INVESTIGATING CORPORATE CULTURE IN A DENTAL CLINIC: CASE STUDY

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INVESTIGATING CORPORATE CULTURE IN A DENTAL CLINIC: CASE STUDY

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ABSTRACT

In Bangkok, dental clinics are ubiquitous with high competition in many areas. It is quite difficult for new entries to survive in the market. However, there is an interesting dental clinic opened in Asoke area and has more than 2,000 patients within the first year of opening. The number of employees in this dental clinic is only 20. The purpose of the study is to investing the corporate culture of this dental clinic.

The result of this study show that this dental clinic has "Involvement type" corporate culture. This is another example of case study about corporate culture and corporate characteristics that motive employees and ultimately help organisations maximise its performances. The case study may motivate entrepreneurs to set up the proper corporate culture and help the company to be more sustainable.

KEY WORDS: Corporate Culture / Corporate Characteristics / Dental Clinic

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CHAPTER I
INTRODUCTION

1.1 Background

The number of small to medium enterprises (SMEs) in Thailand currently is 2,000,000. It is about 99.5% of Thailand's GDP. When compared to large enterprises, it is about 2,000. SMEs cover about 70% of jobs in Thailand. This demonstrates that SMEs hold an important role in driving Thailand's economy.

However, SMEs in Thailand still struggle with many problems. One of the most serious problems comes from employees. The Office of SME's Promotion (OSMEP) support that owners of SMEs are good at marketing, innovation, management so that the company can survive but the problem of SMEs still exist because they lack human management skills. SME's rarely have skilful employees and it proves to be more difficult to maintain skilful employee in the company. One of the key strategies to solve this problem is corporate culture.

From a strategic point of view, an organisation's culture can also represent a motivation for employees as well as a way to increase productivity and team cohesion. However, problems with the corporate culture can play a major role. It can inhibit a company's growth or even contribute to hinder innovation in terms of products and services.

Creating culture, managing culture and changing culture are important leadership functions that will enable the SMEs to succeed. Organisational leaders must help their organisation respond to these political, economic, cultural and social pressures and create the kind of culture that will achieve greater organisational success (Lidner and Wagner, 1983; Schein, 1985; Sovie 1993). For example, Kotter and Heskett's (1992) study investigated a health care organisation, and found that the culture of health care organisation can directly influence its ability to manage human resources and serve patients, and ultimately has a strong impact on its economic performance. It is believed

that corporate culture can influence actions and patterns of communication (Wilkson, 2001) due to its effects on the employees' attitudes and behaviours in workplaces.

1.2 Problem Statement & Research Objectives

Some researchers have suggested that corporate culture is a strategic resource that has value in ensuring the continuing existence and success of organisations. This study will find the link between corporate cultures to motivation in employees in SMEs.

In Bangkok, dental clinics are ubiquitous with high competition in many areas. It is quite difficult for new entries to survive in the market. For example, in Asoke area, there are more than 10 clinics in the area. However, there is an interesting dental clinic opened in Asoke area and has more than 2,000 patients within the first year of opening. The number of employees in this dental clinic is 20.

Therefore, the purpose of this study is to investigate the type of corporate culture in the dental clinic as the case study.

1.3 Scope of Study

This research focuses on the case study of one dental clinic which is located in Bangkok. This study is going to find out which types of corporate culture and characteristics motivate employees in SMEs. This paper will benefit entrepreneurs who want to set up or improve the corporate culture.

1.4 Expected benefits

This study would provide successful case study about corporate culture and corporate characteristics that motive employees and ultimately help organisations maximise its performances. The case study may motivate entrepreneurs to set up the proper corporate culture and help the company to be more sustainable.

