Competency Scale for Frontline Employees in Service Industry

Yu-Chi Wu

Institute of Business and Management, National University of Kaohsiung, Taiwan

Hsiao-Wen Hsiung

Institute of Business and Management, National University of Kaohsiung, Taiwan

Abstract

This paper aims to construct a competency scale for frontline employees (FLEs) in the high degree of customer involvement service, and discuss what competencies qualified by FLEs can improve customer's reflection on service quality.

Measurement was developed in three different studies using different samples. The goal of Study 1 is primarily concerned with identifying the underlying competences structure of FLEs by utilizing exploration factor analysis (EFA) and gathering samples from frontline managers and customers. Study 2 is conducted confirmatory factor analysis (CFA) with frontline employee samples to examine the goodness-of-fit of competencies measure. Final study tries to figure out the satisfying reflection between service competencies and service quality from customers' aspects.

The finding of this paper not only shows the competencies required by this workplace but provides employers and organizations with the guideline for formulating the programs of competency-based employee selection and training. In this way, companies can improve their business efficiency during recruitment stage and raise organizational performance at the same time.

Keywords: frontline employee, frontline manager, competency, service industry, customer involvement, human resource.