

**AGILE TRANSFORMATION: IMPACT ON EMPLOYEE
SATISFACTION AND REPUTATION OF PHARMACEUTICAL
CORPORATIONS IN THAILAND**



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entitled
**AGILE TRANSFORMATION: IMPACT ON EMPLOYEE
SATISFACTION AND REPUTATION OF PHARMACEUTICAL
CORPORATIONS IN THAILAND**

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AGILE TRANSFORMATION: IMPACT ON EMPLOYEE SATISFACTION AND REPUTATION OF PHARMACEUTICAL CORPORATIONS IN THAILAND

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ABSTRACT

In the era of advanced technology, there is a dynamic and fast changing environment in which customers require more responsiveness and faster, better solutions. This change impacts across various industries and requires a new mindset and skills to answer the challenging situation. Pharmaceutical companies have to develop better treatment options to gain more profit and at the same time save patients' lives. The traditional way of working as a functional team can support the business performance in the short term, however, some companies foresee the benefit of new ways of working such as agile transformation, which has replaced the traditional way of working in the tech and software company. Pharmaceutical corporations in Thailand have adopted the agile transformation concept in the last couple years. Therefore, this study was conducted to provide insight for more understanding of the impact of agile transformation in pharmaceutical corporations in Thailand. This study can help understand the adaptation for changing management that can happen during the transformation. Relationships between factors are tested in this study, including agile transformation, general knowledge and management, employee satisfaction and corporate reputation. The methodology of the analysis is a quantitative method; this study collected 133 online questionnaire surveys. The finding of this study highlighted the positive impact of agile transformation on employee satisfaction in terms of flexibility, well collaborations and self-organization, etc. Moreover, the positive impact on corporate reputation in terms of Support goodwill in people, clear vision in the future, good company to work for, etc. For the relationship, corporate reputation has the most impact on employee satisfaction. However, this study found the agile transformation of general knowledge has a negative impact on employee satisfaction.

KEY WORDS: Agile transformation/ Employee satisfaction/ Corporate reputation/
Pharmaceutical corporation

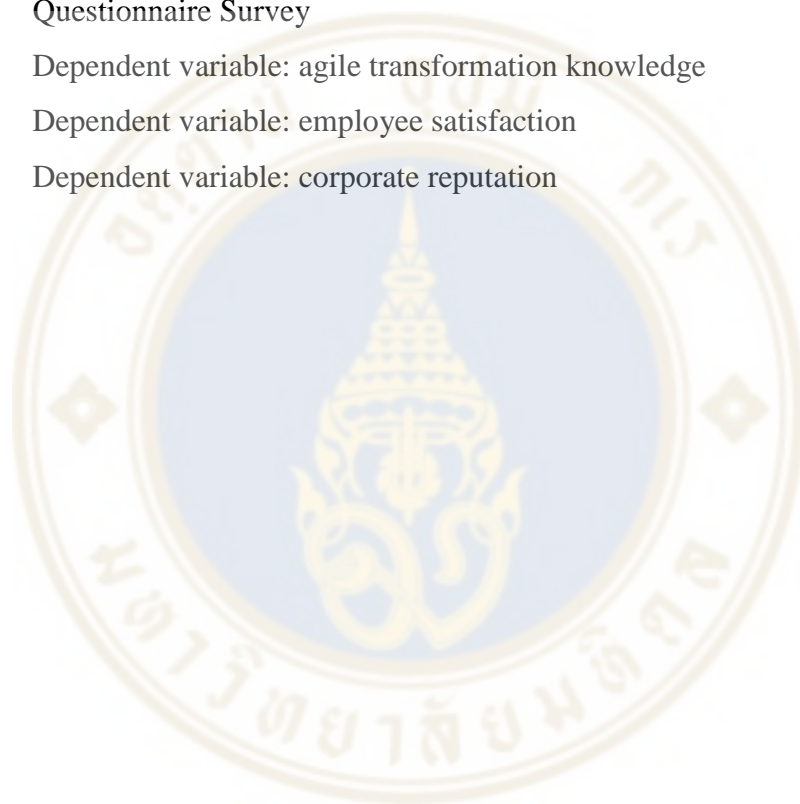
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CHAPTER I

INTRODUCTION

In the 21st century with advancing technology, evolving information and a fast-changing situation, to survive in the business requires fast adapting and adjusting to respond to the external demand.

The covid pandemic shows the importance of rapid change in corporations across the world which require different approaches to manage uncertainty and urgency. The company across industry adopt agile methodology to help them faster respond to situations.

Software development industries adopted agile methodology in the last couple decades and it started to expand to other industries. Tech and software companies are the first mover to use agile methodology at work for better creating solutions for their customers. Agile transformation or agile method rapidly replacing traditional methods to help companies survive in the fast-changing situation.

