DIAGNOSING ORGANIZATIONAL EFFECTIVENESS IN THE TOURISM SECTOR OF ZANZIBAR

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ABSTRACT

The tourism sector in Zanzibar Tanzania has emerged strongly in the past 15 years, helping the development of other Industries that support it. As a result, Industries such as telecommunication, IT, transport and hospitality have also emerged recently. It is, however, speculated that organizations in the tourism sector in Zanzibar generally lack the effective performance that is required of them to compete in the contemporary complex and turbulent market environment.

This research thus set out to explore and diagnose the organizational effectiveness of the accommodation units of the tourism sector in Zanzibar. The research had specific objectives of diagnosing and finding the gap between the current and the optimal organizational performance in two particular units of accommodation as well as determining the factors affecting organizational performance in these units. The study furthermore set out to recommend implementation of suitable intervention activities to improve organizational performance in the units analyzed.

In order to achieve the above objectives the research deployed an action research strategy with the Weisbord's six box model as a framework to diagnose two five star grade accommodation units in Zanzibar. A qualitative method was used to collect data.

Key findings of the research are briefly presented below:

- The service output of the accommodation units analyzed was not very consistent and fell short of the expectation of their customers. This showed a gap in terms of the organizations' performance.
- Factors affecting organizational effectiveness were found to be mainly in the Purpose and Rewards functions of the organizations.
- The specific areas in the Purpose function that appeared to have substantial problems were:
  - ❖ Goals of the organization were not clearly stated
  - ❖ Employees did not understand the purpose of the organization
  - ❖ Employees were not involved in deciding their work unit goals

- ❖ Employees were not in agreement with the goals of their work units.
- ❖ Employees did not understand priorities of the organization

- The specific areas in the Reward function that appeared to have substantial problems were:
  - ❖ The pay scale and benefits of the organization did not treat employees equitably.
  - ❖ Employees felt that the salary they received was not commensurate with the jobs they performed.
  - ❖ Not all tasks to be accomplished were associated with incentives.

Following the diagnostics findings above, the research suggested the following intervention activities that could possibly help to address the above mentioned problems:

- A Management by Objectives (MBO) process was suggested to redress the problems indicated in the Purpose function. This would help to set clearly agreed goals at all levels of the organizations. Employees and resources would then be directed towards achieving these goals that would enable the organizations to perform more effectively.
- Revision of the current reward system was suggested to redress the problems indicated in the Reward function. The reward system should be implemented in a manner that creates a feeling of both internal as well as external (market) equity among employees. Furthermore, rewards should be linked to performance in order to direct behaviour and motivation among employees. The performance based reward system can also help to achieve the MBO process proposed above since rewards will be designated for achievement of individual, departmental and finally organizational objectives, thus increasing organizational effectiveness.

DECLARATION

I, the undersigned, hereby declare that this research thesis is my own original work, that all reference sources have been accurately reported and acknowledged, and that this document has not previously, in its entirety or in part, been submitted to any University in order to obtain an academic qualification.

Sanjay Kanji Raja

DEDICATION

"*If my mind can conceive it, and my heart can believe it, I know I can achieve it'*

~ Jesse Jackson (1941)

I would like to dedicate this research thesis to my wife, Mansi, for her unwavering support, unconditional love, patience, understanding and encouragement that she has given me throughout my journey to this MBA.

I also want this achievement to be an inspiration to my son Neel that with dedication, determination and the right attitude, nothing is impossible.

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- My parents who have always supported me in my personal growth and have hailed all my achievements.
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Lastly I thank God for giving me the health, strength and the resilience to successfully finish this research.

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INTRODUCTION

"*I don't just want to research something - I want to make a difference*"

~ Zina O'Leary (2004)

1.1 Background to the Study

Organizations are confronted with ever increasing turbulence and uncertainty in their external and internal environments. Organizations have to be flexible, innovative, and competitive in order to stay in business (Postma and Kok, 1998). This calls for an organization's performance to be effective all the time.

According to French and Bell (1999), organizational effectiveness illustrates the soundness of an organization's culture, processes and structure in terms of its overall system performance. The need to assess organizational effectiveness stems from the intent to analyze the current state of an organization in order to improve the performance of the organization in accordance with such diagnostic findings. Assessing organizational effectiveness through a well-planned and well-executed diagnostic process therefore, forms part of a broad organizational management strategy aimed at improving overall system management (Cummings and Worley, 2005; French and Bell, 1999). The use of such a diagnostic process therefore helps an organization to design a set of appropriate intervention activities to improve overall organizational effectiveness (Van Tonder & Dietrichsen, 2008; Tichy *et al,* 1977).

Organizational diagnosis assumes that an organization is a living organism because it is comprised of people. Embedded in a society and composed of collection of people, an organization also has a character, or consistent mode of acting on the basis of a set of values and its own culture, which includes a unique language, symbols, practices, rites and myths (Schein, 1999; Schein, 1984). In order to conduct an effective diagnosis it is therefore also important to learn and understand organizational theory, structure and design, as well as other elements that make up an organization (Mullins, 1999: Robbins & Sanghi 2009).

The use of organizational models facilitates the systematic diagnosis of organizations (Howard, 1994). Several of the most frequently used models for diagnostic purposes (Jones & Brazzel, 2006) are:

- Weisbord Six Box model
- Nadler Tushman Congruence model
- Freedman Swamp model of sociotechnical systems
- McKinsey Seven-S model
- Galbraith STAR model
- Burke-Liwin model of organizational performance and change

While each of the above models has its own strengths and limitations, for the purpose of this research the Weisbord six box model will be used. The rationale for selecting this model (Jones and Brazzel, 2006) is that it is a well known model, easy to explain and helps to identify and focus priorities. The model draws from a number of management theory schools; organisation design, behaviour, psychology and organisational learning (Provenmodels.com, 2011).

The Weisbord model proposes six broad categories in organizational life, including purposes, structures, relationships, leadership, rewards, and helpful mechanisms. The purposes of an organization are the organization's mission and goals. Weisbord refers to structure as the way in which the organization is organized; this may be by function, product, program, or project. The ways in which people and units interact is termed relationships. Also included in the box of relationships is the way in which people interact with technology in their work. Rewards are the intrinsic and extrinsic rewards people associate with their work. The leadership box is central to the model and refers to typical leadership tasks, including managing the balance between the other boxes. Finally, the helpful mechanisms are the planning, controlling, budgeting, and information systems that serve to meet organizational goals (Leader sphere, 2008).

1.2 Problem Statement and Motivation for the Study

The tourism sector in Zanzibar, Tanzania has emerged strongly in the past 15 years, giving rise to other related Industries that support it. As a result Industries such as telecommunication, IT, transport, and hospitality have also emerged. It is however speculated that organizations in the tourism sector in Zanzibar generally lack the effective performance that is required of them to compete in the contemporary complex and turbulent market environment.

This research thus primarily aims to apply the Weisbord diagnostic model and methods in order to identify the strengths and weaknesses of the structural components and processes of the organizations and use it as a basis for developing plans to improve and maximize the dynamism and effectiveness of the accommodation aspect of the tourist sector in Zanzibar.

One of the limitations of the Weisbord diagnostic model is that it does not take into consideration the influence of the external environment and only takes into account the intrinsic factors within an organization. The tourism Industry has strong links with extrinsic factors such as the social and marketing (relationship with customers) environments that are not addressed by this model. However this research will also take into consideration these factors and investigate their impact on the tourism sector separately, but in addition to the elements outlined in the Weisbord model.

1.3 Research objectives

This study has the following main objectives:

- Diagnose and find the gap between current organizational performance and the optimal organizational performance in two particular units of accommodation in the tourism sector of Zanzibar.
- Diagnose and determine the factors affecting organizational performance in these units.
- Recommend implementation of suitable Intervention activities to improve organizational performance in the units analyzed.

1.4 Research design and methodology

The research will be qualitative in nature with a deductive approach. Deduction moves from general to specific. It moves from (1) a pattern that might be logical or theoretical to (2) observation that tests whether the expected pattern actually occurs. It begins with ‘why’ and moves to ‘whether’ Babbie (2008). The concepts of the research are identified and linked to each other by means of literature study of existing conceptual frameworks (Botes as cited in Rossow, 2003).

According to Trochin (2000), a research population is a group that the researcher wants to generalize to and the sample is the group of people that are selected to be in the study. The population for this study will be two units of accommodation in the tourism sector of Zanzibar while the sample will be 50 – 120 employees, 3 - 5 managers and about 10 supervisors at different levels within these organizations in Zanzibar.

Data collection methods will be by means of observations, interviews and questionnaires (Bless and Higson-Smith, 2000) as well as unobtrusive methods (Babbie, 2008). Using multiple data collection methods will also signify the quality of the research in terms of the validity and reliability of the data gathered.

Data analysis will be done using the qualitative data analysis methods of coding, and memoing (Babbie, 2008). The results will then be presented in a narrative format.

The research will consider ethical issues such as avoiding manipulation when processing information and the findings will be presented honestly and in an unbiased manner (Remenyi, 1998).

1.5 Structure and outline of the Study

This study is divided into six main chapters:

Chapter 1: Introduction to the study

This chapter discusses the background of the research as well as the problem and motivation for the research. It also discusses the research objectives, and the methodology used for the research.

Chapter 2: Organizations, an overview

This chapter presents a comprehensive literature review on the nature of organizations, various organizational theories, as well as organization structure and design. It then further discusses literature on organizational effectiveness and the factors affecting effectiveness.

Chapter 3: Organizational Diagnosis

The concept of organizational diagnosis, its significance and various models and methods used for diagnostic purposes are discussed in this chapter. Specific focus is placed on Weisbord six box model of diagnosis as it forms the basis of the primary research for this thesis.

Chapter 4: Research Methodology

This chapter presents an overview of how the research was conducted. It provides insights to the research methodology utilized in this study, the research paradigm, research method, population and sample size, data collection as well as ethical considerations.

Chapter 5: Research findings and discussion

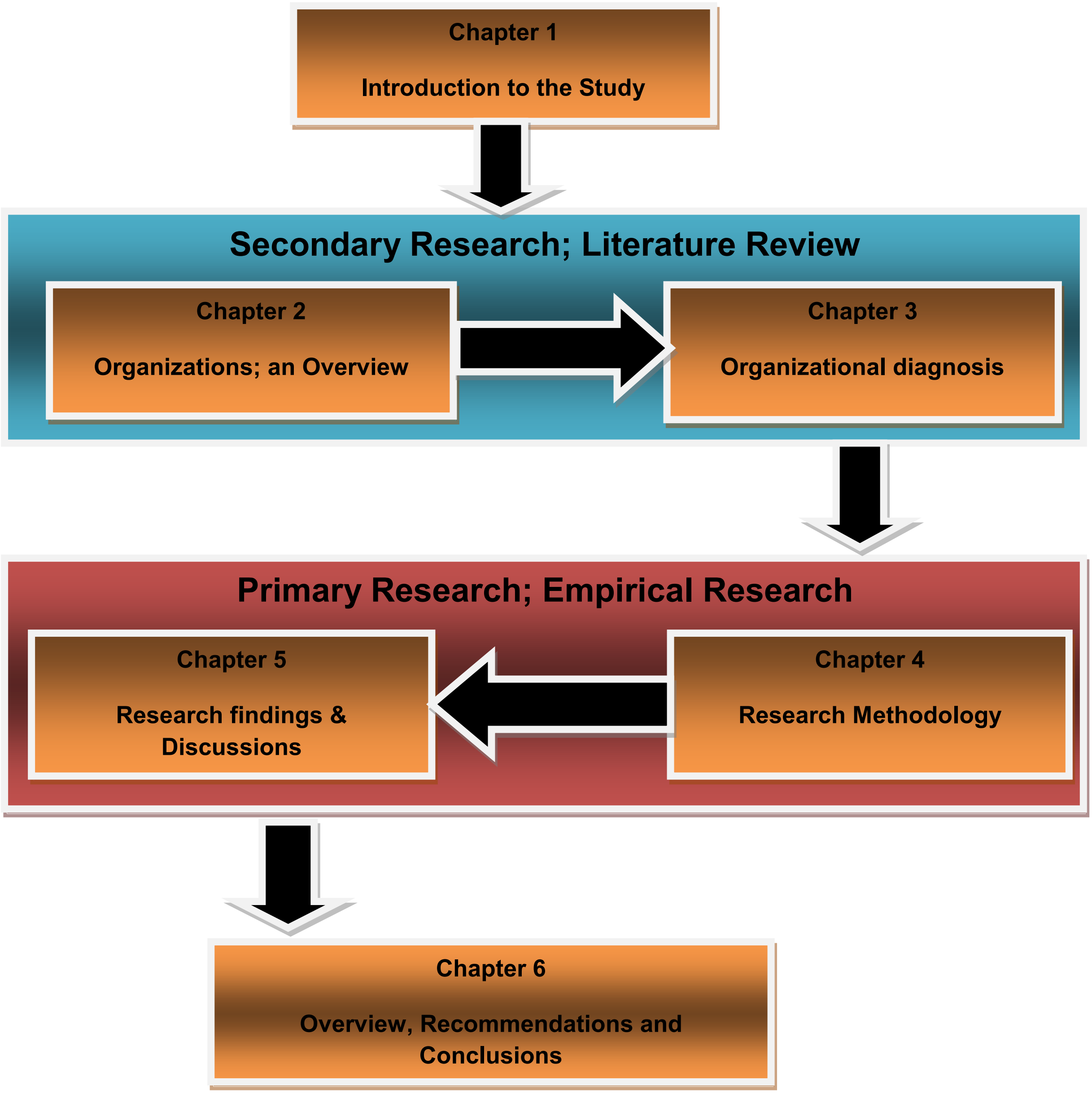
The empirical findings of the research are presented in this chapter. The findings are then discussed in the context of the study conducted.

Chapter 6: Overview, recommendations and Conclusions

The thesis ends with an overview of the study, limitations of the study and recommendations on further research on organizational diagnosis.

The outline and structure of this thesis is further depicted in the figure 1.1 below:

FIGURE 1.1: Flow diagram for the structure and outline of the study



1.6 Summary

This chapter provided an introduction to the study and outlined the background and motivation for the study as well as the research objectives and methodology. The following chapter presents a literature review on organizations.

CHAPTER 2:
ORGANISATIONS, AN OVERVIEW

"Our Society has become a society of organizations. Most social tasks are being done in and by organizations, and most public goals are achieved through them".
~ Drucker (1998)

2.1 Introduction

Organizations have existed for as long as people have worked together. Massive temples dating back to 3500 BC were constructed through the organized actions of many people. Craftspeople and merchants in ancient Rome formed guilds, complete with elected managers. And more than 1,000 years ago, Chinese factories were producing 125,000 tons of iron a year. This suggests that not only did complex organizations exist, but people in them worked cohesively for a common cause (McShane *et al,* 2008: 6; Aswathappa, 2009: 2). We also have equally impressive examples of contemporary organizations, ranging from Wal-Mart - the world's largest and most successful retailer, to Google - the world's leading search engine (McShane *et al,* 2008: 6).

Organizations range from small family owned businesses to large multinational corporations. They also include non-profit organizations or governmental agencies. Some manufacture products while others provide various services (Daft, 2008:11).

The study of organizations has attracted considerable interest from both academics and practitioners. Much of the interest is based on the influence that organizations have on our daily lives as well as how effective organizations are in achieving the outcomes they intend to produce.

This chapter will present various definitions and concepts of organizations and their roles before elaborating on various organizational theories. The chapter then continues to discuss organization structures and design. It finally focuses on detailed discussion on the organizational effectiveness, including definitions and various models to assess effectiveness for a better understanding of this notion.

2.2 Definitions and Concepts of Organizations

Various definitions of organisations have been proposed by different authors but there is no single and universally accepted definition.

Aswathappa (2009: 3) offers a simple and basic definition of organizations as ‘groups of people who work together to achieve shared goals’. People who work in organizations have structured patterns of interactions, meaning that they expect each other to complete certain tasks in an organised way.

The definition of organizations has changed and evolved as our understanding of the components operating within an organization has developed.

According to Mott (1965: 14) organizations are a system of "division of labor in which each member performs certain specialized activities that are coordinated with the activities of other specialists", while Johansen and Swigart (1994: 13) define organizations as ‘the shape energy takes when the human beings who make up an enterprise blend their collective skills".

Katzenbach and Smith (1993: 21) assert that organizations are ‘A small number of people with complementary skills who are committed to a common purpose, performance goals, and an approach for which they hold themselves mutually accountable".

While the above definitions highlight the importance and the role of a common objective or goal as a motivating factor within the organization, they do not address the environment in which the organization exists. A definition that focuses not only on the internal environment but also the inherent link of an organization to its external environment is offered by Flower (1995: 36) as ‘A set of relationships that are persistent over time. One of the functions of an organization, of any organism, is to anticipate the future so that those relationships can persist over time. An organization's reason for being, like that of any organism, is to help the parts that are in relationship to each other, to be able to deal with a change in the environment’.

A more comprehensive definition of organizations is offered by Robbins. Robbins (1990: 4) defines an organization as ‘a consciously co-ordinated social entity with a relatively identifiable boundary that functions on a relatively continuous basis to achieve a common goal or set of goals'. The following themes arise from this definition:

- The words *consciously coordinated* imply management.
- *Social entity* means that the unit is composed of people or groups of people who interact with each other. The interaction patterns that people follow in an organization do not just emerge; rather, they are premeditated. Therefore, because organizations are social entities, the interaction patterns of their members must be balanced and harmonized to minimize redundancy yet ensure that critical tasks are being completed.
- *An organization has a relatively identifiable boundary*. This boundary can change over time, and it may not always be perfectly clear, but a definable boundary exists in order to distinguish members from nonmembers. It tends to be achieved by explicit or implicit contracts between members and their organization. In most employment relationships there is an implicit contract where work is exchanged for pay. In social or voluntary organizations, members contribute in return for prestige, social interaction, or the satisfaction of helping others. But every organization has a boundary that differentiates who is and who is not part of that organization.
- People in an organization have some *continuing bond*. This bond does not mean lifelong membership. On the contrary, organizations face constant change in their memberships; although while they are members, the people in an organization participate with some degree of regularity.
- Finally, organizations exist to *achieve something*. These "somethings" are goals, and they usually are unattainable by individuals working alone or, if attainable individually, are achieved more efficiently through group effort.

Organizations have been conceptualised in numerous ways (Morgan, 1986) as presented below:

- *Rational entities in pursuit of goals*: Organizations exist to achieve goals and the behaviour of organizational members can be explained as the rational pursuit of those goals.

- *Coalition and powerful constituencies;* Organizations are made up of groups, each of which seeks to satisfy its own self interest. These groups use their power to influence the distribution of resources within the organization.
- *Open Systems;* Organizations are input-output transformation systems that depend on their environment for survival.
- *Meaning producing systems;* Organizations are artificial created entities. Their goals and purposes are symbolically created and maintained by management.
- *Loosely coupled systems;* Organizations are made of relatively independent units that can pursue dissimilar or even conflicting goals.
- *Political systems;* Organizations are composed of constituencies that seek control over the decision process in order to enhance their position.
- *Instruments of domination;* Organizations place members into job 'boxes' that constrain what they can do and individuals with whom they can interact. Additionally, they are given a boss who has authority over them.
- *Information processing units;* Organizations interpret their environment, coordinate activities, and facilitate decision making by processing information horizontally and vertically through a structured hierarchy.
- *Psychic prisons;* Organizations constrain members by constructing job descriptions, departments, divisions and standards of acceptable and unacceptable behaviours. When accepted by members, they become artificial barriers that limit choices.
- *Social Contracts;* Organizations are composed of sets of unwritten agreements whereby members perform certain behaviours in return for compensation.

2.3 The roles and importance of Organizations

Few things touch our daily lives as organizations do. We depend on organizations for education, employment, food, clothing, shelter, health, wealth, recreation, travel and much more. In fact it is difficult to imagine life without organizations. Yet, most of us have a casual attitude towards organizations. We only notice their importance when they fail to deliver their goods and services to us. For instance, when trains stop running we take notice of the indifferent services rendered by railways. When electricity fails, we blame the state electricity board for its incompetence and so on. It is therefore important to understand the usefulleness, roles and importance of organizations (Aswathappa, 2009: 2, 3).

Organizations play the following roles (Aswathappa, 2009: 4, 6):

- **Increase specialization and division of Labor.** People who work in organizations become more productive and efficient since organizations allow the development of specialization and division of labour. The collective nature of organization allows individuals to focus on narrow areas of expertise, which allows them to become more skilled or specialized at what they do.
- **Use large scale technology.** Organizations are able to take advantage of the economies of scale and scope resulting from the use of modern automated technology. Economies of scale are the cost savings that result when goods and services are produced in large volumes by automated production. Economies of scope are the cost savings that result when an organization is able to use under-utilized resources more effectively because they can be shared across several different tasks or products.
- **Manage the external environment.** An organization's environment includes not only economic, social and political factors but also the source from which it obtains inputs and the market place into which it releases its output. Managing complex environments is a task beyond the abilities of most individuals, but an organization has the resources to develop specialists to anticipate or attempt to influence the many demands from the environment. This specialization allows the organization to create more value for itself, its members and its customers.
- **Economize transaction costs.** When people work together they have to jointly decide who will do which tasks (the division of labor), who will get paid what amounts, and how to decide if each worker is doing his or her share of the work. The costs associated with negotiating, monitoring, and governing exchanges between people are called transaction costs. An organization's

ability to control the exchanges between people reduces the transaction costs associated with the exchanges.

- **Exert Power and Control.** Organizations can exert pressure on individuals to conform to task and production requirements in order to increase production efficiency. To get a job done efficiently, it is important for people to come to work in a predictable fashion, to behave in the interest of the organization, and to accept the authority of the organization and its managers. All these requirements make production less costly and more efficient but put a burden on individuals who must conform to these regulations. Organizations can discipline workers who fail to conform and can reward good performance with promotions and increased rewards. Because employment, promotion, and increased rewards are important and often scarce, organizations can use them to exert power over individuals.

Taken together, the above five factors help to explain why more value can often be created when people work together, coordinating their actions in organized settings. Over time, the stability created by an organization provides a setting in which the organization and its members can increase their skills and capabilities, and the ability of the organization to create value additions by leaps and bounds.

2.4 Organizational Theory

Organizational theory is the systematic study and careful application of knowledge about how people - as individuals and as groups - act within organizations. It is also a study of organizational designs and organizational structures, the relationship of organizations with their external environments, and the behavior of managers and technocrats within organizations. It suggests ways in which an organization can cope with rapid change. (Scribd.com, 2011). Narayanan and Nath (1993: 6) further assert that organisation theory offers a diverse range of insights that managers need to be exposed to. It is a field of study that involves a set of related concepts and principles that is used to describe and explain organizational phenomena. It can help us understand what organizations are, how they behave in a given environment, and how they might behave in a different set of circumstances. It provides a way of thinking about organizations and a way of managing organizations.

Modern organization theory is rooted in concepts developed during the beginnings of the Industrial revolution when mass production was studied and popularized by Adam Smith in 1776 (Talbott and Hales, 2001: 34). Smith found that dividing labor based on a specialization in task increased productivity by a factor of hundreds. The concept of a division of labor served as the driving force behind the modern study of organizations and their design and structure. Theorists began to study the four components that made up the concept of a division of labor; hierarchy of authority, span of control, centralization versus decentralization and specialization of function or task. (Talbott and Hales, 2001: 34).

Organizational theories can be classified into 3 main categories; classical, neo classical and contemporary theories.

