

CHAPTER FOUR

RESEARCH RESULTS

The results of each diagnosis reveal that the entire null hypotheses are rejected as the means of the score for all the diagnoses are below four. In specific, the mean score of Self-Actuation System Diagnosis for ACD Wisma Putra is equal to 2.75; the average mean score of Actor System Diagnosis for ACD Wisma Putra is equal to 2.95; the mean score of Dissipative Structure System Diagnosis for ACD Wisma Putra is equal to 2.17; the average mean score of Six-Level Organizational Diagnosis is 2.64; and mean score of ISO 9001:2000 Internal Quality Assessment for ACD Wisma Putra is equal to 2.53.

SELF-ACTUATION SYSTEM DIAGNOSIS RESULTS

The result of the Self-Actuation System Diagnosis that was done for the ACD Wisma Putra in details is as in Appendix 1A. The summary of the details is shown in Appendix 1B. Frequency Analysis of the results (in percentages) is shown in Table 4.1 below:

Table 4.1: Frequency Analysis of the Self-Actuation System Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Self-Influencing (V1)	4.762	23.810	38.095	33.333	0
Self-Regulating (V2)	4.762	9.524	71.429	14.286	0
Self-Organizing (V3)	4.762	33.333	47.619	14.286	0
Self-Sustaining (V4)	4.762	76.190	19.048	0	0
Self-Producing (V5)	76.190	9.524	14.286	0	0
Self-Referential (V6)	0	9.524	23.810	66.667	0
Self-Conscious (V7)	4.762	14.286	9.524	71.429	0

The results for Self-Actuation System Diagnosis show that majority of the SBUs of ACD Wisma Putra score below the desired level (good – score of 4) for all of the variables, except for Self-Referential and Self-Conscious. As mentioned earlier, the means for Self-Actuation System Diagnosis for ACD Wisma Putra is 2.75. In specific, the mean score for V1 is 3; mean score for V2 is 2.95; the mean score for V3 is 2.7; the mean score for V4 is 2.14; the mean score for V5 is 1.38; the mean score for V6 is 3.57; and the mean score for V7 is 3.48.

ACTOR SYSTEM DIAGNOSIS RESULTS

The results indicate that the average mean score of Actor System Diagnosis on ACD Wisma Putra is 2.95, with the means for Actor System Diagnosis (Individual) equal to 2.70 as compared to 3.21 for the Actor System Diagnosis (Generic).

Actor System Diagnosis (Individual) Results

The result of the Actor System Diagnosis (Individual) that was done for the ACD Wisma Putra in details is as in Appendix 2A. The summary of the details is shown in Appendix 2B. Frequency Analysis of the results (in percentages) is shown in Table 4.2 below:

Table 4.2: Frequency Analysis of the Actor System Diagnosis (Individual)

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Self-Referencing Closure (V1)	9.195	20.690	24.138	45.977	0
Altruism (V2)	4.598	41.379	45.977	8.046	0
Self-Reflective Evolution (V3)	5.747	51.724	34.483	8.046	0

The results for Actor System Diagnosis (Individual) show that majority of the ACD Wisma Putra's members score below the desired level (good – score of 4) for all of the variables. As mentioned earlier, the means for Actor System Diagnosis

(Individual) for ACD Wisma Putra is 2.70. In specific, the mean score for V1 is 3.07; mean score for V2 is 2.58; and the mean score for V3 is 2.45.

Actor System Diagnosis (Generic) Results

The result of the Actor System Diagnosis (Individual) that was done for the ACD Wisma Putra in details is as in Appendix 3A. The summary of the details is shown in Appendix 3B. Frequency Analysis of the results (in percentages) is shown in Table 4.3 below:

Table 4.3: Frequency Analysis of the Actor System Diagnosis (Generic)

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Wholeness (V1)	9.524	14.286	52.381	23.810	0
Propositional (V2)	9.524	52.381	23.810	14.286	0
Normative (V3)	0	0	4.762	95.238	0
Extension (V4)	0	0	23.810	76.190	0
Qualities (V5)	0	19.048	71.429	9.524	0
Generic Identity (V6)	0	23.810	23.810	52.381	0

The results for Actor System Diagnosis (Generic) show that majority of the ACD Wisma Putra's SBUs score below the desired level (good – score of 4) for three of the six variables. The results also show majority of the SBUs score on the desired level for V3, V4, and V5. As mentioned earlier, the means for Actor System Diagnosis (Generic) for ACD Wisma Putra is 3.21. In specific, the mean score for V1 is 2.90; mean score for V2 is 2.43; the mean score for V3 is 3.95; the mean score for V4 is 3.76; the mean score for V5 is 2.90; and the mean score for V6 is 3.29.

