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## **01. Task A**

Critically evaluate the use of motivation theories in contemporary business to determine their effectiveness in improving employee task performance?

### **1.1. Introduction**

Employees are not like machines in an organisation. Machines are a cost to the organisation and also machines would deliver the expected output if the machine's working conditions are better and the inputs were given correctly (Fitz-enz, 2009). However, that would not apply to the employees. Employees have their own, and they would respond to many factors differently (Porter, Bigley & Steers, 2003). To get the best out of the employees, the management should ensure the favourable working conditions for the employees and keep a reasonable level of employee relations in the business. The management should consider the employees as an asset to the business and not a cost (Nadeem, Ahmad, Abdullah & Hamad, 2014).

Under the Resource-Based View, the employees can be named as one of the significant resources in the business organisation and the management has the opportunity to improve this resource to take the competitive advantages in the market (Saad, 2018). Value, rarity, imitability and organisation (VRIO) factors of the employees can be improved, and with the individual differences of the employees, the organisation would be able to create a unique human resource to the company who are optimised to deliver the best performances to the business (Tampubolon, 2016).

However, the management should keep a reasonable level of motivation and employee satisfaction in the company to have good employee relations, avoid conflicts and ensure the performance (Saad, 2018). The motivation creates inner encouragement to the employee to achieve objectives. The motivation of the employee depends on various inner and outer factors and conditions (Blackstone, 2011). The level of motivation, factors for the motivation, focus on the objectives and many other motivation related factors are different from one employee to another. However, the business organisations are using the motivation to ensure the achievement of the performance standards and expectations effectively (Ferinia, Yuniarsi & Disman, 2016).

The discussion of the report is focusing on the assessment of the motivation methods and current theory application of the contemporary organisations. During the assessment, it is

expected to use several well-known companies in the world such as Toyota, Samsung Electronics, Amazon, and Tata. All these companies have achieved success through the performances, and every company has a different approach to the HRM practices (Ferinia, Yuniarsi & Disman, 2016). Below it was defined some critical factors of the considered modern business organisations.

Factor	Toyota	Samsung	Amazon	Tata
<b>Industry</b>	Automotive	Electronic and smart digital devices	e-Commerce	Automotive
<b>Market</b>	Worldwide	Worldwide	Worldwide	Worldwide
<b>Total number of employees</b>	369,124	308,745	566,000	695,699
<b>Organisational age</b>	80 years	49 years	24 years	150 years
<b>Revenue generation</b>	US\$264.7 billion	US\$ 224.64 billion	US\$177.86 billion	US\$100.4 billion

*Table 1 Factor comparison for the companies*

Source: Developed by author

## 1.2. Analysis

Employee motivation is a widely spoken topic in the business management, psychology and human resource management (Naong, 2012). Also, it can be seen from various theories and practices under the scope of the motivation of the employees. Maslow's Hierarchy of Needs can be named as a primitive yet powerful employee motivation model in the subject scope (Stack, 2013). According to Maslow, people expect various need in the life and these needs will be achieved in a hierarchical manner. Below model defines the factors of the theory effectively (Cameron & Pierce, 2002).

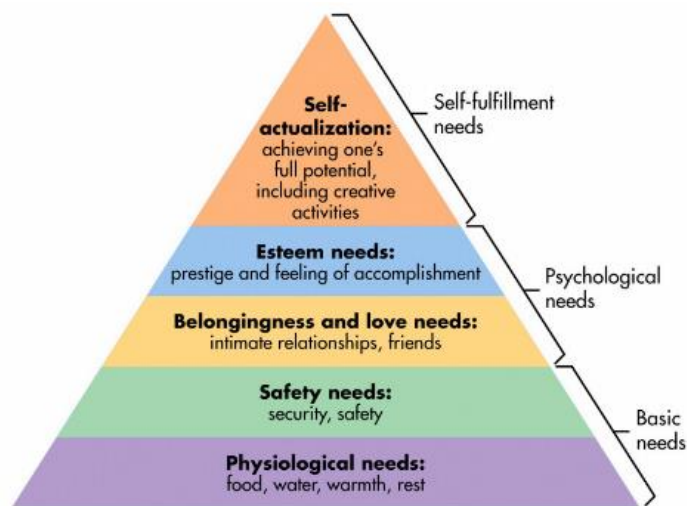


Figure 1 Maslow's need hierarchy

Source: <https://www.simplypsychology.org/maslow.html>

The model defines that the person would first achieve the basic needs, then psychological needs and lastly self-fulfilment needs (Kleinbeck, Quast, Thierry & H"cker, 2013). When considering the Maslow's model, it can be seen that all the factor of achievement can be done, but the measurement of the factor achievement is hard. Also, step by step manner should be addressed. However, this model delivers basic background to the employee motivation and performance achievement through motivation (Kleinbeck, Quast, Thierry & H"cker, 2013).