2.4.1 Classical Organizational Theories

The classical organization theory assumes that there is a single best way to design organizations — that managers should have tight control over their subordinates, and that calls for designing organizations with tall hierarchies and a narrow span of control (Fontaine, 2007: 17).

At the beginning of the 20th century, around 1900 – 1930, organizations were seen as closed and rational systems. Rational systems are highlighted by high specificity of structure, formalization, goals, and a conscious deliberate coordination among participants in an attempt to construct an effective and efficiently operated organization (Scott, 2003: 26-27). The rational - closed-system perspective- views organizations as having limited communications with their environments (Bitar, 2006:3).

Classical organization theory represents the merger of scientific management theory, bureaucratic theory, and administrative theory.

2.4.1.1 Scientific Management Theory (Taylorism)

Scientific management is the systematic study of relationships between people and tasks for the purpose of redesigning the work process to increase efficiency by means of scientific management techniques, rather than intuitive or informal rule-of-thumb knowledge. Frederick W. Taylor (1856–1915), best known as the ‘father of scientific management’, believed that by increasing specialization and the division of labour the production process would become more efficient (arch.arab-eng.org, 2011: 36 – 37; Cole, 2004: 17):

2.4.1.2 Administrative Theory

Henri Fayol developed another approach within the rational perspective, where administrative processes rather than technical processes were rationalized (Scribd.com; 2011). Fayol developed 14 principles of management which need to be followed in order to arrive at an efficient system of management (Cole, 2004: 15). These were; specialization/division of labor, authority with responsibility, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration of staff, centralization, scalar chain/line of authority, order, equity, stability of tenure, initiative, and esprit de corps (coordination).

2.4.1.3 Bureaucracy Theory

Max Weber; described as the ‘Father of sociology’, developed an understanding of bureaucracy (Scribd.com; 2011). According to Weber, bureaucracy is: “A specific administrative structure, which is based on a legal and rule oriented authority” (Scribd.com, 2011). In his analysis of organizations, Weber identified three basic types of legitimate authority (Cole, 2004: 25 – 26):

- *Traditional authority*; where acceptance of those in authority arises from tradition and customs (e.g. as in monarchies, tribal hierarchies etc).
- Charismatic authority; where acceptance arises from loyalty to, and confidence in, the personal qualities of the ruler.
- *Rational-legal authority*; where acceptance arises out of the office, or position of the person in authority, as bounded by the rules and procedures of the organization. It is this form of authority which exists in most organizations today, and this is the form to which Weber ascribed the term ‘bureaucracy’.

Classical management theory was rigid and mechanistic. The shortcomings of classical organization theory quickly became apparent. Its major deficiency was that it attempted to explain peoples' motivation to work strictly as a function of economic reward (Walonick, 1993).

2.4.2 Neoclassical Organizational Theories

The human relations movement evolved as a reaction to the tough, authoritarian structure of classical theory. It addressed many of the problems inherent in classical theory. The most serious objections to classical theory are that it created over conformity and rigidity, thus squelching creativity, individual growth, and motivation. Neoclassical theory displayed genuine concern for human needs (Walonick, 1993).

In face of the growing recognition of the limitations of the rational systems that the classical organizational theories were based on, a new perspective emerged, that of the natural systems, which was the prevalent model from the 30's until the 70's. The theory of natural systems is based on the central idea of the human being as the base of an organization. Organizations are considered as a collective of individuals who share a common interest for the system's survival and who naturally perform structured collective activities in order to achieve this objective. The emphasis of management changes focus from controlling and evaluating individuals to motivating them (Carus, 2008: 2).

One of the first experiments that challenged the classical view was conducted by Elton Mayo and Roethlisberger in the late 1920's at the Western Electric plant in Hawthorne, Illinois (Mayo, 1933). While manipulating conditions in the work environment (e.g., intensity of lighting), they found that any change had a positive impact on productivity. The act of paying attention to employees in a friendly and non-threatening way was sufficient by itself to increase output. From this view emerged the **human relations movement**, which advocates that supervisors be behaviorally trained to manage subordinates in ways that elicit their cooperation and increase their productivity (arch.arab-eng.org, 2011: 45).

The postulates of the Human Relations theory led to further research on human behavior and its impact on the organization. This research culminated in a new stream of thought which popularly came to be known as the "Behavioural School" (Completehost4u.com, 2005: 60).

Based on this various human behavioral theories evolved in the middle of the 20th century.

2.4.2.1 Mc Gregor’s Theory X and Theory Y

Douglas McGregor, an American social psychologist, proposed his famous X-Y theory in his 1960 book 'The Human Side of Enterprise'. McGregor's XY Theory remains central to organizational development, and to improving organizational culture (Shaftritz *et al*, 2011: 152; Finchman and Rhodes, 2005: 202).

McGregor maintained that there are two fundamental approaches to managing people. Many managers tend towards theory X, and generally get poor results. Enlightened managers use theory Y, which produces better performance and results, and allows people to grow and develop (Pareek, 2007: 8; scribd.com, 2011).

Theory X ('Authoritarian management' style)

- The average person dislikes work and will avoid it.
- Most people must be forced with the threat of punishment to work towards organizational objectives.
- The average person prefers to be directed; avoids responsibility; is relatively unambitious, and wants security above all else.

Theory Y ('Participative management' style)

- Effort in work is as natural as work and play.
- People will apply self-control and self-direction in the pursuit of organizational objectives, without external control or the threat of punishment.
- Commitment to objectives is a function of rewards associated with their achievement.
- People usually accept and often seek responsibility.

2.4.2.2 Abrahams Maslow’s theory of hierarchy of needs

Abraham Maslow was the first psychologist to develop a theory of motivation based upon a consideration of human needs (Robbins *et al*, 2009: 194). Maslow believed the needs hierarchy can be classified into five specific groups. To reach successive levels of the hierarchy required the satisfaction of the lower level needs. The needs from the lowest to the highest hierarchy are (Robbins *et al*, 2009: 194):

- *Physiological*: Includes basic needs such as hunger, thirst, shelter, sex and other bodily needs.
- *Safety:* Security and protection from physical and emotional harm.
- *Social*: Affection, belongingness, acceptance and friendship.
- *Esteem:* Internal factors such as self respect, autonomy and achievement, and external factors such as status, recognition and attention.
- *Self-actualization:* Drive to become what one is capable of becoming: includes growth, achieving one's potential and self fulfilment.

Maslow's theory helps in understanding the motivations and needs employees have and the requirement to satisfy basic needs in order to achieve higher level motivation.

2.4.2.3 Herzberg's Motivation – Hygiene Theory

Fredrick Herzberg (1957) developed a two factor theory, called the *Motivation – Hygiene Theory.* Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from those causing job dissatisfaction. He labelled the satisfiers as motivators and dissatisfiers as hygiene factors (McShane *et al*, 2008: 156).

Herzberg reasoned that the opposite of satisfaction is not dissatisfaction, but rather, it is no satisfaction. His argument was that the factors causing satisfaction are different from those causing dissatisfaction; the two feelings cannot simply be treated as opposites of each other. Hygiene factors are external to the job and removing them does not necessarily motivate employees but may just avoid unpleasantness. On the other hand motivator factors are based on an individual's need for personal growth and satisfaction and are intrinsic to the job. If these are effective then they can motivate an individual and achieve above average performance (McShane *et al*, 2008: 156; Robbins *et al*, 2009: 196 – 198).

The table below presents the factors causing dissatisfaction and satisfaction, listed in the order of higher to lower importance.

Table 2.1: Factors causing dissatisfaction and satisfaction

Hygiene Factor	**Motivators**
Company policy	Achievement
Supervision	Recognition
Relationship with Boss	Work itself
Work conditions	Responsibility
Salary	Advancement
Relationship with peers	Growth

Source: McShane *et al* (2008:156)

2.4.3 Contemporary Organizational Theories

It would be fair to say that we have now entered a period of true paradigm change in the field of organizational theory. The search for a new paradigm on which to base organizational theory has several determinants (Kuhn, 1996 as cited in Talbott and Hales, 2001: 39):

- The division of labor as a generative concept is no longer enough to derive new and promising models of organizational forms.
- The amount of "fixing" that classical theory requires in order to accommodate the human factor has reached a level of complication that renders new theory development within the classical-neoclassical framework inefficient.
- Fundamental changes in information and communications technology have brought about revolutionary shifts in the role and skill level required of the worker, the ability of the organization to cope with increasingly rapid and continuous change, the demand for product customization, and relative industry sector dominance with disproportionate growth in service industries.

An important milestone in the history of management thought occurred when researchers went beyond the study of how managers can influence behavior within organizations to consider how managers control the organization's relationship with its external environment, or **organizational environment**—the set of forces and conditions that operate beyond an organization's boundaries but affect a manager's ability to acquire and utilize resources (arch.arab-eng.org, 2011: 48). Resources in the organizational environment include the raw materials and skilled people that an organization requires to produce goods and services, as well as the support of groups including customers who buy these goods and services and provide the organization with financial resources. One way of determining the relative success of an organization is to consider how effective its managers are at obtaining scarce and valuable resources.

A host of theories have been developed based on the study of the organizational environment.

2.4.3.1 Open Systems Theory (Systems Theory)

Traditional theories regarded organizations as closed systems that were autonomous and isolated from the outside world. In the 1960s, however, more holistic and humanistic ideologies emerged. Recognizing that traditional theory had failed to take into account many environmental influences that impacted the efficiency of organizations, most theorists and researchers embraced an open-systems view of organizations (Referenceforbusiness.com, 2011).

The open systems theory is based on the General Systems Theory which was originally proposed by the Hungarian biologist Ludwig von Bertalanffy in 1928. The foundation of systems theory is that all the components of an organization are interrelated, and that changing one variable might impact many others (Turner, 1991: 118). Both Shaftritz *et al* (2011: 401) as well as French and Bell (1995: 89) concur with this view by proposing that “system theory views an organization as a complex set of dynamically intertwined and interconnected elements, including its inputs, processes, outputs, and feedback loops, and the environment in which it operates and with which it continually interacts” and “a change in any element of the system causes changes in other elements”.

According to Katz and Kahn (1978: 124), the organization’s environment consists of, the political and legal norms and statutes, the economic environment of competitive markets and inputs, the information and technological environment, the social and cultural environment and the natural, or physical or ecological environment, including, geography, natural resources and climate.

Open-systems theory assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for use by other subsystems. It assumes a subsystem hierarchy, meaning that not all of the subsystems are equally essential and a failure in one subsystem will not necessarily thwart the entire system (Referenceforbusiness.com, 2011).

The open system theory posits five types of subsystems (Miner, 2006: 154).

- Production or technical; concerned with the throughput and the work done.
- Supportive; concerned with procurement of inputs, disposal of outputs and institutional functions related to the environment.
- Maintenance; concerned with tying people to their roles, either through selection of personnel or through rewards and sanctions.
- Adaptive; concerned with the adaptive change to environment variations.
- Managerial; concerned with direction, coordination, and control of other subsystems and activities.

(Miner, 2006) further cataloged the defining characteristics of the open systems theory as below:

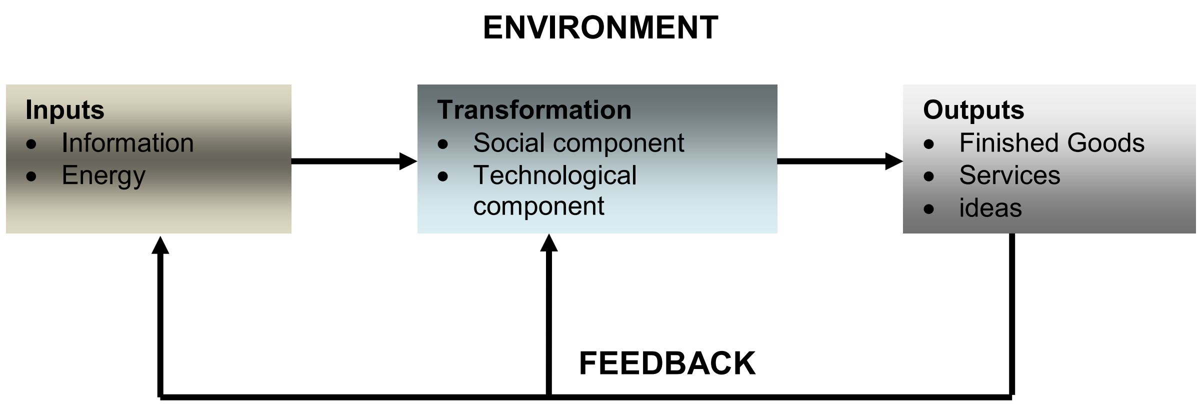
- The importation of **energic inputs** from the social environment, transformation of the energy as **throughput,** so that work is done within the system and the exportation of product or **output** into the environment.
- A **cycle of events** in which the product exported to the environment provides the energy for repetition of the cycle.
- The development of **negative entropy**, whereby more energy is imported from the environment than is expended in work, thus counteracting the entropic imperative, which inevitably tends towards disorganization and death.
- The existence of **information inputs** or signals about how the environment and the system are functioning: **negative feedback** from the internal functioning, which provides information to correct deviations from course: and

coding process that simplifies energetic and information inputs and permits their selective reception.

- A **steady state** that preserves the character of the system and is marked by a stable ratio of energy exchange and relations between the parts.
- Movement in the direction of increasing **differentiation,** elaboration, or specialization.
- The operation of the principle of **equifinality**, under which a system can achieve the same final state from different initial conditions and by various paths.

Figure below depicts the organization as an open system:

FIGURE 2.1; The Organization as an Open System



Source: Cummings and Worley (2005)

2.4.3.2 Contingency Theory (Situational theory)

Another milestone in management theory was the development of contingency theory in the 1960s by Tom Burns and G.M. Stalker in the United Kingdom and Paul Lawrence and Jay Lorsch in the United States. The crucial message of contingency theory is that *there is no one best way to organize*: The organizational structures and the control systems that managers choose depend on—are contingent on—characteristics of the external environment in which the organization operates (arch.arab-eng.org, 2011: 49; Daft, 2008:26). According to contingency theory, the characteristics of the environment affect an organization's ability to obtain resources. To maximize the likelihood of gaining access to resources, managers must allow an organization's departments to organize and control their activities in ways most likely to allow them to obtain resources, given the constraints of the particular environment they face. In other words, how managers design the organizational hierarchy, choose a control system, lead and motivate their employees is contingent on the characteristics of the organizational environment (arch.arab-eng.org, 2011: 49).

Daft (2008:26) further postulates that for organizations to be effective, there must be a 'goodness of fit' between their structure and the conditions in their environment. Some organizations experience a certain environment; use a routine technology, and desire efficiency. In this situation, a management approach that uses bureaucratic control procedures, a hierarchical structure, and formal communication would be appropriate. Likewise, a free-flowing management process works best in an uncertain environment with a nonroutine technology.

2.4.3.3 Institutional Theory

The institutional perspective describes how organizations survive and succeed though congruence between an organization and the expectations from its environment. The institutional environment is comprised of norms and values from stakeholders. Thus the institutional view believes that organizations adopt structures and processes to please outsiders, and these activities come to take on rule-like status in organizations. The institutional environment reflects what the greater society views as correct ways of organising and behaving (Daft, 2008: 192; Machado-da-Silva and Fonseca 1999 as cited in Crubellate, 2007: 68).

Scott (1995) indicates that, in order to survive, organizations must conform to the rules and belief systems prevailing in the environment, because institutional isomorphism, both structural and procedural, will earn the organisation legitimacy. Daft (2008: 193) defines legitimacy 'as the general perception that an organization's actions are desirable, proper, and appropriate within the environment's system of norms, values, and beliefs'. Institutional theory thus is concerned with the set of intangible norms and values that shape behaviour, as opposed to the tangible elements of technology and structure. Organizations and industries must fit within the cognitive and emotional expectations of their audience. Suchman (1995: 574) further argues that legitimacy affects not only how individuals act in relation to organizations, but how they understand them. Therefore, many audiences perceive legitimate organizations not only as more valuable, but also as more meaningful, predictable and trustworthy.

According to Daft (2008: 193), because organizations have a strong need to appear legitimate, many aspects of structure and behaviour may be targeted towards environmental acceptance rather than towards internal technical efficiency. Interorganizational relationships thus are characterized by forces that cause organizations in a similar population to look like one another. Institutional similarity, called institutional isomorphism is the emergence of a common structure and approach among organizations in the same field. Isomorphism is the process that causes one unit in a population to resemble other units that face the same set of environmental conditions. This view is also shared by DiMaggio and Powell (1983: 147) who assert that organizations endure pressures from the institutional environment that are characterized as isomorphic mechanisms. Structural change in organizations seems less and less driven by competition or by the need for efficiency. Instead, bureaucratization and other forms of organizational change occur as the result of processes that make organizations more similar without necessarily making them more efficient.

2.4.3.4 Population- Ecology Theory

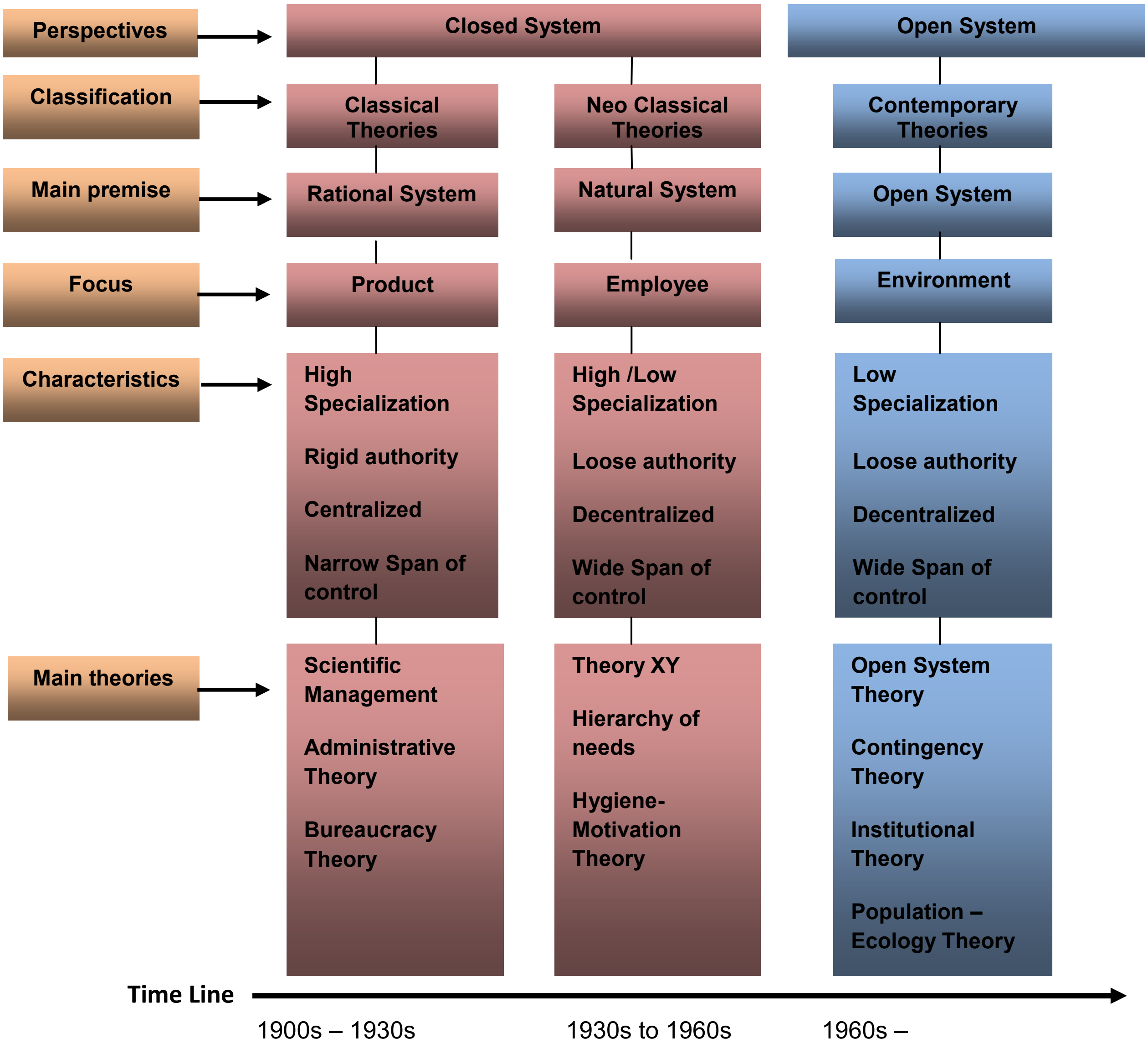
The population-ecology paradigm draws heavily on the Darwinist evolution theory of ‘survival of the fittest’. According to this notion, various species are competing with each other for their survival, however only the fittest survive which is ‘selected in’ by the environment. The organizational equivalent of this notion suggests that the organizations which remain successful in gaining control over crucial resources flourish and grow. Those who lack these resources are ‘selected out’ by the environment (Pinto, 2005:1). Young (1988:1) asserts that ‘The exponents of this way of thinking apply concepts, theories, methods and models derived from the biological study of the fluctuations of plant and animal populations to the “populations” of organizations.” According to Daft *et al* (2010:195), ‘a population is a set of organizations engaged in similar activities with similar patterns of resources utilization and outcomes. Organizations within a population compete for similar resources or similar customers’.

In practical term, this theory means that large, established organizations often have tremendous difficulty adapting to a rapidly changing environment. Hence, new organizational forms that fit the current environment emerge, fill a new niche, and over time, take away business from established companies (Daft *et al*, 2010: 195, Hannan and Freeman, (1989: 11-13). According to the population-ecology view, when looking at an organizational population as a whole, the changing environment determines which organizations survive or fail. The assumption is that individual organizations suffer from structural inertia and find it difficult to adapt to environmental changes. Thus when rapid change occurs, old organizations are likely to decline or fail and new organizations emerge that are better suited to the needs of the environment (Daft *et al*, 2010:195; Tsoukas and Knudsen, 2003: 358).

Daft *et al* (2010: 197) further expound that the population-ecology model is concerned with organizational forms. Organizational form is an organization's specific technology, structure, products, goals and personnel, which can be selected or rejected by the environment. Each new organization tries to find a niche (a domain of unique environment resource and needs) sufficient to support it. The niche is usually small in the early stages of an organization but may increase in size over time if the organization is successful. If a niche is not available, the organization will decline and may perish.

The figure below summarizes various organizational theories and models explained in this section.

FIGURE 2.2: Summary of various Organizational Theories



Source: Researchers own construction based on various theories (2011)

2.5 Organizational Structure and Design

Organizational structure is the formal system of task and authority relationships that control how people coordinate their actions and use resources to achieve an organization's goals (Jones, 1993:11). Ranson *et al* (1980:2) refers to organizational structure as 'the division of labour and the patterns of coordination, communication, work flow, and formal power that direct organization activities'. Dalton *et al* (as cited in Van Der Heijden, 2008: 78) asserts that organization structure is ‘the anatomy of an organization, providing a foundation within which the organization functions’.

Organization design is concerned with constructing and changing an Organization’s structure to achieve organizational goals (Robbins, 1990). Aswathappa (2009:459) explains that organization design has an important implication for an organization’s ability to deal with contingencies, achieve a competitive advantage, effectively manage diversity, and increase its efficiency and ability to innovate new goals and services. Pascale *et al* (2000: 197) summarizes the importance of organization design by stating that ‘design is the invisible hand that brings organizations to life and life to organizations’.