CHAPTER II
LITERATURE REVIEW

2.1 History of Corporate Culture

The field of organisational behaviour and the related discipline of management science began investigating organisations in terms of culture as early as the 1930s. The final phase of the famous Hawthorne studies at the Western Electric Company marked the first systematic attempt to use a concept of culture to understand the work environment. While an important step forward in qualitative research, the investigation was rather blunt and the understanding of corporate culture remained fairly primitive during the following decades. Most mid-century attempts at understanding were conducted by scholars steeped in quantitative psychology and sociology, though by the 1970s researchers more explicitly and emphatically appropriated the theories and methods of anthropology. The late-century upsurge of interest in corporate culture is credited largely to the economic conditions of the 1970s when international competition had heightened and more foreign companies were operating factories in the United States. Specifically, the success of the Japanese in many industries sparked curiosity about whether their differing corporate values, attitudes, and behaviours were responsible for their often superior performance. (Tharp, 2006)

The 1982 publication of Peters & Wasserman's In Search of Excellence stirred both popular and professional interest through its suggestion that organisations with strong cultures were more effective. Corporate culture was offered as an asset that could be managed to improve business performance.

Currently, corporate cultures are not only created by the founders, management and employees of a company, but also influenced by national cultures and traditions, economic trends, international trade, company size and products produced.

2.2 Definition of Corporate Culture

Deal and Kennedy (1982) said corporate culture is "Culture is the way we do things around here, or what keeps the herd moving in roughly the right direction."

Definition offered by Edgar Schein of MIT's Sloan School of Management is that corporate culture is "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." (Tharp, 2006)

Robbins & Judge (2013) give the definition of corporate culture is "A system of shared meaning held by members that distinguishes the organisation from other organisations"

2.3 Functions of Corporate Culture

From the organisational behaviour lectures of College of Management Mahidol University state the function of corporate culture following

1. Creates corporate identity for employees and customers: this is one of the competitive advantages that the company has and it is hard for the competition to copy.

2. Creates meaning and commitment for staff: help to enhance employee engagement.

3. Identifies expectations and standards of performance

4. It is a tool for "sense-making" of events in the organisation

5. Shapes behaviour in absence of direct control/supervision

6. Provides a non-formal way of controlling behaviour

7. Corporate values and norms influence daily practices of staff and customers

8. Emphasises unwritten rules and codes of conduct passed on to staff by other staff

9. Public and private sector organisations have corporate cultures

Daft (2007) said the function of corporate culture can divided in to 2 parts which are:

1. To link every member in the organisation to be in unity by keeping relationship and creating organisation identity and proud to be the citizenship of organisation

2. To help company adapt themselves to external change. Creating unity and good teamwork will respond to customers' needs and satisfy them effectively.

Gutknech (1982) states that roles of corporate culture are:

1. Corporate culture is the rule that members has the standard in their society to decide and solve problems

2. It can stimulate and motivate employees to change their characters to be more compatible to corporate culture

3. To link and strengthen members in the company in order to achieve the goal.

2.4 Types of Corporate Culture

In 2011, Slocum and Hellriegel studies on corporate cultures in many big companies around the world and conclude the 4 types of corporate cultures which are:

1. Bureaucratic culture – the culture that has an official pattern, law and clear process and standard. The company has functional structure (Top-down management)

2. Clan culture – the culture that makes employees work together as a team. Members have ability to manage work by themselves.

3. Entrepreneurial culture – the culture that focus on research and develop innovation that lead to be the leader in business. This culture helps employees to have ability in adaptation when environment changes

4. Market culture – the culture that take responsible in sales growth, profit, market share as the first priority

In 2008, Daft proposes the types of corporate cultures in 4 types which are

1. Adaptability culture – the culture that focuses on adaptability on environment change. This culture encourage employee in making decision, working independently and having ability to adjust work process in order to satisfy customer needs. The

character of the leader is likely to challenge with change and encourage to those who have creativity and create innovation to organisation.

    2. Achievement culture – the company has vision and mission. The leader will share specific vision and mission to employees. Employees understand and work with the exact target and goal. They consider the competition and result in working importantly.

    3. Clan culture – the culture that encourage members take part in activities in company in order to respond to external change. This culture also focus on need and quality of lives of every members. Every members in organisation are family.

    4. Bureaucratic culture – every employees in this kind of culture will follow the rule of organisation. Company will have hierarchy structure.