Since the motivation model is a classical model, it can be seen that the contemporary business organisations are addressing the expectations of the Maslow's model (Kleinbeck, Quast, Thierry & H"cker, 2013). Most of the companies are paying their employees a salary which is defined under the regulations of the Labour Department (Green, 2006) (Green, 2006). With the salary, and the financial benefits the employee has the opportunity to achieve safety needs and physiological needs. The career promotions, training and development of the employee and recognitions will deliver the esteem needs and self-actualisation needs of the employee (Green, 2006).

The contemporary business organisations are allowing the employees to have a better work-life balance which is supportive of achieving the belongings and love needs. All the considered companies are too addressing these considerations effectively. Toyota is focusing on the delivery of best HR practices which allows the employee to develop and keep proper work-life balance (Sandhu, Iqbal, Ali & Tufail, 2017). Tata and Samsun also follow the similar practices which allow the employees to grow in the company (Kuvaas & Dysvik, 2009). However, when it comes to Amazon the company is greedy for the performances and lack of work-life balance

can be seen. The company would not allow much time for the employee to relax with the family and friends (Bertelsen, 2012). Many reports indicate that Amazon wants to gain the employee performances by delivering them the benefits and many of the benefits are focusing on keeping the employee longer time in the workplace (Whiteley, 2002).

In comparison, Toyota and Tata are pursuing the convergence practices in the company and its branches to keep one same management practices and policies (Bertelsen, 2012). Samsung and Amazon are pursuing the divergence practices when it comes to the management functions. However, all the companies are performing well in their respective industries. Mainly the companies have created positive environments for the employee to gain their motivation through the satisfaction (Pranita, 2018). Herzberg's Two Factor Model defines the achievement of motivation through the employee satisfaction as below figure.

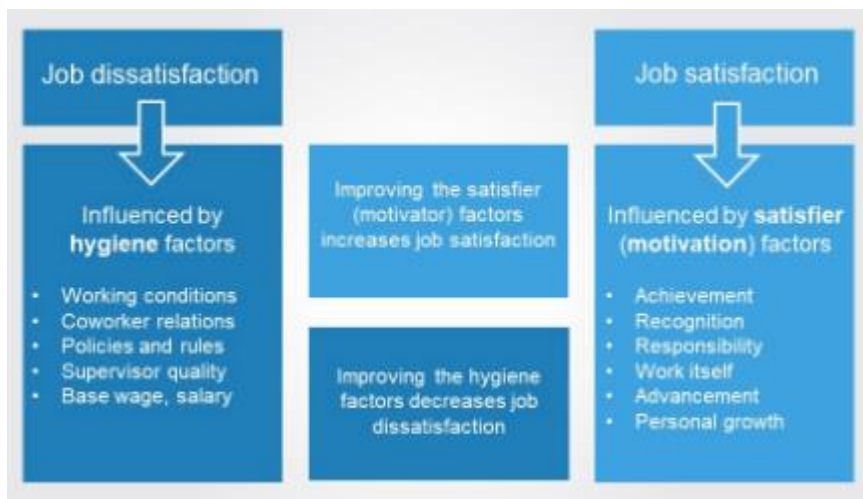


Figure 2 Herzberg model

Source: <https://www.toolshero.com/psychology/theories-of-motivation/two-factor-theory-herzberg/>

The theory defines that the company can go for the employee motivation after achieving the proper level of employee satisfaction while avoiding the dissatisfaction (Sandhu, Iqbal, Ali & Tufail, 2017). The improvement of the employee satisfaction would ensure the employee retention, good attendance and higher level of productivity (Kleinbeck, Quast, Thierry & H"cker, 2013). All those considerations are helpful to improve the employee performances of the company without making any gaps (Fitz-enz, 2009). Toyota encourages the employee based philosophy which allows the employees to grow better in the company with many positive factors. Tata wants to gather the top level of commitment to the company, and their culture is focusing on the improvement of high-quality outcomes (Nadeem, Ahmad, Abdullah & Hamad, 2014). Samsun is pursuing the innovative and creative culture which allows the

employees to work freely and openly in the company. However only Amazon follows strict rules and regulation in the company which mainly focus on the satisfaction of the customers.