2.5.1 Key Elements of Organization Structure

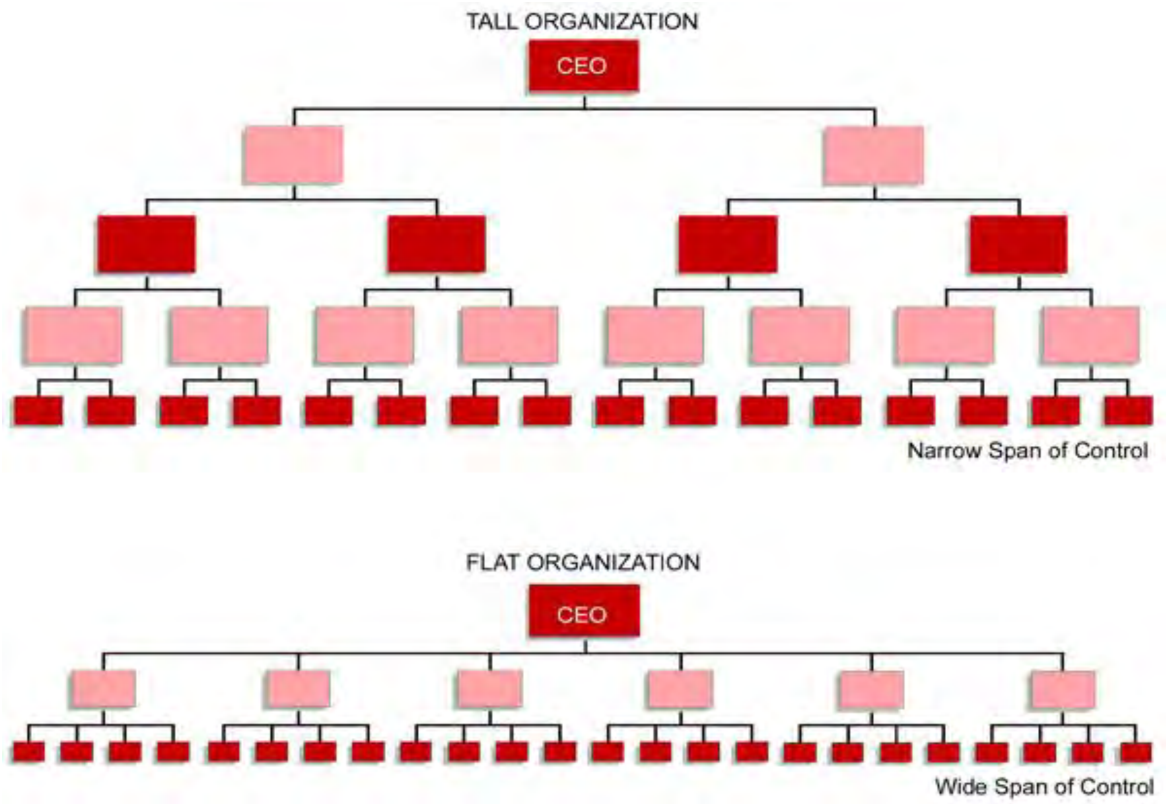
Robbins and Coulter (2002: 256) identifies six key elements that are important for organizational design:

- **Work Specialization;** Also called division of labor, is the degree to which organizational tasks are divided into separate jobs. It is based on the fundamental principle that employees can work more efficiently if they are allowed to specialize. Employees within each department perform only the tasks related to their specialized function. (Robbins: 2003: 426; Robbins and Coulter, 2002: 257).

- **Chain of command;** is an unbroken line of authority that links all persons in an organization and defines who reports to whom. This chain has two underlying principles: *Unity of command,* states that an employee should have one and only one supervisor to whom he or she is directly responsible. *Scalar principle (authority)***:** refers to a clearly defined line of authority that includes all employees in the organization (Robbins *et al,* 2009: 568).

- **Span of control;** refers to the number of workers who can be efficiently and effectively be supervised by a manager. The concept of span of control can be explained better with Tall Organizations and Flat Organizations as in the figure below (Fontane, 2007:9)

FIGURE 2.3; Tall and Flat organizations span of control



Source: Fontane (2007)

- ❖ A narrow span of management exists when the manager has only a few subordinates. This is illustrated by the top half of the figure above with Tall Organizations

- ❖ A wide span of management exists when a manager has a large number of subordinates. This is illustrated in the bottom half of the figure below with Flat Organizations (Talbott and Hales, 2001: 36 – 37).

- **Departmentalization;** is the basis by which jobs are grouped together. Every organization has its own specific way of classifying and grouping work activities along the five common forms of departmentalisation; functional, geographical, product, process and customer departmentalization (Robbins and Coulter, 2002: 258).

- **Formalization;** refers to the degree to which jobs within the organization are standardized and the extent to which employee behaviour is guided by rules and procedures (Robbins, 2003: 432). Highly formalized jobs offer little discretion over what is to be done while low formalization means fewer constraints on how employees do their work (Robbins *et al*, 2009: 570 – 571).

- **Centralization and decentralization;** *Centralized decision making* refers to a business model in which decisions are directed to the top of the organization. *Decentralized decision making* is a model in which the organization tends to push the decisions down to the lowest levels (Fontane, 2007:7).

2.5.2 The Configuration of Organization Structure

Mintzberg (1980: 329) and Morabito *et al* (1999) propose five basic configurations - or typologies - of organization structure:

- *The simple structure;* is characterized by an organic form, small in size, has little formalization, is a dynamic environment, and relies on direct supervision.
- *The machine bureaucracy;* emphasizes on formalization, is large in size, is largely centralized in decision making, and relies on standardization.
- *The professional bureaucracy;* is characterized by little formalization or bureaucratic tendencies, varies in size and decentralization, is complex and stable, and has a professional power base.
- *The divisionalized form,* is large in size, has limited vertical decentralization, and uses middle line control.
- *The adhocracy*; is characterized by organic form, uses selective decentralization, and relies on expert control.

2.5.3 Factors effecting Organizational Structure

Daft (2008: 17), Robbins and Coulter (2002) and Robbins (2003) propose five contextual factors that influence an organizations structure:

- *The size of the organization*; refers to the number of personnel in the organization. Firms change from organic to mechanistic organizations as they grow in size.

- *The organizational technology;* refers to the tools and techniques that transform inputs into outputs. Firms adapt their structure to the technology they use.
- *The environment*; it includes industry, government, customers, suppliers, and the financial community. So for instance, the more scarce, dynamic and complex the environment, the more organic a structure should be and the more abundant, stable and simple the environment the more mechanistic structure will be preferred.
- *The goals and strategy*; define the purpose and competitive techniques. Pursuing competitive advantage through meaningful and unique innovations favours an organic structuring. Focusing on tightly controlling costs requires a mechanistic structure for the organization. Minimizing risks and maximizing profitability by copying market leaders requires both organic and mechanistic elements in the organization's structure.
- *The organization's culture*; is the underlying values, beliefs, and norms shared by employees, and are reflective of the commitment to ethics, efficiency, and level of service.

2.5.4 Common Organizational Designs

2.5.4.1 Traditional Designs

<u>Functional Design</u>

It is an organizational structure that organises employees around job functions (i.e. operations, finance, human resources, etc). It is characterized by centralization and standardization (McShane *et al*, 2008: 471).

<u>Divisional Structure</u>

It is an organizational structure that groups employees around geographic areas, clients, or outputs (McShane *et al*, 2008: 471). This type of structure creates minibusinesses that may operate as subsidiaries rather than departments (also called strategic business units).

2.5.4.2 Contemporary Designs

Matrix Structure

It is a type of organizational designs that overlays two organizational forms in order to leverage the benefits of both (McShane *et al*, 2008: 473). Specialists from different functional departments are assigned to work on projects led by project managers. Matrix and project participants have two managers. In project structures, employees work continuously on projects; moving on to another project as each project is completed (Robbins and Coulter 2002).

Network Design

It is a design that consists of a small core organization that outsources its major business functions (e.g., manufacturing) in order to concentrate what it does best (Robbins and Coulter, 2002). The network consists of several satellite organizations beehived around a core firm (Aswathappa, 2009: 471).

Virtual Organization Design

An organization that consists of a small core of full-time employees that temporarily hires specialists to work on opportunities that arise (Robbins and Coulter, 2002). It is a flexible network of independent entities linked by information technology to share skills, knowledge and access to others' expertise in nontraditional ways. It does not have a readily identifiable physical form. Employees of virtual organizations respond quickly to changing customer demands with customized products and services available at any time and place (Aswathappa 2009: 471- 472; McShane *et al,* 2008: 479).

Learning Organization

Aswathappa (2009: 473) asserts that in the competitive environment of the present millennium, only a learning organization will survive. Its abilities to learn, create, codify, and utilize knowledge faster than its rivals and quicker than the environment changes – will provide tomorrow's corporation a competitive edge that is sustainable forever.

Senge (1990: 3) defines a learning organization as “an organization where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together”.

In order to create a learning organization, Senge proposes a framework of five disciplines (Senge, 1990):

- *Systems Thinking*; is about observing a whole system, instead of focusing on complex individual issues. It is about understanding relations between companies and interactions between different departments in an organization so as to be able to see the “big picture”.
- *Shared Vision*; refers to putting the company’s vision into words; creating a shared picture of the vision and making the employees adopt it as their own personal vision. The vision should come from all levels in the organization and not be applied “top down”.
- *Mental Models;* describes the concept of not only interpreting reality, but also the attempt to visualize companies by trying to put a “face” on the entity in order to identify the values of the companies and the perception of what the business is all about.
- *Personal Mastery*; is the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience and of seeing reality objectively.
- *Team Learning;* The importance of team learning is that it is crucial to have good team dynamics, as the intelligence of a team can exceed the sum of its members. Team learning is the discipline by which personal mastery and shared vision are brought together.

2.5.5 Informal Organizations

An informal organization refers to the pattern of behaviour and influence that arise out of the human interactions occurring within the formal structure. The emphasis in informal organization is on informal relationships. Informal organizations come into existence through emotion but not through logical thought process and the primary focus in them is on person but not position. Communication in them is mainly through informal means but not through formal channels. Norms and not rules govern members' behaviour and their goal is member satisfaction and not profitability (Aswathappa, 2009: 483).

While a formal process makes a certain task efficient, underlying informal networks can organize individuals quickly and effectively to resolve issues that cannot be addressed by the process itself. And while a formal performance bonus can motivate top salespeople, instilling pride in improved negotiation behaviors can motivate the larger group of middle-of-the-pack performers (Katzenbach and Khan, 2009: 13).

2.6 Organizational Effectiveness

Organizational effectiveness has been one of the most sought after, yet elusive, fields of research since the early development of organizational theory (Rojas 2000), and finding a correct and meaningful definition and/or construct for it has always been a difficult task for all researchers.

Despite the ambiguity and confusion surrounding it, the construct of organizational effectiveness is central to the organizational sciences and cannot be ignored in theory and research. Empirically, effectiveness is generally the ultimate dependent variable in research on organizations. Relationships between structure and environment, design and innovation, or adaptation and uncertainty, for example, are important because their results lead ultimately to organizational effectiveness. (Cameron, 1986: 540).

A sampling of definitions of organizational effectiveness from frequently cited articles underscores the field's disarray. Early definitions, such as that presented by Barnard in 1938 defined an action as being effective 'if it accomplished its specific objective aim. Generally, this is the central thrust of the goal-based approach which survives today in a more elaborate form. Price in 1972, for example, defined organizational effectiveness as ‘the degree of achievement of multiple goals’, and Hannan and Freeman in 1977 labeled it ‘the degree of congruence between organizational goals and observed outcomes (Zammuto, 1982: 22).

In the 1950s, systems based approaches were presented as an alternative to goal-based models of organizational effectiveness. Organizational effectiveness was referred to ‘as the extent to which an organisation as a social system…fulfils its objectives’ (Georgopolous and Tannenbaum, 1957: 180). In the 1960s, organizational effectiveness was defined as the ability of an organisation to exploit its environment in the acquisition of scarce resources (Yuchman and Seashore, 1967: 898). In the 1970s, it was viewed as the relative ability of the members of an organisation to mobilize their centers of power towards productivity, adaptability, and flexibility (Mott, 1972).

As constructivist thinking became more standard in organizational theory in the 1980s and 1990s, it was recognized that identifying organizational goals, for organizational effectiveness assessment, is more complex than it was first thought (Lusthaus *et al*, 2002). Therefore, the studies were directed towards multiple constituency models of organizational effectiveness (Connolly *et al*, 1980; Gaertner and Ramnarayan, 1983), which suggest that organizations are effective to the extent to which their constituencies are at least minimally satisfied (Lachman and Wolfe, 1997).

2.6.1 Approaches to assess Organizational Effectiveness

This section provides an overview of four most common classifications of models to assess organizational effectivess:

2.6.1.1 Goal Attainment Model

The goal- attainment approach assumes that organizations are deliberate, rational, goal seeking entities. As such, successful goal accomplishment becomes an appropriate measure of effectiveness. This approach holds that an organization’s effectiveness must be appraised in terms of ends rather than means (Robbins, 1990: 53).

This approach requires that an organization must have ultimate goals that are well defined, consensual, manageable, time bound and measurable (Robbins, 1990: 53).

The goal attainment approach is most explicit in management by objectives (MBO), a well known philosophy of management that assesses an organization and its members on how well they achieve specific goals that superiors and subordinates have jointly established. Tangible, verifiable and measurable goals are developed; and the conditions under which they are to be accomplished are specified. Actual performance is then measured and compared with the goals (Robbins, 1990: 54).

2.6.1.2 The Systems Approach

According to systems framework, organizations acquire inputs, engage in transformation processes and generate outputs. It has been argued that defining organizational effectiveness solely in terms of goal attainment results in only a partial measure of effectiveness. Goals focus on outputs. But an organization should also be judged on its ability to acquire inputs, process these inputs, channel the outputs, and maintain stability and balance. In the systems approach, end goals are not ignored, but are rather viewed as only one element in a more complex set of criteria. Systems models emphasise criteria that will increase the long term survival of an organization. This includes the organization’s ability to acquire resources, maintain itself internally as a social organism, and interact successfully with its external environment. The systems approach, then, focuses not so much on specific ends as on the means needed for the achievement of those ends (Yuchman and Seashore, 1967; Robbins, 1990).

This approach implies that organizations are made up of interrelated subparts. If any one of these subparts performs badly, it will negatively affect the performance of the whole system. Effectiveness depends on awareness of and successful interactions with environmental constituencies – customers, suppliers, government agencies, unions, shareholders; all of whom have the power to disrupt the stable operation of the organization (Robbins, 1990).

Survival requires a steady replenishment of those resources consumed. Raw materials must be secured. Vacancies created by employee resignations and retirements must be filled, declining product lines must be replaced, changes in the economy and customer needs require anticipation and reaction. The systems view looks at factors such as relations with the environment in making the systems operative. This is done to assure continued receipt of inputs and favourable acceptance of outputs. It requires flexibility of response to environmental changes, efficiency in changing inputs to outputs, clear internal communication, a low level of intragroup and intergroup conflict, and a high degree of employees' job satisfaction (Robbins, 1990).

2.6.1.3 The strategic Constituencies Approach

The strategic constituency approach proposes that an effective organization is one that satisfies the demands of those constituencies in its environment from whom it requires support for its continued existence (Pfeffer and Salancik, 1978).

This approach is similar to the systems view, but has a different emphasis. Both consider inter-dependencies, but the strategic constituencies view is not concerned with all the factors influencing the organization's environment. It seeks only to appease those in the environment who can threaten the organization's survival.

The strategic constituencies approach assumes that organizations are political arenas where vested interests compete for control over resources. In this context, organizational effectiveness becomes an assessment of how successful the organization has been at satisfying those critical constituencies upon whom the future survival of the organization depends (Gaertner and Ramnarayan, 1983).

The political arena also assumes that organizations have a number of constituencies with different degrees of power, each trying to satisfy its demands. But each constituency also has a unique set of values, so it is unlikely that their preferences will be in agreement. The strategic constituency approach assumes that managers pursue a number of goals that are selected to respond to those interest groups that control the resources necessary for the organization to survive. No goal or set of goals that management selects is value free. Each implicitly, or explicitly, will favour some constituency over others (Robbins, 1990: 63 - 64).

2.6.1.4 The competing Values Approach:

The competing values approach (CVA) offers an integrative approach to identify all the key variables in the domain of effectiveness and determine how the variables are related. The main theme underlying this approach is that the criteria used in assessing an organization's effectiveness – return on investment, job security, market share, new product investment – depend on the assessor and the interests they represent. Thus different stakeholders look at the same organization but evaluate its effectiveness differently (Robbins, 1990).

This approach is based on the assumption that there is no best criterion for evaluating organization effectiveness and that there cannot be one single goal that everyone can agree upon (Robbins, 1990).

Quinn and Rohrbaugh (1983) used multidimensional scaling and created a spatial model of organizational effectiveness with three subordinate value continua: flexibility-control, internal-external, and means-end. Later, Quinn (1988) demonstrated that only two of the subordinate continua, control-flexibility and internal-external, were sufficient to describe the organizational effectiveness construct and when combined, they created four diverse models of organizational effectiveness with each model representing a particular set of values and has a polar opposite with contrasting emphasis. The four models are (Robbins, 1990):

- **The Human Relations model** defines organizational effectiveness in terms of a cohesive and skilled labour force. Its effectiveness criteria reflect internal focus with flexibility.
- **The open system model** defines organizational effectiveness in terms of flexibility and the ability to acquire resources. Its effectiveness criteria reflect external focus with flexibility.
- **The rational goal model** defines organizational effectiveness in terms of specific plans and goals and highlight productivity and efficiency. Its effectiveness criteria reflect external focus with control.
- **The internal process model** defines organizational effectiveness in terms of people and control and stresses adequate dissemination of information and stability and order. Its effectiveness criteria reflect internal focus with control.

Below Figure shows the four quadrant of the competing value framework

FIGURE 2.4; The Competing Value Framework

	Internal	External
Flexibility	**Human Relations Model** • Training • Participation • Empowerment • Morale • Cohesion	**Open Systems Model** • Adaptability • Flexibility • Growth • Resource acquisition • Innovation
Control	**Internal Process Model** • Stability, continuity • Planning • Control • Information management • Routinization, formalization	**Rational Goal Model** • Productivity • Efficiency • Goal attainment • Task focus • Performance

Source: Quinn (1988)

2.7 Summary

This chapter reviewed important organizational components including various definitions of organizations, concepts of organizations and the roles organization play. Various organizational theories including the classical, neo-classical as well as the contemporary theories elaborating on the characteristics, proponents as well as various models within each category were discussed.

The chapter then discussed the significance of organization structure and design, key elements of organizational structure and factors effecting organizational designs, some common organizational designs as well as informal organizations.

Finally the chapter discussed the concept of organizational effectiveness and various models to assess organizational effectiveness.

Having presented a literature review on organizations, the next chapter will focus on organizational diagnosis.

CHAPTER 3
ORGANIZATIONAL DIAGNOSIS

“For the organization as a totality, the important question is not what it has accomplished but its fitness for future actions.”

~ James Thompson (1967)

3.1 Introduction

Organizations are continually searching for innovative ways of enhancing competitiveness, as evolving external forces, such as changing demographics, globalization and technology, require managers to rapidly rethink and retool their organizational management strategies (Whitfield and Landeros, 2006). Renewed attention to servicing customers, quality, innovation, constituency management, and speed and efficiency of operations has stimulated organizations to restructure, reengineer, redesign and retrain (Beckhard and Pritchard, 1992).

Overtime many strategies to improve organizational performance have been identified. One such strategy is the **organizational diagnosis**, which represents the assessment of the current situation of an organization in order to identify the most appropriate interventions for the future development (Stegerean *et al,* 2010: 3).

The aim of this chapter is to present an overview of organizational diagnosis. It looks at various definitions and concepts of organizational diagnosis and its importance. It then examines various diagnostic models and discusses their benefits and limitations.

3.2 Definitions and concepts of organizational diagnosis.

Beer and Spector (1993: 642) define organizational diagnosis as ‘a process that helps organizations to enhance their capacity to assess and change dysfunctional aspects of their culture and patterns of behaviour as a basis for developing greater effectiveness and ensuring continuous improvement’.

According to Alderfer (1980: 459) organizational diagnosis is ‘a process based on behavioral science theory for publicly entering a human system, collecting valid data about human experiences with that system, and feeding that information back to the system to promote increased understanding of the system by its members'. Alderfer (1980: 459) further postulates that the purpose of organizational diagnosis is to establish a widely shared understanding of a system and, based on that understanding, to determine whether change is desirable. Harrison and Shirom, (1999: 7) further expound on the notion of diagnosis by referring it to 'an investigation that draws on concepts, models and methods from the behavioural sciences in order to examine an organization's current state and help clients find ways to solve problems or enhance organizational effectiveness'.

Beckhard (1969) refers to diagnosis as one of the key events or stages in an organization development process. Diagnosis is an intervention that develops information about the various subsystems of any organization as well as the processes and patterns of behaviour that take place within that organization. This view is also shared by Porras (1981: 47) who posits that 'effective organization development begins with an accurate diagnosis'.

Weisbord (1978: 6) offers a simple and a summarized view of organization diagnosis by describing it as a way of looking over an organization to determine the 'gap' between what is and what ought to be.

Lowman (1993) asserts that there are basically two types of diagnostic processes. One of these concerns the assessment of organizational *dysfunction* and the other of organizational wellbeing and intended *optimization.* Kontoghiorghes *et al* (2005) postulate that that a well-executed organizational diagnostic process fosters and promotes a continuous learning environment that not only impacts on the organization's ability to rapidly adapt to change, but which also positively affects its bottom-line organizational performance and overall effectiveness.

The concept of diagnosis in organization development is often used in a manner similar to the medical model (Tichy *et al,* 1977: 363). The physician conducts tests, collects certain vital information on the human system, and evaluates this information to prescribe a course of treatment (or medical intervention). In a similar manner the organizational diagnostician uses specialized procedures to collect vital information about the organization, to analyze this information, and to design appropriate organizational interventions. Some authors however argue that it is 'unfortunate' that the term diagnosis is identified with the practice of medicine (Howard, 1994: 13, Cummings and Worley, 2005: 83; Weisbord, 1978: 6) for it too easily leads to the inferences that the organization is in some way “sick’ and it connotes the medical meaning, ‘to recognise symptoms of disease’. Organizations seek help from behavioural sciences practitioners not necessarily because the social system is broken but because it could function better. Cummings and Worley (2005:83 - 84) further argue that diagnosis in organization development is also a much more collaborative process than the medical diagnosis process since it involves both the organization’s members and change agents in discovering the determinants of current organizational effectiveness as well as developing appropriate interventions and implementing them. Secondly organizational diagnosis is a more development oriented process which assesses the current functioning of the organization to discover areas for future development.

3.3 Models of Organizational diagnosis.

An Organizational diagnostic model is a representation, usually metaphorically, of an organization (Howard, 1994: 53). It is a conceptual framework that people use to understand organizations (Cummings and Worley, 2005: 84). They describe the relationships among different features of the organization, as well as its context and effectiveness, hence point out what areas to examine and what questions to ask in assessing how an organization is functioning. According to Harrison and Shirom (1998: 91), diagnostic models powerfully influence feedback provided to clients, shape the choices about interventions for change, and help determine the effectivess of diagnosis and consultations.

Burke (as cited in Howard, 1994: 55) points to several uses of organizational models:

- *Models help to categorise data about the organization*. It is far easier to deal with six or eight categories than to consider 100 bits of information all at once.
- *Models help to enhance our understanding*. If we have a model with say seven categories and we find that most of the organization’s problems cluster in two of the seven, then we have a better idea of where to begin to improve matters than if we had 100 bits of information.

