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**ORGANIZATIONAL DIAGNOSTICS AND PLANNED ORGANIZATIONAL
CHANGE – AN APPLICATION OF AN ADAPTED VERSION OF SOFT
SYSTEM METHODOLOGY: A CASE ON ADMINISTRATIVE AND CONSULAR
DEPARTMENT, MINISTRY OF FOREIGN AFFAIRS OF MALAYSIA**

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EXECUTIVE SUMMARY

Technology, globalization and liberalization are new forces that challenge the Ministry of Foreign Affairs of Malaysia (Wisma Putra) core business activity and organizational effectiveness. The Wisma Putra, by virtue of its role and responsibilities, must be attuned to the country's aspirations especially in an era of the global interdependence and increasing competitiveness. Through the years, there have been vast changes in the foreign policy priorities, from defending the country's sovereignty after independence to development and improving the people's living standards. Traditional diplomacy emphasizes politics, security and consular affairs. However, as the world is moving towards globalization and liberalization these traditional roles are no longer valid for the new generation of Malaysian Foreign Service. In this connection, the need for Wisma Putra to respond rapidly to constant change is vital not only for maintaining its relevancy but also for securing and promoting Malaysia's national interest in the international arena.

As the need to respond rapidly towards changes in the environment increase, the study is aimed to analyze Administrative and Consular Department (ACD) of Wisma Putra's ability in sustaining the environment changes need. The objective of the study is to identify obstacles that need to be addressed by the organization in implementing the desirable transformation. The study's framework is based on both the organizational diagnostics models by Checkland (1999) and Yusof Omar (2001a & 2001b). The results of the five diagnosis namely; (i) Self-Actuation System Diagnosis, (ii) Actor System Diagnosis (Individual & Generic), (iii) Dissipative Structure System Diagnosis, (iv) Six-Level Organizational Diagnosis, and (v) Management System Standard of ISO 9000:2000 Internal Quality Assessment reveals that majority of the variables emerge as the critical success factors for ACD.

Deeper analysis on the results indicates that there are twelve main/most critical success factors that need to be addressed by the ACD immediately. In this connection, the study suggests twelve intervention programs, which is adopted from the Cummings and Worley Model, that need to be implemented within the next one and a half years in order to ensure effectiveness and efficiency in the ACD performances. The study, however, emphasizes that Wisma Putra should continuously evaluate and diagnose its situation in order to improve on those weak areas that may hinder the attainment of its goals and objectives. Furthermore, it is also suggested that future research to be done on a longer interval period and wider scope as it will produce more generalizable results that will be helpful in designing effective intervention programs for the whole of Ministry of Foreign Affairs of Malaysia.

TABLE OF CONTENTS

	Page
Cover Page	I
Acknowledgement	I
Executive Summary	I
Table of Contents	I-V
CHAPTER ONE: INTRODUCTION	1
OVERVIEW OF THE STUDY	1
STUDY OBJECTIVE	3
SCOPE OF STUDY	3
SIGNIFICANCE OF STUDY	3
RESEARCH HYPOTHESES	4
LIMITATIONS OF THE STUDY	5
ORGANIZATION OF THE REPORT	5
BACKGROUND OF THE ORGANIZATION	6
CHAPTER TWO: LITERATURE REVIEW	12
SOFT SYSTEM MODEL	13
OPEN SYSTEM MODEL	16
ISO 9001:2000 MODEL	17
INTERVENTION STRATEGIES	18
CHAPTER THREE: RESEARCH METHODOLOGY	21
METHOD	21
SAMPLING DESIGN	22
INSTRUMENTS	23
Self Actuation System Diagnostic	24