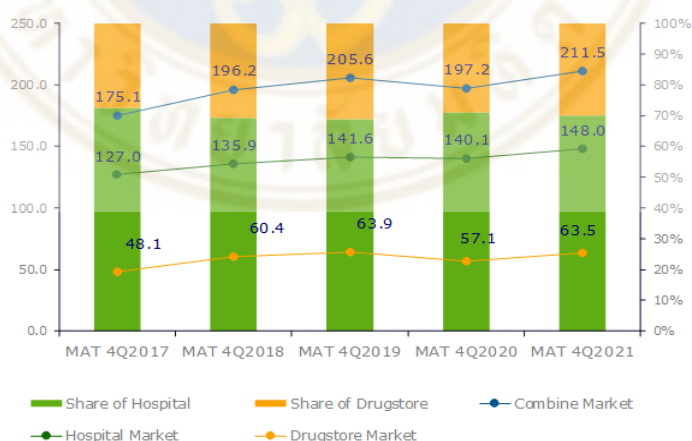


Figure 1.1 Thailand Pharmaceutical market Size (IMS Quarterly market review Q4/2021)

In 2021, Total Thailand pharmaceutical market is 211.5 billion Baht forecast with 7.3% growth (Hospital market 70%, Drugstore market 30%). When comparing the top 5 company's share by sale value in ranking are 1) Novarti 2) Glaxosmithkline 3) Viatrix 4) Roche 5) Sanofi aventis. (*IMS Quarterly market review Q4/2021*)

Pharmaceutical industry facing the rapid changing of the Thai market such as the healthcare burden is increasing in the Thai context from the level of public dependency on low cost care creating the unsustainable healthcare financial model, imbalance between the demand and government funding, prescribing control measures with strict audit, median price policy, ect. These key issues affect market growth and pharmaceutical performance in the short and long term. Moreover, the COVID-19 Pandemic creates a more challenging dynamic situation in the healthcare market in Thailand.

Pharmaceutical industry has a uniqueness of their business and it is different from other industries, as the business is relevant to patients. Improving patient lives pharmaceutical companies invested a lot of money in research and development for better treatment options and on the other hand the company needed to gain profits and maintain their reputation.

Innovation treatment or products is the heart of pharmaceutical business, the faster that company successfully produces new innovative medicine, it will change the clinical outcomes and improve company profits and revenue.

This study aims to focus on understanding the impact of agile transformation in pharmaceutical corporations in Thailand to understand the adaptation for change management that could happen during the transformation. The reason for selecting this topic is mainly from my experience in a pharmaceutical company and experiencing the challenges and impact from agile transformation. It is necessary to understand more and research in this area for people who might be interested.

The context of this study will focus on people who experience the agile transformation in pharmaceutical corporations in Thailand. The method of this study is separated into 2 parts including gathering information about the agile transformation from the literature review and quantitative (Questionnaire survey) target 200 respondents from April 2020 - April 2022 (2 years).

1.1 Research Questions

- 1) How does the agile transformation impact pharmaceutical corporations in Thailand?
- 2) How does the agile transformation impact on employee satisfaction?
- 3) How does the agile transformation impact on corporate reputation?

1.2 Research Objectives

- 1) To identify impact after the agile transformation in pharmaceutical corporations.
- 2) To understand the relationship between agile transformation, employee satisfaction and corporate reputation.

This research will benefit interested people especially in the pharmaceutical management team such as human resource. Using this research information for the relevant topics of employee satisfaction and corporate reputation toward agile transformation.

CHAPTER II

LITERATURE REVIEW

This chapter is intended to give insight about the literature research related to this study topic including agile transformation, employee satisfaction and corporate reputation in pharmaceutical corporations in Thailand which will be discussed.

To understand more the scope of this study effectively, understanding of definition of agile transformation including:

Mikkonen (2018) describes the agile transformation as “an act of transforming an organization’s form or nature gradually to one that is able to embrace and thrive in a flexible, collaboration, self organizing, fast changing environment”. Denning(2016) defines agile as a flexible methodology representing the fast delivery outcome, well adapted planning and to customer requests. Pavlovic (2018) explains agile methodology created since 2001, to help the software development deliver the new code to their customer more efficiently.

Moreover, Nerur (2005) also explains that it is important to stress and to align the agile mindset to all organizational levels. As the organizations face challenges during agile transformation, such as Russo (2021) explains, the challenge of using agile methodology and working in large organizations which need to deal with several stakeholders. Moreover, Nerur (2005) explains the transformation challenges of agile methods will impact all the related functions. To change from the traditional approach such as life cycle management towards customer centricity, it requires a change of skills and mindset across organizations. Naslund (2020) also gives the definition of agile mindset as it develops from trust and transparency. It will increase accountability, ownership and continuing adaptation and growth. Company need to create an environment to support all attributes. Mahanti (2006) describes the challenge of traditional organizations that are undergoing an agile transformation process including sequential thinking, fear of change and closed mindedness. Naslund (2020) explained that the traditional organization is structured and operational as opposed to agile

organization. It creates challenges in agile transformation. Dikert (2016) also demonstrated a key challenge to successful agile transformation is how to deal with interdependencies which are related to multiple teams, working across organizational boundaries.

Rajan (2021) also shows the benefit of agile methodology in project management, which includes accommodating the ad-hoc business requirement, more pre-planning, better collaboration and customer experience.

To understand the status of agile transformation in Pharma corporation it is necessary to recognise the team and activities in pharma corporation from the relevance literature researches.