- *Models help to interpret data.* Suppose in our model we have the two categories of strategy and structure. Let us further assume that from our data we have found problems with the organization's structure. Since in order to achieve organizational effectiveness, strategy and structure must be linked - in other words, to fix the structure problems without consideration first of the organization's strategy would lead to ineffectiveness.
- *Models help to provide a common shorthand language.* For example, the terms culture, shared values, networks, helpful mechanisms, and transactional factors all come from one model or the other. Greater efficiency in communication among organization members can be realised from the use of a model.

Choosing a diagnostic model is one of the most crucial judgement calls facing consultants and other practitioners of diagnosis (Harrison and Shirom, 1998: 108). According to Howard (1994: 82) what model to choose should depend on at least three criteria:

- First the model that practitioners choose to work with should be the one they thoroughly understand and are comfortable with as they work with organization members.
- Second the model chosen should fit the client organization as closely as possible; that is, it should be comprehensive enough to cover as many aspects of the organization as appropriate yet simple and clear enough for organization members to grasp fairly quickly.
- Third, the model chosen should be one that is sufficiently comprehensive to enable you to gather data about organization according to the model's parameters without missing key bits of information.

3.4 Comparing various diagnostic models.

This section presents a comparison of various models that are common models used for diagnostic purposes. Below tables synthesizes various aspects of each of the models:

Table 3.1; Comparing Various Diagnostic Models

MODELS	STRENGTHS	LIMITATIONS	WHEN TO APPLY
Nadler Tushman congruence model	Highlights both mismatches and congruence Shows cause–effect relationships Considers the influence of the external environment	In the short term, congruence can lead to improved effectiveness, but in the longer run it can fuel resistance to change Appears to be too complex and difficult to understand	A comprehensive analysis is required A system perspective is required
Burke–Litwin model of organizational performance and change	Explains linkages. Shows cause-and-effect relationships between organization's internal and external environments Distinguishes between the role of transformational and transactional dynamics in organizational behavior and change	Complexity (as in relation to the intricacy of organizational phenomena)	Need to see how organizational performance and effectiveness are affected. Need to see how change can be influenced. A cross-cultural application is required
Weisbord model	Well-known Easy to explain Helps identify and focus priorities	Does not show interdependencies clearly Too simplistic Does not examine environmental influences	Environment is not a significant factor. Simplicity and speed of diagnosis are important

Freedman Swamp model of sociotechnical systems	Comprehensive Considers many of the categories, linkages and boundaries that occur in organizations	Appears complicated Need to create unique meta-models that fit the organisation	A specific, explicit comprehensive assessment is required
McKinsey seven-S model	Explains why renewal is a complex set of processes Can be linked to the 7-C framework of planning	Too simplistic	A multivariable framework is required to determine why organizations are not linking capability and competence
Galbraith STAR model	Sees an organisation as an information-processing entity	Does not include the external environment as an influencer Too simplistic	A review of organization design is indicated The hierarchy seems overloaded Extensive change is occurring

Cummings and Worley (2005); French and Bell (1999); Jones and Brazzel (2006); Harrison and Shirom (1998)

3.5 The Weisbord Six-Box Model

Weisbord's (1976) 'six box' model is one of the most straightforward and easy to use system models in the literature. In presenting it, Weisbord sought to distill years of consulting experience and to provide users with 'Six places to look for trouble with or without theory' (Harrison and Shirom, 1998: 101).

Weisbord proposes six broad categories in his model of organizational life, including purposes, structures, relationships, leadership, rewards, and helpful mechanisms (Weisbord, 1976, Weisbord, 1978).

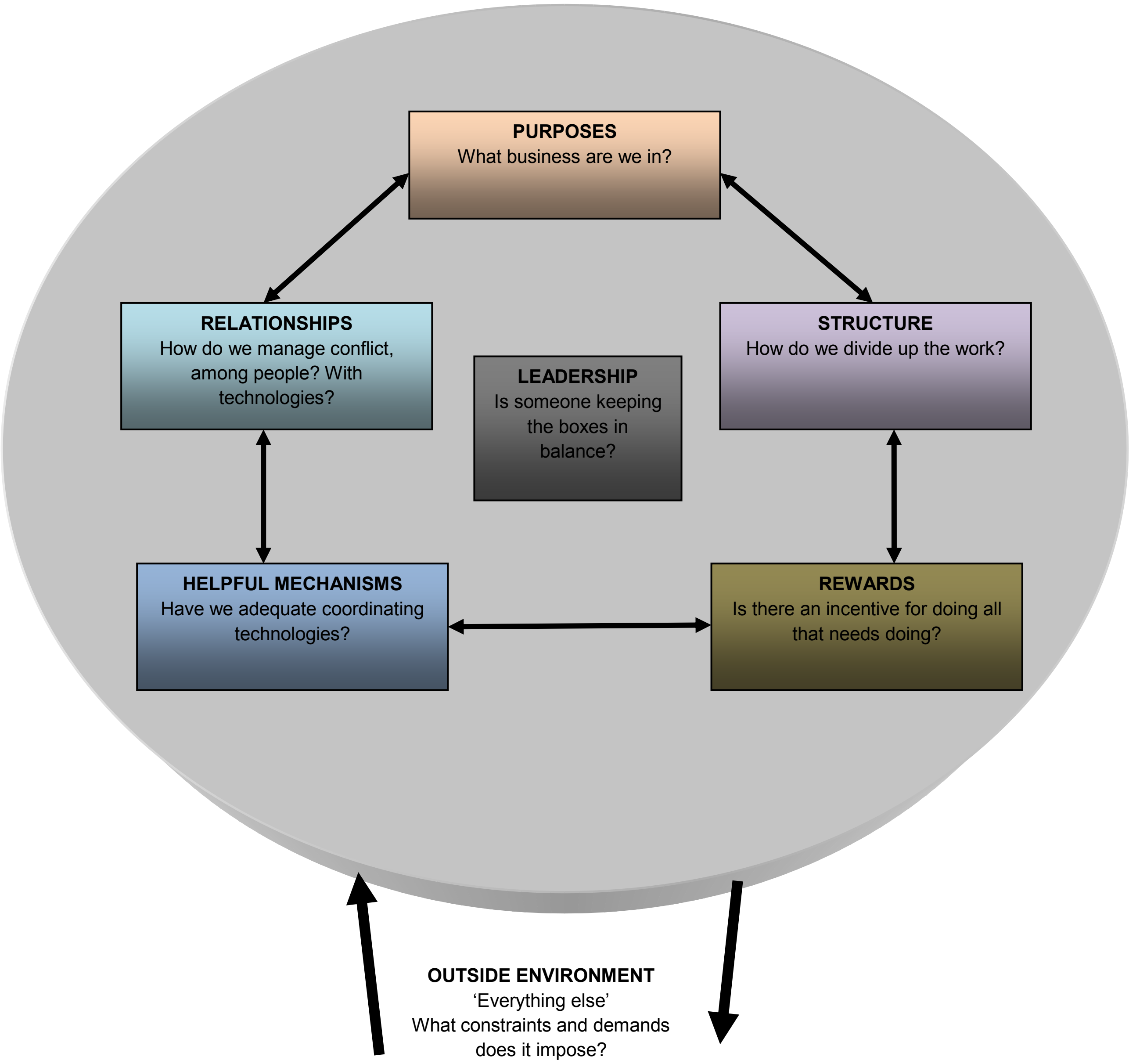
- **The purposes** of an organization are the organization's mission and goals.
- **Structure** is referred as the way in which the organization is organized; this may be by function – where specialists work together – or by product, program, or project – where multi-skilled teams work together.
- **Relationships** focus on who should deal with whom about what and what the quality of those relationships is. There are three main types of work relationships: between people, between work units doing different tasks, and between people and the technology they are using.
- **Rewards** are the intrinsic and extrinsic rewards people associate with their work.
- **Helpful mechanisms** are the planning, controlling, budgeting, and information systems that serve to meet organizational goals. Weisbord refers to this box as the 'cement that binds an organization with separate needs' (Weisbord, 1976: 443). Thus helpful mechanisms are the processes every organization must attend to in order to survive.
- **The leadership** box refers to typical leadership tasks, including the balance between the other boxes – hence it is intentionally positioned in the centre of the model.

The external environment is also depicted in Weisbord's model, although it is not represented as a "box". Weisbord identifies inputs as the money, people, ideas, and machinery which are used to fulfill the organization's mission. The outputs are products and services (Weisbord, 1976).

Weisbord likens his model to a radar screen, where five boxes of information are watched by the leadership for anomalies, within a boundary that is permeable to the environment (Noolan as cited in Jones and Brazzel, 2006: 200).

Figure below depicts the model

FIGURE 3.1; Weisbord's Six Box Model



Source: Weisbord (1978: 9)

The model is based on two main premises. The first premise refers to formal versus informal systems. Formal systems are those policies and procedures the organization claims to do. In contrast, informal systems are those behaviors which actually occur. The larger the gap between the formal and informal dimensions within the organization, the less effective the organization is. The second premise concerns the fit between the organization and the environment, that is, the discrepancy between the existing organization (what is) and the way the organization should function to meet external demands (what ought to be). External demands being defined as customers, government, and unions (Burke as cited in Howard, 1994: 60).

Weisbord poses diagnostic questions for each box of his model. The questions are summarized in the table below:

Table 3.2; The Weisbord Diagnostic matrix

	Formal System (work to be done)	**Informal System (process of working)**
Purpose	Goal clarity	Goal agreement
Structure	Functional, program, or matrix?	How is work actually done or not done?
Relationships	Who should deal with whom on what? Which technologies should be used?	How well do they do it? Quality of relationships? Modes of conflict management?
Rewards (incentives)	Explicit system; what is it?	Implicit rewards What do people feel about payoffs?
Leadership	What do top people manage? What systems are in use?	How? Normative “style” of administration
Helpful mechanisms	Budget system Management information (measures?) Planning Control	What are they actually used for? How do they function in practice? How are systems subverted?

Source: Weisbord (1976)

The Weisbord's model was selected for diagnostic purposes for this study. The model was selected because it is most widely used both in practice as well as in empirical studies especially due to its lack of complexity and is quite useful for a quick simple diagnostic purpose (Weisbord, 1978). This model is also appropriate in the context of the study being carried out in a place like Zanzibar where many organizations are unaccustomed to thinking in system terms (Harrison and Shirom, 1998).

One of the limitations of the Weisbord diagnostic model is that it does not take into consideration the influence of the external environment and only takes into account the intrinsic factors within an organization (Harrison and Shirom 1998, Weisbord 1978). The tourism Industry in Zanzibar has strong links with extrinsic factors such as the social and marketing (relationship with customers) environments that are not addressed by this model. However this research will also take into consideration these factors and investigate their impact on organizations separately, but in addition to the elements outlined in the Weisbord model.

3.6 Summary

This Chapter provided an overview of the significance of organization diagnosis and its role in organizational development and change. The chapter then discussed the importance of using organizational models as a road map to effective diagnosis.

A comparison of various models was made in the context of its strengths, limitations and applications. The chapter finally concluded with the motivation of using the Weisbord's six box model for this research.

Having presented an overview of organizations in chapter two and a literature review on organizational diagnosis in this chapter, the next chapter will now look at the research methodology used for this study.

CHAPTER 4
RESEARCH METHODOLOGY

“"Somewhere, something incredible is waiting to be known."

~ Carl Sagan (1934 – 1996)

4.1 Introduction

The previous two chapters reviewed the literature on organizations and organizational diagnosis. The aim of this chapter is to describe the research methodology used in this study.

Remenyi (1996: 22) asserts that when undertaking research, there are “three major philosophical questions” that should be addressed at the outset of research; Why research? What to research? and How to research?.

The why and what questions have already been addressed in the first chapter of this document. This chapter answers the question on ‘How to Research’ thus giving a detailed analysis of how the research was conducted.

Contained in this chapter is therefore an explanation of the research design deployed for this study followed by population and sampling procedures. A comprehensive description of data collection and data analysis techniques is given. Finally, the chapter concludes with the ethical considerations addressed in this study.

4.2 Research Purpose and Objectives

The overall purpose of this research is to explore and diagnose the organizational effectiveness of accommodation units of the tourism sector in Zanzibar; Tanzania, that is required of them to compete in the contemporary complex and turbulent market environment.

In order to achieve this broader purpose, more specific and detailed objectives were developed, as below:

- Diagnose and find the gap between current organizational performance and the optimal organizational performance in two particular units of accommodation in the tourism sector of Zanzibar.

- Diagnose and determine the factors affecting organizational performance in these units.
- Recommend implementation of suitable intervention activities to improve organizational performance in the units analyzed.

4.3 Research Design

Adams and Schvaneveldt (1985: 103) refer to research design as ‘a plan, blueprint, or guide for data collection and interpretation – a set of rules that enable the investigator to conceptualize and observe the problem under study’. King *et al* (1994: 118) further expounds on this view by referring to research design as ‘a plan that shows, through a discussion of a model and data, how we expect to use our evidence to make inferences’.

The paradigm adopted for the research was that of Ontology with Post positivism (Guba and Lincoln, 1994). This philosophical stance sees a researcher as an objective analyst and an interpreter of tangible social reality (critical realism), giving the former independence from the research, and the ability to critically evaluate the evidence and generalize (Remenyi and Williams, 1996).

As the overall purpose of the research was to diagnose organizational effectiveness with a specific objective of suggesting interventions for improvement, an organizational diagnosis approach was decided to be deployed with an action research strategy. Action research is a well-established strategy in organizational diagnostic approaches aimed at systematic data-based problem-solving (Jackson, 2008). Lomax (1994: 156) defines Action research as “an intervention in practice to bring about improvement” Such research focuses on planned change as a cyclical process, in which the initial research conducted into the organisation provides information that is obtained by the use of organizational diagnostic models, various quantitative and/or qualitative diagnostic methods and techniques intended to guide subsequent improvement actions (Cummings and Worley, 2005; Van Tonder and Dietrichsen, 2008).

The research was qualitative in nature in the form of case study. Yin (1984:23) defines a case study as “an empirical enquiry that: investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used”. Furthermore, according to Yin (1981), when the goal of the research is to understand rather than to predict, to interpret rather than to manipulate the phenomenon being studied, the case-study as a research strategy is arguably most appropriate. The case-study, as opposed to an experiment or survey, is said to answer the how and why questions, but unlike the experiment does not require control over the behavioral events. They further argue that the case-study lends itself well to a process where the aim of the researcher is to interpret and to inductively develop further constructs. To this effect, the case-study represents one of the broadest research strategies within the realm of qualitative research.

According to Schell (1992), case studies may either focus on a single case or use a number of cases: A single case may form the basis of research on typical, critical or deviant cases, while multiple cases may be used to achieve replication of a single type of incident in different settings, or to compare and contrast different cases. When using multiple cases, each case is treated as a single case. Each case study’s conclusion can then be used as information contributing to the whole study. This research made use of two cases. Although both case studies focused on accommodation units in a single tourism industry and used the same methodology and theoretical model to gather data and conduct analysis, the accommodation units differed from each other in terms of their locations, number of years in operation as well as their size and presence in both local and international markets. The first case study was a five star resort located at the north coast of the Zanzibar Island and has been in operation for more than 10 years. The second case study focused on another five star resort located at the south coast of Zanzibar and has been in operation for only one year in the Zanzibar market, with similar sister resorts in two other locations in other popular tourist destinations around the world.

4.4 Population and Sampling Procedure

According to Trochin (2000), a research population is a group that the researcher wants to generalize to. Cooper and Schinder (2000) refer to population as the total collection of elements about which one wishes to make inferences. Sekaran (2000) defined a sample as a subset of the population in question and comprises a selection of members from that particular population.

A purposive sampling procedure was employed to ensure that staff from all departments and job levels participated in the various data gathering methods used for this study. Purpose sampling is used when the researcher selects a sample on the basis of knowledge of a population, its elements, and the purpose of the study (Babbie, 2008: 204). This was the case in both case studies researched in this study. The General Managers of both the resorts had lengthy discussions with the researcher during the entry stage of the research to suggest the participants who would be available for the study. All departments were represented either by their heads, supervisors or line staff in several data gathering methods.

The population and sample for each case study was as follows:

Case Study 1

The population of the resort in this case study was a total of 238 staff members including 5 Management staff, 15 supervisors and 218 line employees. Out of the total population, 3 management staff, 5 supervisors and 54 employees were available for participation in various data collection methods.

Case Study 2

The population of the resort in this case study was a total of 304 staff members including 8 Management staff, 20 supervisors and 276 line employees. Out of the total population, 7 management staff, 5 supervisors and 129 employees were available for various data collection methods.

The population and sampling selected is captured in the table below:

Table 4.1 Summary of Population and Sampling for the Case Studies

	Case Study 1			Case Study 2		
	Population	**Sample**	**%**	**Population**	**Sample**	**%**
Managers	5	3	60%	8	7	88%
Supervisors	15	5	33%	20	5	25%
Line staff	218	54	25%	276	129	47%
Total	**238**	**62**	**26%**	**304**	**141**	**46%**

A sample of 26% for the first case study and 46% for the second case study obtained as per table above is regarded as more than adequate for qualitative research (Schurink, 2003).

4.5 Data Gathering

According to Cummings & Worley (2005), organizational diagnosis is essentially a data-gathering method which involves extracting appropriate and relevant data that describes the shortfall between the actual, current system functioning and the desired state of functioning and actions that will breach and reduce the 'gap' concerned. This view is supported by Levinson (1972: 4) who refers to organizational diagnosis as 'a data gathering guide'. This implies that the effectiveness of a diagnostic process lies in the ability to collect data effectively, guided by the appropriately selected organizational diagnostic model to conduct the analysis.

This study had opted for the Weisbord six box model to conduct the diagnosis. As such the data collecting methods were selected to align with the framework of the model. The basic premise of the model is to analyze the 'formal' and the 'informal' aspects of each of the six boxes present in the model, namely; purpose, structure, leadership, helpful mechanisms, rewards and relationship (Weisbord, 1976, 1978) in order to find any gaps. A seventh box on 'organizational environment' was added by the researcher to measure the impact of the external environment on the effectivess.
The data for both case studies was collected using "multiple sources and techniques" (Soy, 1997:2) in order to gather as much data as were relevant to the research topic as possible. According to Bless and Higson-Smith (2000), there are three common methods of data collection, namely, observation, interviews and

questionnaires. A fourth method entitled 'unobtrusive method' was also introduced by Webb *et al* (1981).

Interviews were used to collect data for analyzing the 'formal' aspects of the organizations while survey questionnaires, observations as well as unobtrusive methods were used to collect the 'informal' aspects of the organizations. Each of the methods used are described in detail below:

4.5.1 Interviews

Formal aspects of an organization are what the managers 'say' they do as well what the organization's reports, charts or other formal documents show (Weisbord, 1976). Since in both case studies the researcher could not have access to the organization's reports or any internal documents due to their sensitive nature, the best way to obtain data on the formal aspects was by making use of the interview method.

Semi-structured probing interviews were used to collect data from the top management team of both the organizations. Banister *et al* (1994) asserts that semi-structured interviews consist of an investigator asking a set of scheduled questions, with the interview being guided, rather than dictated, by the schedule and are regarded as an invaluable and powerful diagnostic tool for diagnostic applications in organizations.

Each of the top managers in both case studies was interviewed either in their offices or in other surroundings such as the resorts restaurants. Since the interviews were in depth, their duration varied between 45 minutes to 1 hour. All participants were given a brief explanation of the purpose of the research, the model used and how the researcher intended to diagnose. This helped to get better inputs and influx of ideas from the participants.

The Weisbord model provides diagnostic questions to analyze the formal aspects of organizations. The diagnostic questions are provided for each of the six boxes present in the model. The researcher widely based the interview questions on this matrix but also created questions to probe the seventh aspect of this model – the environment. This was done so that data can be gathered to compare the organization's rhetoric to the general environment. During the interview sessions the researcher elaborated the questions further as deemed necessary or asked the question in different ways so as to get meaningful data. The questions used for this interview form part of **Appendix A.**

4.5.2 Survey Questionnaires

In order to measure the informal activities the Organizational Diagnosis Questionnaire (ODQ) was used as the measurement instrument. The purpose of the ODQ is to provide survey-feedback data for intensive diagnostic efforts. The questionnaire produces data relative to informal activity (Preziosi, 1980).

The Organizational Diagnosis Questionnaire (ODQ) is based on Weisbord's practitioner-oriented theory. The ODQ generates data in each of Weisbord's suggested six areas (Preziosi, 1980). The original ODQ has a seventh box entitled attitude towards change. Since central to this research was also to study the organizational environment, the researcher replaced the 'attitude towards change' box with an 'organizational environment' box. The ODQ was then composed of thirty five questions, five in each of the seven variables.

The questionnaire was presented with a Likert type scale with 'strongly agree' forming one end of the continuum and 'strongly disagree' the other end. According to Struwig and Stead (2001:94), a Likert type scale is usually linked to a number of statements to measure attitudes or perceptions and 5-point or 7-point scales are often used. In order to make the ODQ more manageable the Likert scale in the ODQ was reduced from the 7 point scale to a 5 point scale. Respondents were asked to indicate their current views on their organization on a scale of 1 to 5, with a score of 3 representing a neutral point.

The scale range utilized was as follows:

1 = Strongly Agree
2 = Agree
3 = Not sure
4 = Disagree
5 = Strongly Disagree

The diagnosis would be to assess the amount of variance for each of the five variables in relation to a score of 3, which is the neutral point. Scores above 3 would indicate a problem with organizational functioning. The closer the score is to 5 the more severe the problem would be. Scores below 3 indicate the lack of a problem, with a score of 1 indicating optimum functioning (Preziosi, 1980).

Since the ODQ was intended for staff members ranging from supervisory level to line staff, it was also provided with a Swahili language translation (the language spoken in Tanzania). Thus under each question asked in English, its Swahili version was also provided. This was done in order to ensure that no one has any difficulty in understanding the questions. The ODQs were distributed with detailed instructions on how to complete them with specific instructions not to put the respondents' names on them. The instructions were also provided in both the English and Swahili languages. The ODQs were handed to the management team so they could administer them to their respective departments. The researcher provided adequate explanations on how to complete the ODQ to the management team. The ODQs were collected by the researcher once they were all completed by the respondents. **Appendix B** forms part of the ODQ.

4.5.3 Observation

Marshall and Rossman (1989: 79) define observation as "the systematic description of events, behaviours, and artifacts in the social setting chosen for study".

The observation stance chosen by the researcher for the research in both case studies was that of the *complete observer.* This observation stance is explained by Gold (1958:21) as the one in which the researcher is completely hidden from view while observing or when the researcher is in plain sight in a public setting, yet the public being studied is unaware of being observed. In either case, the observation in this stance is unobtrusive and unknown to participants. The researcher used the following approaches for observation for each case study:

Case Study 1

The researcher stayed as a customer for one night at this resort two weeks prior to formally conducting this research. The researcher took this opportunity to make a thorough observation of the services as well as the staff attitudes and behavior. This type of observation made anonymously as a customer helped the researcher to make observations without raising any suspicions among the staff members.

Case Study 2

The researcher was invited for a thorough discussion on the modalities of conducting the research by the General Manager at the entry stage. Before the formal discussion with the GM, the researcher was offered an extensive half - day guided tour of the whole resort. The researcher visited various service points such as the spa, water sports, and restaurants, posing as a guest of the GM, while also intensively observing various service deliveries and staff behavior. During the actual research, the researcher also took the opportunity to make thorough observations while at the site. This was done on anonymous basis as most staff members were not aware of the role of the researcher and treated him as a guest.

4.5.4 Unobtrusive Methods

Unobtrusive research (or non reactive methods)) describes methodologies which do not involve direct elicitation of data from the research subjects, but try to find indirect ways to obtain the necessary data for the research (Babbie, 2008; Webb *et al,* 1981).

