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Organizational Analysis Using Six Box Model and Intervention Design for PT ARV

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Abstract

As a company that has been established since 1963, PT ARV management is currently making efforts to change and develop in order to maintain its existence amid increasingly fierce global competition and to remain superior in its business field. When an organization wants to make a transformation or change to improve its performance, the organization first needs to assess its current performance. This study aims to help PT ARV obtain an overview of the current condition of the organization and to design appropriate interventions based on the results of the organizational diagnosis. Using the Six Box Model as the method of diagnosing the organization, this research was carried out by combining the qualitative and quantitative methods in its research design, also known as the mix-method design. In addition to interviews, observation, and documentation, this study also used a questionnaire adapted from the Organizational Diagnosis Questionnaire (ODQ) developed by Preziosi as a data collection method, while for data analysis techniques using descriptive analysis. The result of the study diagnosed that PT ARV had problems in structure, relationship, reward, and helpful mechanism whereas the rest of the dimensions indicated no problem in the organization. The relationship between work units is known as the dimension that is most considered not effective by respondents. Therefore, the intervention design provided is intergroup team building training to improve the quality of relations between work units. Improved relations between work units are expected to improve the quality of social system that balance the technical system in the input-output transformation process in PT ARV.

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1. Introduction

The Indonesian economy which adheres to an open economic system is the main basis for the occurrence of many economic cooperation relations between countries carried out by the government, one of which is currently underway, namely the AFTA free trade policy (ASEAN Free Trade Area). One of the main economic activities in the free trade is exports and imports, and the main factor affecting the performance of export imports is adequate logistical support and experience in managing export-import licensing documents.

The existence of the AFTA which for some business sectors is considered to have a less favorable impact, the logistics sector actually has a very positive impact. This is because the more active free trade and export import activities are carried out, the higher the need for logistical support. This is what then makes many emerging logistics companies that enliven competition in this sector, both from local and from other countries.

A recent poll conducted by Supply Chain Indonesia on the optimism of the Indonesian logistics sector in 2016 - 2017 shows that as many as 59.1% of respondents said the development of the Indonesian logistics business in 2016 was better than in 2015 (Setijadi, 2017). In fact, 79.2% of respondents expect the development of the Indonesian logistics business in 2018 to be better than in 2017. This poll can be an illustration of optimism in the logistics business, so it is not surprising that more and more local and foreign investors are interested in investing. in the logistics sector, which has further increased competition among logistics companies.

At this level, to be able to survive and ensure success, organizations must be flexible and able to adapt to change in a short time, as Brown & Harvey (2006) stated that in order to survive, organizations must have the flexibility and ability for rapid transformation. This was realized by PT ARV, which is one of the privately owned export-import logistics companies engaged in export import services at Tanjung Priok Port. As a company that has been established since 1963, PT ARV management is currently making efforts to change and develop in order to maintain its existence amid increasingly fierce global competition and to remain superior in its business field.

When an organization wants to make a transformation or change to improve its performance, the organization first needs to assess its current performance. Knowing the condition of the organization before establishing changes or developments to improve organizational performance is an important first step in ensuring that changes or developments are carried out on target. In the perspective of organizational development and change, organizational assessment is important to do with an organizational diagnosis approach.

Organizational diagnosis is a way to examine and determine the gap between what happened (what is) and what should happen (what ought to be) in an organization (Weisbord, 1978). Organizational diagnosis has two important objectives, first is evaluating organizational failure and the second is evaluating the health of an organization (Lowman, 2005). Diagnosis in organizational development is not only oriented to finding and solving problems found (problem oriented), but also development orientation (development oriented), where this is done to assess the current function of the organization to find areas for future development (Cummings & Worley, 2009).

The importance of organizational diagnosis includes (1) as a basis for structural, behavioral or technical interventions to improve organizational performance, (2) helping organizations increase their capacity to assess and change patterns of inefficient behavior, (3) understanding how the organization currently functions, and provide information needed to design change interventions, (4) provide a systematic understanding of the organization so that appropriate interventions can be developed to solve

problems and improve organizational effectiveness (Brown & Harvey, 2006; Cummings & Worley, 2009).

