

How Managers Can Manage Change and Stability to Deliver Better Service to Customers in the 21st Century

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Abstract: In an ever-changing world at present, many enterprises and organizations are put under the great pressure of tremendous opportunities and challenges arising from globalization, technological innovation, intense competition and also a highly competitive market. "The whole business environment becomes more competitive, dynamic, and complex in 21st century." (Olsen, West and Ching Yick Tse 2008) Hussey (2005) also has the view that the organization' external and internal environment has changed ever more turbulently in past few decades.^[1] The frequency of changes has become faster and the period of stability has tended to be much shorter. Therefore change management skills become more and more important for managers. (Hussey, 2005) Dawson also has the same point of view. He says "the large-scale change really occurs and the changes were rarely so rapid and unpredictable" (Dawson, 1994). This situation may continue in to the next century (Hussey, 2005) which means that managers need to deeply understand how to manage both external and internal changes.^[2] Hussey also mentions some important factors that may influence external environment changes including competition globally; customers service expectation increase, fast development of technology,^[3] and changes in government regulations (Hussey, 2005).

Keywords: the Management of changes and Stability leading to better services in the 21st century

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Evelyn, Don and Aimie claimed that today a manager should have new mindsets, skills and execution capabilities, which are important abilities to influence managers in success fully managing organization change. In addition, he also pointed out that nowadays, a large number of staff still has psychological resistance to change in many organizations. Hussey viewed that resisting changes may bring negative influences to the organization in achieving its goals,^[4] it may even affect the organization's survival (Hussey, 2005). Maslow's argument is derived from hierarchy of motivation that physiological needs including food, life and residence constitute people's basic needs. If people cannot satisfy them, they cannot satisfy people's other needs of higher hierarchy.

The whole hierarchy may fall down. For instance, if some employees lose their jobs due to an organization's changes, they would definitely resist these changes. Given such a situation, price pointed out that all the management need to know how to guide employees to go through changes. First, they need to make it clear why people resist changes.^[5] For instance, some employees fail to find the advantages from changes. Given these changes may bring higher risks, tensions, replacement, new tasks or skill pressure, they would think that they cannot benefit from these changes^[6] (Price, 2009). Hussey pointed out some human physical characteristics factors influencing people to resist changes.

In addition, Hussey (2000) suggests one concept why

people resist change. His reason is it breaks people psychological contract. Psychological contract involves "the unwritten and almost subconscious elements of relationship". For instance, they hope to keep working on their initiative, the opportunity to use some of their skills, the friendship with group members or the relationship made with clients. But the change could make them break something from the past relationship.

However, change is always happening and it cannot be stopped by any people or organizations. Therefore dealing with a turbulent environment is a premise of success for company survival and development in the 21st century (Dawson 1994). The managing of successful change firstly requires managers to understand the human responses to change. A good response could help staff reduce resistance, decrease negative emotion and improve understanding about change. (Evelyn, Don and Aimie, 2010) Skinner found that based on Behaviourist Theory "behavior that is rewarded tends to be repeated, and behavior that is ignored tends not to be." Therefore if managers want to make some behavior changes happen, they need to change the conditions that cause it (Burnes, 2004; Skinner, 1978) For example, Midland Main Line is a train operating company. They plan to make new pay arrangement in order to provide better quality service to customers, increase income and lower cost. The company wants abolish of overtime and offer a high basic salary. The result of this change is now an incentive for drivers to get the job done as quickly and safely as possible, with the consequent advantage of providing a better customer service. To deliver better service to build better customer satisfaction and loyalty, employee motivation and satisfaction; assessing the corresponding impact on profitability and growth which is the service-profit chain showing relationships between profitability, customer loyalty to add and create more value to the organization. (Hackett, Jones, Loveman, Sesser and Schlesinger, 1994)

High quality support services result from high employee motivation and satisfaction. Burnes points out three people activities that managers could undertake including creating a willingness to change; involving people and sustaining the momentum. "Creating a willingness to change" means through effective communication, letting employees clearly know the pressures for change; give regular individual feedback about performance processes; understanding employees' concerns ; through training lessons, reducing fears and creating a positive attitude to change. "Involving people" mainly include cognitive dissonance, the 'depth' of intervention and psychological contact. But the argument from these could be bringing

more resistance. Therefore making an appropriate strategy could give some help for managers. (Beckhard and Harris, 1987) In addition, providing good service to meet customer needs which requires employees to sustain the momentum.^[8] The managers should think how to plan and implementation to sustain it.^[9]

In conclusion, in the 21st century, the management will bear more opportunities and responsibilities to cope with dramatic and persistent changes in external and internal conditions. At times, change means shifting to an unknown world. This may entertain either success or failure. Thus, the management style, decision-making process and implementation process should apply to the external and internal changes of an organization. The management should have good skills in managing changes and providing stability to create positive and supportive attitude and behaviors, improve service quality and finally gain better customers' satisfaction and achieve an organization's sustainable management.

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