

Abstract

The main objectives of this dissertation were to assess the current situation of Merchandise Control & Support Division of A Retail Company, the recently established new division, to design and implement proper ODI process, and to see the impact of ODI activities on team development, team performance, employee motivation, employee performance, employee job satisfaction and the communication process.

The McKinsey 7s model, as one of the ODI process, was used to assess the current situation and re-design the organization elements by the revision of an organization chart and job descriptions, emphasize more on rewarding and recognition process to ensure a fair treatment among employees and effective communication channels. The four stages of Team Development by Tuckman: Forming, Storming, Norming, Performing, were also used as another ODI process in parallel to boost up team development, team performance, employee motivation, employee performance, employee job satisfaction, and the communication process.

The research design in this study employed the action research model with a combination of qualitative and quantitative methods of data gathering from the target respondents in two executives, three senior division managers and remaining twenty-nine employees. The results were measured by paired t-test statistics to see the impact before and after ODI. The presentation of empirical results and key findings were summarized as following:

- 1) Most respondents were female in the age range from 21- 40 years old. Their educational background for almost 60 percent was bachelor degree holders with 53 percent more than or equal to three years working for A Retail Company.

- 2) The intervention could change the respondent's feedbacks in a positive way in all factors after ODI intervention, and only two factors: employee performance and employee job satisfaction that could change respondent's feedbacks from uncertainty to agree.
- 3) For the hypothesis testing, three key main factors could change the respondents' feedbacks significantly after the ODI process. These factors were team performance, employee motivations, and employee job satisfaction.
- 4) From the in-depth interviews, respondents were attentive to the communication breakdown within the organization.

This study proved that team building activities and the revision of organization structure, job descriptions together with rewarding and recognitions from McKinsey Model played a key role in having a sustainable team development, team performance, employee motivation, employee performance, job satisfaction and the communication process. Finally, the researcher hopes that this study will be, at least, pursued as a prelim study and useful for further study or any upcoming researches.