Making a diagnosis of an organization requires a precise and measurable method, namely with an organizational diagnostic model. The diagnostic model is used as a conceptual framework that people use to understand the organization. The organizational diagnostic model used to diagnose PT ARV is the Six Box Model from Weisbord (Weisbord, 1978). Areas to be diagnosed in the Six-Box Model are Purposes, Structures, Relationships, Rewards, Leaderships, and Helpful Mechanisms (Weisbord, 1978). Six box models adhere to the theory of open systems, where the environment also influences organizational effectiveness (Weisbord, 1976), therefore, the environment is also a diagnosed factor to see its suitability with the organization.

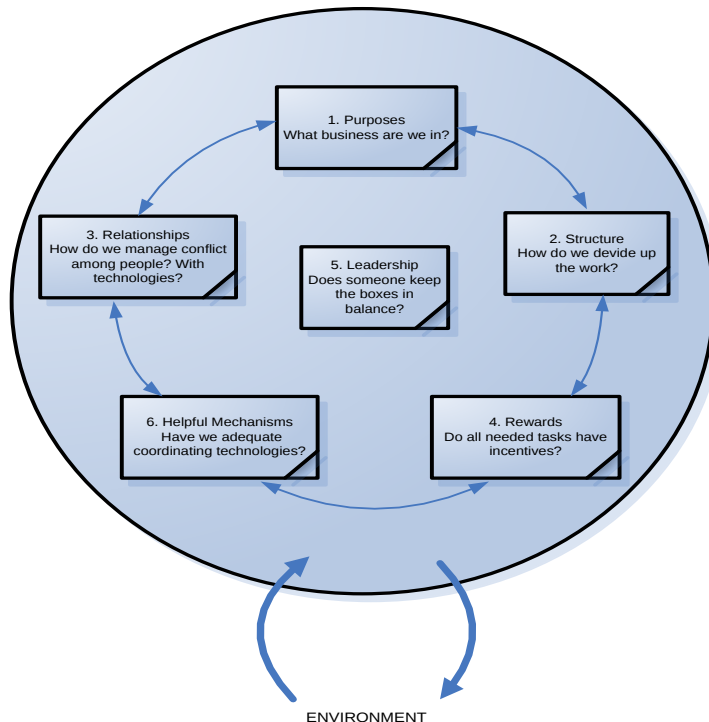


Fig 1. Six Box Model (Weisbord, 1978).

Six Box Model has been used to diagnose various types of organizations in previous studies and show different results, as shown in several research results, namely: (1) organizational diagnosis conducted in the banking industry in Pakistan and Serbia which shows that rewards is an ineffective aspect in banking organizations in both countries, while leadership, relationships, purposes, and helpful mechanisms are effective aspects (Saleem & Ghani, 2013; Kontić, 2012) (2) organizational diagnoses carried out at university institutions in Palembang and in Isfahan, both of which show that purposes and structure are aspects that have been effective, while rewards and leadership are aspects that have not been effective (Hardiyansyah, 2010; Hamid, et al. 2011) (3) organizational diagnosis conducted in the tourism industry sector in Zanzibar which shows that purposes and rewards are aspects that have not been effective (Raja, 2011), (4) organizational diagnoses carried out at institutions of the Directorate of Taxation in Albania and Kosovo which show that purposes, relationships, and leadership have effective in both institutions (Kume & Leskaj, 2015).

In contrast to some of the previous studies described above, in this study organizational diagnosis was carried out on private companies engaged in export and import logistics. The purpose of this study was to obtain an overview of the conditions and problems that exist in PT ARV and to design effective interventions for PT ARV tailored to the problems identified from the results of organizational diagnosis.

2. Methodology

This research is a case study with the research subject being PT ARV. The research design used is a combination of quantitative and qualitative (Mix-Method) (Creswell, 2012). Data analysis uses descriptive analysis, where data obtained quantitatively and qualitatively will be collected and analyzed simultaneously for the results to be compared and interpreted to provide Convergent Parallel Design.

Data collection tools used for quantitative methods using questionnaires, while for qualitative methods use interviews, observation, and documentation. The questionnaire used was the Organizational Diagnosis Questionnaire that was adapted from Preziosi's ODQ (Organizational Diagnosis Questionnaire) (Idris et al, 2014; Kume & Leskaj, 2015; Lok & Crawford, 2000). The organizational diagnosis aspects revealed in ODQ are purposes, structures, relationships, rewards, leadership, and helpful mechanisms. Preziosi then added one additional aspect, namely attitude toward change. This additional aspect was measured because Preziosi argues that in an effort to plan planned changes in the organization, it is important to know how capable the organization is to change (Lok & Crawford, 2000). The Organizational Diagnosis Questionnaire was distributed to 85 Respondents who were all employees of PT ARV with characteristics including gender, employee status, recent education, level of position, age, years of service, and from various departments. The Organizational Diagnosis Questionnaire consists of 35 item questions that have 7 answer choices.