To improve the motivation, the motivational factors should be given to the employees according to the two-factor model (Porter, Bigley & Steers, 2003). Toyota, Samsung, Tata and Amazon deliver performance-based pay, the reward for new ideas, performance, knowledge, skills and experience-based career promotions, and other financial and non-financial benefits to improve the employee motivation (Tampubolon, 2016). The motivated employee would have the positive feelings and also reduce the negativity of the mind. It creates a positive atmosphere to deliver the maximum level of commitment of the employee to the company (Ferinia, Yuniarsi & Disman, 2016).

Amazon delivers both negative and positive factors to the improvement of the motivation to the employee to achieve the performance expectations (Nadeem, Ahmad, Abdullah & Hamad, 2014). The performances are given with the highest level of consideration in the company and when the employee is performed well the company delivers the positive stimulus, and the positive stimulus would be removed when the fewer performances are presented. Sometimes the positive punishment is given by Amazon to encourage the employee to deliver the performances such as more extended working hours and working shifts (Pranita, 2018). Even though the corporate governance practices have ethical issues with Amazon, the company is performing well. Skinner's Model Can be used for the explanation of the Amazon's behaviour (Whiteley, 2002).

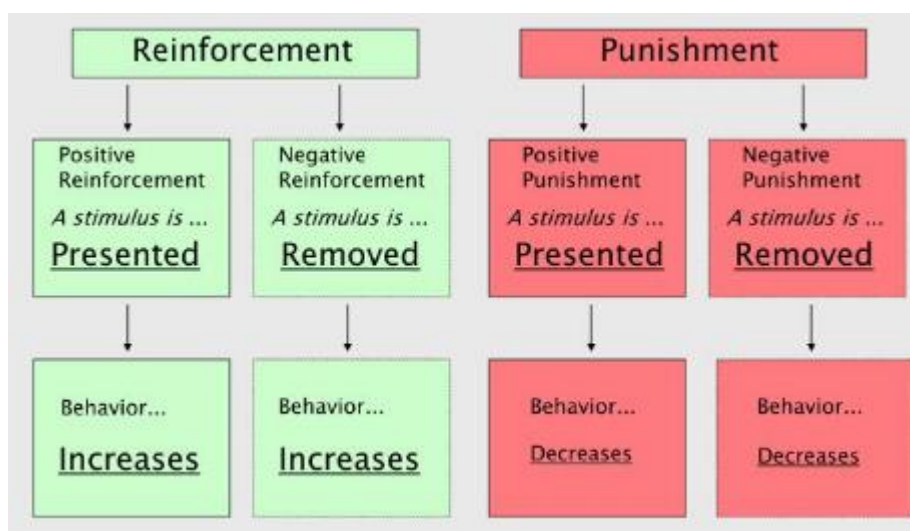


Figure 3 Skinner's Reinforcement theory

Source: <https://www.slideserve.com/candie/reinforcement-versus-punishment>

Based on the above model, Tata, Samsung and Toyota are only focusing on the positive reinforcement when it comes to the motivation improvement (Fitz-enz, 2009). They encourage the employee to improve their knowledge, skills and capabilities in the company to deliver their best performances to the organisational functions (Blackstone, 2011). When the positive stimulus is presented as a financial or non-financial benefit, the employee will try to achieve the benefit by achieving the stated performance expectations by the management (Tampubolon, 2016).

However, all these theoretical models are explaining the factors that can be done by the management (Tampubolon, 2016). The extrinsic factors would improve the motivation of the employee and also the intrinsic factors as well.