    In 1999, Cameron and Quinn proposes the types of corporate cultures in 4 types which are

    1. Hierarchy culture – company will have clear organisational structure. Employees follow the rules of the company. Leader is responsible to control and order employees to work smoothly and effectively. Policies and rules of the organisation are very important tools to connect the whole organisation together. Reliable system is very important to work effectively and lower the cost.

    2. Market culture – the culture encourage employees to have high competitive atmosphere in organisation in order to stimulate success outcome. To achieve the objective is a tool to connect members in organisation together. The evaluation of success in this kind of culture is to be the leader over the competitors in the same industry.

    3. Clan culture – the members in organisation treat to each other as a big family. Everybody will take part in activities of the company. They help each other and easy to contact to leader. Team oriented and group decision making are the culture of this kind of organisation. The evaluation of success in this kind of culture is to focus on the improvement of human resources and good team work.

    4. Adhocracy culture – the culture that motivate employees to be creative and risk taking. Create new innovation will connect organisations. The strategy of the company is to research and develop new products or services. The evaluation of success in this kind of culture is focus on creating new innovation and uniqueness.

In 1990, Denison studied the culture that impact to business and he found 4 kinds of cultures which are

1. Involvement culture- employees are able to make decision and self-management. This culture will make employees feel that they are the owner of the company. As a result, employees get involvement more in activities of organisation and work as a team.

2. Consistency culture – the culture that provide clear and consistence value so employees work in the same direction. They can achieve the goal together

3. Adaptability culture – the culture that motivate employees to be creative and risk taking. Employee are able to work with mare flexibility. This kind of organisation can adapt themselves when environment changes fast.

4. Mission culture – the organisation set the objective or goal very clear. Members decide to work in order to achieve the goal together even in short or long term goal.

From the review studies of corporate culture for many years, the researcher found that the attitude and component of corporate culture types are going in the same direction. The researcher concluded with this following table

Table 2.1 Types of Corporate culture

Types of Corporate culture	Researchers			
	Slocum and Hellriegel (2011)	Daft (2008)	Cameron and Quinn (1999)	Denison (1990)
Bureaucratic culture	√	√		
Adaptability culture		√		√
Clan culture	√	√	√	
Entrepreneurial culture	√			
Market culture	√		√	
Achievement culture		√		

Table 2.1 Types of Corporate culture (cont.)

Types of Corporate culture	Researchers			
	Slocum and Hellriegel (2011)	Daft (2008)	Cameron and Quinn (1999)	Denison (1990)
Consistency culture				√
Mission culture				√
Involvement culture				√
Hierarchy culture			√	
Adhocracy culture			√	
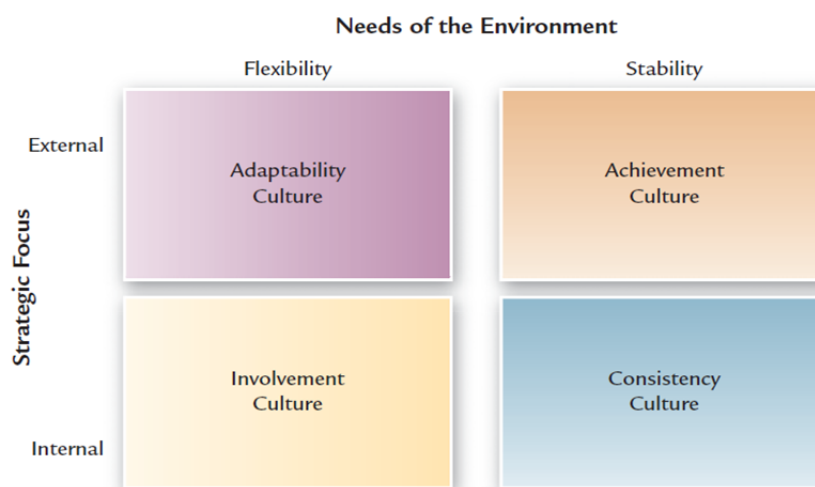
SOURCES: Based on D. R. Denison and A. K. Mishra, "Toward a Theory of Organizational Culture and Effectiveness," *Organization Science* 6, no. 2 (March–April 1995): 204–223; R. Hooijberg and F. Petrock, "On Cultural Change: Using the Competing Values Framework to Help Leaders Execute a Transformational Strategy," *Human Resource Management* 32, no. 1 (1993): 29–50; and R. E. Quinn, *Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance* (San Francisco: Jossey-Bass, 1988).

