AHP Competency Model in the Service Chain Industry

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Abstract

Due to the increasing importance of the service industry and the highly competitive environment in the chain business, it is essential for enterprises to develop their own core competitiveness in industry. This study discusses the high-level manager's competency development model in the chain business from the perspective of competency-based human resource management. This study develops the competency model using a literature review and expert interview and divides the competency model into three major factors including "core competency", "management competency" and "specialized competency," and further divides the three factors into 15 sub-factors. To understand the weight ratio and importance order of the major and sub-factors, this study adopts the analytic hierarchy process (AHP) method to conduct a three-level and four-combination analysis. This study reveals that in the second level of analysis, mid- and high-level managers share the same view points,and a mid-level manager should focus on building up the "core competency", hereas a high-level manager should focus on the "management competency"; At the third level of analysis of the sub-factors, this study present conflicting point of views between mid and high-level managers. Mid-level managers believe that they should concentrate more on "organization commitment", "franchise development," and "target execution", hereas high-level managers see "indignity,", "branch management," and "target execution" as the main competency for mid-level managers.

JEL classification numbers: M13; M14; M38

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1 Introduction

In recent years, the concept of competency becomes increasingly important in industry. There a large collection of literatures that discusses managerial competencies, such as Boyatzis (1982) and Spencer and Spencer (1993). For example, in Taiwan the government actively promotes, competency,and competency standards for industries are established in order to lead enterprises to create a system of competency development. Additionally, the academic institutions are actively involved in handling seminars and academic research with respect to the managers' competencies for enterprises. By developing competency, organizations have the opportunity to apply it to the recruitments process, educational training, performance management, job transfers or promotions, successor programs, talent inventory, employee career development, and human resource overall performance. Competency has risen as a trend that is being imported to business. What is the method and which level has it reached for importing competency to business? The situation of competency development model operates in organizations, especially in excellent franchisors benchmarking organizations. Can the operation of competency be a reference of importing competency for enterprises in the future? This study is based on the trend and need of chain services industry development and train managers. This study will be conducted from the aspect of the need of enterprises, focusing on the management talents abilities in the chain services industry.

Impacted by the global economy and limited by domestic market scale, many domestic chain enterprises have expanded to overseas, such as the RT-Mart and 85°C coffee. To date, overseas stores of domestic enterprises have reached over 40,000 stores with the, catering industry as the dominant player. Overseas franchises are primarily in China and Southeast Asia.The ambition of our country to expand its markets is obvious. According to the report of Taiwan Ministry of Economic Affairs in 2015, international talents in chain franchises catering industry supply and demand research reveals that it is insufficient for supplying talent under the circumstances that supply and demand ratio is equal to 1. In addition, operators state that internal training is the main recruitment method to cultivate key talent. Operation managers, overseas professionals, and chefs have to be equipped with relevant experiments for years and agree with the enterprises' culture, vision, and operation direction. As a result, key talent supply is more than the demand. The past research on the chain service industry mainly analyzes key successful factors of chain service operation or discusses service quality, customer relationships management and brand image. In comparison, it is rare to see research of the development of the chain service industry's talents. This study discusses the study of senior managers' competencies in the chain service industry.

And analyzes it. From the aspect of industry, academy, and government in order to provide a reference for cultivating middle high-level managers in the industry. The academic field tends to impart only basic knowledge to students, who want to enter the chain service industry and can be a reference for the government in developing policies.

This study mainly discusses chain services for middle and high-level managers' competency projects according to interviews with experts and the analytic hierarchy process (AHP). This study aims to establish the management of competency projects content in chain services middle and high -level managers, establish the management of competency projects level structure in chain services middle and high-level managers, and realize the management of competency content relative to weight in chain services middle and high-level managers. According to the competency projects content and relative weight in chain services middle high managers, it can be a reference for recruitment, training, and promoting performance management in industries.