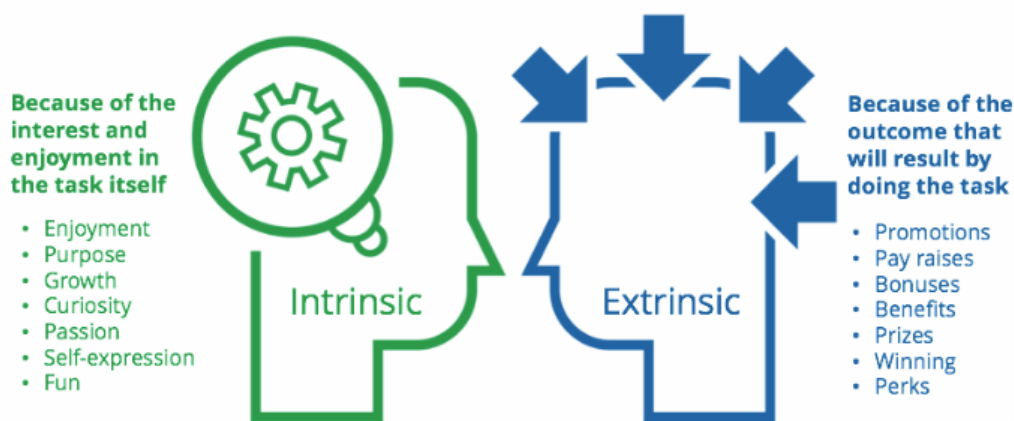


Figure 4 Intrinsic and extrinsic motivation

Source: <https://www.limeade.com/2017/10/watch-webinar-on-demand-the-power-of-intrinsic-motivation/>

Samsung and Toyota are firm believers of the intrinsic motivation. They create their jobs and tasks challenging for the employees in a creative manner (Porter, Bigley & Steers, 2003). Mainly the passion of the employees to work and the company is developed through effective attitude building methods (Porter, Bigley & Steers, 2003). This intrinsic motivation encourages the employee to deliver their total commitment to the company and achieve the expected outcomes of the business processes with the quality features expected by the company. Both Tata and Amazon are focusing on the improvement of the external factors for the motivation because the companies are highly oriented to the overall outcome of the company (Blackstone, 2011). They are focusing on the satisfaction of the market demand and want to deliver the best to the customer without making any gaps. Samsung and Toyota want to achieve the best products and services to the market through the positive development of the employees in the business (Ferinia, Yuniarsi & Disman, 2016).

However, all these performance improvements through the motivation can be explained under the Vroom's Expectancy Theory (Nadeem, Ahmad, Abdullah & Hamad, 2014). The employee will deliver the effort to achieve the expected level of performances because both intrinsic and extrinsic motivational factors are defining the benefits of the performance achievement (Porter, Bigley & Steers, 2003). The performances are achieved to ensure the satisfaction of the extrinsic and intrinsic factors to get the reward. The reward will be the self-satisfaction, self-achievement or extrinsic financial and non-financial benefit (Ferinia, Yuniarsi & Disman, 2016).

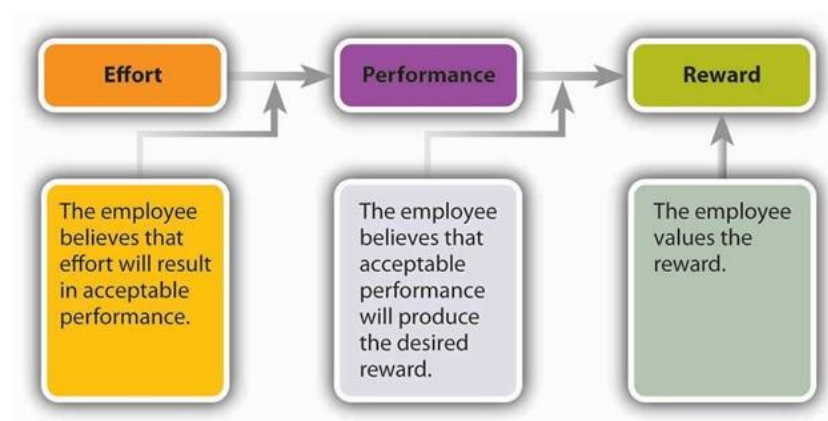


Figure 5 Vroom's expectancy theory of motivation

Source: <http://www.myassignmenthelp.net/vroom-expectancy-theory>

The contemporary organisations are delivering the factors to improve the motivation and satisfaction of the employees focusing on the intrinsic and extrinsic motivational factors. However, the management will select the extrinsic factors for the improvement of the motivation because they are easy to manage and implement in the business. However intrinsic motivational factors are harder to address yet they have a higher level of retention in the employee's mind (Kleinbeck, Quast, Thierry & H"cker, 2013).