The results of the Pearson product moment correlation test with the internal consistency validity technique for the Organizational Diagnosis Questionnaire adapted from ODQ showed that 34 items were valid, while 1 was a fall. The items that fall are found in aspects of the relationship, so that the total number of items used amounts to 34 items. The corrected item-total correlation moves from the total item-correlation coefficient from 0.317 to 0.855 and the Cronbach's Alpha coefficient of the instrument is 0.961.

In collecting qualitative data with interviews conducted with two types of interviews, namely structured (using interview guidelines) and unstructured. Structured interviews are conducted with 3 employees selected based on their tenure, position, and department. The basis for making interview guidelines is explained in Table 1:

Table 1. Interview Guidelines

No	Aspects	Indicator
1.	Purpose	Goal clarity
		Goal agreement
2.	Structure	Relevancy
		Consistency
3.	Relationship	Between people
		Between units doing different task
		Between people and technology
4.	Reward	Formal
		Employee perception
5.	Leadership	Leadership style
		Leadership effectiveness

6.	<i>Helpful Mechanism</i>	<i>Formal</i>
		<i>Support</i>
7.	<i>Environment / Attitude toward change</i>	<i>Organization – environment fit</i>
		<i>Individual – organization fit</i>

Whereas in unstructured interviews researcher do not use interview guidelines such as structured interviews, and there is no selection of resource persons specifically to carry out this unstructured interview because this interview is conducted in the setting of participant observation where the interview is conducted situationally when a phenomenon arises.

In this unstructured interview data was obtained from 6 employees. Documentation collected as supporting data are organizational profiles, organizational structure, publication of company vision & mission statements, SOPs regarding awards and punishments, minutes of meetings, and information systems that are used as daily work tools.

3. Finding and Discussion

3.1 Quantitative Analysis

Quantitative data generated from the Organizational Diagnosis Questionnaire will calculate the average value both in its entirety and per aspect. The principle used is the same as ODQ, where the middle value is 4, with the interpretation getting closer to the value 1 indicating the more effective the aspect, and getting closer to the value 7 indicates the more ineffective the aspect. The interval range in each category is 0.86. The categorization of mean scores is explained in Table 2:

Table 2. Category and norm of mean score of ODQ

No	Category	Norm
1	Very Effective	$M < 2,52$
2	Effective	$2,53 < M \leq 3,39$
3	Effective Enough	$4 < M \leq 4,86$
4	Less Effective	$4,87 < M \leq 5,72$
5	Ineffective	$M > 5,73$

Overall, the mean scale of Organizational Diagnosis in PT ARV is 2.42. This shows that in general all aspects measured in PT ARV using the Six Box Model have shown very effective conditions. The mean for each aspect and its categories is explained in Table 3:

Table 3. Mean score and category of every aspect in ODQ

No	Aspects	Mean	Category
1	Purposes	2,26	Very Effective
2	Structures	2,41	Very Effective
3	Relationships	2,25	Very Effective
4	Rewards	2,80	Effective
5	Leaderships	2,44	Very Effective
6	Helpful Mechanism	2,54	Effective
7	Environmnet / Attitude Toward Change	2,21	Very Effective

No	Aspects	Mean	Category
Sum total		2,42	Very Effective

Based on the table 3, it can be seen that in each aspect measured does not indicate a problem. This can be seen from the mean value of the mean empirical of all aspects below the midpoint of 4, which varies between 2.21 to 2.80. In other words, all aspects of organizational diagnosis as measured by PT ARV have been effective. Environmental aspects / attitudes toward change get the best average value, then followed by successive aspects of purposes, relationships, structures, leadership, helpful mechanisms, and rewards.

Judging from the demographic of the respondents, the average ODQ results for each aspect also did not have a significant differences, where the average was in the effective category. Based on gender (male, female) the average score of all aspects moves from 2.28 to 2.76. Based on employee status (non permanent, permanent, outsourcing) the average score of all aspects moves from 2.05 to 2.51. Based on the latest education (High School, Diploma, Bachelor) the average score of all aspects moves from 2.30 to 2.80. Based on the position level (Staff, Coordinator, Section Head) the average score of all aspects moves from 1.70 to 2.46. Based on age (20 to above 50 years) the average score of all aspects moves from 2.16 to 2.41. Based on the working period (<1 year to >7 years) the average score of all aspects moves from 2.03 to 3.12. Based on the department (6 departments), all aspects move from 1.93 to 2.80.