Figure 2.1 4 Types of Corporate culture

According to the research conducted by Slocum; & Hellriegel (2011), Daft (2008), Cameron; & Quinn (1999) and Denison (1990), corporate culture can are basically categorized into four types as described below:

1. Adaptability culture
2. Achievement culture
3. Involvement culture
4. Consistency culture

2.5 Characteristics of Corporate Culture

Robbins (2001) categorised characteristics of corporate culture into 7 characters which are

1. Innovation and risk taking – Employees are able to create innovation and also be challenge in their work.

2. Attention to detail – Employees can analyse and exhibit precision in detail.

3. Outcome orientation – Management focus on the outcome as a first priority.

4. People Orientation – Management takes into consideration the effect on people.

5. Team Orientation – Work activities are organised around teams or individuals.

6. Aggressiveness – People are aggressive and competitive or easygoing.

7. Stability – Organisational activities emphasise maintaining the status quo or growth.

2.6 Characteristics of SMEs

SMEs characteristics in prior business research in the SME domain has studied specific SME characteristics including corporate culture, human resources (HR), systems processes and procedures, and organisational structure (Beijerse, 2000; Lim and Klobas, 2000; Dingsoyr and Royrvik, 2003; Macpherson et al., 2003). One of the most comprehensive set of SME characteristics is described in (Wong and Aspinwall,

2004). The researchers adopted their characteristics and grouped them into five broad categories discussed as follow.

2.6.1 Ownership and management structure

Most SME owners act as owner-managers and also play the part of the company's strategic initiator. Their intention to adopt knowledge management systems, including formulating the vision, allocating resources to facilitate management processes, setting up corporate procedures. (Senge, 1990b; Nonaka and Takeuchi, 1995; Wickert and Herschel, 2001; Lee and Kim, 2001; Drucker, 1988; Cook, 1999). Management support is proposed to be the most important factor in successful knowledge management adoption (Cook, 1999; Wickert and Herschel, 2001; Wong and Aspinwall, 2005; Egbu et al., 2005). A flatter organisational hierarchy in SMEs leads to greater flexibility in work but with a limited or less clear division of responsibilities. There is lower degree of job specialisation with more generalists. Communication lines are shorter, which allows for easier and more direct information flow. This structure leads to higher levels of coordination and cooperation.

2.6.2 Customers and markets

SMEs depend on a small customer base and focus on local or regional markets, with a few international markets. They usually have limited product/service lines and sometimes cater to niche markets. Employees have close relationships with their customers. Customer satisfaction is one of the main criteria in measuring performance because SMEs use word-of-mouth as their primary mechanism for growth. Moreover, because of the closeness of relationships, specific requirements of the customer are more easily understood.

2.6.3 Systems, processes and procedures

SMEs have simple planning and control systems, and informal rules and procedures. There is less standardisation of work processes. The operations are less complex. Processes are more fluid and are adaptable to various situations. SMEs also have a narrow scope and mostly focus on operational, rather than strategic, processes.

Rather than creating knowledge repositories, they are more adept at sharing tacit knowledge (Nonaka and Takeuchi, 1995; Desouza and Awazu, 2006).

2.6.4 Human capital management.

Owing to limited number of expert personnel, human capital is an important resource and high turnover rates can severely affect operations (Huin, 2004). An ERP service is a complex task; the project team needs to possess diverse expertise and knowhow. Since SMEs have less clear employee responsibilities, a lower degree of job specialisation occurs, leading to greater employee versatility. Human capital development is done according to specific needs in an ad hoc manner. Employee performance evaluation is not standardised.

