Chapter 5 – Conclusion and Recommendation

The findings show that the organisation is viable from the point of self-actuation (P1 is accepted), therefore the organisation is able to maintain stability through the process of self-actuation. The organisation is not viable from the point of actor system adaptation (P2 is rejected), therefore the organisation is not able to survive under change through actor system adaptation. The organisation is also not viable in the area of dissipativeness (P3 is rejected).

In terms of effectiveness, the findings show that the organisation is effective in the area of the six-level organisation diagnosis (P4 is accepted) and management system (P5 is accepted). Please refer to Appendix E for details.

5.1 Recommendation

In order to improve the situation of the organisation, the Cummings Model is used as a framework for the intervention design. It is divided into four types of intervention. There are human process interventions, technostructural interventions, human resources interventions and strategic interventions. Human process intervention is recommended include T-group, process consultation, team building and large group intervention.

T-group intervention is required for inter-personal conflict that arises among individuals that leads to political group within the organisation, which hamper proper group functioning. In this intervention, individuals gain understanding of effect of their behaviour on others and the effect of others' behaviour on them. This will enable them to correct their behaviour to suit others. They will also be able to learn about group dynamics and learn how to behave in group.

Process consultation is required to solve inter-personal relationship problem and social dynamic problem. This intervention is to devise appropriate solutions to process problems, such as dysfunctional conflicts and poor communication in the organisation. In the process of this intervention group, will be able to diagnose group functioning and make their own solutions to the problems. Involvement of group member will support further the processes that have been collectively established.
Team building is also recommended to help group function more effective in accomplishing tasks. Team building will enable group member to examine group task, member roles, and strategies for performing tasks. Team building will enhance the ability of group members to work in a group thus will increase initiation of group members. Team building activities also can assist the development of group goals and norms that support high productivity and quality of work life.

Large group intervention is recommended to enable employee to contribute idea to the organisation on ways to improve it and continue to improve it. Large group intervention also can contribute to generating new vision for the organisation and discover new ways for the organisation to perform task. Basically, the application of this intervention is to increase the dissipativeness of the organisation. The intervention will encourage employee to speak up and debate on ideas. From this intervention the organisation should be take measures to implement the ISO 9001:2000 International Standard. Therefore, the employee in the organisation will work towards setting up an acceptable management system.

In general the implementation of the human process intervention will enable the organisation to solve push up low scores in dissipative structure systems diagnostic, all group diagnosis, individual actor system diagnosis and management system to a higher score.

The second type of intervention according to Cummings is the technostructural intervention. The recommended intervention includes structural design, employee involvement and work design.

The intervention of structural design is aimed at rectifying the division of work or labour in the organisation to improve the processes used. The intervention will enable information to flow more effectively when the correct organisation structure is being used. Changes of organisation structure will also increase dissipativeness in the organisation. This intervention will help in the core activity systems, human resources systems and measurement system in the organisation.
The employee involvement intervention is able to help the organisation be more dissipative. This is done through high participation of all employees in different level of decision making. Therefore, changes for improvement will be quite constant in the organisation. High employee involvement will move knowledge, power and information to the lower level in the organisation. Organisation goal, strategy and objective will be flow to all employees and employee will have the direction to work towards. Total Quality Management can be adopted as a guide for the employee involvement.

Redesigning work for the employees in the organisation is required to further enhance the individual effectiveness in the organisation. Improvement can be done using this intervention strategy since the job will be redesigned in order to give employee job satisfaction and higher productivity to the organisation. In general there are the engineering approach, motivational approach and socio-technical system approach towards work design.

In general, the technostructural intervention will enable the organisation to improve the condition of the individual effectiveness, strategic orientation of the organisation and the dissipative structure of the organisation.

The third intervention strategy according to Cummings is the human resources management intervention. Intervention concerning performance management recommended includes goal setting, performance appraisal and reward system. Recommended intervention associate with developing and assisting organisation members includes career planning and development, and employee wellness.

Goal setting program involves setting clear and challenging goals for employees. These goals are aligned with organisational goal. Therefore, employees will be able to understand clearly the goal of the organisation. Employee will also have a clear direction to follow. Groups will be able to work better since goals are clearly specified. Organisational effectiveness can be enhanced if organisational goal and personal goal is aligned.

Performance appraisal intervention is a systematic process of jointly assessing work-related achievements, strength, and weaknesses. It provides a link from goal setting to reward systems. It is a system that provides feedback to employee
and also from employee. It can be used as a basis for training and development program. It serves as an employee watchdog for the organisation.

Reward systems intervention involves the design of organisational rewards to improve employee satisfaction and performance. The reward system designed should be able to reward and motivate employee towards organisational goal.

Career planning and development intervention helps people choose organisations and career paths and attain career objectives. This intervention will enable the right motivated staff to be in the right job with high effectiveness and efficiency.

Employee wellness intervention program includes employee assistance program and stress management. This intervention will assist employee in their problem in life through counselling because employee personal problems are related to employee's job performance.

In general, the human resources management intervention program will enable the organisation to improve the condition of personal characteristic, individual effectiveness and dissipative structure of the organisation.

The final group of intervention according to Cummings is the strategic intervention. The recommended strategic intervention for managing organisation and environment relationship for this project includes integrated strategic change and transorganisation development. Besides this, culture change and self-designing organisations is recommended for transforming the organisation.

Integrated strategic change intervention enables the organisational system to change according to the organisation's strategies. Change in organisation is required to suit the business strategy of the organisation. Since the organisation has intended to adopt the ISO 9001:2000 standard, changes have to be made to the organisation in order to adhere to the requirements.

Transorganisation development intervention helps organisations to enter into alliances, partnerships and joint ventures to perform tasks or solve problems that are too complex. Transorganisation development intervention can better the external condition which poses treat to the health of the organisation. Condition such as dominant buyer can be enhance using this intervention.
Culture change intervention helps organisations develop cultures appropriate for its strategy and environment. The intervention will enable the employee in the organisation to adapt to any changes required to sustain the viability of the organisation. Thus, organisation becomes more effective.

Self-designing organisation helps organisations gain capacity to change itself fundamentally. This intervention is important since the business environment is changing rapidly. The organisation needs to change itself in order to remain competitive. Organisation will be able to set strategic direction and designing and implementing appropriate structures and processes.

Organisation learning and knowledge management intervention helps the organisation obtain and develop new knowledge for the organisation. Knowledge management enables organisation to organise knowledge in order for it to be utilised to improve organisational performance. The intervention enables organisation to obtain continuous improvement.

In general the strategic intervention are able to set direction and better condition in all area of the organisation.

The intervention program start with the human process intervention. The T-group intervention is done first followed by the process consultation, team building and the large group intervention. The technosstructural intervention will follow the human process intervention. The structural design and work design follows the large group intervention. The human process intervention needs to be fit into the structure design and work design. Therefore, is being implemented concurrently with the structure and work design. However, the performance appraisal is to be conducted every six month.

The employee involvement intervention integrated strategic change, culture change, organisational learning and knowledge management is started after the team building intervention. These interventions should be adopted continuously to ensure effectiveness. They should be self-regulating that will ensure continuous improvement to the organisation. Please refer appendix B for the Gantt chart.
5.2 Suggestion for Further Study
The project should be repeated from time to time to check on the health of the organisation. The research can be done for the entire company rather than individual division. A wider scope of research also can be done in terms of industry.

5.3 Implication of the Study
The study show that there are some weaknesses in the organisation which can be rectified. The top management of the division can look into the intervention strategy suggested in the study to further enhance the effectiveness of the division as a whole.