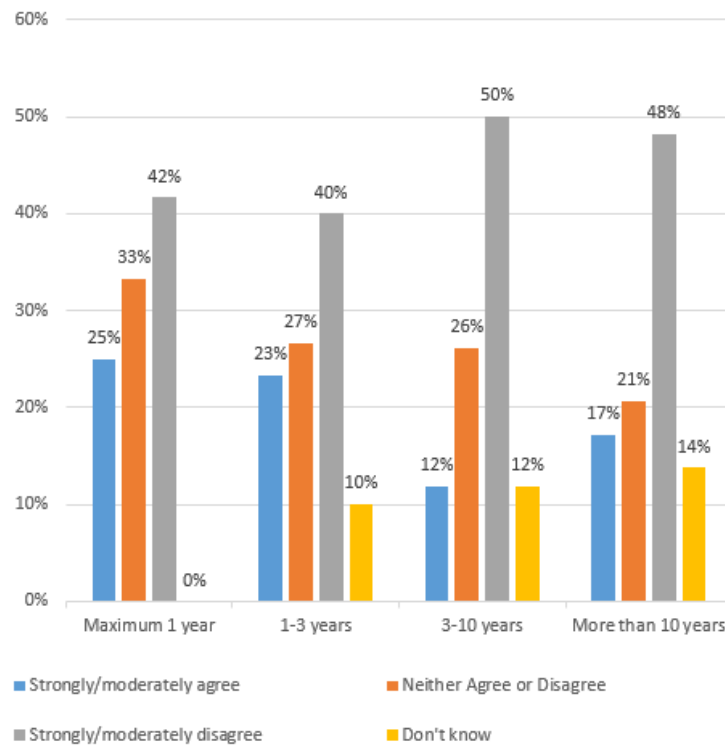
I attend the internal training provided by Folk tandvården Skåne because my boss expect it **divided by years as a dentist**



I attend the internal training provided by Folk tandvården Skåne because my boss expect it **divided by years at current employer**



I attend the internal training provided by Folk tandvården Skåne because my boss expect it **divided by intention to leave**



### 3.7 Intention to leave divided by years as a dentist

Years as a dentist	Intention to leave				Grand total
	Maximum 1 year	1-3 years	3-10 years	More than 10 years	
Less than 3 years	3	11	6	0	20
3-10 years	2	7	13	11	33
More than 10 years	7	12	23	18	60
<b>Grand total</b>	<b>12</b>	<b>30</b>	<b>42</b>	<b>29</b>	<b>113</b>

Years at current employer	Intention to leave				Grand Total
	Maximum 1 year	1-3 years	3-10 years	More than 10 years	
Less than 3 years	4	12	15	3	34
3-10 years	4	8	18	17	47
More than 10 years	4	10	9	9	32
<b>Grand Total</b>	<b>12</b>	<b>30</b>	<b>42</b>	<b>29</b>	<b>113</b>