2   Literature Review

Taiwan Chain Stores and Franchise Association (TCFA) defines the chain store as an organization that operates chain stores, owns more than 7 independent stores and reaches more than USD$3.125 millions in revenue peryear. Additionally,Taiwan's Association of Chain and Franchise Promotion (ACFP) indicates that an organization that has more than two franchises and stores can be called a chain system. The international franchise association defines a franchise as a continuing contractual relationship between chain headquarters and franchises. According to the contract, headquarters have to offer a unique business privilege, as well as, assisting with employee training, organizational structure, operating management and products supply. Franchises have to pay the equivalent price as compensation.The fair Trade Commision definition states, franchises mean a business authorize to another its trademarks, service marks or management techniques through a contract. Additionally,a franchise assists or guides the operation of business, and another business will pay equivalent price for it.

The importance of the development in service industry in Taiwan has been significantly increased in 2015. According to the statistics in Taiwan's Directorate General of Budget, Accounting and Statistics (DGBAS), the total value of the service industry accounts for 62.8% of the GDP in 2015, and 6.6 million people serve in the industry, which accounts for 59% of the total employment in Taiwan. According to Taiwan's chain store statistics in 2016, there are 2,599 headquarters of chain stores and 104,391 branched shops, which has increased to 7.8% when compared to the year of 2014. This indicates that the service industry is an important industry for Taiwan's economy. Business service includes wholesale and retail trade, transportation and warehousing, accommodation and catering, information and communication industry, real estate industry, professional,

technology and technical services, support services and social work services, arts, entertainment and leisure services, and others services. Franchises such as wholesale, retail and the catering industry have reached 43.04% which demonstrates that franchises not only provide many job opportunities but also have become an important base that supports Taiwan's business service industry. Franchises have economies of scale, similar to large companies and have elastic adjustment, similar to small enterprises, which are suitable for SMEs in Taiwan for pursing rapid growth. Due to fierce competition in the market, it is diversifying in terms of product development, management, and marketing strategies. Thus, it was accumulate and become a mature and steady brand as well as improves management, and technical ability,which gives the Taiwan franchise industry a competitive edge in the market. However, narrow markets and development have limited franchises for a long time which leads to intense competitiveness between enterprises. Therefore   how to cultivate and enhance talents' qualities in franchises is an important issue.

Competency includes knowledge, techniques, attitudes, and values (Boyatzis, 1982; McLagan, 1997; Parry, 1998; Schippmann et al, 2000; Spencer and Spencer, 1993). Competency is also defined as necessary information, skills, ability and individual characteristics that an employee needs for doing their work successfully (Rycus and Hughes, 2000; Swanson and Holdton, 2001; Ulrich, Brockbank, Yeung and Lake, 1995). Taiwan's Development Dimensions International (DDI) (2007) defines competency as a knowledge, technique, behavior, and vow that a workplace requires. An employee has the knowledge, techniques, and behaviors that his workplace requires the ability of "can do" , Özdemir et al (2015)note that the concept of competencies can be divided into the competencies for HR managers and competencies for HR professionals. The competencies for HR managers indicate the success and importance of competencies of managers in different departments. The competencies for HR professionals specify "interpersonal relationship, proactive decision making, innovative thinking, HR knowledge, business knowledge, leadership and planning, initiative, intuition, belligerence, utilizing, adaptation, change focus, intellectual independency, availability and general business skills" (Özdemir et al, 2015; p. 49).

Competency was first proposed by McClelland (1973), and depicts that the standard should be an ability that influences students' performance instead of intelligence. Spencer and Spencer (1993) propose that competency is a management mode that is based on abilities. Its purpose is to determine out and make sure which abilities and performance that lead to make outstanding work. Spencer and Spencer (1993) propose a concept to illustrate the content of competency which was called the Iceberg model: competency is the combination of explicit qualities and underlying characteristic that one possesses. Mansfield (1996), Parry (1998), McLagan (1980) and Boyatzis (1982) argue that competency was a combination of knowledge, attitude, and technical ability. Employees can learn from it and improve their abilities by training in order to upgrade their performances. The four scholars' points of views   correspond to Spencer and

Spencer (1993), and become a basic theory when an organization applies competency.

