

Pfizer INC. Toluca México site  
September 25th, 2009

RESEARCH

By

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### **Executive summary**

This research is being conducted to find the satisfaction level of employees within the Toluca Mexico site of Pfizer Inc. This issue is important due to difficult times the company is experiencing with patent losses. The success of Pfizer's future rest on the strength of its workers. Worker satisfaction is a problem for Pfizer, because a public image of worker dissatisfaction could run off investors and customers. One form how dissatisfaction is made public is from high turnover; with this specific plant over 70 percent have been with the company less than 5 years. The methods used to find this information are individual interviews, and survey questionnaires. A variety of persons sampled from low-level workers and mid-level managers from at least 3 different departments. Conducting personal interview will allow a person to speak their mind without fear of repercussions and for the researcher to hear individual situations and examples of dissatisfaction. The quantitative research of the survey is conducted with a variety of personnel being sampled, ten participants in total from low-level workers, mid-level managers from five different departments. Surveys will give a chance to those that may be afraid of speaking about such sensitive issues in front of others or even in a closed individual interview to express their opinions and get quantitative information that is unbiased by a group or interviewer. The initial expected results are that the root cause of dissatisfaction and the reasons for high turnover are coming from upper management and poor leadership. After conducting the interviews and surveys some new information surfaced.

### **Situation analysis**

Employee dissatisfaction and long-term employee retention may be affecting the Toluca Pfizer site from reaching company goals and attracting new investors and customers. This problem is researched to determine if the origin is internal between management communications or if it is external communication of job expectations not being met from what is communicated in job description. The satisfaction level of employees is a form of communicating to outsiders; such as investors and customers, who might perceive the company negatively due to a constant turnover of the majority of the workforce, which has been working less than 5 years working.

The business landscape that requires such a research plan is in the Toluca Mexico Pfizer manufacturing plant. At this site there are various departments involved in manufacturing: production, finance, operations, human resources, distribution, and Customer service are the main departments. The managers and workers of these departments are 70 percent new to the position and company. High company turnover involves an expense and process of hiring, training, gaining experience and time to adjust to the position to reach required goals. The cycle occurring every few years affects how goals are met in the most efficient and effective manner, different than it would be with a company that has longer employee retention. An environment of stress overshadows everyone causing a seed of dissatisfaction that grows and a transfer to how well work is performed and how customers are treated. From an outside perspective, this image puts investors in fear of poor performance and customers looking for competitors due to unfulfilled needs. One has to ask the question, why is this happening? Employee satisfaction is what will be researched in order to improve it therefore improving the external image to the public.

### **Goals**

The goals of the depth interview and surveys are:

1. To find out what where dissatisfaction is occurring.
2. To find the exact percentage of employee satisfaction and how intently it exist.
3. To find the exact causes or reasons for dissatisfaction will be found.

4. To learn how is this related to high turnover;
5. To learn how does this turnover affect quality of work?
6. To know what the image of the company is to outsiders?

### **Hypothesis**

The hypothesis of the research is that an overwhelming number of employees are dissatisfied, up to 60%, dissatisfaction across the board from upper-management, mid-level management, and low-level workers. Reasons related to this dissatisfaction are: an abundance of stress that is put on from the top management down to the workers. The internal leadership is lacking and communications of job expectation is poorly communicated. The turnover is from a lack of real advancement opportunities with their jobs and within the company. Expectedly, the interviews of personnel would be reluctant to share such sensitive information. However, there was a presence of contradicting answers, and an emergence of a new cause of dissatisfaction.

### **Qualitative research**

The qualitative research was conducted over a three day period starting with individual interviews. An announcement was to be posted on the company message board recruiting participants for a research study. However, when the upper-management was met with to ask permission and cooperation with the research there was resistance. The announcements were not allowed nor was there assistance in recruiting participants provided by upper-management. Therefore, direct contact with persons was the form of recruiting. This affected the sample group; instead of having an even number of person from each department and of different status ranges; only three departments were interviewed and not one from upper-management. There was fear in the environment, a feeling that what we were doing was wrong and there would be possible repercussions for participating. This was expressed by all five interviewees, stating that they felt upper-management was vindictive and if they thought they were being talked about negatively, the participants could be fired.

The interview participants are as follows:

1. María Guadalupe Aguirre; Production Manager, six years (fired two days after interview)
2. Gustavo Mondragón; Team Leader of autonomous team, Production, three years
3. José Avalos; Team Leader of manufacturing and packaging, five years
4. Karla Karina Vázquez; assistant to hiring manager in Human Resources, two years
5. Rafael León; Finance Manager, 15 months

### **Quantitative research**

The quantitative research was conducted in conjunction with individual interviews. All ten of the survey participants were from mid-level management and lower-level workers, but chosen at random with no structured sampling method

The questionnaire consist of selected questions presented with answers for the employee to agree or disagree on from number 5 the strongest agreement, down to 1 the weakest agreement. 5 was used as the strong agreement for the psychological reasons that the bigger the number the more agreement. The Likert Scale style format was used to get an overall number percentage of how many are satisfied in a general concept and how intense the dissatisfaction is. The participants were given the survey in a location that was isolated from others and asked to fill it out without putting their name. The total number of the questions is added up from the eight questions of one through five to analyze the results against the hypothesis.

