

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

This chapter concludes the findings of the analysis and provides recommendations based on the findings. Suggestions for future studies are also being discussed followed by implication of this study.

From the findings, one can conclude that the organisation is viable from the point of self-actuation with the acceptance of hypotheses null (H1), in which the means are equal to four and above. Therefore, the organisation is able to maintain its stability through processes of self-actuation. The organisation is not viable in areas of actor system adaptation and dissipativeness as the hypotheses null for second and third hypotheses are rejected. As such, the organisation could not survive under change. The forth hypotheses also being rejected as the six-level organisational diagnosis fail to prove that the organisation is functioning effectively. Lastly, the fifth and the sixth hypotheses which relate to the two management system assessment also being rejected. Hence, these unveil that the two management systems in the organisation are not functioning effectively.

As such, there should be a proper plan to carry out major change process in CHS.

#### **5.1 RECOMMENDATIONS**

To improve the weaknesses unveiled in the previous chapter, there are 2 alternatives, namely engaging an external change agent or an internal change agent who has to be equipped with change process knowledge. Brainstorming among all departments and market survey is a good session to exchange knowledge and view points. The change agent should pursue and integrate useful information from outside the

organisation. Gather and use profound knowledge of needs, best practices, and technologies from customers, the marketplace, and every corner of the environment.

The following sections are a list of recommended actions that can be adopted by this change agent. These actions are divided into four intervention strategies, namely, Human process interventions, Human resource interventions, Techno-structural interventions and Strategic orientation interventions. Each interventions has a few sub-interventions that are proved to be effective in solving the organisation problems and widely used in a planned organisational change (Cummings and Worley, 2001).

#### 5.1.1 Human process interventions

##### 5.1.1.1 T group

This method provides members with experiential learning about group dynamics, leadership and interpersonal relations. Hence, it is able to solve absenteeism problem in the company as it allow members to gain feedback about the impact of their own behaviours on each other.

##### 5.1.1.2 Process consultation

This intervention focuses on interpersonal relations and social dynamic occurring in work groups. It helps group members to diagnose group functioning and to devise appropriate solutions to process problems such as dysfunctional conflict, poor communication and ineffective norms. This intervention should be implemented at all level of management staff in the company.

##### 5.1.1.3 Team building

This method is in regards with helping work groups to become more effective in accomplishing tasks. Besides helping members to diagnose group processes and to devise solutions

to problems, it also entails examination of group's task, member roles and strategies for performing tasks. Although CHS has conducted the training for a small group of employees, this training should extend to all employees in the company so that they can experience the process and benefit of team building.

#### 5.1.1.4 Organisation confrontation meeting

The organisation confrontation meeting can be adopted for this study as this meeting required members to identify problems, to set action targets and to begin working on problems.

### 5.1.2 Technostrutural Interventions

#### 5.1.2.1 Reengineering

This method radically redesigns the organisation's core work processes to create tighter linkage and coordination among the different tasks. Employee involvement is a process to move knowledge, power, information and rewards downward in organisation.

### 5.1.3 Human Resource Management Interventions

#### 5.1.3.1 Employee selection and placement

Human Resource Section should play a more vital role in recruiting and selecting the worker. This strategy not only contributing to the improvement of group composition but also ensure the pool of human resource is consisting of knowledgeable employees with the lower employee turnover.

#### 5.1.3.2 Performance Management

It is an integrated process of defining, assessing and reinforcing employee work behaviours and outcomes. It entails practices and methods for goal setting, performance appraisal and reward system. These factors are to be aligned with the

high level of work performance to ensure that work behaviours are strategically driven.

#### 5.1.3.3 Career development and Training

Career development assists individuals to achieve career objectives. It follows closely from career planning and includes organisational practices that help employees to implement those plans. These may include skill training, performance feedback and coaching, planned job rotation, mentoring and continuing education. The ultimate aim of this intervention is to retain good employees in the organisation and assisting the slow employees with their job.

#### 5.1.4 Strategic orientation Interventions

##### 5.1.4.1 Open system planning

It helps organisation and departments to systematically assess their environmental relationships and to plan for improvements in interactions. It assists organisation to become more active and responsive in relating to their environment (especially with the implementation of AFTA). This includes planning for the provision of the necessary resources such as new facilities.

##### 5.1.4.2 Integrated strategic change

This strategy helps members to manage the transition between a current strategy and organisation design and the desired future strategic orientation.

##### 5.1.4.3 Transorganisational development

This intervention is concerned with helping organisations to join into partnerships with other organisations to perform tasks or to solve problems that are too complex for single organisations to resolve. It helps organisations to recognise the need for partnerships (vertical integration or cooperative

strategy) and to develop appropriate structures for implementing them.

#### 5.1.4.4 Culture change

This change programme is aimed at helping organisations to develop cultures (behaviours, values, beliefs and norms) appropriate to their strategies and environments. It focuses on developing a strong organisation culture to keep organisation members pulling in the same direction.

#### 5.1.4.5 Organisation learning

This intervention involves a process where the organisation systematically inquires into the way it operates to uncover the patterns in its actions. It helps the organisation to move beyond solving existing problems and to gain capability to improve continuously. An organisation that engages in learning over a sustained period of time creates a learning organisation.

The communication of this change process is essential in order to cultivate and utilise ideas, knowledge, and commitment from everyone inside the organisation. Learn the concerns of the people in the system, work with them to design a desirable future, and find ways to achieve it. Joint the peers in mutual learning and societal networking. Connect with a web of other organisations to share information and insights.

The change agent should develop an action plan to prioritise the feasible changes. The criteria for selecting suitable intervention strategies should be made known to all level of employees so that there is a common language and a set of methods and standards for collecting data and for measuring and evaluating improvement.

The suitable strategies that are being selected should be noted in the action plan that will serve as a change programme. This action plan should be reviewed constantly in order to ensure the effectiveness of the action plan. In the circumstances of ensuring the change process to be successful, massive training should be provided to all levels of employee. The programme in the Milestone chart (see Appendix 40) should be followed unless there are circumstances or constraints encountered. In addition to this, three matrixes for organisational level, group level and individual level (see Appendix 41, 42 and 43) are developed to assist in the implementation of the Milestone chart. The maintenance, simulation, monitoring and control of the change process should be self-regulating to ensure continuous improvement in the organisation.

## **5.2 SUGGESTIONS FOR FUTURE STUDY**

For more insight into the study, future research can include longer period of study with the extension to the evaluation of the effectiveness of the four intervention strategies proposed in this study. An attempt also should be made with a bigger scope of study such as study on an industry rather than merely on an organisation. If the same organisation is to be taken for repeating the study, it is suggested that the individual level diagnosis should be carried out with census. This will eliminate the sampling error that has been mentioned in Chapter One, Two and Three.

### **5.3 IMPLICATIONS OF THIS STUDY**

This study is a preliminary study on the application of soft system methodology, self-actuation, actor system, system dissipativeness and six-level organisational diagnosis in a flexible packaging industry in Malaysia. Therefore more research is required to confirm the application of the said methodologies. This study will not only be beneficial to the industry under-studied but can also be made a reference for future research in this area.