Pavlovic (2018) showed the beginning pharma corporations used the agile methodology in clinical research. Aiming to improve quality and comply with regulatory requirements which were complex in rapid changing environment made organization very difficult. Moreover, Hill (2021) explains in *The Drive Innovation with Better Decision-Making*, Pfizer in 2015 giant kick off digital transformation in its Global Clinical Supply chain (GCS). Within 3 years, GCS made significant progress with its digital initiatives. GCS successfully delivered huge amounts of vaccine doses by collaboration across functionalities at Pfizer during the pandemic.

The research found that there are some articles foreseeing the change of pharmaceutical companies. Romik (2021) describes the medical affairs role after the covid pandemic will transform and its requires a new set of competencies for rapid changing situations. Matthias (2019) describes in *A Vision of Medical Affairs (2025)* that medical affairs in pharmaceutical companies need to adapt agile ways of working such as becoming more business savvy, agile in order to engage dynamically with stakeholders and adapt faster to a changing environment.

Agile Transformation

High fluidity and more dynamic markets due to the customer needs are fast changing with more expectation from advanced technology and intense competition. Sarangee (2022).

RIGBY (2016), New values of agile methodology are spreading across functions and industry, it has set new principles and increasing benefits to business. Rigby (2019) defines an agile team as a small multidisciplinary team. By creating profits, it needs to deal with complex problems, at the same time use the feedback loop and integrated solutions to improve products and services and deliver it faster. Moreover, agile transformation focuses on outcomes such as impact to stakeholders, growth, and customer loyalty, not the output or number of new products.

Gandomani (2014) represents an agile transformation process that has involved almost all the organization. To help the success of the transition process from traditional project to agile methodologies.

Ansari (2021) shows the transformation process is an endless cycle. From the envisioning, engaging with employees, transformation and optimizing. These cycles help employees understand, engage and adopt the agile transformation concept which creates certainty and better outcomes towards desired goals.

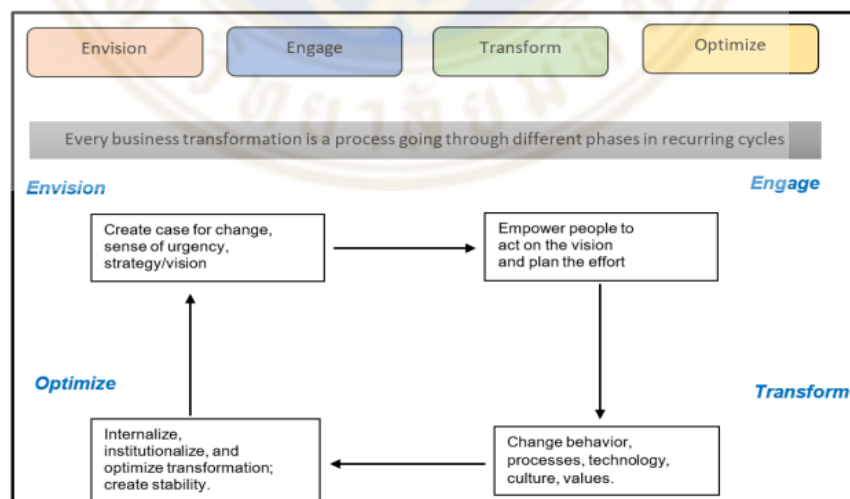


Figure 2.1 Transformation Life Cycle. Source: Gollenia (2012)

Abrahamsson (2013) defines agile methods as faster processes than traditional development methods. Korhone (2013) explains that agile transformation is more than just the implementation of agile practices but it is all the way the whole workforce works, mindset and in order for all the benefit of agile transformation the has to support and participation of everyone within that organization.

Gandomani(2014) represents the challenges of agile transformation mainly relevant to the human aspect. As the agile method involves people, it includes changing the mindset and culture. It is also customer related across functional.

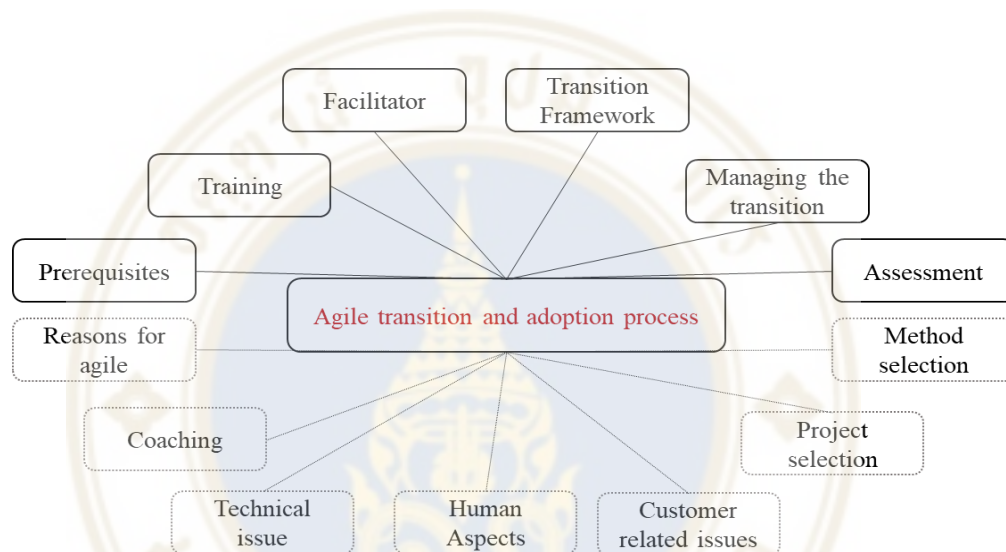


Figure 2.2 The emergence of different categories reflecting various aspects and dimensions of Agile transformation. Adapted from Gandomani (2014)

Moreover, Fuchs (2018) also shows the challenges of a large-scale agile transformation which support the other studies.