The management delivers the performance objectives to the employees by setting the related rewards (Green, 2006). The employee would use available resources, current knowledge and skills to achieve the expected level of the outcome by the management by focusing the achievement of the reward effectively (Sandhu, Iqbal, Ali & Tufail, 2017). However, to achieve the performances through the motivation, the management should understand the expectations of the employees and deliver the factors which would address their expectations effectively to keep the better motivation and performance standards (Whiteley, 2002).



### **1.3. Conclusion**

During the review, it was assessed the importance of motivation to achieve the organisational performances. Various theories for the motivation and their applicability to the motivation and performance improvement are discussed considering the approaches of real-life business organisations. It was identified that Amazon is pursuing strict policies in the company to ensure the positive performance delivery. Comparatively, Samsung and Toyota are pursuing a flexible approach, and they want to deliver the best to the market with the improvement of the features of the employees in the company. Tata is also focusing on the flexibility as well as the better firm management practices. Tata and Amazon are focusing on the outcome of the business, and the outcome will be considered the measuring factor for the employee performances. However, the models are applicable to the improvement of the performances through the employee motivation.

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## 02. Task B

Determine in what situations it is either appropriate or inappropriate to employ soft system methodologies.

### 2.1 Introduction

Business environments are not resistant to the change. Various changes are making impact on the business environments and the management should be able to conduct the business functions by effectively facing the changes (Wilson, 2003). When it comes to the decision making and change management it can be seen two major approaches of the business organisation namely soft and hard system methods of decision making (Nedjah & Macedo Mourelle, 2006). It can be seen many differences of the two approaches and also the use of the methods are also different. During the analysis of the report, it would be further discussed about the soft system methodology and hard system methodology of decision making and change management (Daft & Marcic, 2014).

### 2.2 Analysis

System approach to the business will consider the business functions and processes under the systemised manner. The company can define the inputs, processes and outputs of the business under the systemised approach (Hlupic, Pouloudi & Rzevski, 2002). However it is essential to understand the impact of the hard and soft resources of the systemised process of the business.

The change management approach can be also assessed under the soft system approach and the hard system approach (Wilson, 2003). Below it was mentioned the initial differences of the soft system approach and the hard system approach (Stefansen & Borch, 2008).

Hard system approach	Soft system approach
<ul style="list-style-type: none"><li>• It can be seen clear level of goals and objectives</li><li>• Focus on the quantifiable data during the change management and problem solving (Hlupic, Pouloudi &amp; Rzevski, 2002).</li><li>• Controlling methods are clear and decisive (Marjanovic, 2000).</li></ul>	<ul style="list-style-type: none"><li>• The defined goals need negotiation</li><li>• The organisational is considered as a complex social entity (Nedjah &amp; Macedo Mourelle, 2006).</li><li>• When it comes to the decision making and change management in the company different perspectives are used to assess the system and identify the impact levels.</li></ul>