Competency can usually be applied to the management tools of human resources to make human resources decisions. Based on the opinions from McLagan and Bedrick (1983), Spencer and Spencer (1993) and Wood and Payne (2001), competency can be applied in the areas of cultural change, training and development, recruitment and selection, corporate goals, competitiveness, succession planning, skill analysis, performance analysis and the strategy of human resource for organizations. As for performance, it includes the efficiency and effectiveness in management theory. Drucker (1974) notes that the efficiency is to work in a correct way, and the effectiveness is to do correct work. Langsner (1961) proposes that performance evaluation could be a personal rating which evaluated employees' technical skills, performance at work, qualities, and attitudes. Levinson (1972) and Hartel (1994) indicate that performance evaluation was a combination an employee and organization's performance. Establishing consensus with organizations and personal goals can be a standard of raising and promoting in order to improve the possibility of accomplishing goals.

Venkatraman and Rananuniam (1986) propose different level of standards for evaluating organizations' performances. These different level of standards include (1) Financial index: operating objectives of careers such as revenue growth rate, profitability, and earnings per share; and(2) Career performance: including financial and operating performance. Operating performance means a non-financial index, such as market share, new products, product quality, and marketing effectiveness; (3) Organization effectiveness: the broad definition of organization performance, besides financial index and career performance, also includes solutions of conflict when achieving goals and interested parties' goals achieving.(e.g., employees' moral). Schermerhorn (1989) mentions that good performance is based on appropriate support and having the ability to do it when organizational human resources work diligently towards achieving goals. Among them, ability is the most important. As a result, strengthening personal competency influences upgrading work performance. Drucker (1989) and Wellins and Byham (2001) depict that the survival and development of an enterprise determine abilities and qualities of managers in a competitive environment. Managers in organizations are the key factor to determine whether a company is successful or not. Companies should develop and strengthen managers' competencies in order to have better competitive superiority. Spencer and Spencer (1993) mentioned the competency model, which, illustrates that competency is a process from input to output. Personal motivation, characteristic, self-concept, knowledge ,and competency can be used to predict their behavior and lead to different results such as work performance. Hall (1994) develops a performance formula as shown below.

Performance = ability × motive × opportunity

Claudia and Beatrice (2006) investigate evaluating employees' abilities which is based on competency,and discovered that it was beneficial to both employees and enterprises. The process of evaluation includes employees' abilities, attitudes, motivations, and personal characteristics. Therefore, by adopting the competency models and combining human resource management activities, organizations can utilize the competency model in the areas of training development, salary management, recruitment selection, performance management analysis,and succession planning.

3   Methodology

This study utilizes documents analysis, interviews and the analytic hierarchy process (AHP) to achieve its goals. This study's structure is as follows. First, using documents analysis, we can understand management content and technical management talents' abilities of the chain service industry. By interviewing, we realize management's division of duties, job content, and human capacity connotation management and conduct documents analysis and analyze the results of interviews using basic AHP. With AHP, we analyze the attainable chain services division management positions, job content, the ability to connote, and its connotation. Finally, we look at the technology management division of duties and work connotation in manufacturing industry. This study applies the interview and AHP method. According to Ye Chong Qing (2001), case research can be divided into three parts, exploratory, descriptive, and explanatory. The essay is about exploratory research. We interview experts to gather their opinions, review it, and then conduct individual interviews in order to realize. middle high-level managers' division of duties, work content, and management ability in the chain service industry. Using interviews with enterprises, we gather relevant information to create a basic questionnaire for investigating further.The competency interview method is part of the structural interview,which must pay attention to designing interview questions, focusing on the interviewee's competency explanation, work activities, work duties, and the ability clarify the relationships between their duties. These questions are subsequently checked in accordance with the following: a) record the answers in details;. b) focus on asking interviewees to describe their work duties;. c) when answers are unclear, they have to be clarified and then recorded;. d) before ending an interview, make sure complete and clear information has been gathered .

