

## EFFICACY OF THE ASSOCIATION OF SOUTH EAST ASIAN NATIONS (ASEAN)

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### **Abstract:**

There is a sizable amount of research and explanation concerning the rapid and sustainable development of newly industrializing countries in South East Asia. Despite the sustainable development in state level in meaning of economic development by Gross Domestic Production (GDP), the development of ASEAN has not been very significant. Despite this, it has been the most significant multilateral organization in Asia in recent history. ASEAN is largely an arena for intergovernmental meetings and negotiations, rather than a forum for the design and implementation of action plans. The informal structures, harmony and consensus oriented principles unfortunately impede the association's capacity to be a global-level player and leave it far behind its full potential and capacity. This paper uses cultural agency theory to explore the nature of ASEAN, seeing it as a complex system. A meta-level analysis explains its processes of organizational intelligence and its formative traits to explain its low levels of organizational efficacy. Different kinds of intelligences are preconditions for efficacy. Absence of intelligences in Meta level creates inefficacy and ASEAN development in historical perspective is result of inefficacy in meaning of outcomes. The result of this paper illustrates the control processes through which an organization operates and the importance of organizational intelligences and shows how higher cybernetic orders model can be generated through generic constructs under complexity.

*Keywords: ASEAN, cultural agency theory, complex system, efficacy, harmony, intelligence*