2.6.5 Culture and behaviour.

SMEs usually have an informal, organic, and unified culture. The small size of the organisation fosters recognising the company as a whole instead of looking at single departments or functions. The behaviour of employees is more easily influenced by the owner-managers' philosophy and beliefs. An open culture that allows employee to work independently not only enables the knowledge creation process, but also allows knowledge to flow easily among participants, a phenomenon that Cook (1999) called "the shadow system" of the organisation for knowledge sharing.

According to Srpová (2010), management of small and medium-sized enterprises has many specifics. In small companies, due to the small number of employees and managers, many functions are accumulated within the competence of only a few workers, informal leadership is more common, oral communication is preferred to written, etc.

CHAPTER III
RESEARCH METHODOLOGY

This research is qualitative research. The topic in the research is corporate culture so qualitative research is characterised by its aims, which relate to understanding some aspect of culture, and its methods which (in general) generate words, rather than numbers, as data for analysis. (Bricki, Green 2007).

3.1 Company Background

In Bangkok, dental clinics are ubiquitous and it is quite difficult for new entries to survive in the market. For example, in the Asoke area, there are more than 10 clinics in the area. However, there is one interesting new dental clinic opened in Asoke area and gained more than 2,000 patients within its 1 year.

The "A" Dental Center is located in the Jasmine City building right in the center of Bangkok and covering an impressive area of 235 square meters. The "A" Dental Center is the all-in-one private dental center in Bangkok. The clinic is outfitted with state-of-the-art technology and laboratory facilities.

The "A" Dental Center has been developed with a significant emphasis on technology. The center has been set up as a completely wireless and paperless enterprise – x-rays are taken digitally in x-ray rooms and transferred to treatment rooms in a matter of seconds.

This is the vision and mission of the company. Vision: To be the leading brand dental service in Thailand. Mission: We will provide world-class standard dental treatment with an affordable price.

3.2 Population and Sampling

Researcher will select all of employees in "A" Dental Center. There are 20 persons which are 2 receptions, 10 dental assistants, 8 dentists working in this dental center as full time and part time.

3.4 Data collection

3.4.1 Face-to-face interview

face-to-face interview is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. For example, we might ask participants, staff, and others associated with a program about their experiences and expectations related to the program, the thoughts they have concerning program operations, processes, and outcomes, and about any changes they perceive in themselves as a result of their involvement in the program (Boyce, 2006).

In essence, face-to-face interviews involve not only asking questions, but the systematic recording and documenting of responses coupled with intense probing for deeper meaning and understanding of the responses. Thus, face-to-face interviewing often requires repeated interview sessions with the target audience under study. Unlike focus group interviews, face-to-face interviews occur with one individual at a time, or sometimes pairs of respondents, to provide a more involving experience (Matovelle, 2008).

The researcher will list of open-ended questions was used as an instrument and developed because it helped respondents provide examples and opinions towards the interview. With open-ended questions, participants are free to answer in their own words, and these responses tend to be more complex than simple yes or no answers (Denzin et al., 2000). Some examples of questions in this chapter are provided below:

Table 3.1 Examples of questions

Theme	Question	Related author
Types and characteristics of Corporate culture	Please tell me about your normal working day? Please, tell me the atmosphere in your work place? What do you think about teamwork in the company? What is the biggest changes in your company? How your clinic react with that change?	Slocum; & Hellriegel (2011), Daft (2008), Cameron; & Quinn (1999) and Denison (1990)
Characteristics of SMEs	Can you clarify your job scope? What did you learn from your boss? How many division do you have in your company? How often you do have lunch or dinner with your leader? If you were the leader in this company, what would you like to change most?	Wong and Aspinwall, 2004

Moreover, the researcher will use audiotape recording to help gather the data if possible and also take notes after the interview in order to note impressions, changes in behaviours or attitude that won't appear in the verbatim, resume what has been said during and after interview.