<ul style="list-style-type: none"> <li>• The power structures, decision process and authorities are very clear and the roles are given with specific tasks.</li> <li>• Directly aim the problems or the change of the company. The overall expectation is address the problem and later it would address the secondary expectations (Daft &amp; Marcic, 2014).</li> <li>• The decision maker will detached from the system and make the decisions independent manner.</li> </ul>	<ul style="list-style-type: none"> <li>• The power and authority will be flexible to the situation. The authority powers and policies would not always focus on the productivity (Marjanovic, 2000).</li> <li>• Human factors are given with much importance in the processes (Daft &amp; Marcic, 2014).</li> <li>• Creative approach is given to the problem solving and various innovative solutions are encouraged to deliver to address the problem or the change.</li> </ul>
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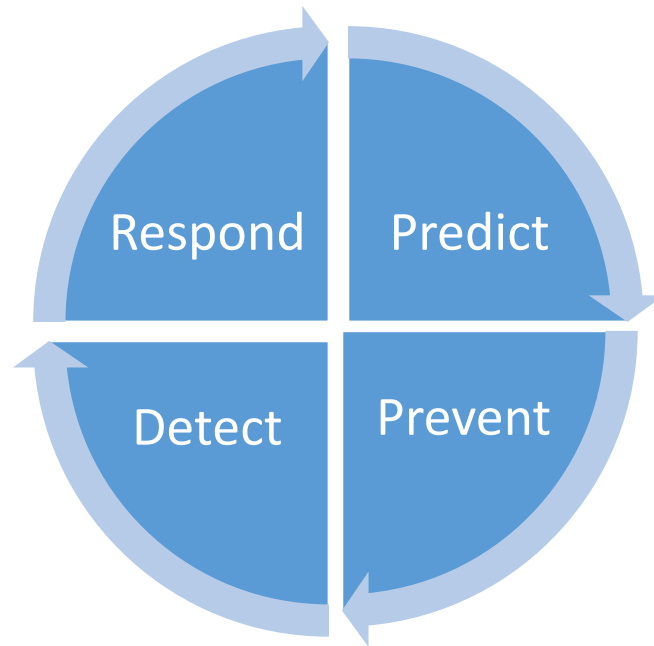
Hard systems are focusing on the rigid processes which are unambiguous with the outcomes and expectations. The problem and the change can be clearly defined and the processes can be clearly structured as well. Most of the information system implementations are pursuing the hard system change management and decision making methods (López-Díaz, n.d.). Mainly every outcomes of the activity or process step can be predicted and effectively addressed during the hard system models. Many of the traditional management schools of the business studies were focused on the hard system models for the business decisions making and change management (Checkland, 2002).

Under the scientific management of Frederick Taylor, the roles should be well defined in the company with the required skill sets to perform the tasks. However mostly the scientific management suggests to treat the employees similar to machines which would do the specific tasks in the company without making any errors (Tolk & Jain, 2012). If the errors are presented necessary management decisions should be taken to correct them (Tolk & Jain, 2012).

During the change management under the scientific management considerations, the employees will be given with the changed duties and responsibilities. They should improve their skills and capabilities to effectively address the expectations of the defined duties and responsibilities. The emotions, fear for the change and various other human considerations for the change would not be matter under the hard system approach (Kunc, 2018).

Henry, L. Gantt invented the Gantt chart which can also be used as a model for the change management under the hard system approach (Dekkers, 2017). Under the Gantt chart all the actions are well defined and also the outcomes of the each process can be planned. Mainly the depend abilities of the processes can be shown effectively (Checkland, 2002).

When it comes to the ongoing change management of the company the hard system change management methods would address the below framework mainly.



*Figure 6 Model for change management under Hard System approach*

Source: Developed by the author

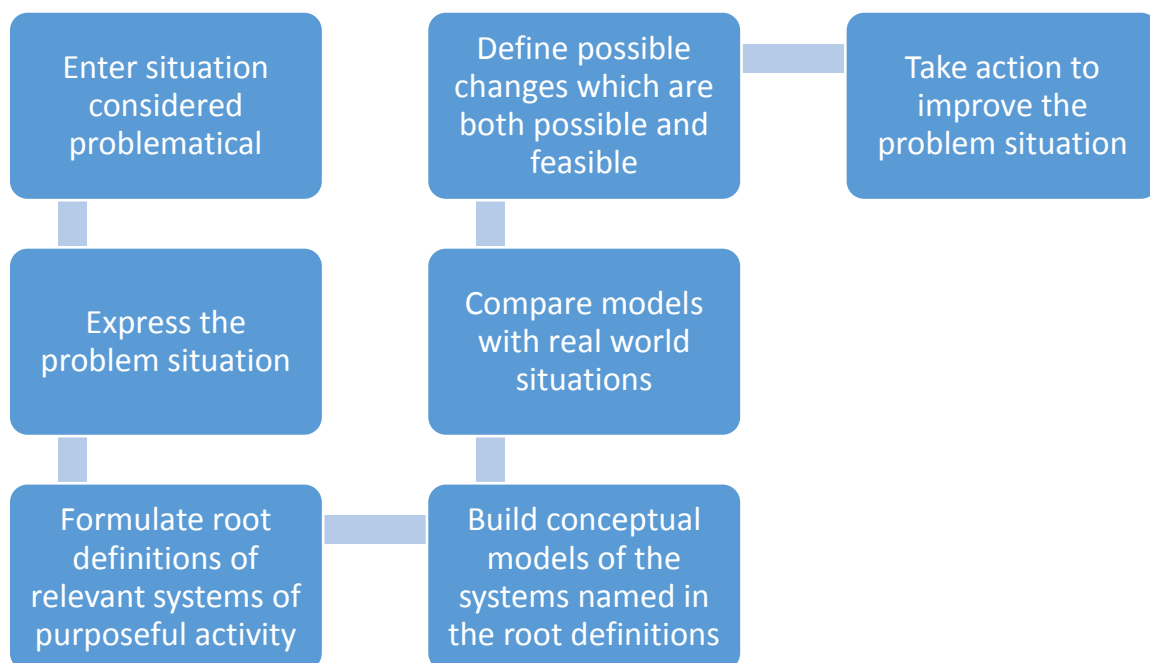
Under the hard system approach the clarity should be effectively presented and therefore the changes will be predicted and after the prediction of the potential changes the management would take necessary actions to prevent the impact of the change (Segatto, Inês Dallavalle de Pádua & Pinheiro Martinelli, 2013). However during the processes, the changes can be identified which were not predicted earlier. Such changes will be detect through analysis and necessary actions will be taken under the respond methods (López-Díaz, n.d.).

