Editorial

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Biographical notes: David C. Chou is a Professor of Computer Information Systems at Eastern Michigan University. He received his BC from Feng-Chia University, an MS from National Taiwan University and another MS and PhD from Georgia State University. He has published more than 170 papers in the fields of information systems. He is the President of the Southwest DSI (2007-08) and also the Editor-in-Chief for the *International Journal of Information Systems and Change Management (IJISCM)* and the *International Journal of Management Theory and Practice (IJMTP)*. Currently, he serves as an Editorial Board Member for five academic journals.

International Journal of Information Systems and Change Management (*IJISCM*) continues to publish its second volume. We have successfully published 23 high quality papers in this journal's first volume. The objectives of *IJISCM* are to promote the research and practice of the fields of information systems and change management. This journal aims to establish an effective channel of communications amongst educators, information systems worker, managers and industry practitioners to contribute, disseminate and learn from each others. We welcome your continuous support, communication and submission to this journal.

The first issue of the Volume 2 collects seven high quality papers. Topics in this issue are: 'hard' is 'soft': exploring the dangers of the 'hard'/'soft' distinction, 'The complementary role of business process reengineering and information technology to total quality management practices', 'Managing change and reliability of distributed software system', 'The effects of essential IT skills on career satisfaction and organisational commitment of information systems professionals', 'The role of virtuality and work family conflict in forming attitude towards virtual works, 'Facilitating change management with configurative reference modelling' and 'Field development in change management: how information systems contribute to the process of organisational change'.

The first paper explores the distinction between 'hard' and 'soft' management techniques through an in-depth theoretical illustration and analogy. Professor Darren McCabe (Keele University, UK) argues that 'the hard/soft distinction used in relation to new management interventions is potentially dangerous because it serves to reproduce the status quo by reinforcing taken-for-granted assumptions about the world'. This paper further explores the issue by including some qualitative research from a company that introduced Statistical Process Control (SPC) in conjunction with Total Quality Management (TQM).

The second paper also touches the field of TQM, which is an important research subject in the area of change management. Usually TQM practices aim to improve

product quality and business process efficiency. However, the literatures show that the results of TQM practices are not always satisfied. Amy Y. Chou (Illinois State University, USA) and David C. Chou (Eastern Michigan University, USA) propose a research model to remedy such problem. This model suggests that the result of TQM practices could be strengthened after integrating business process reengineering and information technology into such implementation.

The third paper focuses on managing changes and reliability of distributed software systems. R. Amuthakkanan (Coimbatore Institute of Technology, India), S.M. Kannan (Thiagarajar College of Engineering, India), K. Vijaalakshmi (Dr. Mahalingam College of Engineering and Technology) and V. Jayabalan (Anna University) propose a software reliability estimation model to analyse the software quality issues within a complex distributed system. The given model is applied into an enterprise resource management system for validating its accuracy. This paper concludes that continuous process improvement can be achieved by incorporating activities such as improving defect prevention, defect detection and defect removal processes.

Organisations always like to retain high-quality information systems professionals and to keep them satisfied in their jobs. Pruthikrai Mahatanankoon (Illinois State University, USA) hypothesises that knowledge competency and career satisfaction are essential ingredients that increase organisational commitment and the retention of key information systems professionals in organisations. His study results show that organisational knowledge and skills both asserted a positive influence on career satisfaction and organisational commitment; however, technical skills reflected a negative effect. This study provides an interesting finding that management needs to change its human resource strategies if they intend to keep IT professionals motivated and satisfied at their work places. This is discussed in fourth paper.

The fifth paper focuses on the issue of work family attitude changes while dealing virtual work. Since the advancement of telecommuting and virtual organisation, the amount of virtual work implemented in organisation has significantly increased. Anil Gurung (Kansas State University, USA), Juliana D. Lilly (Sam Houston State University, USA) and Meghna Virick (San Jose State University, USA) used longitudinal data to examine changes in attitude towards virtual work over time. Their empirical study found presence of a three-way interaction between attitudes towards virtual work, virtuality and work family conflict.

The configuration of reference models has been accepted as a research methodology. Reference models can be used to provide a solution scheme for selecting a better change process. The sixth paper applies the configurative reference modelling into the change management research. Jorg Becker, Christian Janiesch, Ralf Knackstedt and Tobias Rieke (all from University of Munster, Germany) propose a methodology that "allows the integrative configuration of conceptual models for transaction process and decision support by integrating meta models for respective modelling languages". A business case has been used to exemplify this application.

The final paper provides a field overview to the information systems and change management research. David C. Chou (Eastern Michigan University), the Editor-in-Chief of the *IJISCM*, discusses various subjects in the information systems and change management research. The historical review of the organisational change research is provided to illustrate the need of information systems integration into such important research discipline. This paper also indicates several newly developed and integrated research contents in this important field.

I hope these seven papers would continuously adjoin their values and contributions to the areas of information systems and change management. I would encourage our readers to continue to develop new applications and theories in these fields. The *IJISCM* will continue to serve as an important forum for the exchange of innovative ideas.