AHP is a decision method developed by Saaty (1980). AHP can analyze complicated problems and change it to simplified ones by collecting experts' opinions under the situation that multi-object and multi-criteria is uncertain. The characteristic values are used to assess the extent of the strength of each pair of matrices as reference information when analyzing the data. It is applied widely currently . AHP mainly applies in decision-making problems. According to Saaty's experience, AHP can be applied in 12 problems , which is as follows (Saaty, 1980;

Saaty and Vargas, 1982): planning, generating alternatives, deciding priorities, choosing the best program or policy, resource allocation, deciding to demand forecasting results or risk assessment, system design, performance assessment,ensuring system stability, optimizing, and resolving conflicts. AHP is used by a number of experts and decision-makers obtain the degree of intensity of the hierarchy between the elements. Based on document analysis and interviews with business results, a development level questionnaire survey will be conducted twice. The first time will be used to make sure of the human capacity content hierarchy in the chain service industry. The second time is to determine a weighted result to establish hierarchical analysis and comparison. The objects of this study cover three kinds of people. including industry, government project sponsors, and academies. Interview of experts and contractors of government institutions that promote the certification functions and experts. will be conducted. Additionally, interviews will be conducted with the chain service industry's middle and high-level managers of top-notch franchise headquarters and manufacturers in Taiwan.For example, there are 673 franchises in Taiwan covering the northern, central, southern, and eastern regions,which mainly provide catering services. There are four middle high-level managers, and six middle-level managers out of 80 employees. According to the competency connotation hierarchical structure middle and high-level managers' questionnaires from results of experts' interviews are as follow. Use this structure to investigate the questionnaire of competence of the hierarchical structure weighted analysis. Figure 1 shows the threelevel hierarchical influential factors and sub-factors of managers' competencies. Table 1 and Table 2 show the operational definitions for major factors and sub-factors, respectively.
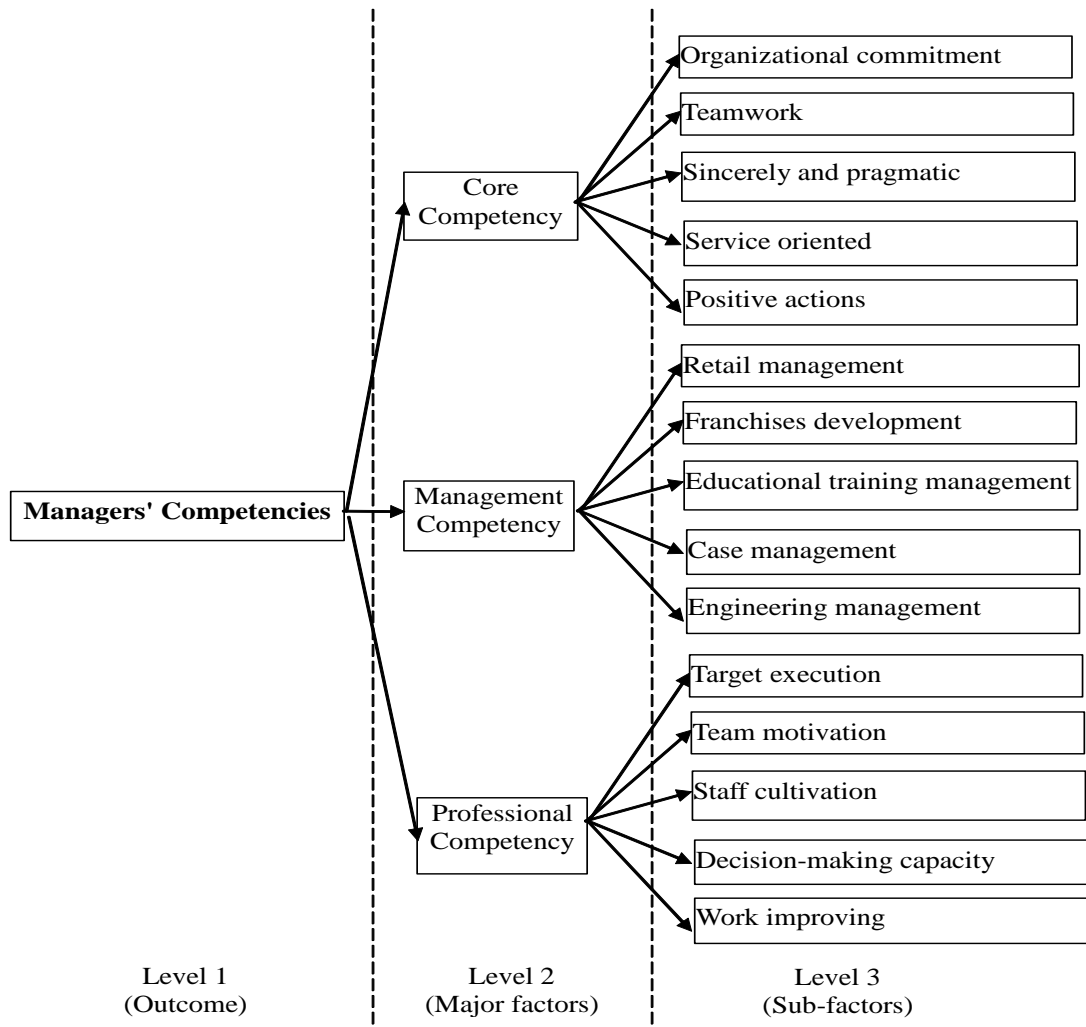
Figure 1: Three level hierarchical influential factors and sub-factors of managers'
competencies