3.4.2 Secondary data collection

The author will collect the secondary data from customer's thinking toward quality of services. The author will collect from comment box, Facebook fanpage, Groupon feedback from e-mail and other social networks.

3.5 Data Analysis

The author chose the "coding" method to analyse the data that the author already gathered by face-to-face interview. The reason is that Interviews have some specific purpose, so it is necessary to store the responses in a relevant, usable, and accessible form to fulfill this purpose. (Raymond, 1992)

Coding method can be divided by 4 levels (Hahn, 2008). In this research, the researcher will use only first and second levels of coding because it is enough to perform data analysis. First level of coding: Initial coding and opening coding, in this level the researcher will look for keywords. When the interviewees mention those terms or words, the researcher will focus more and keep this data to the next level of coding.

Second level of coding: Category development. The researcher will use those keywords or terms to group in categories which can be able to provide deeper coding analysis.

The author will observe the non-verbal signal such as posture during the interview behaviour or tone of verbal when answering the question. This data will generate more information and a part of data analysis. As well as, observation in clinic in daily work.

CHAPTER IV
FINDINGS AND DISCUSSION

In this chapter, the results of the data were gathered including the demographic profiles will be presented. This research investigated the type and characteristic of corporate culture. The data were collected by in-depth interviews from 20 respondents who are employees in this dental clinic.

4.1 Observation Findings

This clinic actually opens at 10.00 AM every day and employees are to be prepared to work at 9.30AM. From my observation 5 days at the clinic at 9. 30 AM., there is only 1 person who comes on time and the others come around 9.45-10.15 AM. When employees come they will go directly to record fingerprint at the attendance machine. Then they will go to see the schedule of dentists and patients and prepare for them. During preparation, all of the staff have their mobile phones and like to listen to music while working. Sometimes they play games and joke with each other. Every day, when the manager comes to the clinic, he will go around to greet every employee. They always Wai to each other and say "How are you?" During lunch time, sometimes, dentists and staff have a party Som-Tum together in the dining room. There is no specific responsibility for each employee. They can work whatever job such as reception, customer services, dental assistant, and lab technician. Even some dentists help the reception to answer the phone when the clinic is very busy. Some employees who finish work earlier will go around to say goodbye before they leave. Sometimes when the clinic closes late, all employees wait for each other before leaving.

From the observation above, this dental clinic has involvement culture with loose regulation. Relationship between employees to employees and employees to bosses is very close.

4.2 Demographic profile of respondents

This study has 20 respondents. The author classifies the respondents by demographic background. Please see the table below.

Table 4.1 Demographic profile of respondents

Demographic background	Qty. (n)	Frequency Percent (%)
Gender Male Female	 8 12	 40% 60%
Total	**20**	**100%**
Age range group 20-30 31-40 41-50	 11 8 1	 55% 40% 5%
Total	**20**	**100%**
Occupation Dentist Dental assistance Reception Mate	 8 9 2 1	 40% 45% 10% 5%
Total	**20**	**100%**
Types of employee Full time Part time	 8 12	 40% 60%
Total	**20**	**100%**

4.3 Types and characteristic of corporate culture in "A" Dental clinic

From in-depth interviews, 20 respondents were interviewed on their career, attitude toward this organisation and also their experiences.

Respondents are from different area occupation such as dentists, dental assistance, receptionists, mate. The results revealed that the majority of respondents

agreed that the type of "A" corporate culture is "Involvement culture". For the characteristic of corporate culture, this dental clinic majority is "Team Orientation"

4.3.1 Involvement culture

The answer of all full-time respondents and some of part-time employees imply that "A" corporate culture is involvement culture (18 out of 20). There are 2 important components of involvement culture which are 1.) Strategic focus 2.) Needs of environment. These are answers that show involvement culture in this dental clinic.

1.) Strategic focus, form the interview shows that this clinic have strategic focus on internal:

"Every day I come to work I don't feel any stress at all. Doctors are very kinds and take care of me."