DISSIPATIVE STRUCTURE SYSTEM DIAGNOSIS RESULTS

The result of the Dissipative Structure System Diagnosis that was done for the ACD Wisma Putra in details is as in Appendix 4A. The summary of the details is

shown in Appendix 4B. Frequency Analysis of the results (in percentages) is shown in Table 4.4 below:

Table 4.4: Frequency Analysis of the Dissipative Structure System

Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Structural Orientation (V1)	76.190	4.762	19.048	0	0
Actions Toward Deviation (V2)	19.048	33.333	28.571	19.048	0
Dynamic (V3)	28.571	14.29	57.143	0	0
Tendency of Form (V4)	0	57.143	42.857	0	0
Internal Condition (V5)	0	90.476	0	9.524	0
Referent (V6)	28.571	23.810	23.810	23.810	0
Logical Orientation (V7)	0	100	0	0	0
System Type (V8)	0	90.476	9.524	0	

The results for Dissipative System Diagnosis show that majority of the SBUs of ACD Wisma Putra score below the desired level (good – score of 4) for all of the variables. As mentioned earlier, the means for Dissipative Structure System Diagnosis for ACD Wisma Putra is 2.17. In specific, the mean score for V1 is 1.43; mean score for V2 is 2.48; the mean score for V3 is 2.29; the mean score for V4 is 2.43; the mean score for V5 is 2.19; the mean score for V6 is 2.43; the mean score for V7 is 2; and the mean score for V8 is 2.1.

SIX-LEVEL ORGANIZATIONAL DIAGNOSIS RESULTS

The results indicate that the average mean score of Six-Level Organizational Diagnosis on ACD Wisma Putra is 2.64, with the means for first level is 2.45; the means for second level is 2.30; the means for third level is 2.94; the means for fourth level is 2.72; the means for fifth level is 2.67; and the means for sixth level is 2.75.

First Level Diagnosis (Environment)

The result of the first level diagnosis that was done for the ACD Wisma Putra in details is as in Appendix 5A. The summary of the details is shown in Appendix 5B. Frequency Analysis of the results is shown in Table 4.5 below:

Table 4.5: Frequency Analysis of the First Level Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Social (V1)	42.86	4.76	19.05	23.81	9.52
Economics (V2)	47.62	33.33	14.29	0	4.76
Honesty (V3)	66.67	19.05	14.29	0	0
Technological (V4)	23.81	19.05	38.10	9.52	9.52
Ecological (V5)	14.29	9.52	76.19	0	0
Political (V6)	14.29	23.81	0	4.76	57.14

From the diagnosis done on the first level (environment), majority of the SBUs of ACD Wisma Putra score below the desired level (good – score of 4) for all of the variables, except for political. All of the SBUs scores below desired level for honesty and ecological while 80.96% and 66.67% of the SBUs score below the desired level for technological and social variables respectively. On the other hand, 61.90% of the SBUs achieve the score of the desired level for the political variable. As mentioned earlier, the means for first level diagnosis for ACD Wisma Putra is 2.45. In specific, the mean score for V1 is 2.52; mean score for V2 is 1.810; the mean score for V3 is 1.476; the mean score for V4 is 2.62; the mean score for V5 is 2.62; and the mean score for V6 is 3.67.

Second Level Diagnosis (Industry)

The details of result for the second level diagnosis that was done for the ACD Wisma Putra is as in Appendix 6A. The summary of the details is shown in Appendix 6B. Frequency Analysis of the results is shown in Table 4.6 below:

Table 4.6: Frequency Analysis of the Second Level Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Suppliers (V1)	14.29	47.62	9.52	28.57	0
Buyers (V2)	23.81	42.86	23.81	9.52	0
Rivalry among competitors (V3)	28.57	9.52	38.10	19.05	4.76
Threat of Substitutes (V4)	38.10	42.86	4.76	9.52	4.76
Threats of Entry (V5)	38.10	14.29	14.29	28.57	4.76
Threat of Complementary (V6)	52.38	9.52	23.81	14.29	0

The diagnosis done on the second level (industry) reveals about 70% of the SBUs in the ACD Wisma Putra score below the desired level for all of the variables. In summary, 71.43% score below the desired level for supplier variable, 90.48% score below the desired level for buyers variable, 76.19% score below the desired level for rivalry among competitors variable, 85.72% score below the desired level for threats of substitutes variable, 66.67% score below the desired level for threats of entry variable, and 85.71% score below the desired level for threats of complementary variable. As mentioned earlier, the means for second level diagnosis for ACD Wisma Putra is 2.30. In specific, the mean score for V1 is 2.52; mean score for V2 is 2.20; the mean score for V3 is 2.62; the mean score for V4 is 2; the mean score for V5 is 2.48; and the mean score for V6 is 2.

