

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

The first section of this chapter will discuss on the findings of the diagnosis and the critical success factors for ACD Wisma Putra. The next section will present the recommended change programs for ACD Wisma Putra that is aimed for enhancing its effectiveness and efficiency as well as for maintaining its relevancy in the present and future environment. Finally, the last section will lay out the conclusion of the study as well as suggestion for future study.

DISCUSSION OF THE DIAGNOSIS RESULTS

The results of the diagnosis indicate there are many areas that need to be improved by ACD Wisma Putra in order to stay efficient and effective as well as to maintain its viability in the upcoming challenges of globalization, liberalization and technological advancement. Almost all of the variables that were diagnosed emerge as critical success factors for ACD Wisma Putra. The mean scores of Six-Level Diagnosis and ISO 9001:2000 Internal Quality Assessment reveal that ACD Wisma Putra is currently performing below the par level despite it having formal standard operating procedures and the ISO 9001 manual operating standards in guiding the daily activities of the Department. In this connection, certain intervention strategies need to be designed in order to further enhance the performance of the department. However, as the results of the Self-Actuation System Diagnosis, Actor System Diagnosis and Dissipative Structure System Diagnosis reveal, the organization is quite unreceptive or resistance towards change. As such, in order to effectively execute the change actions or programs for ACD Wisma Putra, these resistances towards change as well as the members' behavior towards planned change need to be understood.

Self-Actuation System Diagnosis

In general, the results of the Self-Actuation System Diagnosis indicate that ACD Wisma Putra is more likely not to be able to maintain its existence and stability under the conditions of change. ACD's low propensity to survive under the situation of change may be attributed to the institutional and legal set-up of the organization. As a Government Department, the bureaucracy and red tape as well as its traditional roles of "Policy Implementer" to a certain limit may prevent it to effectively and swiftly response to the environmental changes. This explains why ACD score below par or the satisfactory level for self-regulating, self-organizing, self-sustaining, and self producing.

Despite having written standard operating procedures as well as operating manual that is based on the ISO 9001:2000 guidelines, the diagnosis reveals that majority of ACD's sub-departments/division/unit (SBU) has little control over the decision making and the daily operations. Even the head of the SBU has no total authority in making the decision in a situation that requires one urgently. Furthermore, as almost all of its daily activities are done by low skilled workers, a little perturbation in the operations may results in long delay of the activities since the workers require certain instructions from their superior to effectively react to the change. As such, ACD's self-regulatory process is beyond the desired level.

Failure in self-organization occurs when a system fails to respond in variety of ways to perturbations. For ACD Wisma Putra, each SBUs is highly organized that everybody has distinct roles and functions. Moreover, the line of command and the accountability of majority of the staffs are very clear and well understood by them. However, almost all of the SBUs do not have the capability and capacity to react to any perturbations in the environment. Reactions to the internal as well as external environment are not instantaneously done as changes need prior approval not only from the management but also from the Government Central Agency as well. As a result of this, the SBUs are more

the home sector services is being done both by the Public Service Department (PSD) and the Public Service Commission. As Wisma Putra do not have anything to do in the selection, the quality of people joining the diplomatic service can not be controlled. This creates problems for the organization as there are situation where those who were being sent to the Ministry are not suitable for the foreign services. Similarly, there is also situation where those PTD or EO that fulfill the requirement of a diplomat and have the desire to serve in the Foreign Service were not being posted to the Wisma Putra because PSD would like these officers serve the home sectors. In order to have better diplomats, ACD Wisma Putra should conduct its own selection for the diplomatic service. By having total control over the selection process, ACD Wisma Putra will be able to select the most qualified people for the job. This is not something new in the government as there are many government agencies that opted for control over the selection process in order to ensure better quality recruits (this system is known as closed service).

Second issue concerns the attracting competent people as well as retaining those excellent workers. Current salary as well as allowance schemes is not attractive enough in order to attract better-qualified candidates to join the foreign services. The overseas allowances as well as the travelling allowance for meeting and seminar should also be revised as many members of the organization are complaining about the matter. There is high turnover rate among the diplomats resulting from the low overseas allowances and benefits. Although the Ministry could not change the salary scheme as it is controlled solely by the central agency, PSD and Treasury, certain compensation scheme and benefits can be proposed by the government especially those that are involved with the overseas allowances. The current allowances and benefits scheme for overseas posting as well as overseas seminar was last reviewed in 1990. As the economy and situation has change during the last ten years, the Ministry should reconsider reviewing the internal compensation and benefit

scheme for its members as it may not only retain those who are still in service but may also attract more candidates joining the service.

The third issue concerns the career advancement or career planning of the organization members. Current policy not only failed to address this issue but it also in certain way hinders the growth needs of the members. The low average score on the growth needs reflects that the organization does not create an environment that promotes continuous learning, as current policy does not reward those who achieved higher qualifications. The promotion as well as the reward policy does not differentiate those who achieved higher qualifications during their service and those who do not, which demotivates current staffs from learning more. In order to create knowledge worker, the ACD Wisma Putra should consider revising its current reward policy as well as establishing HRM unit that will address the career planning or career advancement program. Most of the government agencies in the home sector are already having this career advancement program for their staffs. Therefore, ACD Wisma Putra should also create one so that the staffs not only will be more motivated to study but the organization would also benefit from having a better knowledge group of workers.