Table 2.1 Proposed categorization of challenges of a large-scale agile transformation adapted from Fuchs (2018)

Category	Examples of Challenges
Method-related	<ul style="list-style-type: none"> ● Misunderstanding of agile methods ● Poor customization of agile method
Technology-related	<ul style="list-style-type: none"> ● Inappropriate technological equipment ● Inappropriate IT infrastructure
Organization-related	<ul style="list-style-type: none"> ● Problematic coordination with other business units ● Inappropriate organizational structure
Culture-related	<ul style="list-style-type: none"> ● Incompatible social structure ● Inappropriate leadership dynamics
Ability-related	<ul style="list-style-type: none"> ● Lack of hard skills ● Lack of knowledge transfer
Motivation-related	<ul style="list-style-type: none"> ● Missing agile mindset ● Fear of consequences

Employee Satisfaction

Motivating employees is an important component to a successful company. Organizations that want to increase efficiency should have a culture that encourages employee satisfaction Aydin (2009). Sageer (2012) also shows that a company can increase employee satisfaction and loyalty thereby increasing the business' revenue and profit. In addition, Jyoti(2012) explains that a satisfied employee can strongly contribute to an organizational success by having a customer-centric approach in their work.

Bhatti (2007) explains that to create organization effectiveness, employees should be in the culture that encourages satisfaction. As employee satisfaction demonstrated by the working environment leads happiness to the employee and this is one of the factors that create organizational effectiveness. Sharma (2021) gives the

meaning that employee satisfaction can identify the employee happiness on their role and responsibility. They will get benefits along with salary which add to their satisfaction. That is, well satisfied employees will be more willing to contribute to the effectiveness of the organization. Khavis (2021) also demonstrated many factors that influence employee satisfaction such as organizational culture, management team, career opportunities, etc.

Nayak (2021) studies knowledge contracts facilitating better knowledge integration in enhancing employee satisfaction. Finding shows that when employees feel if a company provides proper understanding, it drives a company appreciation, builds trust and increases the self esteem of employees.

There are many factors that affect satisfaction of employees and their dissatisfaction (Figure 2.3) Popovic (2015)

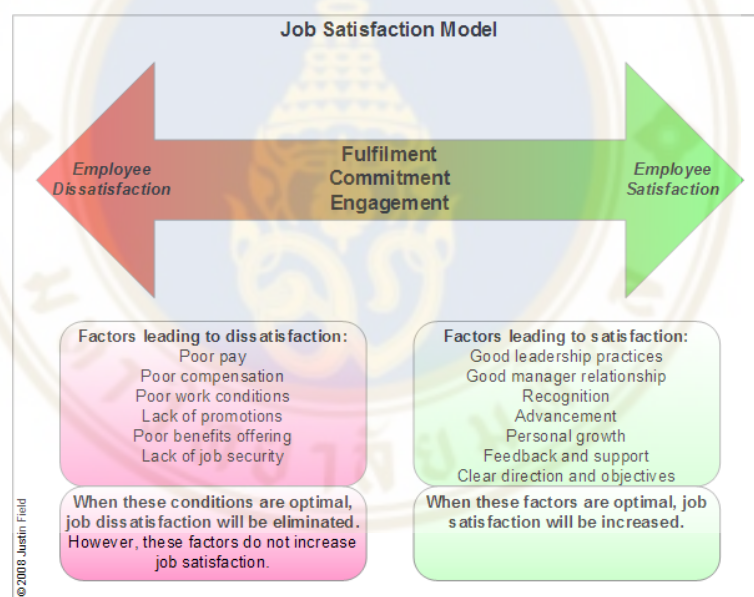


Figure 2.3 Job satisfaction model Source: Field (2008)

Corporate Reputation

This research attempts to clearly identify the concept of corporate reputation and the relationship with corporate image. Gotsi (2001) defines that the stakeholders' thoughts and feedback can reflect the company reputation over time. Stravinskiene (2021) shows that the information that customers receive directly or indirectly, will link to emotional response and develop stakeholders' perception of the organization. Kessel

(2014) shows that corporate reputation is relevant to the past engagement and experience that the company has had with their target customers. The company reputation can also rely on the communication via media or customer recommendation to their peers. In addition, their patient survey found that only 34% believed that multinational drug companies have a good reputation. Vahabzadeh (2017) also shows that in the pharmaceutical industry academic reports and advertising can influence a doctor's perception of products; however, a good recognition of a company can help customers make better decisions.