The type of unobtrusive method the researcher selected was content analysis, with specific focus on postings on the Internet as well as studying the subject's websites (Babbie, 2008).

It is very common for travellers around the world to use the **Trip Advisor** website (www.tripadvisor.com) to post reviews of their experience on accommodation, restaurants and so on. Since customers' views - especially being part of the external environment - has substantial significance in the hospitality industry, the researcher also visited this website to read comments made by various customers on both the resorts. Since the first case study resort had been in operation much longer, the researcher was able to gather more comments than the resort in the second case study which had been in operation for only 1 year. For the first case study about 50 comments posted over the past 12 months were viewed, summarized and categorized while about 20 comments were available for the second case study.

4.6 Data Analysis

According to Porras (1981: 47) "Diagnosis is not the same thing as data collection". The word 'data' refers to bits and pieces of information from which a diagnosis may be built. "Data" means clues, not hypotheses. "Diagnosis" implies conclusions about what the data mean. Only when a gap is specified . . . has a diagnosis taken place. Thus "data" means assembling facts. "Diagnosis" means assigning meaning, weight, priority, and relationship to the facts'. This statement signifies the importance of data analysis for an effective diagnostic purpose.

The objective of data analysis is to transform information into an answer to the original research question (Terre Blanche *et al,* 2006:323). As explained in the preceding sections, the purpose of this research was to explore and diagnose the organizational effectiveness by identifying the gap between actual organizational performance and the optimal organizational performance. Since organizational diagnosis in this research context was guided by the Weisbord's six box model, the data gathered needed to be analyzed in the context of the framework provided by this model.

The data gathered through several methods were analysed as below:

4.6.1 Data analysis for Interviews, observation and unobtrusive research

In order to analyze data from the above methods, the thematic content analysis method was used. Braun and Clarke (2006) refer to thematic content analysis as a qualitative diagnostic method for identifying, analyzing and reporting on patterns or themes detected in data. Data that bear some similarity to one another are clustered into separate categories, or groups of facts.

Data from the semi structured interviews were clustered and tabulated into the six boxes presented by Weisbord under their respective themes (or the diagnostic questions).

Data from both the unobtrusive research (postings on the trip advisor website) were categorized under the following four categories:

- Accommodation quality
- Food and beverage quality

- Staff attitudes
- General services

The comments were then analyzed in terms of the above categories as positive and negative comments per each category and then frequency counted.

Data from the observation method were categorized as positives and not so positives and the observations made were then put under their respective categories.

4.6.2 Data analysis for Organizational Diagnosis survey Questionnaires (ODQ):

Preziosi (1980) explains the method of analysing data from the ODQ. The numbers circled by participants for each question in the ODQ is transferred in a score sheet under their respective categories (or boxes). The score sheet can be designed in the spreadsheet where the aggregate data from all the score sheets completed by all participants is captured. This is as shown in the table below:

Table 4.2 Score Sheet for ODQ Data Analysis

Purposes	Structure	Leadership	Relationship	Rewards	Helpful Mechanisms	Organizational Environment
Q1 ___	Q2 ___	Q3 ___	Q4 ___	Q5___	Q6 ___	Q7 ___
Q8 ____	Q9 ____	Q10 ____	Q11 ____	Q12 ____	Q13 ____	Q14 ____
Q15 ____	Q16 ____	Q17 ____	Q18 ____	Q19 ____	Q20 ____	Q21 ____
Q22 ____	Q23 ____	Q24 ____	Q25 ____	Q26 ____	Q27 ____	Q28 ____
Q29 ____	Q30 ____	Q31 ____	Q32 ____	Q33 ____	Q34 ____	Q35 ____
Total ____	**Total ____**	**Total ____**	**Total ____**	**Total ____**	**Total ____**	**Total ____**
Average _	**Average __**	**Average __**	**Average __**	**Average _**	**Average __**	**Average __**

Source: Preziosi (1980)

Each column is added and an arithmetical mean is determined using the spreadsheet statistical formula as a tool. This gives comparable scores for each of the seven areas.

Each of the seven variables is then assessed for variance in relation to the score of 3 which is neutral. Scores above 3 would indicate problems in the organizational functioning while scores below 3 indicate a lack of problems. For more precise diagnostic information, the score of each of the thirty-five questions can also be reviewed to produce more exacting information on problematic areas. For example, let us suppose that the average score on item number 8 is 3.6. This would indicate not only a problem in organizational purpose, but also a more specific problem in that there is a gap between organizational and individual goals. This more precise diagnostic effort is likely to lead to a more appropriate intervention in the organization than the generalized diagnostic approach (Preziosi, 1980).

4.7 Quality assurance

Lincoln and Guba (1985) argue that ensuring credibility is one of most important factors in establishing trustworthiness. The issue of credibility in this research was upheld by triangulating data sources (Patton 2002). Semi structured interviews and ODQ were used to obtain data from all levels of employees in both case studies while customers' comments obtained through the unobtrusive method from the trip advisor website ensured that the organizational environment could also be measured. Finally data obtained from observation were also used to validate other data sources used above. The data triangulation thus helped to compare and cross-check the consistency of information derived at different times and by different means within the qualitative methods (Patton, 2002).

Use of dual language (English and Swahili) especially for the ODQ ensured that the lower level staff was comfortable in understanding the ODQ and were able to provide valid and correct answers thus increasing the validity of the ODQ.

Lincoln and Guba (1985) refer to transferability as the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings. This was achieved by using the multiple case studies approach used in this research where the same methods and model were used to study the two different cases so as to increase reliability, and to help generalize the conclusions.

4.8 Ethical Consideration

According to Cooper and Schindler (2000), the goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities.

In order to reduce researcher bias for this study the researcher adhered to the established data gathering and analysis methods (Babbie, 2008).

Ethical considerations of confidentiality and privacy were also addressed. Pseudonyms were used for both case studies in order o protect the true identities of the subjects. Furthermore some obvious details about both the organizations were suppressed to prevent outsiders from determining their true identities (Babbie, 2008).

The interviews were conducted with the full consent of the participants who were also made aware of the goals and objectives of the research. The identities of the participants in both the interviews as well as in the ODQ were kept anonymous. Since participants were not comfortable being tape-recorded during the interviews, the researcher also upheld this by relying on taking notes during interviews.

The feedback of the data gathered from the interviews and ODQ as well as the suggested intervention methods were made available to both the organizations in accordance with the promise made to them prior to conducting the research. This completed one cycle of the Action Research process where the organizations could then decide to implement the intervention methods and review the progress.

4.9 Summary

This chapter presented a comprehensive view of the research methodology used for this research. It elaborated on the research design; the paradigm adopted, and discussed the population and sampling procedures. A detailed overview on the data collection and analysis techniques was given before the issue of quality was addressed. Finally the chapter concluded with discussion on the ethical considerations that needed to be taken into account when doing the research.

Having discussed the research methodology in this chapter, the next chapter presents a detailed analysis of the data and discussion of the results.

CHAPTER 5:
RESEARCH FINDINGS AND DISCUSSION

"Every company has two organizational structures: The formal one is written on the charts; the other is the everyday relationship of the men and women in the organization"

~ Harold S. Geneen

5.1 Introduction

The previous chapter discussed in detail the research methodology including methods of data collection and analysis for the case study research design used for this research.

This chapter presents findings of the research and subsequently provides discussion on the findings. Two case studies were looked at in this research where each case study was discussed separately (within case analysis) and then a cross-case analysis of the two case studies was done.

Each case study was analyzed using the framework provided by the Weisbord six-box model. The model is based on two main premises. The first premise refers to formal versus informal systems. Formal systems are those policies and procedures the organization claims to do. In contrast, informal systems are those behaviors which actually occur. The larger the gap between the formal and informal dimensions within the organization, the less effective the organization is. The second premise concerns the fit between the organization and the environment, that is, the discrepancy between the existing organization (what is) and the way the organization should function to meet external demands (what ought to be) (Burke as cited in Howard, 1994: 60). The diagnosis is as follows in each case:

- Data for the formal system (obtained from the interviews with top management) and informal system (obtained from the ODQ) were analyzed to identify any problems or gaps in each of the six boxes.

- Data obtained from the trip advisor comments supplemented by the data from observation were compared with the organization's rhetoric in each case study to see if there was 'fit'.

The main problematic areas from the above two analysis was highlighted for each case study and finally a cross-case study analysis was done by generalizing the problematic areas.

Pseudonyms were used for each case study to protect their identities. Case study one is named North Resort and case study number two is named South Resort. A brief profile for each organization in the case study was presented before the diagnosis was carried out in the respective sections.

5.2 Case Study 1 (North Resort)

5.2.1 Background Information about North Resort

The North Resort is a 5 star property located on the North coast of the Zanzibar Island. It has around 100 rooms categorized into standard rooms, superior rooms as well as suites. Among the many services it offers include accommodation, banqueting, boutique, business centre, children's club, conferences, excursions, spa, and water sports activities. It has been in operation for the past 10 years. The total number of staff is 238 including 5 top management, 15 supervisors and 218 line employees. All top management staff are expatriates, while most of the supervisory staff is brought from the mainland Tanzania. All line employees are from Zanzibar.

North Resort has a divisional structure and the main functional divisions that exist are; Administration, Accounts, Food and Beverage, Boutique, Housekeeping, Guest relations, HR, Maintenance, IT, Security and Spa.

5.2.2 Presentation of the findings

5.2.2.1 Data findings from Interviews

Three of the five top management were available for the interviews. The interviews focused on the six boxes of the Weisbord model plus the seventh box added by the researcher to measure the organizational environment. Diagnostic questions provided by the Weisbord model were used to gather data and the data were analyzed thematically according to the diagnostic questions under each box.

The data collected are presented in the table below.

Table 5.1; Summary of Interview data for North Resort

Purpose Box
• The main purpose and the goals of North Resort are not documented nor communicated formally to staff members but are rather in the 'minds' of top management. • All three managers interviewed stated sets of goals that differed from each other. • According to the management, even though goals or purpose is not documented formally, 'the staff knew that they were there to provide excellent service to clients. • No formal strategic plan existed (documented or communicated), although strategies such as marketing did exist that ensured the resort had the highest guest occupancy rate.
Structure Box
• No organizational chart existed although the work was divided according to functions so there were several functional divisions in place. • People had clear idea on which department do they belonged to and who they needed to report to. • The job roles were arranged according to the divisions and sub divisions. • Only formal systems for identifying job expectations such as job description and performance reviews existed. • The structure of North Resort had a huge impact on the relationships, communications and processes because it helped the employees to be aware of whom to consult for relevant issues at hand.
Rewards Box
• Rewards for task achievement and accomplishment existed. • Financial incentives included; employee of the month/year cash awards, long service cash rewards, staff tips, drinks incentives, promotions and sales commissions. • Non Financial incentives included; certificates, appreciation letters, simple words of thanks,

time off and job rotations.

- Management believed that the reward system in place greatly facilitated achievement of their purpose.

Helpful Mechanisms Box

- North Resort deployed the following mechanisms to facilitate their day to day work:
  - ❖ Daily meetings of the management team with the GM to discuss various agendas.
  - ❖ Departmental daily briefings between management team and supervisory and line staff
  - ❖ Memos
  - ❖ Notice boards
  - ❖ General staff meetings, once a week.
  - ❖ Employee policy manual with their Standard Operating Procedures (SOPs)
- Members of staff were provided with the appropriate information they needed to do their jobs properly especially through their job descriptions and daily briefings.
- The main communication processes were through telephones, e-mails, radio calls and personal meetings.
- Main performance improvement measures were through staff appraisals, guests comments/feedback, as well as sharing information with staff on how the company was faring.
- North Resort made extensive use of the IT for facilitating its various work processes including its reservation system, point of sales, communication (e mails) as well as stock and clients database.
- North Resort conducted regular departmental trainings on site for their staff members. The trainings were conducted by the HoDs to the supervisory and line staffs. There were no career development plans in place unless the staff took initiatives themselves such as taking correspondence courses where they got loans to pay for the studies.

Relationship Box

- Conflict among staff was managed in various ways including acknowledgement of the problem, listening to both parties, counseling as opposed to directing, encouraging both parties to work out their differences, by focusing on the problems and not the parties and proving information and feedback to both parties involved.
- The departments and teams worked in harmony to achieve organizational goals and a very positive working relationship existed between people.

Leadership Box

- The main leadership style of North Resort was charismatic although at times it also applied an authoritative style to deal with specific issues.
- Management is deeply involved in the various activities on the shop floor basis (management by walking around).
- There was no formal leadership vision documented, but the North Resort always tried to achieve the best marketing strategies that ensure high occupancies at the times of low season when some of their competitors closed down.
- Leadership mostly focused most of their attention and intention on providing the best customer service.
- The Leaders of the North Resort received very good support from all levels of staff.

Organizational Environment Box

- *The Natural Environment;* North Resort takes the natural environment very seriously. All their facilities are built to merge with, complement and protect the natural environment. Within and in the surroundings of their resort deliberate measures are constantly made to restore and regenerate the natural and indigenous environment. Some of the measures and practices they have in place towards protection of the environment are deployment of a waste recycle plant, using appliances in compliance with CFC regulations, using energy saving technology as well as collection of rainwater on their roofs to supplement their overall water supplies.
- *Community involvement:* The surrounding community in which the North Resort operates also benefit in many ways. North Resort buys products such as fish and fruits from the local traders, employing people from the nearby village in some positions such as gardeners etc, as well as contributing towards community development projects such as building water wells, school etc.
- *Customers*: North Resort believe that their goals meet the requirements of their customers since they have been recognized and awarded many times as being one of the leading resorts.
- *Strategic partners*: North Resort views their relationship with their strategic partners as being very important and as such always maintains a harmonious relationship with them especially tour operators who refer many clients to stay at the resort. They currently work with about 12 major tour operators.
- *Government/Other bodies*: A very well established and maintained relationship exists with

various bodies including:

- ZIPA (Zanzibar Investment Promotion Authority)
- ZANEMA (Zanzibar Employers Association)
- ZATI (Zanzibar Association for Tourism and Investment)
- Zanzibar Commission for Tourism
- Zanzibar Chamber of Commerce

5.2.2.2 Data findings from Organizational Diagnosis Questionnaires (ODQ)

The ODQs were completed by a total of 52 supervisory as well as line staff. The aggregate results were captured in spreadsheets and averages for each of the questions in the seven boxes were calculated.

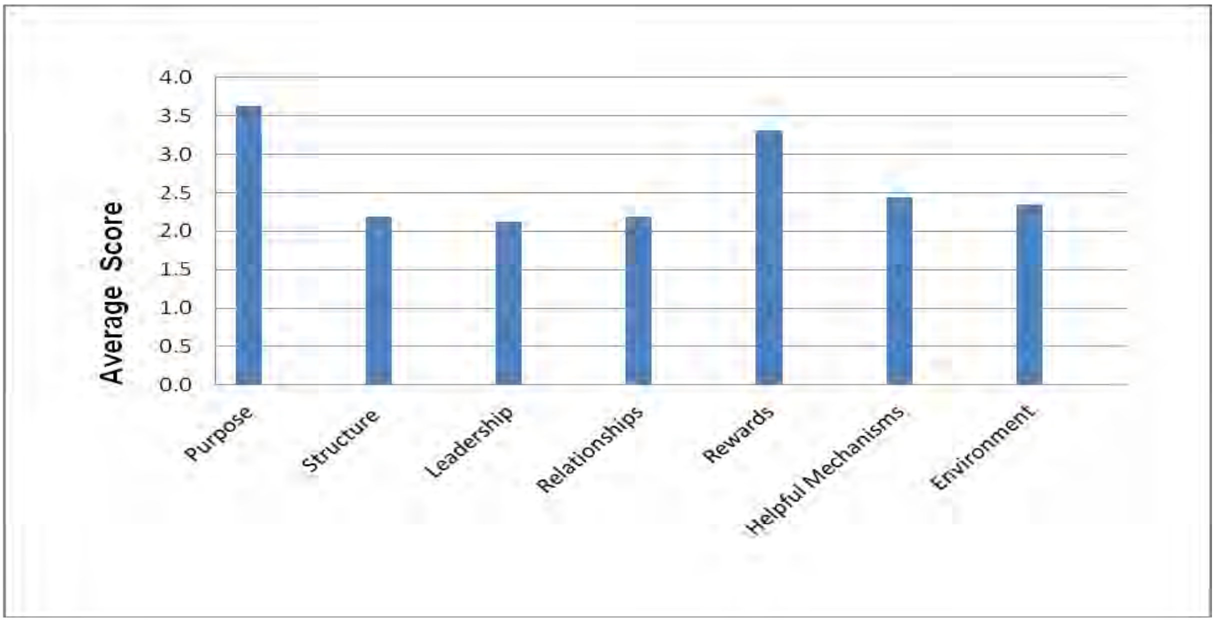
The table below depicts the general results obtained for all the seven boxes.

Table 5.2; Average ODQ Scores for North Resort

	Purpose	Structure	Leadership	Relationships	Rewards	Helpful Mechanisms	Organizational Environment
Average	3.6	2.2	2.1	2.2	3.3	2.4	2.3

The results are represented by the below bar chart.

Figure 5.1; Graphical Representation of the Average ODQ Scores for North Resort



Scores above 3 indicates problems in the organizational functioning while scores below 3 indicate lack of a problem. From the above table and graph two boxes look to have problems; Purpose and Rewards.

A more detailed analysis of all the questions in each box is also given below:

Table 5.3; Average ODQ Scores for North Resort for each specific area

Purpose		Structure		Leadership		Relationships		Rewards		Helpful Mechanisms		Environment	
Q1	3.5	Q2	2.3	Q3	2.0	Q4	1.7	Q5	2.2	Q6	2.1	Q7	1.8
Q8	3.4	Q9	2.0	Q10	2.7	Q11	2.9	Q12	3.5	Q13	2.0	Q14	2.3
Q15	3.7	Q16	2.4	Q17	2.4	Q18	1.7	Q19	2.7	Q20	2.8	Q21	2.1
Q22	4.0	Q23	1.9	Q24	1.5	Q25	1.7	Q26	4.5	Q27	2.5	Q28	2.6
Q29	3.6	Q30	2.4	Q31	1.9	Q32	2.9	Q33	3.6	Q34	2.7	Q35	2.9
3.6		**2.2**		**2.1**		**2.2**		**3.3**		**2.4**		**2.3**	

5.2.2.3 Data findings from Unobtrusive methods

The data obtained here were customer comments posted on the trip advisor website. Around 50 comments were selected over the past 12 months and filtered. The comments were then categorized in four main themes (rooms, food, staff, and general service). Each theme was divided into 'positives' and 'Not so positives'. The comments posted by the customers were mostly in long narrative formats. The researcher reduced them into a more specific thematic format. The numbers in the parenthesis against each comment shows the frequency count for the comment. The findings are tabulated as below:

Table 5.4; Summary of Clients comments from Trip Advisor for North Resort

Category	Positives	Not so positives
Rooms	Great modern rooms with enormous beds nicely decorated and well presented with both fans and air-conditioning **(19)** Clean and spacious rooms and bathrooms **(15)** Never had a problem with electricity or hot water **(1).** Never had any worries about mosquitoes as housekeeping sprayed the room every night **(5).**	The water in the bathrooms is salty water **(1)** Our bed was 2 double beds pushed together not 1 queen or king bed **(1)** The superior room was old, did not include a bathtub and a significant distance from the beach **(1)** When we got there in the evening the room wasn't ready and we had to call housekeeping to finish the job **(1)** Despite asking several times the mini

		bar in our room wasn't filled once during our stay **(1)** Some simple changes to bedding, faucets and fixtures would make the rooms feel newer and cleaner **(1)**
Food	Food was good, different menu every night **(17).** Great seafood platter at the restaurant on the beach **(2).** We have food allergies, so the chef showed us what we could and couldn't eat every night at the buffet **(1).** Huge buffet with food varied in theme every evening and was good across the board **(8)**	Eggs were served but no egg cups were available **(1)** The salt and pepper grinders needed change **(1)** There didn't seem to be enough heat to cook food well or keep food hot **(1)** Instead of packet sauces that are provided to guests the chef could prepare some nice salad dressings and a few nice sauces themselves in their large well run kitchen **(1)**
Staff	The restaurant/bar staff were very friendly and inviting **(7)** The staff for the most part were really helpful and friendly **(11)** One particular manager made sure every guest feels at home and was particularly helpful with making sure we always had a table ready and waiting, whether breakfast, lunch or dinner **(2)** Staff took care of all that was needed and with little fuss. Our room was cleaned on a daily basis in an almost clockwork manner. The spa staff there was excellent too **(1)** All of the staff was friendly and very accommodating. Making an effort to speak Swahili to them always brought a smile to their faces and they were willing to encourage with new words and phrases **(1).**	Staff had problems explaining the main ingredients of the a la carte courses **(1)** Staff on the hotel reception weren't that great and could have provided a better first impression rather than emphasize in detail what we would need to pay for while there **(1).** We ordered a bottle of water and the server would not set the bottle on the table until I signed for the charges. Then she set the water down with no glasses until after three requests **(1).** In two occasions, instead of asking if I wanted any dessert, the waiters removed my placemat, cutlery etc as soon as I finished eating my main meal **(1).** On our last day one waiter came over to where we were sunbathing to say goodbye - then just stood there waiting for his tip until we gave in **(1).** We had to wait 10 minutes after we arrived before the front desk manager was available to tend to us **(1).**
General Services	Wonderful spa treatments **(3)** The entertainment was a plus **(5)** The dive centre was managed very well and efficiently with great staff. All equipment was well maintained and the boat boys were very helpful **(4)** The hotel setting, design, buildings, pool	The wireless internet service wasn't always working **(1)** Kids activity center wasn't well staffed or organized **(3)** We had several discrepancies on our bill during checkout **(1)** I would recommend that the resort invest

	and layout is excellent and overall creates a fantastically tropical location framed by the simply stunning white sand beach and gorgeous clear blue Indian ocean **(4)** The grounds and gardens are well maintained **(3)** The hotel made an effort to create a different ambiance for dinner each night (dinner in the garden, dinner by the pool) **(1)**	in some new bath towels, pool towels, pool chairs and pool chair mats **(1)** The local hustlers (called the beach boys) were a menace to tourists although this is not really the hotel's fault and in fairness the hotel have 'Maasai; security guards banning them from the premises. But the beach boys really spoil the wonderful beach to the extent no one uses it. They are there daily and jump on you the moment you set foot on the sand, trying to sell you everything from snorkeling trips, carved wooden name plates and numerous other things. It is really such a shame that people can't enjoy the beach **(10)** We had to listen to the night club type music till very late in the night. It was hard to sleep with all the noise **(3)**

5.2.2.4 Data findings from observation

The researcher actually stayed at the North Resort posing as a client to observe the services as well as staff attitude in their natural settings. The findings are generalized into 'positives' and 'not so positives' and tabulated as below:

Table 5.5; Summary of data from Observation at North Resort

Positives	Not so positives
Top management was seen to get involved and always present on various parts of the resort. In one occasion when the researcher went for the spa treatment, the GM was personally holding the fort for the spa manager who was away for 15 minutes for some reason. He welcomed me pleasantly, confirmed my booking and handed me to the spa therapist. One of the ground managers Jim (not his real name) was always present, knew about all groups staying at the hotel, had made table arrangements for them all for dinner, and went frequently around each table to ask all guests if everything was fine.	The Childrens' club was not staffed. All the ping pong balls were squashed when we wanted to play and no replacement was made even after we asked. Upon check out I was given a bill for using the minibar in my room which I never used. When I asked how they established if I had used the minibar, they explained that they normally calculate the difference between stock that was brought in the room before the guests check in and the balance stock after guests check out to establish if anything was consumed. However when I insisted that I had never used the minibar this was quickly resolved and the items were removed from the final bill. I however found this to be a crude method since the guests are not involved in their stock in and stock out procedures.