3.2 Qualitative Analysis

Data obtained from interviews and observations, indicate an indication of problems in several aspects that are measured, including aspects of structure, relationships, rewards, and helpful mechanisms. On the structural aspect, it is known that even though the organizational structure already exists, its application in the field still has some inconsistencies. Based on documentation in the HR department, the organizational structure experienced significant changes and was only socialized at the end of 2016, acknowledged by HR department that there were still several office holders carrying out functions not in accordance with the structure. In the aspect of relationship management, there are indications of problems in the relationships between work units and the relationship between individuals and work technology. Problems with relations between work units were conveyed by almost all informants, although the problems that arose did not cause serious conflicts between departments. Problems that arise are in the scope of coordination and the speed of response at the request of other departments. Whereas the problem of the relationship between individuals and work technology is within the scope of new technological adaptation to older employees and heavy equipment operators. On the aspect of the reward, although the informant said that materially the rewards given by PT ARV were satisfying and quite motivating, yet non-material awards were still not satisfactory. Non-material awards here are in the form of employee self-development opportunities through training which are considered to be lacking. Based on the documentation obtained from HR department, it was found that the number of training carried out in 2017 was only three trainings, indicating that the amount of training for PT ARV employees was still very minimal. In the aspect of the mechanism that helps, there are problems with the inconsistency in the application of some SOPs in the field, the lack of operational vehicle for employees and the lack of human resources in several departments, so the existing mechanism still feels less helpful for employees.

In addition to these four aspects, other aspects, namely purposes, leadership, rewards, and environment / attitudes toward change are in line with the ODQ results which do not indicate the existence of problems. In the aspect of purposes, all informants said that the company's vision and mission are clear and understandable. In addition, members of the organization also agreed on the organization's vision and mission as a common goal. In the observation there were also a number of media promoting the vision and mission and company values such as standing banners and "Friday Inspiration Activities" to instill

understanding with employees. In the aspect of leadership, it can be seen that the charismatic leadership style currently used is appropriate and effective in making the company achieve its goals. The current leadership is considered capable of directing all members of the organization to achieve maximum performance, looking far ahead for organizational development, and being able to see new opportunities. The success of PT ARV's leadership which is known from the results of observations includes making a breakthrough in the development of racking system technology and the opening of a new warehouse, both of which were carried out in just 2 years. In the environmental aspects / attitudes towards change, all informants said that the organization has good conformity with its environment, as well as the members of the organization also have conformity with the organization both in terms of initiative, motivation, activity, and work behavior. The existence of PT ARV, which is the only private warehouse and depo container operating within the Tanjung Priok port area, is a testament to the good relationship between the company and the port authority. In fact, PT ARV also received award from Customs and Excise (Bea Cukai) in 2017 as the best warehouse and depo container.

Based on the results of the study using quantitative analysis, it can be concluded that overall the measured aspects are effective. This can be seen from the overall score of ODQ as a whole is 2.42 where this indicates that aspects of purposes, structure, relationships, rewards, leadership, helpful mechanisms, and the environment / attitude towards changes in PT ARV are effective. However, based on qualitative analysis shows that not all aspects measured in organizational diagnosis in PT ARV are effective. There are several aspects that indicate indications of problems, including structure, relationships, rewards, and helpful mechanisms. While the other three aspects namely purposes, leadership, and environment / attitudes toward change show results that are in line with ODQ which is effective.

The results of the quantitative analysis on the purpose aspect showed an average score of ODQ of 2.26 (very effective category). This is in line with the qualitative analysis on the aspects of the objectives that show that PT ARV has set the company's objectives in the organization's vision and mission statement clearly and successfully provides understanding to all employees about the organization's purposes. Dunphy (Robertson, 2002) has mentioned that one of the characteristics of an effective organization is clarity on organizational goals. Comprehensive understanding of organizational goals will direct the behavior of organizational members to achieve organizational goals. Objectives that have been clearly formulated will make it easier to become a guideline in determining the direction of the organization, choosing the form of the organization, forming the organizational structure, determining the type of work to be carried out, determine the person who will lead and so on. Purposes that are clearly and known and are believed by every member of the organization from the leader to the executor have succeeded in delivering the PT ARV organization to achieve its objectives, which can be seen from the various achievements and awards achieved in the past two years.