So, the company reputation is important across industries. As Burke (2011) also showed that the corporate reputation is a critical factor in reaction to the crisis, it is associated with organization performance.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Primary Data Collection Method

The analysis of secondary data in Chapter II Literature review demonstrated data mainly related

Sampling plan

The sample for this study are employees who work in Pharmaceutical corporations in Thailand and have experience with agile methodology or agile transformation within the past 2 years. As this research aims to study the impact of agile transformation on employee satisfaction and corporate reputation in pharmaceuticals in Thailand. The questionnaire was distributed through online platforms.

Quantitative method

This questionnaire survey is used as the data collection method. The questionnaire survey is divided into three main parts; Screening question, factors, and demographics of the respondents. Screening questions are designed to filter out the responses which do not fit in my sampling plan. For the Agile knowledge and practice as the first factor it has been separated into two aspects, agile transformation general knowledge and agile management. General knowledge has been adopted from Gandomani(2014), Denning (2016), Naslund(2020). Agile management has been adopted from Sarangee (2022). Employee satisfaction has been adopted from Papovic(2015) and is being developed to suit the context of the study. Corporate reputation has been adopted from Vahabzadeh (2017).

3.2 Questionnaire Survey

Screening Questions

Are you currently working in pharmaceutical corporations?

Yes No

Have you experienced or have heard about agile transformation?

Yes No

How long experience in a pharmaceutical company?

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- more than 10 years

Personal Questions

Age

18-25 yo 26-35 yo 36-45 yo more than 45 yo

Gender

Male Female Prefer not to say

Income per month

- Less than 10,000 THB
- 10,001 - 20,000 THB
- 20,001 - 30,000 THB
- 30,001 - 50,000 THB
- 50,001 - 100,000 THB
- more than 100,000 THB

Education (Highest degree completed)

- 12th grade or less
- Graduated high school or equivalent
- Some College, No degree
- Bachelor's Degree
- Post Graduate degree

Rating point

5 = Very high / Very satisfied / Strongly agree

4 = High / Satisfied / Agree

3 = Medium / Unsure / Neutral

2 = Low / Dissatisfied / Disagree

1 = Very low / Very dissatisfied / Strongly disagree

Please rate your LEVEL OF AGREEMENT on the following statements.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Table 3.1 Questionnaire Survey

Agile adoption, Knowledge	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
Agile way of working has a specific methodology (such as scrum methodology) while traditional approaches work as silo or functional.	1	2	3	4	5
The Agile way of working has more frequency of planning and evaluation outcomes than the traditional approach.	1	2	3	4	5
Agile way of working is focusing more on fast changing situations so it is easier to adjust the strategy and manage resources than the traditional approach.	1	2	3	4	5
Career development in an agile organization is broader (Horizontal, vertical, cross functional) while traditional way is follow the functional (vertical such as commercial, medical, access)	1	2	3	4	5
Role and responsibility in an agile way of working is focusing on enterprise and drives outcomes while the traditional way of working focuses more on business performance.	1	2	3	4	5

Table 3.1 Questionnaire Survey (cont.)

Agile adoption, Knowledge	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
Agile way of working is focusing on outcome whereas the current practice is focusing on output.	1	2	3	4	5
Agile way of working is more complex approach whereas the traditional approach is much simpler one.	1	2	3	4	5
Agile practice and management	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
There is a clear communication, well understood agile transformation concept in my organization.	1	2	3	4	5
Employees at all levels are encouraged to participate in formulating agile transformation (way of working, structure, culture)	1	2	3	4	5
There are clearly defined processes and rules which specify how agile transformation must be managed	1	2	3	4	5
Knowledge gaps of agile transformation are systematically identified and well-defined processes are used to close them.	1	2	3	4	5
Agile way of working, employees regularly work within cross functional and self-organizing teams and knowledge sharing with this team is normal practice	1	2	3	4	5

Table 3.1 Questionnaire Survey (cont.)

Employee Satisfaction	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
How satisfied are you with agile transformation within your current role and responsibility?	1	2	3	4	5
Would you like to go back to the traditional organization?	1	2	3	4	5
I like agile transformations because it helps me solve customer problems faster.	1	2	3	4	5
I like agile transformations because it's flexible.	1	2	3	4	5
I like agile transformations because of self organizing.	1	2	3	4	5
Agile transformation helps me manage my resources and resources more effectively.	1	2	3	4	5
I like agile transformations because it makes me have better work life balance.	1	2	3	4	5
Agile transformations offer high quality of product and services	1	2	3	4	5
Agile transformations make a positive impact to a person like me	1	2	3	4	5
I like agile transformation because it fulfills my satisfaction and self esteem at work.	1	2	3	4	5
The Agile way of working creates more collaboration across functions in a company.	1	2	3	4	5
I think the agile transformation concept to implementation is still a big gap.					

Table 3.1 Questionnaire Survey (cont.)

Corporate reputation	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
I have a positive feeling about the company	1	2	3	4	5
I trust the company	1	2	3	4	5
The company is a leader in the industry	1	2	3	4	5
The company helps to make the better society	1	2	3	4	5
The company supports goodwill in people	1	2	3	4	5
The company create positive impact on the industry (Pharma)	1	2	3	4	5
The company has a clear vision in the future	1	2	3	4	5
It looks like a good company to work for	1	2	3	4	5
The company is effective in doing business globally	1	2	3	4	5
The company deliver outcomes faster than other company	1	2	3	4	5

CHAPTER IV

DATA RESULTS

After concluding the quantitative by online questionnaire survey, the obtained data is analyzed and summarized in this chapter.