It can be seen both advantages and disadvantage of the defined hard system approach of the problem solving and change management. The advantages are the models allow the analyst to approach to the business under tangible manner (Marjanovic, 2000). The company is considered as a machine like system and inputs and outputs can be specifically defined under the model. The overall development, time considerations, resource requirements can be easily defined under the discussed hard system models. Considering the advantages of the models,

the hard system change management approach can be used for the management of simple changes of the business (Wilson, 2003). Also the approach can be used for the change management of the organisational automation activities. Mainly the implementation of the information systems in the company or any situation that can be modelled with specific structure (Nedjah & Macedo Mourelle, 2006).

Main disadvantage of the hard system approach is it would not consider the feelings and the sensitivity of the people. Thoughts, sensors, expectations and other cognitive processes of the humans would create complexities in the environment which would be deliver many challenges when approaching the hard system method of change. Therefore the models would not be suited to handle larger changes in the company which would have higher impact on the employee behaviour and thinking process (Daft & Marcic, 2014).

Comparing to the hard system models, the soft system models have loose frameworks which have a higher level of flexibility in the processes (Stefansen & Borch, 2008). When it comes to the decision making or change management under soft system models, it can be seen that the models are open to various potentials and perspectives. Below it was mentioned the seven stages representation of the soft system model method.



*Figure 7 Seven stages description of soft system methodology*

Source: Developed by author

Under the soft system methods generally it would address the complex situations, problems or changes. First it would be approach to the situation which is considered problematic and further

express the problematic situation to gather more information. Afterwards the root definitions will be developed to further assess the situation and develop the conceptual models accordingly (Daft & Marcic, 2014). The defined model would be compared with the real world situation furthermore and then define the changes which are feasible and possible. Lastly it would take necessary actions to address the problematic situation effectively with the solution (Tolk & Jain, 2012).

As it was stated the soft method approach is open to the changes and flexible. A higher level of ideas and conceptual assessments are considered during the process as well (Wilson, 2003). Also when using the soft systems the identification of the root definitions can be further improved through the CATWOE model as well (Hlupic, Pouloudi & Rzevski, 2002). CATWOE is also a better change impact evaluation model which can be used by the analyst to identify the impact levels of the solution or suggestions to the most important ant stakeholders and business processes of the company. Below it was mentioned the six factors of CATWOE.

- Customers – Who would be the beneficiaries of the business processes and how the change, issues or decision would effect on them?
- Actors – Who are the parties that are mainly involved in the situation? Who would address the implementation of the solution, change or decision in the environment?
- Transformation Process – What would be the main transformations that would impact on the heart of the system?
- Worldview – What would be the big picture of the situation, decision, or change and what would be the wider impacts of the issue, decision or change?
- Owner - Who owns the process or situation being investigated and what role will they play in the solution?
- Environmental Constraints – What would be the external constraints or factors and limitations which would deliver an impact on the decision, situation or change?

Under the soft system methods, the change models are dealing with the complex situations which has multiple dimension (Daft & Marcic, 2014). Under the CATWOE model also it can be seen the higher level of complexity of the problem or change assessment in the company (Marjanovic, 2000).