	Upon leaving the property, the Maasai guard outside the main gate stopped one of the guest cars and asked the driver for a gate pass which he never gave him when the driver had entered the resort to pick the guests up. Finally after about 10 minutes of scuffle the car was finally allowed to leave the property by the guard. The beach was full of local hustlers trying to sell various things to the tourists and they were very persistent and a nuisance.

5.2.3 Discussion on the findings

The diagnosis was done using the above data findings. The main purpose of diagnosis using the Weisbord model was to find the degree of congruency or 'fit' at two levels.

The first level of the diagnosis was to find the 'fit' between the formal aspects (what the organization's top managers say they do) and the informal aspects (those behaviors that actually occur) in each of the six boxes within the model. The formal aspects are provided by the data from the interviews from the management while the informal aspects are provided by the ODQ filled by the supervisors and line staff. The larger the gap between the formal and informal dimensions within the organization, the less effective the organization is.

The second level of diagnosis is to find the 'fit' between the organization and the environment, that is, the discrepancy between the existing organization (what is) and the way the organization should function to meet external demands (what ought to be. Data obtained from the trip advisor comments supplemented by the observation data forms major part of the organizational environment aspects. This is then compared with the organization to see if there is 'fit'.

5.2.3.1 Congruence between the formal and informal aspects

Purpose

The organizational purpose should be assessed in terms of congruence between the goal clarity in its formal system and goal fit in its informal system (Weisbord, 1976). Goal clarity is the extent to which an organization's goals are clearly stated and explained to the members of the organization. Goal clarity is the extent to which people exhibit in their informal behaviour agreement with stated goals. The more the gap between each, the bigger the problem.

The data gathered from interviews with the top management team suggests that North Resort does not have a common mission that is articulated, documented or clearly explained to all members of the staff. The purpose and the subsequent goals remain in the ‘mind’ of the management and they have a different set of goals. The management assumes that the staff members ‘know that the goal is to provide excellent service to customers’. There is thus no goal clarity.

Data gathered from informal aspect of the organization from the ODQ showed an overall score of this box as being 3.6 indicating a problem. Each question asked in this box also had a score of above 3, indicating problems in various areas of this box. Members of staff were not aware of the company’s goals or the business purpose (Q1 and Q15). Furthermore they were not in agreement with the goals of their respective departments (Q15) as they were not involved in providing input for their departmental goals (Q29). Finally the staff members do not understand the priority of the organization (Q22).

The above shows that there appears to be a big problem in both the formal and the informal aspects of this box with a substantial gap.

Structure

Weisbord (1976) asserts that the structure of an organization should be diagnosed in terms of its formal structure (how is work divided) and how to people actually use or subvert the organizational chart (how is work actually done or not done in the informal aspect of the organization).

As per the data gathered from the interviews, although North Resort does not have an organizational chart that is drawn up and made visible to all members of staff, it has functional divisions according to which it divides its work. People have clear ideas on the reporting structure of the organization and which department they belong to. The structure in place also facilitates the work relationship as people are well aware of who to consult for issues relating to work.

The average score obtained in this category from the ODQ data was 2.2, which shows that this box has no problem in its informal aspect. Each of the specific areas under this category also had an average score below 3 which did not seem to indicate any problematic area. It appears that both line staff as well as supervisors understand how work is divided and comply with it. As such there does not seem to be any apparent gap between both the formal and the informal aspects of this box.

Rewards

Weisbord's model (1976) discussed formal and informal aspects of rewards systems. Formal aspects include the explicit system within the organization that serves to reward and recognise members of group. These systems can acknowledge past contributions and encourage future performance. The reactions of organization members to those formal or explicit systems comprise the informal aspects of rewards.

According to data from the interviews, North Resort claims that it has a host of formal rewarding systems in place, including both financial as well as non financial rewards, for accomplishment of tasks. The management also believes that the rewards system they have in place helps to facilitate the achievement of their purpose.

However data obtained from the ODQ showed an average score of 3.3 for this box indicating a problem. Three specific questions asked in this box had a score of above 3, indicating problems in various areas of the rewarding system of the North Resort. The highest score (4.5) was for Q26, where staff members felt that the salary they received was not commensurate with the jobs they performed. Staff members also felt that the payment system of North Resort did not treat all employees equitably (Q12) and that not all tasks to be accomplished were associated with incentives (Q33). Both the questions had an average score of above 3. It was interesting to note however that staff members felt that the opportunity to grow in North Resort exists (Q5) and that the opportunity for promotion exists in North Resort (Q19) – the average scores for both the questions being less than 3. It appears that staff members are particularly not happy about the financial rewards they receive. While an implicit rewarding system has its significance, people will only value it when their basic financial needs are fulfilled.

Helpful Mechanisms

Formally a helpful mechanism is any structural element of organization that facilitates the achievement of its mission (Weisbord, 1976). An informal aspect of the helpful mechanism is viewed as how the elements are actually used within the organization.

North Resort management claimed to have a number of helpful mechanisms in place to 'bind itself together'. From the data gathered these included their planning and reporting systems, SOPs, extensive use of IT, performance measurement systems as well as various staff training methods in place.

Informally the North resort staff members also perceived the mechanisms in place as being useful and adequate to carry out their day to day work. This showed from the average score of 2.4 obtained from the data from the ODQs.

This box thus does not seem to have any gap between both the formal and the informal aspects.

Relationships

According to the data obtained from interviews, top management of North Resort claimed that there existed a very positive and healthy relationship, where people work in harmony with each other – both within their work units as well as with other units. Various conflict management methods existed which had proved to be effective.

The informal aspects as measured from the ODQ had an average score of 2.3 showing no problem in this particular box in general.

Leadership

Weisbord's model depicts leadership as a function that balances the other five boxes in the organization so that they can function effectively. The main role of leadership is to find any 'blip' in one of the boxes and to rectify it.

From the data obtained by interviewing the top management team, it appears that the leadership style mostly adopted at North Resort is charismatic, although at times it is also situation specific in order to deal with specific situations. Management also gets involved on site with all activities of the North Resort, and mainly focuses on customer satisfaction and implementing the best marketing strategies. The aspect of management by walking around was also observed by the researcher during his stay at North Resort where the GM was personally involved in many activities.

The ODQ survey also showed an average score of below 2.1 for this category indicating no apparent problem in this box. This was indeed the lowest score as compared to other boxes. Each specific area in this box from the ODQ response also had an average score of less than 3. This box therefore did not seem to have any gaps between both its formal as well as informal aspects.

5.2.3.2 Congruence between the Organization and its Environment

The second premise in the Weisbord model concerns the fit between the organization and the environment that is, the fit between the existing organization and the way the organization should function to meet external demands.

In order to diagnose this aspect the whole organization of the North resort was compared with various aspects of its organizational environment such as the customer, strategic business partners, regulators, natural environment as well as the community in which North Resort operates.

Weisbord (1978) identifies a need for the organization to understand the organization environment and a will to focus purposely if a problem happens in one of the boxes.

<u>Congruence with the Natural environment</u>

North Resort appears to have a very good fit with the natural environment. It stays in harmony with the natural environment through various policies and practices in place to protect the environment. This is stated officially in North Resort website, and all the top management shared the same view. Data collected from ODQ also showed that staff members were made aware of the importance of working in harmony with the natural environment (Q 21 with average score of 2.1).

Congruence with Strategic partners

North Resort viewed their relationship with their strategic partners as being very important and as such always maintained a harmonious relationship with them, especially tour operators who refer many clients to stay at the resort. This is also one of the major reason that they get very good business from the tour operators which ensures the highest occupancy at the resort. Members of staff also recognised the significance of the strategic partners (Q14 with average score of 2.3).

Congruence with Regulators

North Resort has established good working relationships with the government and other bodies as per data obtained from the top management. The ODQ (Q35 with average score of 2.9) also showed that staff members were aware of the importance of working with the regulators.

Congruence with the Customers

North Resort is in the hospitality business and their biggest test is satisfying their customers – arguably the biggest users and hence the biggest critics of their services. According to the top management the main goal is to ‘provide excellent customer services’. Average score obtained from the ODQ also suggested that staff members value suggestions from their customers to improve their services (Q7 – with score of 2.3).

It is thus important that the purpose and goals of the North Resort as well as its major output (service) is in good fit with their customers. Here the customers views extracted from the trip advisor website were scrutinised on various service categories (rooms, food, staff and general services). Most of the customer views on these service categories appeared to be positive with multiple frequency counts against them. With the exception of few comments, the ‘not so positive’ comments were posted by individual customers with mostly singular frequency counts. This still showed some inconsistency in service delivery in North Resort – especially considering that it is a five star property and is perceived as such by all customers and is therefore expected to provide consistent five star grade services all the time.

Congruence with the Community

As suggested by data obtained from the interviews, the surrounding community in which the North Resort operates also benefit in terms of employment, selling of its product to North Resort as well as from contribution by North Resort in community development projects such as building water wells, school etc. This view is also shared by staff members as per the average score of 2.6 (Q28).

However one major problem – as mentioned in the 'not so positive aspects' of the services by many customers (extracted from the trip advisor website) was the menace that tourists have to face from the local hustlers (beach boys) on the beach who try and sell various products and services to the tourists. This prevents most tourists from enjoying the beach peacefully without having the beach boys harass them. Most tourists visit Zanzibar to enjoy the beaches. The researcher also observed this during his stay at the resort. The beach boys are from the local neighbouring community and although North Resort has some discreet ways to try and keep them at bay (by deploying the 'Maasai' guards), they cannot deploy any hash measures to totally remove them from the beach for fear of straining their relations with the local community.

5.3 Case Study 2 (South Resort)

5.3.1 Background Information about South Resort

The South Resort is a 5 star property located on the South coast of the Zanzibar Island. It has around 60 luxury villas. Services offered by the South Resort include accommodation, banqueting, children's club, conferences, excursions, spa, and water sports activities. It has been in operation for only 1 year in Zanzibar but also has international presence with sister hotels operating in other parts of the world for over 10 years. It thus imports expertise and skills from its sister resorts to help its operations in Zanzibar. The total number of staff is 304 including 8 in the top management team, 20 supervisors and 276 line employees. All top management staff is expatriates, while supervisory staff is brought from the mainland Tanzania. Line staff is a mixture of employees both from the mainland as well as from Zanzibar.

South Resort has a divisional structure and the main functional divisions that exist are; Administration, Finance, Food & Beverage, Housekeeping, Guest relations, HR, Maintenance, IT, Security and Spa.

5.3.2 Presentation of the findings

5.3.2.1 Data findings from Interviews

Seven of the eight managers were available for the interviews. Data obtained from the interviews are presented in their respective diagnosis boxes as tabulated below:

Table 5.6; Summary of Interview data for South Resort

Purpose Box
• The main purpose as well as the goals of South Resort are both documented and formally communicated to all staff members. All top managers stated exactly the same vision and goals without any deviation from the others. • All staff members are formally oriented with the vision and the goals of the company through intensive training, induction programmes, and consistent reminders. • The management of South Resort strongly believes that if every member of the staff is aware of the purpose/goals of the business it becomes easy to achieve and realize them. • Goals are clarified to staff and there is a clear goal agreement among staff members.
Structure Box
• Work is divided according to functions and as such there are several functional divisions in place • Each department has been given the autonomy to design its own structure according to the division of labour it requires for its respective department, as long as the structure is designed to meets the purpose of the business. • The job roles are arranged according to the divisions and sub divisions. • Both formal and informal systems for identifying job expectations such as job descriptions and performance reviews exist.
Rewards Box
• South Resort believes that rewarding employees for good work helps in achievement of their overall purpose and as such has both financial as well as non financial reward

systems in place.

- In terms of financial incentives South Resort claims to offer one of the best salary packages in the hotel industry in Zanzibar. Other rewards such as promotions also exist.

- In terms of non financial incentives; South Resort is about to introduce the 'employee of the month programme' to publicly recognize their best staff with certificates and cash rewards. Motivation from management such as a word of appreciation also exists as part of informal reward system. The HR department also has an employee welfare office dedicated to look after all employee welfare issues. The South Resort believes that in order to reach their agreed standards, everyone has to stretch and as such staff members are encouraged to walk an extra mile to make the guests happy.

Helpful Mechanisms Box

- South Resort employs the following mechanisms to facilitate their day to day work
  - ❖ Daily meetings of the management team with the GM to discuss various agendas.
  - ❖ Departmental daily briefings between management team and supervisory and line staff
  - ❖ Information relayed to staff members through memos and notice boards.
  - ❖ Employee policy manual with their Standard Operating Procedures (SOPs).
  - ❖ Intensive trainings on any shortcomings noticed in their day to day operations. An extensive training manual for employees also exists.

- Members of staff are provided with the appropriate information they need to do their jobs properly especially through their job descriptions and daily briefings. A comprehensive induction programme exists for new staff members which is supplemented with regular training.

- The main communication processes are through telephones, e mails, radio calls and personal meetings.

- Main performance improvement measures are through staff appraisals, and guest comments/feedback. Informal performance improvement programmes also exist through engaging in informal dialogues in non threatening way and in a relaxed manner to get the best productivity out of their staff members.

- South Resort makes an extensive use of the IT for facilitating its various work processes including its reservation system, point of sales, communication (e mails) as well as stock system.

- One of the biggest strength of the South Resort is the existence of a resourceful HR and training department. The resort regularly conducts on site training, induction programmes, training to improve their service through guest comments, staff appraisal programmes, as well goal clarity to their staff.

Relationship Box

- South Resort believes that maintaining a healthy and positive work relationship among staff helps them to also demonstrate the same in delivering the service to their guests. As such it gives the aspect of maintaining relationships a priority.
- Top management were of the opinion that when there is a staff team of over 300 members in an organization working in different departments on different activities, each prioritizing their work, conflicts or disagreements are bound to happen. However such conflicts should be treated as being healthy and should be managed accordingly.
- Conflict among staff is managed in various ways including counseling, training on conflict resolution, dialogues and addressing any deficiency that may have resulted into the conflict situation.
- The departments work in harmony to achieve organizational goals and a very positive and transparent working relationship exists between people.

Leadership Box

- South Resort leadership style is a mix of participative, open door and friendly.
- Leaders at all levels believe in a straightforward approach and like to demonstrate things by examples rather than just theories.
- The GM believes in creating future leaders by empowering managers at all levels, delegating, giving them autonomy and encouraging creativeness and innovation among managers.
- The leadership vision of South Resort is in line with the business vision and goals.
- The main focus of leaders is to realize the overall vision of the organization.
- Leaders are seen to mingle with staff at all levels and they eat at the staff canteen together with all other staff. This goes for the whole management team as well as the GM.

Organizational Environment Box

- *The Natural Environment;* Although South Resort does not have a formal environmental policy in place, it still believes in keeping its natural surrounding clean protected and in harmony with the natural environment. One of the measures it has in place is deployment of a plant that desalinates sea water for use as domestic water. This is to reduce strain on the scarce resource in the community. All the waste water is recycled to be used for irrigation purposes.

- *Community involvement:* The surrounding community in which the South Resort operates also benefit in many ways. South Resort buys products such as fish and fruits from the local traders and employs people from the nearby village in some positions such as casual workers. South Resort does not often face the problem of the local hustlers on its beach. However South Resort is putting together a plan to work closely with the community on an educational programme for the beach boys in order to preampt any potential problems that may lead to harassment of their guests wanting to use the beach.
- *Customers*: South Resort believes that their purpose is a good fit to meet the requirements of their customers, since they have a very recognized output (services) that is always appreciated by their customers. Any small deficiency observed by management or brought forth by guest is immediately addressed and redressed.
- *Strategic partners*: South Resort believes in maintaining a very good relationship with their strategic partners. They pay the tour operators attractive commissions to get clients.
- *Government/Other bodies*: A very well established and maintained relationship exists with various bodies including:
  - ZIPA (Zanzibar Investment Promotion Authority)
  - ZATI (Zanzibar Association for Tourism and Investment)

5.3.2.2 Data findings from Organizational Diagnosis Questionnaires (ODQ)

The ODQ were completed by 134 supervisory and line staff. The aggregate results were captured in a spreadsheet and the average for each of the questions in the seven boxes was calculated.

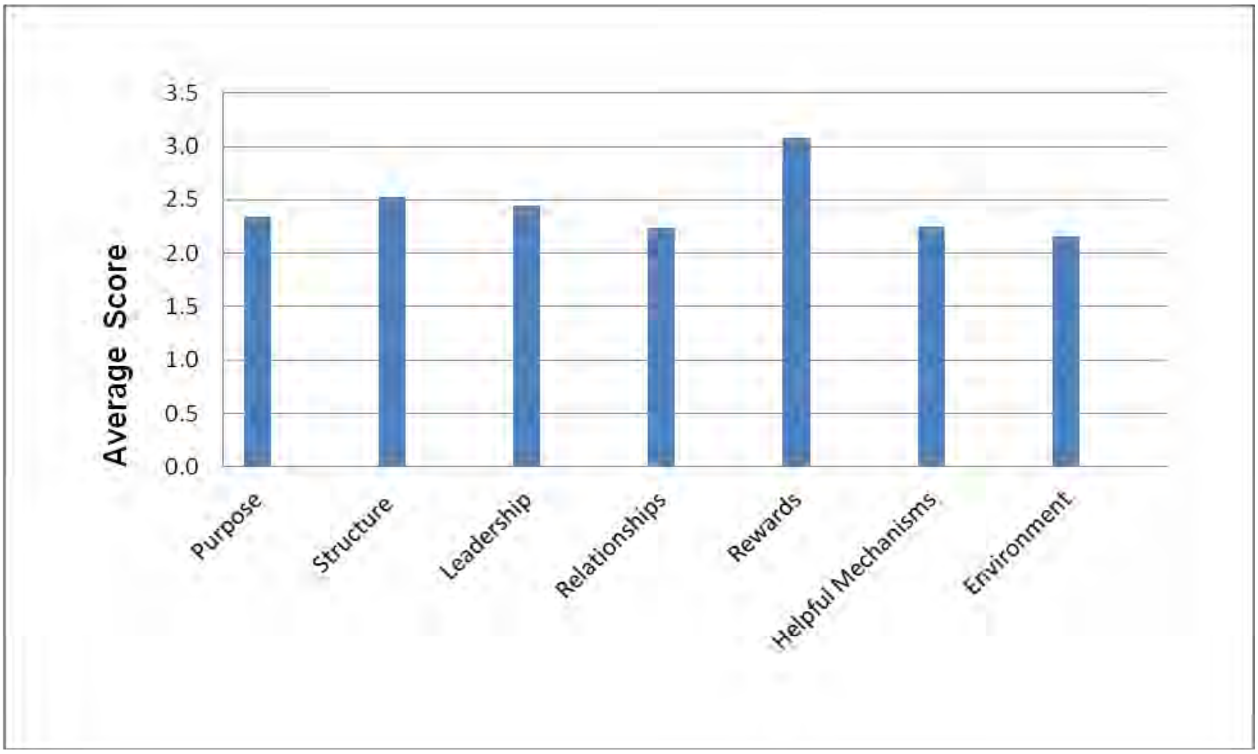
The table below depicts the general results obtained for all the seven boxes.

Table 5.7; Average ODQ Scores for South Resort

	Purpose	Structure	Leadership	Relationships	Rewards	Helpful Mechanisms	Organizational Environment
Average	**2.3**	**2.5**	**2.4**	**2.2**	**3.1**	**2.3**	**2.2**

The results in the table above are represented by the below bar chart.

Figure 5.2; Graphical Representation of the Average ODQ Scores for South Resort



Score above 3 indicates problems in the organizational functioning while score below 3 indicate lack of problem. From the above table and graph the box that looks to have problems is the rewards box with an average aggregate score of 3.1.

A more detailed analysis of all the questions in each box is also given below:

Table 5.8; Average ODQ Scores for South Resort for each specific area

Purpose		Structure		Leadership		Relationships		Rewards		Helpful Mechanisms		Environment	
Q1	1.8	Q2	2.5	Q3	2.4	Q4	2.4	Q5	2.5	Q6	2.4	Q7	1.7
Q8	2.1	Q9	2.5	Q10	2.5	Q11	2.5	Q12	3.2	Q13	2.0	Q14	2.2
Q15	1.4	Q16	2.5	Q17	2.2	Q18	1.7	Q19	2.3	Q20	2.2	Q21	1.7
Q22	2.8	Q23	2.5	Q24	2.5	Q25	1.8	Q26	3.8	Q27	2.4	Q28	2.3
Q29	3.1	Q30	2.5	Q31	2.5	Q32	2.9	Q33	3.1	Q34	2.4	Q35	2.4
2.3		**2.5**		**2.4**		**2.2**		**3.1**		**2.3**		**2.2**	

From the above table it can be seen that although the purpose box has an aggregate average score of below 3; one particular question (Q29) has score of 3.1 indicating problems in this specific area.

5.3.2.3 Data findings from Unobtrusive methods

The data obtained here were customer comments posted on the trip advisor website. Since the resort is in operation for only 1 year, only 20 comments were available. The comments were categorized in the four main themes (rooms, food, staff and general service). Each theme was further divided into 'positives' and 'Not so positives'. The findings are tabulated as below:

Table 5.9; Summary of Clients comments from Trip Advisor for South Resort

Category	Positives	Not so Positive
Rooms	Great and spacious villas with amazing bathrooms **(13).** Villas designed with contemporary facilities and amenities to match the five star brand of the resort **(2).**	
Food	Best food with high quality and lots of choices **(7).** Food is to die for; breakfast, lunch and dinner match any best restaurant in the world **(3).** Probably the best part of the resort is the food **(2).** Food was not only amazing but it was also well presented and explained by the staff **(1).**	
Staff	Amazing staff **(12)** Staff were greeting us by our names within hours of arriving **(1)** Incredibly well trained staff **(5)** Staff became like family and knew all our routines **(1)** Awesome team **(4)** Staff provides service which is second to none; anything you ask for is provided immediately **(1).**	Unwelcoming management **(1)**

	Impeccable staff ready to assist in any ways they can **(1).** Staff is also trained to provide individual services and whatever you want the answer is always yes **(1).** Staff seemed to be genuinely friendly **(1)** Staff are amongst the best in the whole of Africa **(1)**	
General Services	Wonderful spa treatments; world class, given by professional therapists **(6)** The overall gym and health facilities were great **(2)** Fantastic water sports activities with lots of varieties **(3)** Pure tranquility and luxury **(1)** WIFI service in all villas **(4)** Were left speechless with the amazing service overall **(1)** Very well staffed and managed Childrens club **(1)** You feel treated like a VIP **(1)** Nice landscape and well maintained gardens **(5)** Amazing hospitality **(1)**	It appears it is not for locals as we were told there is no availability for rooms when we went to visit **(1)**

5.3.2.4 Data findings from observation

The researcher visited the South Resort twice. The first time was during the entry stage to discuss the research project with the GM and the second time during the actual data gathering process.

The findings are tabulated as below:

Table 5.10; Summary of data from Observation at South Resort

Positives	Not so positives
The researcher was taken for a two hour tour of the whole resort. During the visit to each department such as spa, restaurants and water sports, the staff appeared to be very friendly, knowledgeable, and attentive. They had a very good control of both English as well as Swahili languages and appeared to be very confident.	