Actor System Diagnostic	26
Dissipative Structure System Diagnostic	29
Six-Level Organizational Diagnostic	30
Diagnosing the General Environment	31
Diagnosing the Industry	32
Diagnosing the Strategic Orientation	33
Diagnosing the Group Level Design Component	34
Diagnosing the Personal Characteristics	34
Diagnosing the Job Level	35
ISO 9001:2000 Internal Quality Assessment	36
SELECTION OF MEASURES	37
DATA ANALYSIS TECHNIQUE	38
CHAPTER FOUR: RESEARCH RESULTS	39
SELF-ACTUATION SYSTEM DIAGNOSIS RESULT	39
ACTOR SYSTEM DIAGNOSIS RESULTS	40
Actor System Diagnosis (Individual) Results	40
Actor System Diagnosis (Generic) Results	41
DISSIPATIVE STRUCTURE SYSTEM DIAGNOSIS RESULTS	41
SIX LEVEL ORGANIZATIONAL DIAGNOSIS RESULTS	42
First Level Diagnosis (Environment)	43
Second Level Diagnosis (Industry)	43
Third Level Diagnosis (Strategic Orientation)	44
Fourth Level Diagnosis (Group Level)	45
Fifth Level Diagnosis (Personal Characteristics)	46
Sixth Level Diagnosis (Job Level)	47
ISO 9001:2000 INTERNAL QUALITY ASSESSMENT RESULTS	48

CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSION	51
DISCUSSION OF THE DIAGNOSIS RESULTS	51
Self Actuation System Diagnostic	52
Actor System Diagnostic	53
Dissipative Structure System Diagnostic	54
Six-Level Organizational Diagnostic	55
ACD Wisma Putra's General Environment	55
ACD Wisma Putra's Industry Structure	57
ACD Wisma Putra's Strategic Orientation	58
ACD Wisma Putra's Group Level	60
ACD Wisma Putra's Individual Personal Characteristics	61
ACD Wisma Putra's Individual Job Level Characteristics	61
ISO 9001:2000 Internal Quality Assessment	62
RECOMMENDATIONS	63
Strategic Issues and Recommended Interventions	65
Technology/Structure Issues and Recommended Interventions	67
Human Process Issues and Recommended Interventions	68
Human Resources Systems Issues and Recommended Interventions	69
IMPLIMENTATION STAGES	72
CONCLUSION	74

BIBLIOGRAPHY

APPENDIXES

List of Tables

Table 3.1: Characteristics of Self-Actuation that Define the Possibilities of Viable System Closure	25
Table 3.2: Characteristics of Actor System – Individual Level	27
Table 3.3: Characteristics of Actor System – Generic Level	28
Table 3.4: Differences Between Conservative and Dissipative System	30
Table 3.5: Quality System Requirements of ISO 9001:2000	36-37
Table 4.1: Frequency Analysis of the Self Actuation System Diagnosis	39
Table 4.2: Frequency Analysis of the Actor System Diagnosis (Individual)	40
Table 4.3: Frequency Analysis of the Actor System Diagnosis (Generic)	41
Table 4.4: Frequency Analysis of the Dissipative Structure System Diagnosis	42
Table 4.5: Frequency Analysis of the First Level Diagnosis	43
Table 4.6: Frequency Analysis of the Second Level Diagnosis	44
Table 4.7: Frequency Analysis of the Third Level Diagnosis	45
Table 4.8: Frequency Analysis of the Fourth Level Diagnosis	46
Table 4.9: Frequency Analysis of the Fifth Level Diagnosis	47
Table 4.10: Frequency Analysis of the Sixth Level Diagnosis	48
Table 4.11: Frequency Analysis of the ISO 9001:2000 Internal Quality Assessment	49
Table 4.12: Mean Score of Each Variables of the ISO 9001:2000 Internal Quality Assessment	50
Table 5.1: Proposed Implementation Stages	73

List of Figures

Figure 1.1: Framework of Study	2
Figure 1.2: Organizational Structure of the Administrative and Consular Department	8
Figure 3.1: Characteristics of Self-Actuation that Define the Possibilities of Viable System Closure	24
Figure 3.2: Characteristics of Actor System – Individual Level	26
Figure 3.3: Characteristics of Actor System – Generic Level	27
Figure 3.4: Characteristics of Dissipative Structure System	29
Figure 5.1: Organizational Issues and Recommended OD Interventions	64