Table 1: Operational definition of major factors

Major factors	Definition
Core Competency	Intergration closely with vision, mission, and value of an organization, focusing on the competency that everyone in a company should possess (Prahalad and Hamel, 1990).
Management Competency	Sum of knowledge of managers' motivations characteristics, abilities, self-images, and social roles (Boyatzis, 1982).
Professional Competency	Professional belongs to educational or technical experts (Shapero, 1985). According to the definition, professional people can be those who possess professional knowledge. As a result, professional competency includes professionals who possess specific techniques and abilities in their major areas and can reflect at their performance on their work (Shapero, 1985).

Table 2: Operational definition of sub-factors

Major factors	Sub-factor	Definition
Core Competency	Organizational commitment	Organizational commitment is an individual's recognition and commitment to their organization.
	Team work	Teamwork means that people will try to cooperate,using their individual skills and providing constructive feedback,despite any personal conflict between individuals.
	Sincerely and pragmatic	Honestly describe a person or a solution that takes a realistic approach.
	Service oriented	A service-oriented business is one that provides a service to its clients or customers.
	Positive actions	Action to make education,employment, etc.available to members of groups who have traditionally been treated unfairly, for example because of their race or sex.
Management Competency	Retail management	A process of promoting greater sales and customer satisfaction by gaining a better understanding of the consumers of goods and services produced by a company.

	Franchises development	Arrangement where one party (i.e., the franchiser) grants another party (i.e., the franchisee) the right to use its trademark or trade-name as well as certain business systems and processes, to produce and market a good or service according to certain specifications.
	Educational training management	Educational preparation for performing a job that is typically provided to staff by the business that has recently hired them before they become active in service to the company.
	Case management	Case management is a collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client's health and human service needs. It is characterized by advocacy, communication, and resource management and promotes quality and cost-effective interventions and outcomes
	Engineering management	A field that concentrates on the application of engineering principles for the effective planning and efficient operations of managing manufacturing or industrial operations.
Professional Competency	Target execution	It means the act of doing or performing something in a planned way with a certain destination.
	Team motivation	Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.
	Staff cultivation	To develop or improve staff's knowledge by education or training
	Decision-making capacity	Involves determining whether or not a patient or subject is psychologically or legally capable of adequate decision-making
	Work improving	Systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identification and elimination of causes of below specifications quality, process variation, and non-value-adding activities.