Ackoff proposed another soft system model for handling the change under the main approaches of resolved, solved and dissolved. The problems or the issues of the company can be addressed under those three main factor areas of resolved, solved and dissolved. Main expectation of the



approach is to keep the management and employees are happy in the company and improve their contingency approach to the problem solving and change management during the time (Siriram, 2011). The model allow the flexibility to the management and the employees to let go of some issues of the company and avoid the depression of the problem or the change. Mainly the model improve the readiness of the management during the time and the management has the time to improve their experience and knowledge to address the challenge (Nedjah & Macedo Mourelle, 2006).

Lewin's Change Management model is another soft system change management approach which is commonly used in the change management. Below it was defined the flow or the considerations of the model.

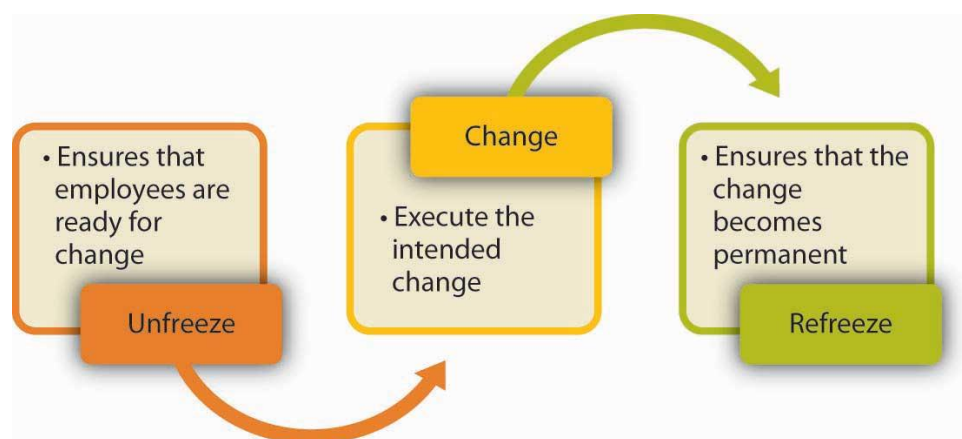


Figure 8 Lewin's Change Management Model

Source: <http://www.web-books.com/eLibrary/NC/B0/B58/047MB58.html>

Under the Lewin's Model, the management is given with a higher freedom to address the change in the company (Nedjah & Macedo Mourelle, 2006). Mainly under the unfreeze the management can consider many of the consideration of the CATWOE and the seven stages of the soft system method. Then the management will have the freedom to execute their defined methodologies in the change processes of the model. However the change process is complex and need to be addressed with higher level of attention and also with the considerations of many factors (Hlupic, Pouloudi & Rzevski, 2002). However time duration is not defined and the management can address all the changes in flexible manner. Later the system can be allowed to refreeze with the defined changes of the company.

The soft system change management models have various advantages and disadvantages as well. Taking a lot of time, resource use, complex problem approach and also some problems would not be resolved can be shown as the main disadvantages of the models. However the

advantages of the models deliver much benefits to the management (Stefansen & Borch, 2008). Mainly the management will get the flexibility to handle the change and also would have the opportunity of assessing the situation or the change under various perspectives. Mainly the overall stakeholder satisfaction can be delivered under the model and the change process can be addressed with flexible manner (Marjanovic, 2000). Also various complex incidents can be addressed by the management in timely manner under proper stability. Such soft system change models should be applied to handle the complex situations only (Stefansen & Borch, 2008). Major infrastructural changes of a company, management changes, various improvements of the organisational culture are some of such complex changes in the company. However the soft system change methods would not be suited to address the clear and decisive situation (Siriram, 2011). If such situations are handled under the soft system approach, the higher potential would be opened for the resource wastage.

### **2.3 Conclusion**

The management can approach to the issues, challenges and change of the company under the consideration of hard system approach and soft system approach. However when approaching to the situation or the change management, it is essential to measure the level of impact of the situation or the change in company. The complexity, the impact on the stakeholders, business processes, outcomes and many other considerations should be taken into the account when managing the change under the soft system or hard system approach. Both methods have individual advantages and disadvantages and they should be considered when applying them into the situation.

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