4.1 Quantitative Findings

Demographic of respondents

For the quantitative method of this study, a total of 133 samples were collected. Out of 133 respondents, 90 are female (67%), 43 are male (33%). In terms of experience in pharmaceutical companies, 42.9% more than 10 years, 25% 7-10 years, 18% 4-6 years, 13.5% 1-3 years. Age: 56.4% 26-35 years old, 36.1% 36-45 years old, 7.5% more than 45 years old.

Regarding education, 71 of the respondents hold bachelor's degrees (53.4%), while 62 respondents hold master degrees (46.6%). In terms of monthly income, 3 respondents have a monthly income of 20,001 - 30,000 THB (2.3%) 8 respondents have a monthly income of 30,001 - 50,000 THB (6%) 50 respondents have a monthly income of 50,001 - 100,000 THB (37.6%) and 72 respondents have a monthly income of more than 100,000 THB (54.1%)

Agile transformation general knowledge and agile management

There are a total of 11 attributes for agile transformation which define in 2 parts; first the agile general knowledge (7 attributes) to understand the level of knowledge among respondents. Second agile management (5 attributes) to understand the level of agile practice and management in each individual respondent.

To ensure the quality of the questions as the Cronbach's alpha of 0.773. Scales from 1-5 were used to determine the respondent's tendency to agree or disagree for each attribute, where 1 is totally disagree and 5 is totally agree. The result have shown that the top attributes that respondents agree on the agile way of working is

focusing more on fast changing situations so it is easier to adjust the strategy and manage resources than the traditional approach ($\bar{x}=4.35$), Agile way of working has a specific methodology (such as scrum methodology) while traditional approaches work as silo or functional ($\bar{x}=4.29$), Agile way of working has more frequency of planning and evaluation outcomes than the traditional approach ($\bar{x}=4.16$). On the other hand, the attribute that has the lowest mean is that the agile way of working is a more complex approach whereas the traditional approach is a much simpler one ($\bar{x}=2.91$).

However, the study has shown there is no significant difference among groups of age, gender or experience in pharmaceutical companies in the overall agile transformation, general knowledge and agile management.

Employee Satisfaction

There are a total of 12 attributes for employee satisfaction. The Cronbach's alpha of 0.760. Scales from 1-5 were used to determine the respondent's tendency to agree or disagree for each attribute, where 1 is totally disagree and 5 is totally agree.

The results have shown that the top attributes that respondents agree on employee satisfaction from the flexibility ($\bar{x}=4.05$) followed by more collaboration across functions in organization ($\bar{x}=3.86$) self organizing ($\bar{x}=3.83$).

However, the study has shown there is no significant difference among groups of age, gender or experience in pharmaceutical companies on employee satisfaction.

Corporate reputation

There are a total of 10 attributes for corporate reputation. The Cronbach's alpha of 0.941. Scales from 1-5 were used to determine the respondent's tendency to agree or disagree for each attribute, where 1 is totally disagree and 5 is totally agree.

The results have shown that the top attributes that respondents agree on are corporate reputation from support goodwill in people ($\bar{x}=3.73$) and company has a clear vision in future ($\bar{x}=3.73$) and a good company to work for ($\bar{x}=3.65$).

However, the study has shown there is no significant different among group of age, gender or experience in pharmaceutical company

4.2 Regression Analysis

Regression analysis was run to test the relationship between each factor according to the model of this study; two factors have been taken as dependent variables which are employee satisfaction and corporate reputation.

Agile transformation

Table 4.1 Dependent variable: agile transformation knowledge

#	Independent variable	Beta	t	Sig.
1	Corporate reputation	.245	1.676	.045
2	Employee satisfaction	.059	.402	.818

For agile transformation, as it is separated in 2 parts agile general knowledge and agile management. Two factors are taken as independent variables, including corporate reputation and employee satisfaction. Corporate reputation has the most impact on agile transformation knowledge with the beta of ‘.245’ higher than employee satisfaction with the beta of ‘.059’.

Employee satisfaction

Table 4.2 Dependent variable: employee satisfaction

#	Independent variable	Beta	t	Sig.
1	Agile general knowledge	-.029	-.521	.604
2	Agile management	.048	.882	.380
3	Agile transformation overall	.260	3.082	.003
4	Corporate reputation	.817	15.500	.000

For employee satisfaction, three factors are taken as independent variables, including agile transformation knowledge and management and corporate reputation. The result shows that all factors have a relationship on employee satisfaction.

Corporate reputation has the most impact on employee satisfaction with the beta of ‘.817’, which is higher than agile transformation factors. While agile transformation knowledge have negative impact on employee satisfaction with the beta of ‘-.029’ and the agile management has the lowest impact on employee satisfaction with the beta of ‘.048’.

In overall, agile transformation has a significant impact on employee satisfaction with the beta of ‘.260’.