From a total of 40:

40 completely disproves the hypothesis

32 and above disagree with the hypothesis, but shows room for improvement

24 to 32 tends to agree with the hypothesis, not very strongly

Below 32 completely agrees with the hypothesis, recommended change is necessary

Of the ten participants: the overall score was a total of 301. 30.1 was the average-this number supports the hypothesis of dissatisfaction. Individual results: (7) support the hypothesis (3) disprove the hypothesis.

## **Analysis**

The results of the interviews show that there is room for improvement and if people are dissatisfied there is a reluctance to openly state it. No one wanted to be the one to say they were personally dissatisfied, however everyone thought the majority of others in the plant were dissatisfied. A new findings that fear of losing one`s job is more common than dissatisfaction. It was made clear from the answers that it is true, people in overwhelming numbers come and go from this specific plant. This does not seem to affect the type of service one gives to the customer; from the survey and interview everyone stated giving 100% to their work and customer satisfaction, there is was a sense of pride in the job.

When the numbers of the survey were added up the results showed that the hypothesis of employee dissatisfaction does exist. Not on the extreme end of everyone being overwhelmingly dissatisfied, but enough to support the hypothesis. 70 percent of those surveyed supported the hypothesis. Similar to the interviews; a contradiction appeared of people not wanting to personally claim dissatisfaction. The survey was written before the interviews were conducted and analyzed; therefore the emergence of the fear environment was not able to be explored in the surveys. There was no strong agreement to dissatisfaction being connected to leadership and it did not affect work quality.

The only consistent connection was between the majority of participants conceding to working for a company that did not seem to have a long-term future in it. The lack of opportunity for growth and the realization that one`s time was limited seems to be a similar connection to dissatisfaction as the interviews pointed out a fear of constant threat of job loss was very present in the environment.

## **Recommendations**

The recommendation are directed towards management on the premise that in a traditional pyramid style leadership Structure company, it is the upper-management who has the control to shape, change, and set the environment. Therefore, the assumption is that high turnover or employee dissatisfaction is not part of the business model and the company would want to improve the situation for

all beneficial purposes. The intention of these recommendations is to increase employee satisfaction by decrease high employee turnover.

First recommended is to conduct more follow up research to explore the fear culture that was a common theme among the participants. In addition, follow up research is needed to explore if this is a common theme company wide, or just at this specific plant. Continued research will be able to pinpoint the effects and root causes of the fear environment. Expanding the research company wide will identify if it is something that is happening at the Pfizer Toluca site or a corporate culture globally.

Second recommendation is to promote internally for the next 12 months. Human Resources should utilize the current employee resources that exist to fill positions in management and other advancement opportunities. By hiring internally the company can reduce cost of hiring: soliciting, headhunters, background checks. Hiring internally will send a signal to others that it is possible to work a lifelong career at the company, and will hard work results can be seen with advancement.

Third recommendation is to celebrate these internal promotions with recognition in the company newsletters or with announcements. This form of celebration will make it well known what is happening to others and give the person who was promoted a positive feeling to begin their new job with high motivation. Most companies already have some form of celebration departmentally for birthdays and retirements; this would just expand a process that is already in place to a wider audience. This is to reinforce the second recommendation to lower turnover due to dissatisfaction.

Forth recommendation is to start a career planning program with HR. The goal will be to provide advancement paths that employees can see how to reach. If a future can be mapped out with HR people, the possibility of advancing and staying with a company becomes a reality. This will motivate workers to work harder and try to be a part of the company success because they now have an investment in it. This will also benefit the company in the long run, having people that are working harder, less cost in turnover.

Fifth recommendation is to establish monthly positive manager to employee feedback. So much of what was brought up in the interviews was about the fear environment, how everyone felt like their superiors were only looking for negative. With a simple change in format of evaluations, telling

employees what they are doing right will lift the weight of negativity. This will change how employees work with each other and how they feel about the company. This will also contribute to increasing of satisfaction which will increase the strength of the company.

Sixth recommendation is to open an anonymous channel of feedback and evaluation for employees to managers. One of the others themes mentioned was that too few managers had too much control, therefore no one being able to evaluate their performance as managers. By giving an open channel to employees to evaluate managers, a higher quality of management will emerge. This will also let employees know that they can vent when needed to reduce stress they may have about a manager instead of just leaving the company.

## **Conclusion**

This research project would have benefited more with consultation with the company to find a topic and receive cooperation. The participants needed to be from a larger sample group and a more diverse range of people. The discovered problem of dissatisfaction due to lack of advancement is being countered with an internal public relations campaign of career planning and opening a communications channels between management and workers. This is just the first part of a potential continuing research to help the world's largest pharmaceutical company maintain its dominance, not only dominance in product sales, but also in employee power.



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