The last human resource issue concerns the group composition where most of the members are in the older category with less experience in the areas of work they are assigned. The current trends indicate that most junior or young officers are being placed at the Political Department and Multilateral Department while majority of the senior staffs is being placed at the ACD Wisma Putra. Despite being in the service for many years, majority of these senior staffs do not have the experience and skills in the ACD Wisma Putra core functions. As many of the members are senior in age and lack the required experience and skills, the organization failed to perform at its most effective and efficient manner. It is thus recommended that the ACD Wisma Putra revise its staffs rotation and placement policy. The policy should promote balance group composition across SBUs in order to facilitate both the current and future members on the jobs.

IMPLEMENTATION STAGES

Out of the twelve proposed intervention program, it is recommended that the first intervention that needs to be taken place is the administration responses intervention (Strategic Intervention). Organization need to have clear and specific goals before it can perform effectively and efficiently. This needs to be done during the first three months of the change implementation. The process is a continuous process where management has to set specific goals and objectives that need to be met twice during the year.

The next three implementations that need to be conducted are the team building intervention, the intergroup relations intervention and the organization knowledge interventions. All these three interventions need to be taken place as soon as possible in order to solve the problems involved with the current members. However, in terms of priorities, both the team building and the intergroup relations need to be implemented first followed by the organization knowledge intervention. The three intervention programs should take no longer than five months.

Fifth, ACD Wisma Putra has to restructure and reengineer its organization that would create better organizational structure with efficient work processes. At the same time, the organization should also implement the transorganization development intervention in order to fasten the work processes and implement delegation of authority for certain positions in order to become more efficient. This four intervention strategies need to be done right after the organization has specify its goals and objectives. The proposed time to be taken is within six to eight months.

Lastly, the Department should revise its allowance and benefits scheme in order to attract better recruits. Study on the revision should take place within three months. At the same time, the Department should also start persuading the

central agency to let the Ministry has its own selection committee for the diplomatic service. This proposal should also be done within three months. After these two interventions are done, the Department then should formulate the HRM unit that looks after the career advancement program for the whole Ministry. This creation of new unit should take about six to eight months before it can be approved by the PSD. At the same time the organization should also come out with the HRM policy that promotes balance of group composition between the members of the SBUs. The summary of the proposed Gant Chart of the implementation stages is shown in Table 5.1.

Table 5.1: Proposed Implementation Stages

	PROPOSED INTERVENTIONS	Feb. 2002	Mar. 2002	Apr. 2002	May 2002	June 2002	July 2002	Aug. 2002	Sep. 2002	Oct. 2002	Nov. 2002	Dec. 2002	Jan. 2003	Feb. 2003	Mar. 2003	Apr. 2003	May 2003	June 2003	July 2003	
1	Administration Responses (formulation of specific goals)	x	x	x																
2	Team Building (family group diagnostic meeting)		x	x	x	x	x													
3	Intergroup Relations Intervention		x	x	x	x	x													
4	Organization Knowledge (Self-directed & Facilitated transfer method)				x	x	x	x	x											
5	Restructuring (creating & deleting posts/positions)						x	x	x	x	x	x	x							
6	Reengineering						x	x	x	x	x	x	x							
7	Transorganization Development (alliances with other departments)								x	x	x	x	x							
8	Delegation of Authority								x	x	x	x	x							
9	Revision of Allowances & Benefits Scheme										x	x	x							
10	Setting up selection committee										x	x	x							
11	Formulation of HRM unit (for career planning & advancement)												x	x	x	x	x	x	x	x
12	HRM Policy (promoting group balance)																x	x	x	

CONCLUSION

The Organizational Diagnosis unveils that majority of the variables being diagnosed falls under the category of critical success factors for the ACD Wisma Putra. However, in terms of priority, there are twelve most critical success factors that need to be addressed by the ACD Wisma Putra immediately. As such, there are twelve interventions program, which is adopted from the Cummings and Worley Model, that are recommended for ACD Wisma Putra. These interventions need to be implemented within the next one and a half years in order to ensure effectiveness and efficiency in the organizational performances. While these interventions may enhance the organization's performance within time, it should also be reminded that the diagnosis as well as the interventions proposed is an ongoing process. Organization 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.

For more insights into the study, future research should include longer time period of the study with the extension to the evaluation of the effectiveness of the four intervention strategies proposed in this study. An attempt should also be made with a bigger scope of study such as study on the Ministry of Foreign Affairs of Malaysia as a whole rather than just the ACD Wisma Putra. If the same Department is taken to repeat the study, it is suggested that the individual level diagnosis is done for the whole population of ACD Wisma Putra. This will ensure that the results are more generalizable and more accurate, which will be more helpful in designing an effective intervention strategy for enhancing the performance of Wisma Putra.