Corporate reputation

Table 4.3 Dependent variable: corporate reputation

#	Independent variable	Beta	t	Sig.
1	Agile general knowledge	.098	1.812	.072
2	Agile management	.012	.212	.832
3	Agile transformation overall	.294	3.516	.001
4	Employee satisfaction	.797	15.500	.000

For corporate reputation, three factors are taken as independent variables, including agile transformation knowledge and management and employee satisfaction. The results show that all factors have a relationship on corporate reputation.

Employee satisfaction has a significant impact on corporate reputation with the beta of ‘.797’. Following by agile general knowledge has the impact on corporate reputation with the beta of ‘.098’, followed by agile transformation management have the impact on corporate reputation with the beta of ‘.012’

In overall, agile transformation has a significant impact on corporate reputation with the beta of ‘.294’.

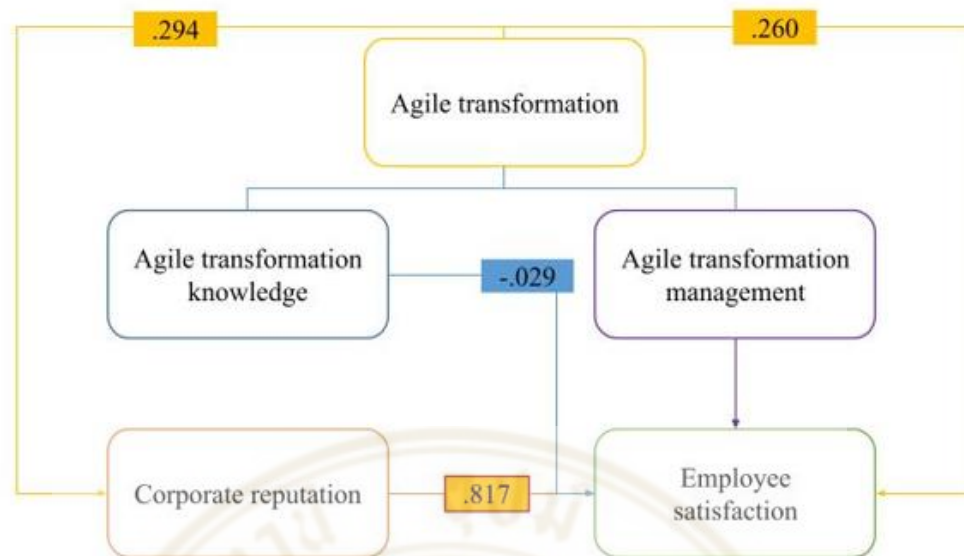


Figure 4.1 Conceptual Framework Summary

The figure summarized all beta values of the relationships among each factor. Beta value in the red box shows the stronger relationship; corporate reputation on employee satisfaction (Beta = .817). In addition, the agile transformation knowledge has a negative impact on employee satisfaction (Beta = -.029).

4.3 Discussion

Employee satisfaction

The quantitative finding of this study shows that agile transformation when defined in 2 aspects including agile transformation general knowledge and agile transformation management. The agile transformation general knowledge has a positive relationship toward employee satisfaction. While the agile transformation management has a negative relationship toward employee satisfaction. Overall, the agile transformation has also positive relationship toward employee satisfaction

In summary, the findings from literature review and the study are in the same direction when agile transformation has a positive impact on employee satisfaction.

Corporate reputation

The quantitative findings of this study show that agile transformation knowledge and agile management has a positive relationship toward corporate reputation. In addition, employee satisfaction also has a positive relationship on corporate reputation.

The findings in this study also confirm the positive relationship between agile transformation in overall corporate reputation.



CHAPTER V

CONCLUSION

The two objectives of this study are to identify the impact of the agile transformation and to understand the relationship between agile transformation, employee satisfaction and corporate reputation.

The first objective, the impact of the agile transformation in pharmaceutical corporations, the findings of this study show that agile transformation in a corporation will impact almost all organizations. The key challenges of agile transformation are providing the agile knowledge to the employee and agile management which link the impact of employee satisfaction and corporation reputations. Moreover, the literature review shows that it can improve business performance.

In addition, this study found that there are no significant differences in the overall agile transformation, employee satisfaction, and corporate reputation among respondents who have different gender, age, income or agile experiences.

The second objective, the corporate reputation, represents the most significant impact on employee satisfaction. Three factors have positive relationships, only the agile transformation knowledge has a negative impact on employee satisfaction.

Agile transformation has been replacing traditional management to better approach the rapid change in the market across industries. Pharmaceutical corporations adopted the agile concept and methodology broadly. The findings of this study show the significantly positive impact of agile transformation on employee satisfaction and corporate reputation.

5.1 Recommendations

According to the literature review, companies that adapted agile transformation, from small projects to at scale, face many challenges including way of working across functions, collaboration within the organization, and external issues with stakeholders such as customers, partners, authorities, etc. Korhone (2013), Fuchs (2018).

The study represents the challenges and gaps between knowledge and implementation. The study shows that the agile transformation knowledge has a negative impact on employee satisfaction. The research findings show it is important to provide proper knowledge and support such as methodology (Scrum methodology, etc.) to create readiness among employees in the engagement phase Ansari (2021).

