

## A Professional Competency Development of Service Oriented Industry based SIA-NRM Approach

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**Abstract**—The development of service-oriented industries rely on not only the investment of equipments but also the large number of high-quality service personnel. Therefore, competition among service-oriented enterprises has gradually changed from facilities and store decoration investments to personnel training and education. This study attempts to analyze the competency need state for different job attributes in terms of "professional competence" and "working attitude" from the perspective of competency development and talent cultivation. This study also explores the relationship between the "professional competence" and "working attitude" for the practitioners in service-oriented industry. This study summarizes the two competency development aspects of "professional competence" and "working attitude" by literature review and expert interview and propose the competency development system of for service-oriented industry. This study proposes the concepts of professional competence and working attitude to evaluate the competency development needs and use the satisfaction-importance analysis (SIA) technique to determine the competency development state for service oriented industry. Besides, the study also analyzes the influence relation structure of competency development aspect based on the network relation map (NRM) technique. We hope that this research findings can aid decision makers understand competency development needs of different job attributes based on "professional competence" and "working attitude" for service-oriented industry. Therefore the study also propose the improvement strategies of competency development through the SIA-NRM (Network Relation Map), and aid decision maker to strengthen practitioners competency competitiveness by competency development and education and training.

**Keywords**-Service-oriented industry; Professional competence; Working attitude; SIA (satisfaction-importance analysis); NRM(Network Relation Map).

### I. INTRODUCTION

In the tourism and hospitality industry, the service personals must satisfy different customers' needs every day. We need to explore and compare service levels with other industries. In the tourism industry, the employee turnover rate is of a high proportion so it is necessary to determine what kind of people remain in this industry, what incentives can let the industry to retain employees, and what skills must

be acquired so that employees still keep a high standard of service and motivation. In the course of our practice, we see each class stratum exhibit a work ethos, knowledge and ability that are not the same. The responsibility to make the managerial-level decisions means that when one has more power, he/she must deal effectively with the lower echelons of his/her team. Managers should know how to address things according to each person's emotions and attitudes, and how to further explore the changes in multiple sectors of the industry.

The staff who is working in different areas share a common responsibility to represent a positive work attitude. This demonstration tends to have great relevance within their work group, and some employees would like to advance and allow their work performance to improve. Many service staff does not mind staying in this so-called menial work for a long periods of time. This level will suffice due to a fundamental lack of ambition, educational opportunities, and minimal direction. Some may feel so good about their daily experience, there will be no consideration and no need to climb higher. Through this study, it will be possible to clearly know taxonomy of the various classes of personnel in the hotel and tourism industry. However, the need to find additional staff for the tourism and hotel industry keeps apace of the regular turn-over rate. The need to retain staff usually leads to an enhancement of their abilities to cultivate knowledge and to develop an attitude whereby a sense of accomplishment is engendered. As such, it is first important to understand the current state of corporate personnel career development and knowledge base used to develop an employee retention program that will address all levels, work attitudes, and industry knowledge. If staff and management are not aware of different changes, they may encounter people do not wish to continue to move forward. This makes work attitude frequently hostile and thus shows a poor quality of work leading to a declining service levels. When people become more motivated and possessing a positive attitude, the quality of finishing their work is greatly enhanced. In order to understand their own knowledge levels, service employees must learn to handle their own personal concerns in the face of customer appeals. The chief concern for employers is for such employees to give the best service response to make guests happy and to protect the corporate image. For the members of the workforce, there is

a correct way how to teach service capability to new team members. These lessons may also be applied to travel & hospitality students prior to their entry into the workplace.

This study is divided into four sections: in the second section we discuss about the competency development of service oriented industry; the third part is research concept, in the fourth section we use service oriented industry as examples to evaluate; the fifth section is the conclusion. In the end, we would like to find the key success factor when developing competency.

## II. LITERATURE REVIEWS

McClelland [1] proposed the “iceberg model”, where the competency includes the explicit competence (seen above water) and implicit competence (under water). A clinical competence study of pre-graduate nursing students point out that skills enhancement program can improve the clinical competence for pre-graduate nursing students. This study use the three-part survey (the respondent's rooftop, the Skills Enhancement Program Questionnaire, and the Clinical Competence Questionnaire) based on the sample of 245 pre-graduate nursing students. This study also adopts the Factor Analysis (FA) to explain the attributes of the skills enhancement program, and determine the network relation structure by the Structural Equation Modeling (SEM) and path analysis. The study proposed the clinical competency evaluation system which includes four aspects (supportive clinical instructor, comprehensive orientation, formative goals and objectives, and conducive learning environment) for pre-graduate nursing students. The research finding also point out that the aspect of supportive clinical instructor is the strongest aspect among the clinical competency aspects [2]. In order to develop the systematic competency evaluation system for operating room nurses (ORN), the study propose the competency evaluation system of operating room nurses based on the AHP approach. The proposed method integrated the three analytic techniques which include the in-depth interviews, the Delphi method and AHP (Analytic Hierarchy Process). The study explored ORN competencies and proposed the four aspects (specialized knowledge, professional ability, personality and self-motivation) and 32 criteria for ORN competency evaluation system. The research finding also point out that the aspects of specialized knowledge is the most important aspects and the aspect of self-motivation is the least important aspect in the ORN competency evaluation system [3].