The leadership aspects of PT ARV also show results that are in line based on quantitative and qualitative analysis. The mean score on ODQ for leadership aspects was 2.44 (very effective category). It was also known from all informants who said that the leadership style currently being carried out by the leader of PT ARV was appropriate for the company. PT ARV has undergone quite massive changes in the past two years. This happened because PT ARV had to struggle with competition and political and economic conditions that threatened the existence of the company. The top leader of PT ARV was then taken over by one of its sister company leaders. The leadership style that was applied was considered successful in making the company go through a period of crisis and produce a lot of progress. Employees also positively assess leadership practices currently applied. The current leader is considered to have a very clear vision so as to be able to make employees know the direction and purpose to be addressed. Leaders also move very quickly and make many better changes. The leader provides clear direction on what must be done to achieve the company's target, so that employees know what to do and what not to do. Employees also show enthusiasm and try to adjust the leadership acceleration in work direction. This leadership characteristic shows the characteristics of charismatic leadership, where one of the main

characteristics is visionary and wants change from existing conditions and urges organizations to improve themselves (Nadler and Tushman in Luthans, 2010). The success of PT ARV enhancing its organizational performance is one proof of the success of charismatic leadership practices carried out. This is in line with several empirical studies that show a positive relationship between charismatic leadership and organizational performance (Shamir in Luthans, 2010).

On environmental aspects / attitudes toward change, the mean score of ODQ obtained was 2.21 (very effective category). This is also in line with the qualitative analysis, where there are no indications that there are problems in this aspect. This proves that PT ARV is able to adjust and control its environment well. The environment is a force that is difficult to control from within, but still demands a response (Weisbord, 1978). The environment here can be in the form of customers, suppliers, competitors, family, friends, trade unions, regulators (government, associations), holding companies, and others. The organization is said to be effective in this perspective if it is able to adjust to its environment. One way organizations can adapt to their environment is to change the structure and processes of their internal components (Buckley in Weisbord, 1978). This is being done by PT ARV where PT ARV changes its structure to work processes to be able to adjust to existing demands in order to achieve its objectives. Changes made by PT ARV also received support from members of the organization, believing that PT ARV had sufficient capacity to make changes. In addition, organizational members also show willingness to follow changes made by the company. This is indicated by the willingness of members of the organization to comply with all the rules and policies imposed by PT ARV.

Although based on the results of quantitative analysis the structural aspects are very effective (mean score ODQ 2.41), but based on the results of qualitative analysis it is known that there are indications of problems in the structure. The structure of PT ARV is considered to be in accordance with the organization and does not hamper its work process, only its application in the field is still not consistent, where there are still employees who do not carry out their functions in accordance with their positions. According to Keban (Hardiansyah, 2010), the organizational structure deals with who must implement or do what has been decided. The first aspect that must be regulated is the division of work units including tasks, functions and responsibilities in work, both vertically and horizontally. PT ARV uses a matrix model organizational structure, where this model combines structure based on function and based on product / service. This structure model is in accordance with PT ARV because PT ARV consists of several profit centers, so that the product / service structure model can be used, besides that PT ARV also has a supporting part that runs the support functions of all profit centers, so that the function structure model can also be used. Organizational structure is defined as a symbol of communication and decision between organizational members who are entitled to perform organizational tasks for achieving organizational goals (Baligh & Burton, 1981). Beside the model of the structure, the implementation of the structure must also be considered to ensure all members of the organization carry out their duties and functions. Sarjono's research (2012) shows that organizational restructuring has a significant effect on employee performance. Aspects contained in the organizational structure, namely work procedures and control mechanisms also have a relationship with employee performance. The work procedure is a job description, while the control mechanism is a measurement method. Another study from Sunarmi & Widajanti (2011) states that in the organizational structure it needs to be considered things including job analysis to find out whether the employee has been placed in the right position according to his competence. PT ARV changed its organizational structure in October 2016. However, this structural change has not been equipped with supporting tools such as job analysis, therefore its implementation in the field is still not effective. To optimize the application of PT ARV's organizational structure in the field, it is recommended that each position in the organizational structure be equipped with job analysis, and performance appraisal methods in accordance with their duties and functions.