"I feel warm and I feel everybody in the company is my family"

"I always say you are not a dental assistant but you are my brother"

"Big change in this clinic was when someone had to quit, in my opinion, this person does not match with us. I can tell that she always separates herself individually. I try to talk to her but she did not. I try to find out why she acted like that and I found that maybe it is her personality. When she resigned, the boss looked better and atmosphere in the clinic was better as well.

"Big change of the clinic is the behaviour of others co-worker toward to me. At the beginning, I felt I'm weird and no one talk to me much. Right now, we can talk and joke to each other. I'm very happy."

2) Needs of environment, the respondent's answer imply that this clinic have flexibility with the environment.

"I work with other full time co-workers every day and every time. Sometimes someone absent that day will be chaos day for me because work will load on me. Fortunately, the receptionist can help me in the dental lab.

"My work is not the same every day. It is depends on how much of the patients and assistance that work on that day. If assistance is enough, I will go the sterile if not I will help dentists.

"Even I am a dentist, I have to answer the phone and billing patients when the receptionist was busy."

However, some of part-time employees (2 out of 20) are not get involvement in team much. For example:

"I will responsible for my job as a dental assistance. I do my best in my job. So my job is mainly for helping dentist no need to contact other co-workers much."

"I work only in the evening time and I come here only 1 day a week. I'm ok with my work and I do my best in my responsibility. Normally, besides helping dentist, I will go to iron clothes so I don't have to talk to someone else much."

4.3.2 Team Orientation

Work activities are organised around teams in this dental clinic and it is quite obvious. These answers from the interview will show characteristics of team orientation.

"We are "A" team."

"At very beginning that I started working here, I feel there is nothing here much. There are only 3 or 4 person in this clinic. Within only 6 months later, there are 8 person working together and I feel that 8 persons are perfect match."

"Actually, we are team work. Everybody knows what to do today automatically. Sometimes one assistance absent, it will be a little busy but mostly part-time worker came to work instead like this Sunday."

"When I have to assign some work or solve problem, I will set up the meeting and discuss about the topic with all of full-time employees. Then, they will brainstorm and find the solution to solve the problem. They setting up the responsibility by themselves. I don't have to help much just guild a little bit."

4.4 Characteristic of SMEs in "A" Dental clinic

"A" Dental clinic has very similar characteristics of SMEs which are: Flatter management structure, Close relationship between employees and customers, Informal management style.

4.4.1 Flatter management structure

From the interview and observation, the author can conclude that "A" Dental clinic has horizontal organisation structure. A flatter organisational hierarchy in SMEs leads to greater flexibility in work but with a limited or less clear division of responsibilities. This is also the evidence of flexibility managing style in involvement culture.

"My work has no scope, I can do everything to the clinic such as reception, lab work, sterile dental instrument and iron clothes.

"I can work every part in the clinic from the front and back."

"Beside being a chair side assistant, I also check stock, do lab work and also call to confirm patients"

"My work is not the same every day. It is depends on how much of the patients and assistance that work on that day. If assistance is enough, I will go the sterile if not I will help dentists.

"Just now, I called to the supplier to buy some tools that run out. This is just very new work that I take part in."

4.4.2 Close relationship between employees and customers

From the interview and observation emphasis that employees in this "A" Dental Center has very close relationship with customers.

"I can remember all of the patient's in the clinic. Some patients I can remember her nick name."

"I always call to remind patients' appointment."

"Sometimes, I got food or snack from my patients"

"Some case, I was very worried, I will call to check the result of treatment."

"Many patients always say word of mouth to their families, we always give them special discount because we think they trust us and we are friends already."

"I always see the dentist and his patients talking about the cinema and games. They talk to each other like friends"

4.4.3 Informal management style

"A" Dental center has simple planning and control systems, and informal rules and procedures. There is less standardization of work processes. The operations

are less complex. According to observation and interview, the author found that all employees do not have any job description, no KPI, loose regulation or rules.

"I know that working time is 9.30 am. But sometimes, I cannot come on time because I have to prepare breakfast and send my daughter to school. The manager is very kind, she never complain about this."

