

## Abstract

**Project Title:** Organizational Structure, Job Performance Construct and Culture in Management Practice - An Exploratory Qualitative Case Study on a Foreign-owned Small Business in City N, Thailand

**Researcher:** Tingting Huang

**Project Advisor:** Aj. John Hummel

**Degree:** Master of Business Administration (International Business)

**Date of Completion:** March 2014

**Number of Pages:** 205

This qualitative single case study departs from a theoretical point of view to examine job performance for a small service business in City N. It is supposed that both the formal organizational structure and employee job performance have to conform to organizational goals. This study compares the company's formal structure with its informal structure through synthesized Campbell's job performance dimensions and Hofstede's multi-cultural dimensions, and investigates how the organization executes its formal structure through day-to-day management practice. The intent of this study is to identify discrepancies between the formal and informal management structure and those factors that influence the management practice.

Findings show that culture is a strong factor that influences almost every aspect of management. It trumps the management strategy in this cross-cultural organization's development and growth. Therefore, it is not productive to impose the 'functional' thinking of formal structure on a workplace culture that emphasizes informal relationships.

This study shows that all the dimensions of Campbell's job performance construct are interlocked in real management practice, not separated from one another. Communication is essential throughout the leadership and management. No leader can manage without communicating with the employees, no matter whether it is in written form or verbal form. It is difficult to use a one-size-fits-all strategy in the standardization of workflow, especially in communication and information flow where the multi-national and professional orientations are present.

This study offers recommendations for the case company. Map out the informal structures and networks of the organization in order to clarify the work relations that can make

the organization more productive. Start to work from the process, rather than the result by identifying key work behaviors that aim for excellence, by designing incentives based on specific work behaviors, and by visualizing learning tools (workflow and manuals) that best match the employee's learning habits.

PAYAP UNIVERSITY