In addition to structure, aspects of the reward also have different results in quantitative and qualitative analysis. In the mean ODQ, this aspect has a score of 2.80 (effective category), but based on

qualitative analysis there are indications of problems. PT ARV already has several types of material rewards that are felt to be good enough and quite satisfying for employees, and can motivate employees. But for non-material rewards in the form of training, both for types of training and trainees, it is considered still lacking. Siagian (Hardiansyah, 2010) explains that good rewards are those that are able to guarantee the satisfaction of the members of the organization which in turn enable organizations to obtain a number of people with a variety of positive attitudes and behaviors and work productively for the benefit of the organization. In Maslow's theory of hierarchy of needs, it is mentioned that it is important to satisfy every need, while Herzberg's theory of two factors states that hygiene factors are important for morals, but not enough to motivate creative tasks needed by organizations (Weisbord, 1978). The reward system that only prioritizes salaries and benefits is not sufficient if people do not see opportunities in them to grow and develop (Weisbord, 1978). Therefore, in addition to material rewards, it is necessary to give a reward that can be a motivator in the form of non-material rewards such as employee training and development. Training is one way for individuals to develop. With the opportunity to develop, it will increase employee motivation to produce optimal performance.

The helpful mechanism aspect is also known to be less effective based on the results of the qualitative analysis, although in the quantitative analysis the scores obtained are in the effective category (2.54). PT ARV has an information technology system that is used to help facilitate the work process, it's just that there is still the use of a work system that has not been consistent. In addition, the number of operational vehicles and the number of human resources in several departments is still lacking, so the existing mechanism still feels less helpful for employees. The mechanism should be the glue of the organization that is able to help the organization achieve its objectives (Weisbord, 1976). PT ARV issued an investment that is not small in building a work system, it is unfortunate if the effectiveness is still not felt effectively. It needs the involvement of all parties related to the use of the system so that the system can really be used to help work and achieve company goals. Therefore, to optimize the use of work systems, rules can be made in the form of operational standards for each activity process that uses the system in it. With the SOP, the routine work process will be carried out efficiently, effectively, consistently, uniformly and safely in order to improve service quality (Puji, 2014). In addition to SOPs for optimizing the use of the system, the number of human resources and work support facilities such as operational vehicles also needs to be fulfilled if it is really needed to help achieve the target. For the fulfillment of number of workers, it is necessary to calculate workload analysis to find out the proportion of the total workload with the ideal number of human resources (Sunarmi & Widajanti, 2011). The fulfillment of the mechanism that helps is in accordance with the perspective of input / output systems where input is needed (input) such as human resources, ideas, materials (raw materials, machinery, vehicles), money, and then a transformation process through technical systems and social systems in the end it will produce output in the form of goods or services (Weisbord, 1978). Referring to this perspective, the organization will be able to produce optimal output if it is supported by maximum input and transformation processes.

In the aspect of relationship, there is also no problem when viewed from quantitative analysis (mean score of ODQ 2.25). However, in qualitative analysis there are indications of problems, especially in the relationship between individuals and between work units, as well as between individuals with work technology. Problems between individuals with work technology are known to occur in elderly employees and field operators. As explained earlier, that PT ARV is developing information technology as one of its strategies to maintain existence. Based on the organization's diagnosis, it was found that there were still some employees who felt difficulties and had concerns to use the new technology. The socialization has been carried out by PT ARV, but it seems that it is still not enough to provide understanding to some employees, especially to elderly employees and field operator employees. In this case the method of training and assistance in using the system can be an option to resolve this problem. As stated by Noe (2005), that training aims to enable employees to master the knowledge, skills, and behaviors that are