From the record, 2 employees were late almost every day.

"I have to rule to fill the form before taking holiday but many employees did not do or forget to do. Right now I let them go but I want to find some solution about this."

"Sometime, the environment changes so fast, I had to assign new work to my employees such as inventory management. Because I just found that we have problems with stock a lot. Some items are missing, some are run out. So I really need someone to help and solve this issue. I tell this issue to one of my employees and let her talk to other employees by herself. Finally, they can solve this problem by themselves. I think this is a good idea in solving the problem."

4.5 How the Corporate Culture Impact the Company Performance?

This research will focus on the quality of services by getting data from facebook, groupon feedback, pantip.com and comment box.

"Good services, Thank you doctors"

"After getting braces for 8 months from "A" Dental clinic I got to have a beautiful smile. The doctors and workers here always very caring and friendly. It was very nice overall and I'm very satisfied about my choice"

"Well done, "A" Dental clinic are always take care of me. Beginning, I really afield of dentists, right now I change my mind."

"I feel I'm a VIP, many dentists try to find out the problems of my chronic symptom, I suffer of this problems for long time ago. I went to many clinic but no one can help me. Since I know this clinic form social network, I am interest in "A" Dental clinic promotion. I decided to come here and found that this is a very good place for me. The atmosphere when doing treatment is so relax. The dentist very gentle and the assistance play joke to me. I feel happy and the result was so great."

"This is an amazing dental services I ever had in my life, "A" Dental clinic is the best clinic in Thailand."

The feedback demonstrates the good quality of "A" Dental center. Most of the feedback were compliments towards the dental staff and some comments show good relationships between the employees and customers.

CHAPTER V
RECOMMENDATIONS

5.1 Practical Implications

With so many SMEs entering the market and competition in the business field, it can feel daunting for entrepreneurs to set up a business and understand how their organizational leaders can influence their employees to maximize performance. Corporate cultures play a vital role for any type of business. The type of corporate culture that "A" Dental Clinic had was that of Involvement. By using this type of culture in the clinic, the feeling of "closeness" and satisfaction of the employees greatly affected staff performance and quality of services given to clients. Based on the findings, employee performances were directly correlated with how close-knit they felt with each other especially with their manager. We can assert that organizations of any type can benefit from adapting a corporate culture that is best suitable for the needs of the company to positively impact their staff's performance quality and service. This research can be used as a guideline for other businesses to follow and to heed the role of a manager and how a manager embodies the symbol of leadership as well as the sole figure in setting up the corporate culture. Regardless of the type of organization or business, managers must serve as the figure and model for the staff to mirror. If, for example, a business would like to see an improvement of teamwork or an increase in involvement, as in the case of "A" Dental Clinic, the manager must be open-minded, willing to work directly with his or her staff and create a team atmosphere. Unfortunately, corporate cultures are not fixed and may change over time to adjust to the demands of the business world and therefore a manager must be able to identify and adapt to those needs, thus modifying the corporate culture. By incorporating the most suitable corporate culture for his or her business quickly, so too the staff can be ready to adopt the culture and improve performance and service

5.2 Limitations of the Study & Recommendations for Future Research

It is apparent that there are limitations in this study. First and foremost is the duration of time used to conduct the study. The age of the organization with only 1 year, it appears that the sample might be skewed and not entirely correct as over time, the findings might change or the participants' views could alter. Therefore it is important to look at this study over a period of several years for it to be more effective and reliable. Also this study looked at the effects of only one type of corporate culture: "Involvement." As stated previously, cultures can change over time and the effects of how different cultures affect business performance can vary. If this study was conducted over several ranges of time, we can assess a clearer understanding on the total effects of corporate culture with organization performance.

Another issue that may affect the integrity of the study would be the close knit relationship between the manager and the staff when conducting the research. How accurate the staff's responses for the survey remain unclear and therefore we must take into account that their answers may not be 100% reliable. In future studies, it may be a better option to have this conducted by an outside source when getting the data.

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APPENDICES