The GM himself discussed the whole research project with the researcher during an extended 2 hour lunch where he tried to understand the whole concept of the diagnosis as well as how can it be applied and be useful in the South Resort context. The GM called a couple of staff randomly to ask what the goals of South Resort were and both gave identical answers. Staff was amazing, helpful, always smiling, very engaged and went out of the way to show me around the resort whenever I wanted to find my way. In between interviews I had an opportunity to mingle with staff and ask them few questions on the service, their goals etc and they appeared to be very calm, calculated as well as confident in their approach.	

5.3.3 Discussion on the findings

5.3.3.1 Congruence between the formal and informal systems

<u>Purpose</u>

The data gathered from the top management team suggested that South Resort invests a lot in ensuring that the whole staff team has a common understanding of its Mission and goals. This is done through documenting the mission statements, and communicating and explaining them to the staff team indicating a good degree of goal clarity.

Data gathered from the informal aspect of the organization also indicated no problem in this box with an overall average being 2.3 apart from one particular question in this box (Q29) that showed an average score of 3.1 indicating slight problem. This question relates to members of staff having enough input in deciding their work-unit goals. Generally there appears no gap between the formal and the informal aspects of this box.

<u>Structure</u>

Data gathered from the interviews showed that South Resort has a divisional structure and staff members also have a clear idea on the reporting structure of the organization and who do they belong to as well.

The average score obtained in this category from the ODQ data was 2.5, indicating no problem in this box. In each of the specific areas under this category the average score was also below 3 which did not seem to indicate any problematic area. As such there does not seem to be any gap between both the formal as well as the informal aspects of this box.

Rewards

According to data obtained from the interviews, South Resort claims that it has both financial as well as non financial rewards, for its staff members. The management also believes that the rewards system they have in place helps to facilitate the achievement of their purpose. South Resort claims to pay one of the most attractive packages in the hotel Industry.

However data obtained from the ODQ showed an average score of 3.1 for this box indicating problems. Furthermore three specific question asked in this box had a score of above 3, indicating problems in various areas of the reward system of South Resort. The highest score (3.8) was for Q26, where staff members felt that the salary they receive is not commensurate with the jobs they perform. Staff members also felt that the payment system of South Resort does not treat all employees equitably (Q12) and that not all tasks to be accomplished are associated with incentives (Q33). Both the questions had an average score of above 3. However staff members felt that the opportunity to grow in South Resort exists (Q5) and that the opportunity for promotion exists in South Resort (Q19) – the average scores for both the questions being less than 3. It appears that staff members are particularly not happy about the financial rewards they receive.

Helpful Mechanisms

Data obtained from the interviews revealed that South Resort has a number of helpful mechanisms in place. Their biggest strength also lies in having an active and resourceful HR and training department that conducts regular training with staff to orient them with their standard operating procedures.

Informally, the South Resort staff members also perceived the mechanisms in place as being useful and adequate to carry out their day to day work. This showed in the average score of 2.3 obtained from the data from the ODQs.

This box thus does not seem to have any gap between both the formal and the informal aspects.

Relationships

According to the data obtained from interviews, top management of South Resort claimed that there exists a very positive and healthy relationship, where people work in harmony with each other. Management also believes that conflicts in the organization can sometimes be healthy when you have over 300 people working to achieve same purpose, as they do in South Resort. However they have various conflict management methods to resolve serious conflicts on an immediate basis.

The informal aspects as measured from the ODQ had an average score of 2.3 indicting no problem in this particular box.

Leadership

From the data obtained by interviewing the top management team, it appears that the leadership style mostly adopted at South Resort is open door management style with management ready to listen to staff problems and inputs. Management also believes in building future leaders and works hard to realize the company vision.

The ODQ survey showed an average score of 2.4 for this category indicating no apparent problem. This box therefore does not seem to have any gaps between both its formal as well as informal aspects.

5.3.3.2 Congruence between the Organization and its Environment

Congruence with the Natural environment

Although South Resort does not have a formal environmental policy stated in its company documents, it still believes in keeping its natural surrounding clean and protected. Data collected from ODQ also showed that staff members also care for the natural environment (Q 21 with average score of 1.7).

Congruence with Strategic partners

South Resort views their relationship with their strategic partners as being very important and as such always maintains a harmonious relationship with them, especially tour operators. Survey data from ODQ indicated that members of staff also recognize the significance of the strategic partners (Q14 with average score of 2.2).

Congruence with Regulators

South Resort has established a good working relationship with the government and other bodies as per data obtained from the top management. The ODQ (Q35 with average score of 2.4) also showed that staff members are aware of the importance of working with the regulators.

Congruence with the Customers

South Resort has clearly stated its purpose and has ensured all members of their staff are aware of this. Customer delight is among one of their main priorities and is aimed to be achieved through providing service that is legendary to its clients. Average score obtained from the ODQ also suggested that staff members value suggestions from their customers to improve their services all the time (Q7 – with score of 1.7).

Customer's views extracted from the trip advisor website were scrutinized on various service categories (rooms, food, staff, and general services). The comments given by customers place South Resort in the list of top hotels in the world with almost no negative comments in various aspects of its services. The two 'not so positive' comments were both immediately answered by the management by providing clear, precise and non confrontational responses. This appears that management is in regular touch with their clients. An observation made by the researcher also showed a file marked 'customer feedback' in the South Resort training room. The training coordinator thoroughly looks at any comments that require improvement and conducts immediate training in that area. This shows that South Resort has a very good fit with its customers.

Congruence with the Community

As suggested by data obtained from the interviews, the surrounding community in which the South Resort operates also benefits in many ways. South Resort buys products such as fish and fruits from the local traders and employs people from the nearby village in some positions such as casual workers. Although South Resort does not face a problem on its beach from the local hustlers it is still putting together a programme to work closely with the community on an educational programme for the beach boys to avoid any potential problems that might occur in future. This shows a good insight and future planning on the part of South Resort. Data obtained from the ODQ also showed an average score of 2.2 in this area (Q28) indicating no problem.

5.4 Cross-Case Analysis of the North Resort and the South Resort

This section presents a cross-case analysis of the diagnostic findings of both the case studies in order to generalise it to the organizations in the tourism sector of Zanzibar. Areas with problems identified during the diagnostic process for both the cases will be presented here:

The diagnostic findings of both the cases present a trend or pattern for areas that are problematic as presented below:

5.4.1 Problems in the Reward Box

Both the case studies showed a substantial problem in the reward box where a substantial gap existed between the formal and informal aspects of their functions. This was very consistent in the same specific areas for both the North and the South Resorts:

- The pay scale and benefits provided by the organization in both cases appears not to treat employees equitably
- Employees in both case studies felt that the salary they receive was not commensurate with the jobs they perform.
- Not all tasks to be accomplished were associated with incentives.

However employees in both the organizations seemed to be satisfied with the non financial rewards such as opportunity to grow and be promoted.

5.4.2 Problems in the Purpose Box

The purpose box indicates completely different diagnostic results in both cases. While North Resort appeared to have a huge problem in its purpose box, South Resort appeared to excel in this area, although one specific area for the South Resort still appeared to have some problem. This was on involvement of employees in deciding their work unit goals. However for North Resort all specific areas in this box appeared to have substantial problems. The specific problems generalised here are:

- Goals of the organization are not clearly stated
- Employees do not understand the purpose of the organization
- Employees are not involved in deciding their work unit goals
- Employees are not in agreement with the goals of their work units.
- Employees do not understanding priorities of the organization

5.4.3 Congruence with the Environment

Finally, the congruence of organizations with their environment especially in the case of North Resort was found not to be very consistent particularly with the customers they serve. This could be attributed first to the problem in the purpose box, which leads to the organization not being able to provide the output that the customer is delighted with. Problems appearing in the reward box could also be a cause of unhappy staff not being able to provide better service. Although the ‘congruence’ with another aspect of the environment – the community – appears to be more aligned with the organization, there still appears the case of the beach boys harassing the tourists of the hotel that the clients appear not to be happy about and the resort seems not to be able to deal with this matter. Applying harsh measures to completely remove the beach boys may legally not be possible and any such move would possibly harm their relation with the community.

The case of South Resort did not reveal any ‘misfit’ between the organization and the customers; contrary to that, their service was regarded as being very consistent with their purpose. The significance of clearly stated goals seems to have a positive impact on this aspect. However the problems that appear in the reward box in the South Resort could result into a potential problem of ‘misfit’ with their customers in the long run if not dealt with at an early stage – especially considering that South Resort is still in its first year of operations.

The diagnostic results presented above meet the first two objectives outlined in this research namely:

- Diagnose and find the gap between current Organizational performance and the optimal Organizational performance in two particular units of the accommodation sector of Zanzibar.

  A significant gap was found to exist in the current organization performance and the optimal organization performance. This was particularly found in the inconsistency with ‘fit’ between the organization and the external environment (inconsistent service to customers).

- Diagnose and determine the factors affecting organizational performance in these units.

  The main factors found were lack of defining purpose and inadequate rewards system.

The diagnosis results are summarized in the table below in line with the objectives of this research:

Table 5.11; Summary of the Diagnostic Results for the Cross-Case Analysis.

Current Organizational Performance	Optimal Organizational performance	The Gaps (Factors affecting organizational Performance)
Service (outcome) provided not very consistent with the five star grading of the resorts	Provide impeccable service which is consistent with the five star grading of the resorts	**<u>Purpose Box</u>** • Goals of the organization are not clearly stated • Employees do not understand the purpose of the organization • Employees are not involved in deciding their work unit goals • Employees are not in agreement with the goals of their work units. • Employees do not understanding priorities of the organization
		<u>Reward Box</u> • The pay scale and benefits of the organization appears not to be treating employee equitably • Employees felt that the salary they receive was not commensurate with the jobs they perform. • Not all tasks to be accomplished were associated with incentives

5.5 Recommendation of Intervention Activities

The last objective of this research was to recommend implementation of suitable intervention activities to improve organizational performance in the accommodation units analyzed. This was done by both redressing the dysfunctional areas identified during the diagnostic process as well as proposing for optimization of their future performance and wellbeing.

According to Cummings and Worley (2005: 143), the term intervention refers to a set of sequenced planned actions or events intended to help an organization increase its effectiveness. Intervention design, or action planning, derives from careful diagnosis and is meant to resolve specific problems and to improve particular areas of organizational functioning identified in the diagnosis. Weisbord (1978:52) also supports this view by stating that 'behind every intervention (action step) lies a diagnosis. The more conscious the diagnosis, the more purposeful and easier to evaluate the action step'.

Cummings and Worley (2005: 143 – 144) further postulate three major criteria defining an effective intervention:

- The extent to which it fits the needs of the organization. In other words the criterion concerns the extent to which the intervention is relevant to the organization and its members. It is based on valid information about the organization's functioning which is derived from an accurate diagnosis of the organization's functioning.

- The degree to which it is based on causal knowledge of intended outcomes. Because interventions are intended to produce specific results, they must be based on valid knowledge that those outcomes actually can be produced.

- The extent to which it transfers change-management competence to organization members. The values underlying organizational development suggest that organization members should be better able to carry out planned change activities on their own following an intervention.

Weisbord (1978: 55) suggests various intervention activities for the six box model that are intended to improve 'fit' of one or more boxes with the whole organization. The table below shows some of the suggested intervention activities together with their strengths and limitations:

Table 5.12; Summary of Suggested Intervention Activities for the Six Box Model

No.	Intervention	Intended to influence (box)	Can help or harm most	May not affect
1	Management by Objectives	Purpose	Relationships Mechanisms	Structure
2	Reorganization study	Structure	Purpose Relationships Leadership Mechanisms	Rewards
3	New Compensation plan	Rewards	Purpose Relationships	Structure
4	Performance appraisal	Relationships Rewards	Purpose	Structure

Source: Weisbord (1978)

In the context of this study, the diagnostic results of the cross-case analysis indicated problems in the purpose and the rewards boxes. As such the intervention activities that are recommended here aim to improve the performance of these specific boxes.

5.5.1 Management by Objectives (MBO)

This intervention activity is intended to address the problems identified in the purpose box during the diagnosis; and subsequently help to improve its performance.

Management by objectives (MBO) is a well known philosophy of management that assesses an organization and its members on how well they achieve specific goals that superiors and subordinates have jointly established. Tangible, verifiable and measurable goals are developed; the conditions under which they are to be accomplished are specified. Actual performance is then measured and compared with the goals (Robbins, 1990: 54).

The principle behind Management by Objectives (MBO) is to make sure that everybody within the organization has a clear understanding of the aims, or objectives, of that organization, as well as awareness of their own roles and responsibilities in achieving those aims. The complete MBO system is to get managers and empowered employees acting to implement and achieve their plans, which automatically achieves those of the organization.

Daft (2008) defines the unique features of the MBO process as:

- Motivation; Involving employees in the whole process of goal setting and increasing employee empowerment in turn increases employee job satisfaction and commitment.
- Better communication and coordination; Frequent reviews and interactions between superiors and subordinates helps to maintain harmonious relationships within the organization and also to solve many problems.
- Subordinates tend to have a higher commitment to objectives they set for themselves than those imposed on them by another person.
- Managers can ensure that objectives of the subordinates are linked to the organization's objectives.

The MBO process consists of a cycle of four steps setting goals, planning action, implementing plans, and reviewing performance (Daft, 2008).

- **Setting goals:** In the first step, top managers formulate the overall organizational goals and plans and then work with middle managers to develop goals for the organizational divisions or units they manage. In turn, middle managers work with first-line managers to set goals for their departments or groups. During this process, managers and employees at all levels, in collaboration with their supervisors, also set individual goals for performance.

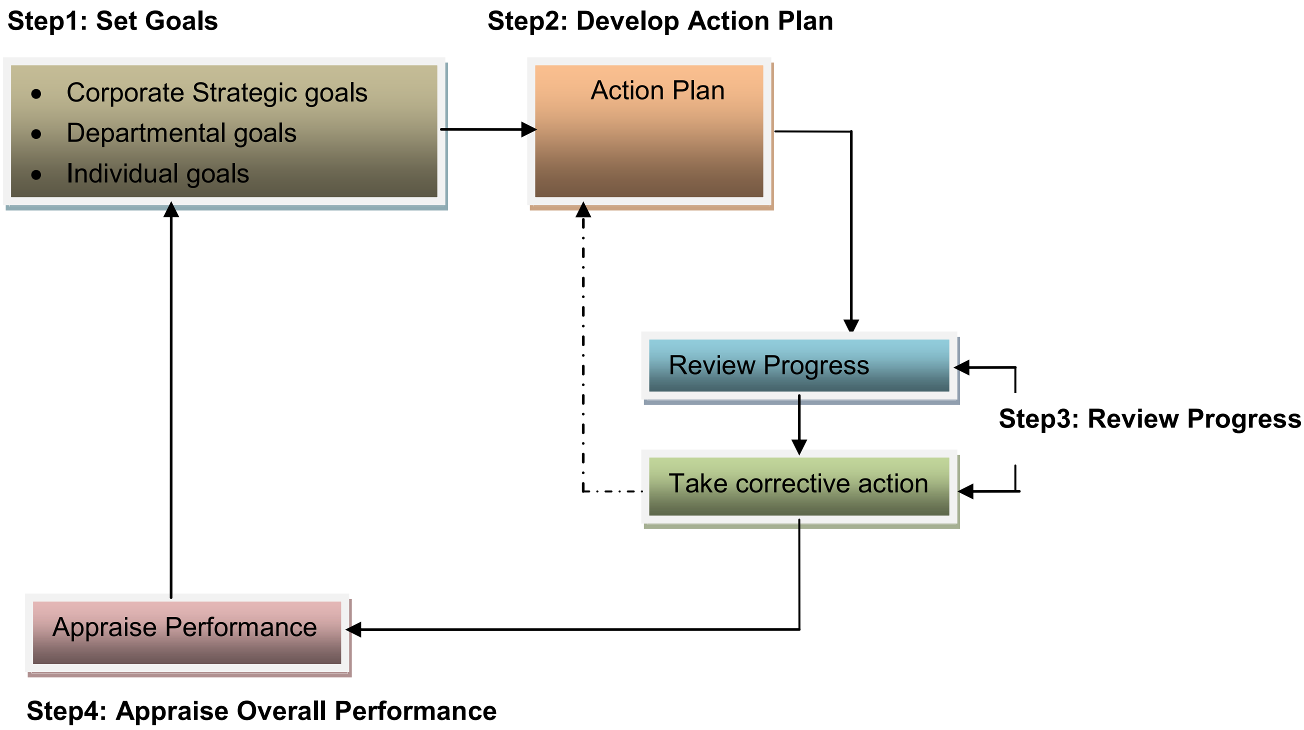
- **Developing action plans:** The course of action needed to achieve the stated goals is defined. During action planning, managers decide on the "who, what, when, where, and how" details needed to achieve each objective. Managers also prepare a schedule for the action plan to ensure that goals are reached on time, and this schedule is reviewed when individual performance is being evaluated.

- **Review progress:** A periodic progress review is important to ensure that action plans are working. These reviews can occur informally between managers and subordinates, where the organization may wish to conduct three – six or nine months reviews during the year. The periodic checkups allow managers and employees to see whether they are on target or whether corrective action is needed.

- **Appraise performance:** The final step in MBO is to carefully evaluate whether goals have been achieved for both individuals and departments. Success or failure to achieve goals can become part of the performance – appraisal system and the designation of rewards. The appraisal of departmental and overall corporate performance shapes goals for the next year. The MBO cycle repeats itself on an annual basis.

The process of MBO is depicted in the diagram below:

FIGURE 5.3; Model of the MBO Process



Source: Daft (2008)

Although MBO is generally taken as the panacea for all the problems of an organisation, it can easily fail due to the reasons outlined below (Daft, 2008 and Odiorne, 1978):

- Lack of top management support and commitment.
- Lack of or inadequate planning and preparation.
- Lack of information and education.
- Very short time horizon.
- Overemphasis on appraisal.
- Poor understanding of the role of MBO.
- Lack of a clear cut policy towards MBO.

If implemented appropriately, the MBO process can help to redress the following problems identified in the organization purpose box:

- The overall purpose and goals of the organization will be clearly stated.
- Employees will be clear on the organization's purpose (goal clarity)

- Employees will be in agreement with the goals of their work units since they will have adequate input in deciding the goals.
- Employees will easily understand priorities of the organization

This will help to reduce the gap between goal clarity (formal aspect) and goal agreement (informal aspect) of the organization. Managers would be able to use strategic, tactical, and operational goals to direct employees and resources toward achieving specific outcomes that enable the organization to perform efficiently and effectively.

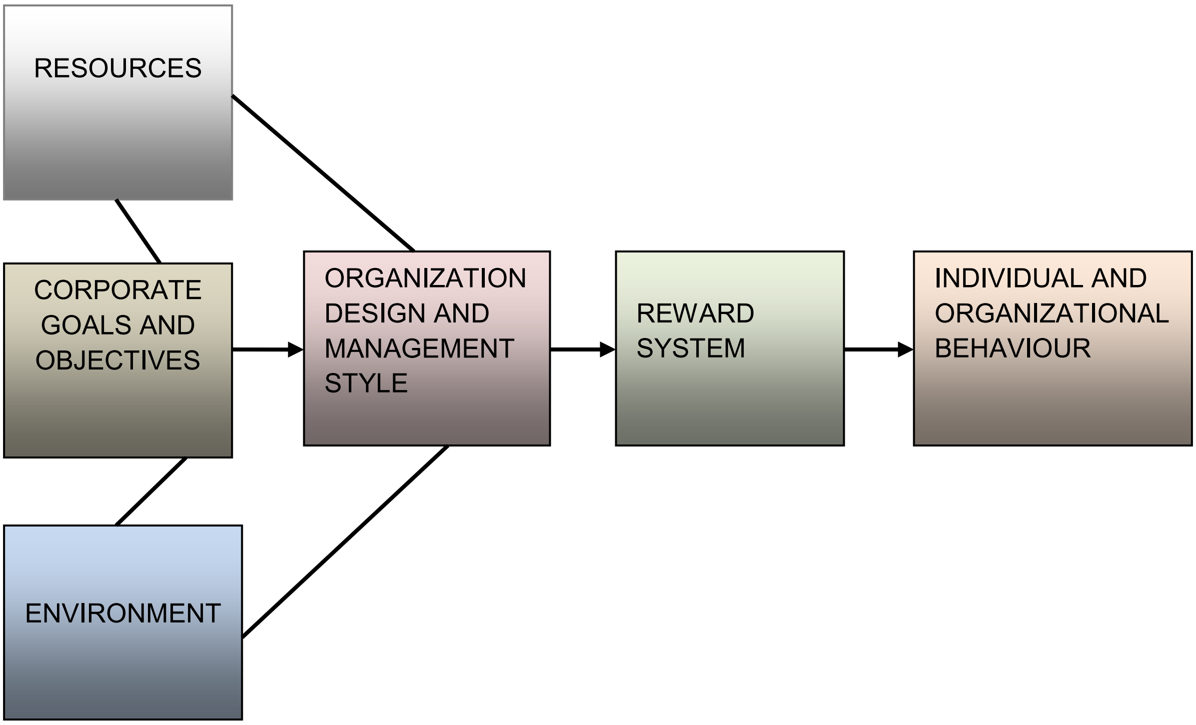
5.5.2 Rewards System

This intervention activity is intended to address the problems identified in the Reward box during the diagnosis and subsequently help to improve its performance.

Reward Systems are a critical part of any organization's design. How well they fit with the rest of the systems in an organization has an important impact on how effective the organization is and on the quality of life that people experience in the organization. (Lawler, 1990; Schuster and Zingheim, 1992).

The figure below (Lawler, 1993) depicts a way of thinking about reward systems in an organization. It shows that a reward systems design needs to be driven by the basic organization design and the management style of the organization which in turn, needs to be strongly influenced by the organization's strategy. Finally the figure shows that the reward system, in combination with the organization's design, drives the performance of the organization, since it influences critical individual and organizational behaviors.

FIGURE 5.4; Impact of Rewards System in an Organization



Source: Lawler (1993)

Since a rewards system is an important part of an organization's design, it must be aligned with the strategy, structure, employee involvement and work.

Table below summarises the important design features of a reward system (Cummings and Worley, 2005):

Table 5.13; Design Features of Rewards System

DESIGN FEATURE	DEFINITION
Person/Job Based vs. Performance Based	The extent to which rewards and incentives are based on the person in a job itself, or the outcome of the work
Market Position (External Equity)	The relationship between what an organization pays and what other organizations pay
Internal Equity	The extent to which people doing similar work in an organization are rewarded the same
Hierarchy	The extent to which people in higher positions get more and varied types of rewards than people lower in the organization
Centralisation	The extent to which reward system design features, decisions, and administration are standardised across an organization
Rewards Mix	The extent to which different types of rewards are available and offered to people
Security	The extent to which work is guaranteed
Seniority	The extent to which rewards are based on length of service

Source: Cummings & Worley (2005)

Four common types of rewards exist; membership/seniority, job status, competency based and performance based rewards (McShane *et al*, 2008; Cummings and Worley, 2005; Aswathappa, 2009). These are explained in detail below:

Membership/Seniority Based Rewards

Membership and seniority based payments are fixed payment schemes that are based on the seniority of an employee in an organization. Such rewards systems may potentially attract job applicants and reduce turnover but they do not directly motivate job performance. They also discourage poor performers from leaving the firm voluntarily.

Job Status Based Rewards

These rewards systems are based on the status of the jobs the employee hold. Job evaluation is commonly used to rate the worth or status of each job, with higher pay rates going to jobs that require more skill and effort, have more responsibility, and have more difficult working conditions. One advantage of this rewards system is that it maintains a feeling of internal equity (people in higher-valued jobs should get higher pay) and motivates employees to compete for positions. Limitation of this rewards system is that it fails to motivate achievers to perform better and encourages hierarchy in an organization. In addition employees tend to exaggerate their job description to garner higher grading and subsequently higher pay.