Third Level Diagnosis (Strategic Orientation)

The details of the result for the third level diagnosis that was done for the ACD Wisma Putra is as in Appendix 7A. The summary of the details is shown in Appendix 7B. Frequency Analysis of the results is shown in Table 4.7 below:

Table 4.7: Frequency Analysis of the Third Level Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Strategy (V1)	38.10	9.52	33.33	14.29	4.76
Core Activity Systems (V2)	4.76	57.14	4.76	33.33	0
Human Resources Systems (V3)	19.05	52.38	19.05	9.52	0
Structural Systems (V4)	0	19.05	33.33	14.29	33.33
Measurement Systems (V5)	14.29	19.05	19.05	47.62	0
Culture (V6)	14.29	14.29	0	19.05	52.38

The diagnosis done on the third level (strategic orientation) shows about 70% of the SBUs in the ACD Wisma Putra score below the desired level for three of the six variables. In summary, 80.95% score below the desired level for strategy variable, 66.67% score below the desired level for core activity systems variable, 90.48% score below the desired level for human resources systems variable, 52.38% score below the desired level for structural systems variable, 52.38% score below the desired level for measurement systems variable, and 28.58% score below the desired level for culture variable. As mentioned earlier, the means for third level diagnosis for ACD Wisma Putra is 2.94. In specific, the mean score for V1 is 2.38; mean score for V2 is 2.67; the mean score for V3 is 2.2; the mean score for V4 is 3.62; the mean score for V5 is 3; and the mean score for V6 is 3.81.

Fourth Level Diagnosis (Group Level)

The details of the result for the fourth level diagnosis that was done for the ACD Wisma Putra is as in Appendix 8A. The summary of the details is shown in Appendix 8B. Frequency Analysis of the results is shown in Table 4.8 below:

Table 4.8: Frequency Analysis of the Fourth Level Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Goal Clarity (V1)	14.29	28.57	23.81	33.33	0
Task Structure (V2)	14.29	14.29	42.86	28.57	0
Group Functioning (V3)	28.57	33.33	23.81	14.29	0
Performance Norms (V4)	19.05	9.52	0	71.43	0
Group Composition (V5)	4.76	47.62	38.10	9.52	0

The diagnosis done on the fourth level (group level) unveils about 60% of the SBUs in the ACD Wisma Putra score below the desired level for four of the five variables. In summary, 66.67% score below the desired level for goal clarity variable, 71.43% score below the desired level for task structure variable, 85.71% score below the desired level for group functioning variable, 28.57% score below the desired level for performance norms variable, and 90.48% score below the desired level for group composition variable. As mentioned earlier, the means for fourth level diagnosis for ACD Wisma Putra is 2.72. In specific, the mean score for V1 is 2.76; mean score for V2 is 2.86; the mean score for V3 is 2.24; the mean score for V4 is 3.24; and the mean score for V5 is 2.52.

Fifth Level Diagnosis (Personal Characteristics)

The details of result for the fifth level diagnosis that was done for the ACD Wisma Putra is as in Appendix 9A. The summary of the details is shown in Appendix 9B. Frequency Analysis of the results is shown in Table 4.9 below:

Table 4.9: Frequency Analysis of the Fifth Level Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Age (V1)	14.94	18.39	39.08	27.59	0
Experience (V2)	43.68	14.94	13.79	27.59	0
Abilities (V3)	3.45	20.69	47.13	28.74	0
Growth needs (V4)	26.44	25.29	27.59	20.69	0
Education (V5)	25.29	28.74	34.48	9.20	2.30
Skills (V6)	3.45	44.83	41.38	10.34	0
Needs & Expectations (V7)	17.24	42.53	32.18	8.05	0
Family Needs (V8)	0	6.90	26.44	66.67	0

The diagnosis done on the fifth level (personal characteristic) shows about 70% of the SBUs in the ACD Wisma Putra score below the desired level for seven of the eight variables. In sum, 72.41% score below the desired level for age and experience variable, 71.26% score below the desired level for abilities variable, 79.31% score below the desired level for growth needs variable, 88.50% score below the desired level for education variable, 89.66% score below the desired level for skills variable, 91.95% score below desired level for needs and expectations variable, and 33.33% score below the desired level for culture variable. As mentioned earlier, the means for fifth level diagnosis for ACD Wisma Putra is 2.67. In specific, the mean score for V1 is 2.79; mean score for V2 is 2.25; the mean score for V3 is 3.01; the mean score for V4 is 2.43; the mean score for V5 is 2.35; the mean score for V6 is 2.57; the mean score for V7 is 2.31; and the mean score for V8 is 3.6.