## III. RESEARCH CONCEPT

This section introduces the service improvement model based on SIA-NRM of online shopping. First, we need to define the critical decision problem of professional competency development and then identify the aspects/criteria that influence professional competency development of service oriented industry through literature review and expert interviews in the second stage. In the third

stage, using SIA analysis, this study indicates that the aspects/ criteria that are still associated with low satisfaction and high importance are also linked to low professional competency development needs. The current study determines the relational structure of professional competency development system, and identifies the dominant aspects/criteria of the service system based on NRM analysis in the fourth stage. Finally, this study integrates the results of SIA analysis and NRM analysis to establish the improved strategy path and determine the effective service improvement strategy for professional competency development system. The analytic process includes five stages. (1) It clearly defines the critical decision problems of professional competency development system. (2) It establishes the aspects/ criteria of professional competency development system. (3) It measures the state of aspects/ criteria based on SIA analysis. (4) It measures the relational structure using network ration map (NRM). (5) It integrates the results of SIA analysis and NRM analysis to determine the improvement strategy and improvement path of professional competency development system. The analytic process uses the analytic techniques (SIA analysis, NRM analysis and SIA-NRM analysis) and five analytic stages as shown in Fig. 1.

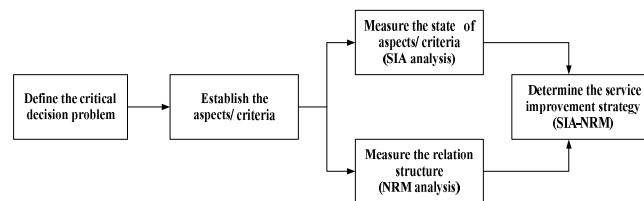


Figure 1.

The analysis process of SIA-NRM

## IV. THE EMPIRICAL STUDY

The analysis processes of SIA-NRM include two stages. The first stage is the satisfied importance analysis (SIA) and the second stage is the analysis of the Network Ration Map (NRM). The SIA analysis determines the satisfaction and importance degree of aspects/criteria for professional competency development system; the SIA analysis can help decision marking find criteria that should improved while the standard satisfied degree is less than the average satisfied degree. The three improvement strategies are presented in Table I. Improvement strategy A, which requires no further improvement, can be applied to the aspects of Working attitude (WA) ( $SS > 0$ ). Improvement strategy C, which requires indirect improvements, can be applied to the aspect of Professional competence (PC). The SIA-NRM approach determines the criteria which should be improved based on SIA analysis and the suited improvement path using the network ration map (NRM). As shown in Fig. 2, we can determine that the aspect of PC should be improved, and the WA is the aspect that is the major dimension with net influence. So we can improve the PC aspect by the aspect of WA as shown in TABLE I and Fig. 2.

TABLE I. THE IMPROVEMENT STRATEGY TABLE OF SERVICE ORIENTED INDUSTRY

Aspects	SIA			NRM		Strategies	
	SS	SI	(SS, SI)	$d+r$	$d-r$	(R, D)	
PC	-0.707	-0.707	▼ (L, L)	282.714	-1.000	ID (+,-)	C
WA	0.707	0.707	○ (H,H)	282.714	1.000	D (+,+)	A

Notes: The improvement strategies include three types: Improvement Strategy A (which requires no further improvement), Improvement Strategy B (which requires direct improvements) and Improvement Strategy C (which requires indirect improvements)

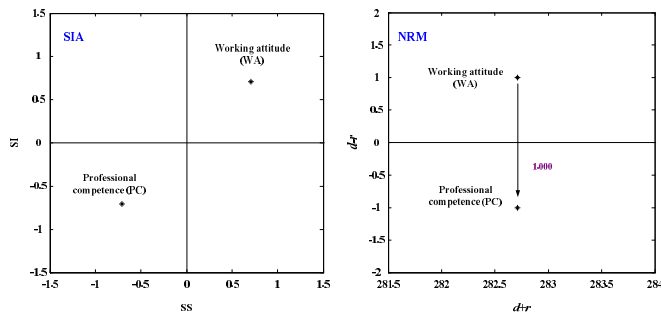


Figure 2. The improvement strategy map of service oriented industry

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