

## **Abstract**

Noteworthy transformation of organization design has been observed globally during the past few decades. Distinctive cultural contexts in each geographic region and industry require a different structure of the organization in order to function well. Moreover, increasing competition in the rapidly changing business environment nowadays presents significant challenges for organizational restructure for improved outcomes and performance. Therefore, different organizational structures have been developed and implemented. Growing transformation around team structure has captured the focal attention of academics and professionals in various cultural contexts and industries. Leading global conglomerates utilize team structure as part of their structure beneficial to improve the company's performance.

This research intends to develop entrepreneurial mindset, employee motivation and interpersonal communication skills in order to achieve higher performance teams through the organizational development interventions (ODIs) for the selected engineering service company in Thailand. The target respondents of the study can be divided into three groups: employees with the ODIs, employees without the ODIs, and customers of the company. The organizational development interventions (ODIs) that were implemented from January to May 2016 include the four major interventions: business and communication knowledge training, motivation through job enrichment, team development activities with technical problem solving, and entrepreneurial team project and dialoguing with teams and observation.

Implementation of the ODIs has created the positive development on employee motivation, interpersonal communication skills, entrepreneurial mindset and team performance. After the quantitative analysis, employee motivation, interpersonal communication skills and entrepreneurial mindset statistically significantly predicted team performance. Furthermore, team performance is found to have a positive relationship with the perceived performance by the customers.

The study further suggests that the continuous development on employee motivation, entrepreneurial mindset and interpersonal communication skills should intentionally be utilized to increase the effectiveness of these teams. The six dimensions of team performance - clear roles and responsibilities, common purposes, effective team process, accepted leadership, solid relationship and excellence communication - should be implemented as the primary set of

indicators to measure the effectiveness of team internally. Moreover, perceived team performance by the customers includes overall satisfaction, project phase and task phase, project schedule, project cost, and team member performance should be carefully monitored during the maintenance project period to ensure the good level of perceived performance by the customers.