Sixth Level Diagnosis (Job Level)

The details of the result for the sixth level diagnosis that was done for the ACD Wisma Putra is as in Appendix 10A. The summary of the details is shown in Appendix 10B. Frequency Analysis of the results is shown in Table 4.10 below:

Table 4.10: Frequency Analysis of the Sixth Level Diagnosis

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Skill variety (V1)	9.20	24.14	34.48	32.18	0
Task identity (V2)	1.15	6.90	48.28	43.68	0
Autonomy (V3)	56.32	29.89	11.49	2.30	0
Task significance (V4)	16.09	5.75	5.75	72.41	0
Feedback about results (V5)	25.29	17.24	31.03	26.44	0

In summary, 67.82% score below the desired level for skill variety variable, 56.32% score below the desired level for task identity variable, 97.70% score below the desired level for autonomy variable, 27.59% score below the desired level for task significance variable, and 73.56% score below the desired level for feedback about result variable. As mentioned earlier, the means for sixth level diagnosis for ACD Wisma Putra is 2.75. In specific, the mean score for V1 is 2.9; mean score for V2 is 3.35; the mean score for V3 is 1.6; the mean score for V4 is 3.35; and the mean score for V5 is 2.59.

ISO 9001:2000 INTERNAL QUALITY ASSESSMENT RESULTS

The result of the ISO 9001:2001 Internal Quality Assessment that was done for the ACD Wisma Putra in details is as in Appendix 11A. The summary of the details is shown in Appendix 11B. Frequency Analysis of the results (in percentages) is shown in Table 4.11 below:

Table 4.11: Frequency Analysis of the ISO 9001:2000 Internal Quality Assessment

Variable	Poor (1)	Fair (2)	Satisfactory (3)	Good (4)	Excellent (5)
Management Commitment (V1)	28.810	42.857	4.762	28.571	0
Customer Focus (V2)	9.524	19.048	47.619	23.810	0
Quality Policy (V3)	0	28.571	47.619	23.810	0
Planning (V4)	28.571	4.762	66.667	0	0
Administration (V5)	28.571	14.286	42.857	14.286	0
Management Review (V6)	0	66.667	9.524	23.810	0
Provision of Resources (V7)	0	52.381	9.524	38.095	0
Human Resources (V8)	0	38.095	61.905	0	0
Facilities (V9)	0	0	0	100	0
Work Environment (V10)	0	52.381	38.095	9.524	0
Planning/ Realization Process (V11)	4.762	23.810	57.143	14.286	0
Customer Related Process (V12)	14.286	38.095	42.857	4.762	0
Design and / or Development (V13)	76.190	0	23.810	0	0
Purchasing(V14)	0	95.238	0	4.762	0
Production and Service Operation (V15)	0	71.429	23.810	4.762	0
Control of Measurement Devices (V16)	0	100	0	0	0
Planning (V17)	0	38.095	0	61.905	0
Measurement & Monitoring of Product (V18)	0	95.238	4.762	0	0
Control of Nonconformity (V19)	0	19.048	71.429	9.524	0
Analysis of Data (V20)	0	76.190	23.810	0	0
Improvement (V21)	0	100	0	0	0

The results for ISO 9001:2001 Internal Quality Assessment show that majority of the SBUs of ACD Wisma Putra score below the desired level (good – score of 4) for all of the variables, except for facilities (V9) and planning (V17). As mentioned earlier, the means for ISO 9001:2001 Internal Quality Assessment for ACD Wisma Putra is 2.53. The mean score for each variable is shown in Table 4.12 below:-

Table 4.12: Mean Score of Each Variables of the ISO 9001:2000 Internal Quality Assessment on ACD Wisma Putra

Variable	Means
V1	2.38
V2	2.86
V3	2.95
V4	2.38
V5	2.43
V6	2.57
V7	2.86
V8	2.62
V9	4.00
V10	2.57
V11	2.81
V12	2.38
V13	1.48
V14	2.10
V15	2.33
V16	2.00
V17	3.24
V18	2.05
V19	2.91
V20	2.24
V21	2.00