From this information the manager can support employee reform mindset and reskills for the agile transformation. This includes 4 steps; the process of envisioning and giving supported reasons why organizations need to agile transformation, engaging employees to build the mindset and prepare employees for more familiarity with new ways of working prior transformation, confidence in the transformation journey, and optimizing change in transformation. For example: implementation e.g. workshop, learning sharing from other company/ share opportunity and barrier of traditional way vs agile transformation. etc.

On the other hand, the study shows the benefits of agile transformation have a positive impact on a company. Agile transformation can lead to employee satisfaction of an agile way of working (flexibility, well collaborations and self organization, etc.) as well as can lead to corporate reputation (Support goodwill in people, clear vision in the future, good company to work for, etc.). By utilizing agile transformation, management can expect to see positive employee satisfaction and positive corporate reputation within their company.

In addition, envisioning the new change by providing knowledge will create the awareness and understanding of transformation change, engaging employees with practice can build the new mindsets and new skills so employee optimizing change will enhance the employee satisfaction. Indeed, Employee satisfaction has a positive impact on the corporate reputation so managers can enhance employee satisfaction by the important attribute benefits of agile transformation such as Company visit, management

seminar, experience from the company that adopt the agile concept e.g. tech or software company to understand and see the possibility so employee will satisfy on the change that might happen in the future.

5.2 Limitations

Pharmaceutical industries involve various stakeholders such as patients, healthcare professionals (Doctor, Nurse, Pharmacist, etc.), Key authority and Payer, Medical society, etc. However, the current research is based on employee perspective. The study provides a single aspect of employee point of view.

However, different perspectives from different stakeholders such as customers (Patient, healthcare professional, etc.) for interested people in the future will build up more understanding of internal and external views from more aspects of corporate reputation.

Lastly, pharmaceutical corporations are the beginning of adapting agile transformation in different phases (small project to at scale organization). Each company has a different approach on the change management which will cause the different aspects of employee satisfaction and corporate reputations.

The research topic is specifically to see the impact of agile transformation in Pharmaceutical corporations in Thailand. This could be considered a niche topic as same as the low number of respondents.

In this study, 90 respondents out of 133 are female (67.7%) of all responses, Hence, data might represent more women's perspective. Further research should try to balance the number of genders in their studies.

In addition, this study is conducted during the COVID 19 pandemic. This could have an impact on the data as respondents in different corporations might have a different approach and timeline of agile transformation knowledge and management. This could also have an impact on understanding terms or definitions, employee satisfaction and corporate reputation.

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Appendix A: SPSS

Agile transformation general knowledge and agile management

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.773	.779	12

Employee Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.835	12

Corporate reputation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.941	10

Regression Analysis

Agile transformation general knowledge and agile management

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.296 ^a	.087	.073	.46997

a. Predictors: (Constant), SatMEAN, ReputationMEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.748	2	1.374	6.221	.003 ^b
	Residual	28.713	130	.221		
	Total	31.461	132			

a. Dependent Variable: AgileMEAN

b. Predictors: (Constant), SatMEAN, ReputationMEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.053	.256		11.915	.000
	ReputationMEAN	.159	.095	.245	1.676	.096
	SatMEAN	.050	.125	.059	.402	.688

a. Dependent Variable: AgileMEAN

Employee Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.674	.667	.32905

a. Predictors: (Constant), ReputationMEAN, PracticeMEAN, KnowledgeMEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.920	3	9.640	89.034	.000 ^b
	Residual	13.967	129	.108		
	Total	42.887	132			

a. Dependent Variable: SatMEAN

b. Predictors: (Constant), ReputationMEAN, PracticeMEAN, KnowledgeMEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.311	.273		4.812	.000
	KnowledgeMEAN	-.038	.074	-.029	-.521	.604
	PracticeMEAN	.034	.039	.048	.882	.380
	ReputationMEAN	.618	.040	.817	15.500	.000

a. Dependent Variable: SatMEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.900	1	2.900	9.501	.003 ^b
	Residual	39.987	131	.305		
	Total	42.887	132			

a. Dependent Variable: SatMEAN

b. Predictors: (Constant), AgileMEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.360	.378		6.248	.000
	AgileMEAN	.304	.098	.260	3.082	.003

a. Dependent Variable: SatMEAN

Corporate reputation**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.682	.675	.42954

a. Predictors: (Constant), SatMEAN, KnowledgeMEAN, PracticeMEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.134	3	17.045	92.378	.000 ^b
	Residual	23.802	129	.185		
	Total	74.935	132			

a. Dependent Variable: ReputationMEAN

b. Predictors: (Constant), SatMEAN, KnowledgeMEAN, PracticeMEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.810	.380		-2.134	.035
	KnowledgeMEAN	.173	.095	.098	1.812	.072
	PracticeMEAN	.011	.051	.012	.212	.832
	SatMEAN	1.053	.068	.797	15.500	.000

a. Dependent Variable: ReputationMEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.461	1	6.461	12.360	.001 ^b
	Residual	68.475	131	.523		
	Total	74.935	132			

a. Dependent Variable: ReputationMEAN

b. Predictors: (Constant), AgileMEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.882	.494		3.808	.000
	AgileMEAN	.453	.129	.294	3.516	.001

a. Dependent Variable: ReputationMEAN