taught to then be applied to everyday work situations. In addition to the relationship between individuals with work technology, it is also known that there are indications of problems that occur in relationships between work units. The cause of problems in relations between work units is poor coordination of work and the lack of responsive work units in accommodating the needs of other work units in accordance with the expected time, so that the next work process becomes hampered and raises problems. In addition, it is also known that there is an internal procedure from one of the work units that is too tight and rigid so that it impedes the acceleration of the work of other units. Some of these issues indicate the existence of problems in relations between work units. This is as explained by Weisbord (1978) on several issues that indicate a problem in the relationship between work units, among others, if there is unit A requires accurate and timely data from unit B, but the data provided by unit B turns out to be inaccurate and not given on time. Another indication is when a work pattern is perceived as something that is convenient or comfortable for a unit, but it feels difficult for other units. To solve this problem can be done with an intergroup intervention approach (Brown & Harvey, 2006). In this approach the main focus is to improve communication and relations between units. The goal of this approach is to find better ways to work together, increase awareness of interdependence, reduce competition, and enhance collaboration. One method that can be done is by organization mirror and intergroup team building (Brown & Harvey, 2006). In addition to problems between work units, based on organizational diagnosis, there are also known problems in relationships between individuals in the team, including relationships between superiors and subordinates due to lack of trust from subordinates to superiors, and the presence of superiors who still pay less attention and direct subordinates team effectiveness. As stated by Burn (2004), effective team or team effectiveness is obtained when members collaborate with each other to achieve common goals and have mutually supportive attitudes. Therefore to solve this problem, it can be done with a human process intervention approach (Brown & Harvey, 2006). According to Brown & Harvey (2006), this type of intervention includes relations between groups that are broader with the scope of departments and even the organization as a whole. This approach focuses on individuals in the organization and the processes that are passed by them in achieving organizational goals. These processes include communication, problem solving, group decision making, and leadership. This intervention is usually related to interpersonal relations and group dynamics.

The relationship between individuals and between work units is an important part of the organizational process to produce the expected output. This is based on the input-output system perspective which is one of the perspectives that builds the Six Box Model theory used in this study. The following is a figure of the input-output system flow in the organization:

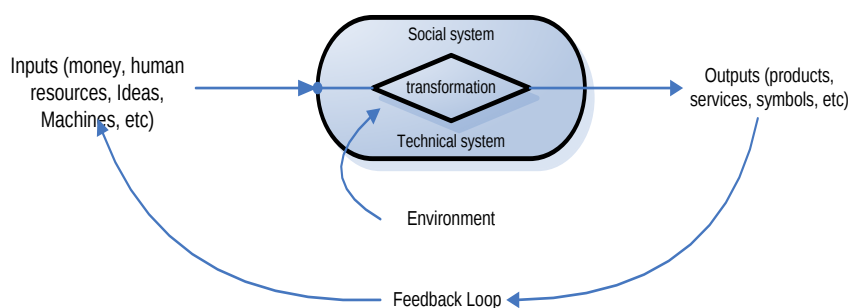


Fig 2. Six Box Organization Model Using Input-Output Term (Weisbord, 1976)

From figure 2 above, it can be seen that the process of transforming inputs into output within an organization is carried out through technical systems and social systems. Therefore if the technical system

and social system in the organization can run well, the output will also be good. In addition, looking at the situation of PT ARV which is actively engaged in innovations and development especially in the field of information technology, which also means that this strengthens the technical system in input-output transformation, the social system in PT ARV should also be strengthened to suit the technical system. Therefore the researcher made an intervention design to overcome the relationship problems between work units in PT ARV by designing an Intergroup Team Building training to improve the effectiveness of the social system in PT ARV. The Intergroup Team Building training that is created will focus on improving the quality of relationships between work units so that they can cooperate effectively, through understanding the strengths and weaknesses of each work unit, communicating it, developing collaboration to be an effective team, and the ability to resolve conflicts. The design of the Team Building Intergroup is expected to improve the quality of relationships between work units to support work processes in achieving organizational goals.

4. Conclusion

Based on the results of organizational diagnosis using the Six Box Model that has been carried out at PT ARV, it can be concluded that the current condition of the organization is still not entirely effective. Of the seven aspects measured, there are four aspects that are still less effective, namely aspects of structure, rewards, relationship, and helpful mechanisms. This means that these aspects have not functioned optimally in supporting the performance of the PT ARV organization.

5. Recommendation

Based on the results of the research that has been done, some suggestions for the organization can be made, namely the need to intervene in aspects of the application of structures, non-material reward aspects, fulfillment of several work supporting mechanisms, and building relationships between individuals and work units in the organization to improve performance organization reaches the expected goals. In addition, it is also recommended that the organizational diagnosis at PT ARV be carried out again in the future so that it can continue to know the condition of the organization from time to time to ensure the direction of development in accordance with the needs of the organization.

The suggestion for future researchers is to conduct a longitudinal study involving more similar organizations, so that they get a more comprehensive picture of the results of diagnosis in similar organizations, so that the results can be generalized.

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