Competency Based Rewards

These rewards systems are based on competencies possessed by employees reflected through skills, knowledge and traits that lead to desirable behaviours. A common variation of the competency based pay is the skill-based pay. Competency based rewards improve workforce flexibility by motivating employees to learn a variety of skills and thereby perform a variety of jobs. Product or service quality tends to improve because employees with multiple skills are more likely to understand the work process and how to improve it. A potential problem with this rewards system is that they may result in pay disparities and are also expensive to implement.

Performance Based Rewards

Performance based rewards link pay to performance making it the fastest-growing and most popular segment of pay-based rewards system. Performance based rewards tend to vary along three dimensions; Individual rewards, team rewards and organizational rewards. Rewards in this system range from commission, merit pay, bonuses, gain sharing, and profit sharing to stock options.

Individual pay plans are rated highest followed by team plans and then organization plans. The last two plans score lower on this factor because at the team and organization levels, an individual’s pay is influenced by the behaviour of others and by external market conditions.

Some advantages of this rewards system are that; it motivates task performance, attracts performance oriented applicants and organizational rewards create an ownership culture. Limitations of such plans are; they may weaken job content motivation, may discourage creativity and they tend to address symptoms, not underlying causes of behaviour.

The result of the diagnosis carried in both the North and the South Resorts indicated the same trends and patterns of problems in the reward box. The specific problems in this box were identified as:

- The employees felt that the pay scale and benefits of the organization do not treat them equitably.
- Employees felt that the salary they receive was not commensurate with the jobs they perform.
- Not all tasks to be accomplished were associated with incentives.

This shows that the existing rewards system in both the above organizations requires revising and redesigning to redress the above issues. This can be implemented as follows:

- The rewards systems need to include *internal equity* such that all employees doing similar work and in the same position are rewarded similarly.

- The rewards system needs to be gauged on what other organizations pay in the similar industry to create a feeling of *external equity*. Both organizations are also graded as five star resorts and as such they need to pay their employees equal to or more than what other five star resorts pay in Zanzibar.

- Finally the organizations need to link rewards to performance (performance based payments). This is the most powerful way of rewarding as it directs behaviour and motivation among employees. It also helps to solve the issue of equity in terms of payments since payments are based on task accomplishment rather than factors such as seniority, or job status. The performance based reward system can also help to complement and facilitate the implementation of the MBO process that was proposed to redress the specific problems indicated in the purpose box in both organizations. This is because payments will be rewarded for achievement of individual, departmental and finally organizational objectives, which will finally help to increase the overall organizational effectiveness.

It is important to note that Weisbord (1976) has identified the role of leadership to balance the five boxes in his organizational model and look out for any ‘blips’ (problems) and rectify them accordingly. Successful implementation of the above suggested intervention activities thus require the support of top management. This is because top management usually is the chief power broker and change agent in any organization; top management control the resources and rewards systems of the organizations and are often powerful role models in behaviour change (Burke, 1982; Kotter, 1996; Rothwell *et al,* 1995).

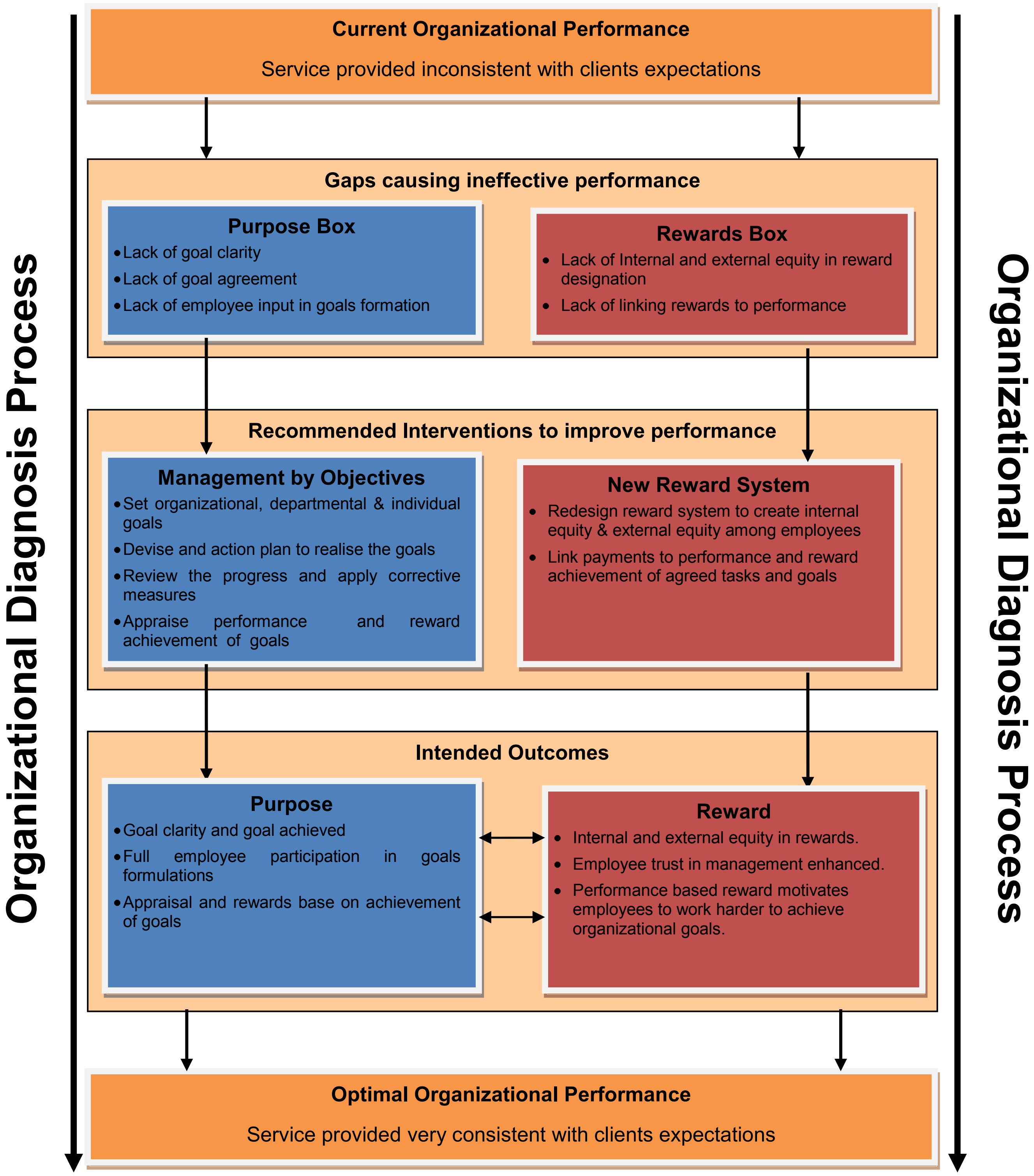
Table below summarises the recommended intervention and the intended outcomes on the organizational performance:

Table 5.14; Summary of Recommended Interventions and Intended Outcomes

The Gaps **(Factors affecting organizational Performance)**	**Recommended** **Intervention Activity**	**Intended Outcomes** **(Closing the Gaps)**
Purpose Box • Goals of the organization are not clearly stated • Employees do not understand the purpose of the organization • Employees are not involved in deciding their work unit goals • Employees are not in agreement with the goals of their work units. • Employees do not understanding priorities of the organization	**Management by Objectives (MBO) process** • Organizational, departmental as well as individual goals are set with participation from all levels of employees • An action plan is developed on implementing the above goals with resource allocation and time frames • Progress is reviewed to see if goals are being met and where necessary corrective measures are taken • Performance is appraised and rewards are given for achievement of goals.	• Goals of Organization are clearly stated. • Employees understand clearly the overall purpose of the organization and the priorities of the organization • Employees are fully involved in deciding their work unit goals and are thus in agreement with them • Employees are rewarded for achievement of organization goals and work harder to achieve them all the time.
Reward Box • The pay scale and benefits of the organization appears not to treat employee equitably • Employees feel that the salary they receive is not commensurate with the jobs they perform. • Not all tasks to be accomplished are associated with incentives	**New Reward System** • Re-design the reward and pay scale to create internal equity among employees (jobs with similar positions to have similar pay) • Re-design the rewards and pay scales to match the market (create external equity). • Link rewards to performance and task achievements and provide incentives for 'walking extra miles'.	• Feeling of equity and transparency in terms of rewards allocation among employees and trust in management is enhanced. • Linking performance to payments will motivate employees to work harder to achieve set targets and thus facilitate to achieve the overall purpose of organization

The diagram below attempts to capture the whole diagnosis process applied to this Research

Figure 5.5; Model of the Diagnostic Process Deployed in the Research



Source: Researcher's own construction (2011)

5.6 Summary

This chapter presented the data collected for both the case studies through various methods. The data for each case study were analysed and discussed using the Weisbord model to find any gaps between the current and the optimal performance of organizations in each case. A general cross-case diagnosis of the organizations was then presented for areas that appeared to have problems resulting in less than optimal performance.

The chapter then continued with suggesting suitable intervention activities to redress the factors found to cause ineffective performance in the organizations and hence help the organizations to perform effectively.

The next chapter presents an overview of the whole research, outlines the research delimitations and makes recommendations for any future research on this topic.

CHAPTER 6:
OVERVIEW, RECOMMENDATIONS AND CONCLUSIONS

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change"

~ Charles Darwin (1809-1882)

6.1 Introduction

The previous Chapter presented the findings of the research and discussed the findings in detail. This chapter summarizes the research by presenting an overview of the whole study including a summary of its findings and proposed interventions. It then further outlines the limitations of the study and finally suggests recommendations for any future study.

6.2 Overview of the study

Organizations are continually searching for innovative ways of enhancing competitiveness, as evolving external forces, such as changing demographics, globalization and technology, require managers to rapidly rethink and retool their organizational management strategies (Whitfield and Landeros, 2006). Renewed attention to servicing customers, quality, innovation, constituency management, and speed and efficiency of operations has stimulated organizations to restructure, reengineer, redesign and retrain (Beckhard and Pritchard, 1992).

Over time many strategies to improve organizational performance have been identified. One such strategy is **organizational diagnosis**, which sets out to assess the current situation of an organization in order to identify the most appropriate interventions for future development (Stegerean *et al,* 2010: 3).

The main purpose of this research was to explore and diagnose the organizational effectiveness of the accommodation units in the tourism sector in Zanzibar. Specific objectives to achieve the purpose were developed as follows:

- Diagnose and find the gap between current organizational performance and the optimal organizational performance in two particular units of the accommodation sector of Zanzibar.

- Diagnose and determine the factors affecting organizational performance in these units.
- Recommend implementation of suitable intervention activities to improve organizational performance in the units analyzed.

The research was undertaken in the two main phases:

- The literature review (secondary research) which accessed extensive literature on various organizational theories, structures, organizational effectiveness as well as concepts on organizational diagnosis and the use of various diagnostic models. The literature review also motivated the use of the Weisbord six box diagnosis model to be used for the diagnostic purposes in this study. The literature review was covered in chapter 2 and 3 of the research.

- The primary research was conducted, as explained in chapter 4, using a qualitative multiple case study method with action research strategy and various data gathering tools. Two accommodation organizations of the tourism sector in Zanzibar were selected for this research. The findings of the research were presented, analysed and discussed in Chapter 5.

Key findings of the research are briefly presented below:

- The service output of the accommodation units analyzed was not very consistent and fell short of the expectation of their customers. This shows a gap in terms of their performance.
- The specific areas in the purpose function that appeared to have substantial problems were:
  - ❖ Goals of the organization are not clearly stated
  - ❖ Employees do not understand the purpose of the organization
  - ❖ Employees are not involved in deciding their work unit goals
  - ❖ Employees are not in agreement with the goals of their work units.
  - ❖ Employees do not understanding priorities of the organization

- The specific areas in the Reward function that appeared to have substantial problems were:
  - ❖ The pay scale and benefits of the organization do not treat employees equitably
  - ❖ Employees felt that the salary they received was not commensurate with the jobs they performed.
  - ❖ Not all tasks to be accomplished were associated with incentives.

Following the diagnostic findings above, the research suggested the following intervention activities that could possibly help to address the above mentioned problems:

- A Management by Objectives (MBO) process was suggested to redress the problems indicated in the Purpose function. This would help the organizations to set clearly agreed goals at all levels of the organizations. Employees and resources would then be directed toward achieving these goals that will enable organizations to perform more effectively.

- Revision of the current reward system was suggested to redress the problems indicated in the Reward function. The reward system should be implemented in a manner that creates feeling of both internal as well as external (market) equity among employees. Furthermore rewards should be linked to performance in order to direct behaviour and motivation among employees. The performance based reward system can also help to achieve the MBO process proposed above since rewards will be designated for achievement of individual, departmental and finally organizational objectives, thus increasing organizational effectiveness.

Successful implementation of the above proposed intervention activities can help organizations to have a better fit with the external environment – especially the customers – and provide a more consistent service that is expected of the organizations operating as five star resorts.

6.3 Study limitations

As with all research, the current study also has some limitations.

Although this study made use of multiple case studies for generalizing the results, it is still difficult to generalize the results to all organizational settings of the tourism sector, especially because different units of accommodation have different star gradings and operate differently to one another.

A possible limitation of this study was that respondents in Zanzibar are not very familiar with answering questions. They also seemed sensitive about revealing confidential company information, which added to the difficulty of doing this research.

The study was also conducted over a short time period of only 3 weeks covering both organizations. Action research requires that the consultant spends more time with participants to provide feedback of the results and devise intervention strategies together. This could not be done because both the organizations were in the middle of the peak tourist season and getting more time with them was not possible.

6.4 Recommendations for future study

The findings of this research and its delimitations provide a platform for further research to be conducted in the field of organizational effectiveness of the tourism sector in Zanzibar. Perhaps a more longitudinal study that is extended to cover more organizations to examine factors that cause ineffectiveness could be more useful and relevant to the organizational settings of Zanzibar.

While this study tried to measure the external environment there is clearly a need to research more of the social aspects that has impact on the tourism sector in Zanzibar. One aspect that appeared many times during this study was the customers' comments relating to the tourists not being able to enjoy the beach because of the local hustlers' harassment. Due to the sensitive nature of this issue (possible straining of relations with the community, legal issues etc), it is recommended that this aspect should also be looked at in detail during any future studies on this subject.

6.5 Conclusion

The value and strength of this research lies in the richness of the data collected through the diagnostic methods, techniques and process deployed for this purpose. The systematic action research procedure followed in gathering data for the purpose of organizational diagnosis, as well as the utilization of the Weisbord model as a diagnostic framework for categorizing and analyzing the collected data, contributed to enhancing the credibility of the organizational diagnosis process and the subsequent outcomes.

It is the hope of the researcher that the findings and the proposed interventions of this study would be useful to the organizations researched during this study. The researcher also hopes that the findings of this research can contribute somehow towards any future research conducted on the related topic.

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Appendix A: Semi Structured Interview Questions

Purpose: 1. What is the purpose of your organization (what business are you in)? 2. Is there 'goal clarity'? – To what extent are organisation members clear about the organization's mission and purpose? 3. Are there 'goal agreements' – do people support the organization's purpose 4. Do you have a strategic plan? 5. What are your organizational values, vision, mission, goals?
Structure: 1. What is the organisation structure? 2. What functional divisions exist? 3. What job roles exist? 4. Does structure support the purpose? 5. What formal/informal systems exist for identifying job expectations? 6. How much does structure impact the relationships, communications, and processes?
Rewards: 1. What incentives are provided for task achievement? 2. What financial rewards are there? 3. What non - financial rewards are there? 4. Does the Reward system facilitate achievement of our purposes?
Helpful Mechanisms: 1. What systems are in place to facilitate work? (procedures, policies, meetings, committees, bulletin boards, memos, reports, information, etc) 2. Do people get the information they need to do their job properly? 3. What communication processes exist? 4. What performance improvement measures exist? 5. What technology exists—how is it used? 6. What training/career development processes exist to help people achieve goals?

Relationships: 1. How is conflict managed? 2. Do departments or teams work well together towards the achievement of organization goals? 3. Are there positive working relationships between people?
Leadership: 1. What is the leadership style of the organization (autocratic, democratic, task-focused, and relationship-focused)? 2. Do the leaders have a clear vision of where they want to take the organization? 3. Where do the leaders focus most of their attention and intention? 4. Are leaders properly supported?
Environment 1. How much do you care for the natural Environment? 2. How does the Society/community in which you work also benefit from your business? 3. Do you think your Vision/Mission are in good fit to meet the requirements of your Customers? 4. How important is in your view your relationship with your strategic partners/ suppliers 5. How harmonious is your relationship with the Authority/Government? How about other associations?

Appendix B: Organizational Diagnosis Questionnaire (ODQ)

Directions: Do not put your name anywhere on this questionnaire. Please answer all 35 questions. Be open and honest. For each of the statement circle only *one* number to indicate your thinking.

Muongozo: *Usiandike jina lako katika fomu hii. Ni Muhimu ujibu maswali yote 35 kwa uwazi na ukweli. Kwa kila swali tafadhali tia alama ya duara katika nambari moja tu kati ya matano unayohisi ni jibu sahihi.*

		Agree Strongly ***Nakubaliana sana***	**Agree** ***Nakubaliana***	**Not Sure** ***Sina Uhakika***	**Disagree** ***Sikubaliani***	**Disagree Strongly** ***Sikubaliani kabisa***
1	The goals of our organization are clearly stated. *Malengo ya Kampuni yetu yameelezewa vizuri*	1	2	3	4	5
2	The division of labour of our organization is flexible. *Mgawanyo wa kazi katika kampuni yetu umepangwa vizuri*	1	2	3	4	5
3	My immediate supervisor is supportive of my efforts. *Mkuu wa kitengo changu cha kazi ananisaidia katika jitihada zangu*	1	2	3	4	5
4	My relationship with my supervisor is a harmonious one. *Uhusiano wangu wa kikazi na mkuu wa kitengo changu ni wa mashirikiano*	1	2	3	4	5
5	My job offers me the opportunity to grow as a person. *Kazi yangu inanipa fursa ya kujitanua*	1	2	3	4	5

	kimawazo.					
6	My immediate supervisor has ideas that are helpful to me and my work group *Mkuu wa kitengo changu ana mawazo mazuri ambayo yanatusaidia kuongeza ufanisi wetu.*	1	2	3	4	5
7	We always value suggestions from our customers to improve our service *Tunathamini mawazo yanayotolewa na wateja wetu ili kuboresha huduma zetu.*	1	2	3	4	5
8	I am personally in agreement with the stated goals of my work unit *Mimi binafsi nakubaliana na malengo ya kitengo changu cha kazi.*	1	2	3	4	5
9	The division of labour in this organization is intended to help it reach its goals *Mgawanyo wa kazi wa kampuni yetu unasaidia kampuni kuyafikia malengo yake.*	1	2	3	4	5
10	The leadership norms of this organization help its progress. *Uongozi unatumia vigezo vizuri katika kuleta maendeleo ya kampuni*	1	2	3	4	5
11	I can always talk with someone at work if I have a work-related problem *Nina fursa ya kuongelea matatizo yangu ya kikazi katika kampuni hii.*	1	2	3	4	5
12	The pay scale and benefits of this organization treat each employee equitably *Malipo na marupurupu mengine kazini hutolewa bila ya kuwabagua wafanyakazi*	1	2	3	4	5
13	I have the information that I need to do a good job *Nimepatiwa taarifa zote muhimu zinazohusiana na kazi yangu ili niweze kuifanya vizuri*	1	2	3	4	5
14	Our relationship with our strategic partners	1	2	3	4	5

	(e.g. Tour agents etc) is a harmonious one *Tumejenga uhusiano mzuri na wenzetu tunaoshirikiana nao kibiashara (kama Tour operators)*					
15	I understand the purpose of this organization *Ninafahamu na kuelewa madhumuni ya kampuni yetu*	1	2	3	4	5
16	The manner in which work tasks are divided is a logical one *Jinsi mgawanyo wa kazi ulivyopangwa inaleta maana.*	1	2	3	4	5
17	This organization's leadership efforts result in the organization's fulfilment of its purposes. *Jitihada zinazofanywa na Uongozi zinasaidia Kampuni kutimiza malengo yake.*	1	2	3	4	5
18	My relationships with members of my work group are friendly as well as professional *Uhusiano wangu na wenzangu kazini ni wa kirafiki pamoja na wa kikazi.*	1	2	3	4	5
19	The opportunity for promotion exists in this organization. *Fursa ya kupandishwa vyeo ipo katika kampuni yetu.*	1	2	3	4	5
20	This organization has adequate mechanisms for binding itself together *Kampuni imeweka mifumo na mipangilio mizuri ya utendaji wa kazi.*	1	2	3	4	5
21	We care for the natural environment which surrounds us. *Tunayajali mazingira yetu na kuyatunza vizuri.*	1	2	3	4	5
22	The priorities of this organization are understood by its employees *Mambo yaliyopewa kipaumbele kazini yanafahamika na wafanyakazi wote.*	1	2	3	4	5
23	The structure of my work unit is well designed	1	2	3	4	5

	Muundo wa kikazi katika kitengo changu umepangwa vizuri.					
24	It is clear to me whenever my boss is attempting to guide my work efforts *Naelewa vizuri wakati mkuu wa kitengo changu anaponiongoza katika juhudi zangu za kikazi.*	1	2	3	4	5
25	I have established the relationships that I need to do my job properly *Nimeweza kuanzisha mahusiano mazuri ya kikazi ili kuifanikisha vizuri.*	1	2	3	4	5
26	The salary that I receive is commensurate with the job that I perform *Mshahara ninaopokea unalingana na kazi ninayofanya.*	1	2	3	4	5
27	Other work units are helpful to my work unit whenever assistance is requested *Vitengo vyengine vinatoa ushirikiano mzuri pale unapohitajika kwa kitengo changu*	1	2	3	4	5
28	The community in which we operate also benefit in terms of jobs, business opportunities etc. *Sehemu/jamii ambayo kampuni yetu inapofanya biashara pia inafaidika (mfano: kupata ajira, kupata fursa ya kuuza biashara yao kwa wateja wetu n.k.).*	1	2	3	4	5
29	1 had enough input in deciding my work-unit goals *Nimeshirikishwa kikamilifu katika kuyaunda malengo ya kitengo changu cha kazi.*	1	2	3	4	5
30	The division of labour in this organization actually helps it to reach its goals *Mgawanyo wa kazi katika kampuni yetu unasaidia kuyafikia malengo yake.*	1	2	3	4	5
31	I understand my boss's efforts to influence me and the other members of the work unit	1	2	3	4	5

	Ninatambua jitihada za mkuu wa kitengo chetu katika kunishawishi kuongeza ufanisi wangu na wenzangu					
32	All conflicts are resolved satisfactorily in this organization *Migogoro yote inasuluhishwa ipasavyo katika Kampuni yetu.*	1	2	3	4	5
33	All tasks to be accomplished are associated with incentives *Kazi ambazo zinataka juhudi za ziada zinahamasishwa (kwa mfano kupewa malipo ya ziada au kwa kusifiwa)*	1	2	3	4	5
34	This organization's planning and control efforts are helpful to its growth and development *Kampuni imejitahidi kuweka mifumo mizuri ya mipango na udhibiti ambayo inasaidia katika ukuaji na maendeleo yake*	1	2	3	4	5
35	We always work closely with government institutions and other Associations. *Tunafanya kazi kwa karibu na Serikali na mashirika mengine.*	1	2	3	4	5