

ABSTRACT

In this fast developing business world with increasing competitive and unpredictable business environment, any organization should be able to change quickly and adapt to the new changes to survive and to retain in the market. Thus, a successful organization should be dynamic and able to realize when changes are necessary in order to initiate change, effectively involve people in change processes, and retain the changes made as long as it is needed to implement new changes.

In order to implement successful change in the organization, leadership and entrepreneurial skills of the leaders in the organization are crucial to effectively lead the people to the right direction and to make sure that changes take place. People involvement in change program is necessary not only from management but also from every individual in the organization, which makes teamwork an important catalyst to successful change in the organization. Thus, the purpose of this study was to analyze the organization's situation in those areas and to recommend necessary organization development interventions for future development.

The objectives of this research are as follows:

- To determine the current leadership styles of top management in the company.
- To analyze whether there is any difference between managers' perception of their own leadership style and staffs' perception of their leadership style.
- To determine entrepreneurial competencies level of top management and middle management of the company.

- To determine whether there is teamwork within each department, among top management team, and across functional team of the company.
- To recommend appropriate organization development interventions that should be implemented to improve leadership style, entrepreneurial competencies of management, and teamwork in the company.

The research used different sets of questionnaires distributed to different levels of staffs in the company. Standard questionnaires and analysis techniques were used to analyze data for leadership style of top management and entrepreneurial competencies of top and middle management. Data collected for teamwork is statistically analyzed by using Statistical Package for the Social Sciences Program.

The study came up with these findings: there was a difference between managers' perception of their own leadership style and staffs' perception of their leadership style. Based on the analysis of entrepreneurial competencies measures, the top three lowest competencies clusters among top management were directing and controlling, influence, and thinking and problem solving, and the top three lowest competencies clusters among middle management were personal maturity, influence, and directing and controlling. Teamwork analysis for the company shows that there was teamwork within each department; however, there was a low teamwork among top management team and between different departments.

Recommended organization development interventions were proposed in three phases which would be implemented in the form of seminars, training workshops, activities, and setting up new standards and processes of the company.