4 Data Analysis and Discussion

To confirm the appropriateness of the competency model, this study interviews three interviewees. The interviewees include Huang CEO that is part of the government contractors in order to promote the functions of the certification unit of Taiwan Development Institute, Advisor Chen of competency questionnaire experts, and Professor Xu from the College of Human Resources. Conversely this study also conducts a four-combination analysis to analyze the competency model from different perspectives. This four-combination analysis includes. (1) from mid-level manager's perspective to discuss mid-level manager's competency (i.e., mid-level to mid-level),(2) from high-level manager's perspective to discuss high-level manager's competency (i.e., high-level to high-level), (3) from high-level manager's perspective to discuss mid-level manager's competency (i.e., high-level to mid-level),and (4) from mid-level manager's perspective to discuss high-level manager's competency (i.e., mid-level to high-level). The results are discussed below.

(1) From mid-level manager's perspective to discuss mid-level manager's competency (i.e., mid-level to mid-level)

Major factors: competency content eigenvalue, according to the information, focusing on each important factor to analyze, middle level managers think that core competency is the most important (w=0.509), followed by management competency (w=0.303), and professional competency only takes weight of 0.118. It shows that middle-level managers consider that core competency is the most important. Table 3 shows the major factors from the"mid-level to mid-level" perspective.

Table 3: The major factors from the perspective of "mid-level to mid-level"

Competency contents	Weight (w)
Core competency	0.509
Management competency	0.303
Professional competency	0.188

λmax = 2.000 C.I. = 0.000 R.I. = 0.00 C.R. = 0.000 < 0.1

λmax is the maximum eigenvalue; C.I. is consistency Index; R.I. is randomness Index; &C.R. is consistency ratio.

Sub-factors: ability content eigenvalue, in core competency importance sequence, the most important is organizational commitment, which takes the weight of 0.351, followed by team work (w =0.236), sincerely and pragmatic (w =0.176), service oriented (w =0.148), and positive actions (w =0.89). It reveals that respondents think that organizational commitment is the most important competency in the core competency project. In professional competency project importance sequence, the most important one is franchise development, which takes the weight of 0.518, followed by retail management (w =0.218), educational

training management (w =0.113), case management (w =0.86), and engineering management (w =0.65). It shows that respondents think that franchise development is the most important competency in the professional competency project. In management competency importance sequence, the most important is target execution, which takes the weight of 0.439, followed by work improving (w =0.198), team motivation (w =0.175), decision-making capacity (w =0.117), and staff cultivation (w =0.07). This shows that respondents think that target execution is the most important competency in the management competency project. Table 4 shows the sub-factors from the "mid-level to mid-level" perspective.

Table 4: Sub-factors from the perspective of "mid-level to mid-level"

Competency content	Ability content	Weight (w)
Core competency	Organizational commitment	0.351
	Teamwork	0.236
	Sincerely and pragmatic	0.176
	Service oriented	0.148
	Positive actions	0.089
Professional competency	Retail management	0.218
	Franchise development	0.518
	Educational training management	0.113
	Case management	0.086
	Engineering management	0.065
Management competency	Target execution	0.439
	Team motivation	0.175
	Staff cultivation	0.070
	Decision-making capacity	0.117
	Work improving	0.198

(2) From high-level manager's perspective to discuss high-level manager's competency(i.e.,high-level to high-level)

Major factors: competency content eigenvalue, in high-level managers competency projects weights and importance sequence, management competency takes the weight of 0.603, followed by core competency(w =0.271),and professional competency(w =0.126). This finding reveals that hight-level managers think management competency is the most important competency. High-level managers' daily work is mainly managing and, as a result, it reflects that high-level managers pay attention to management competency. Table 5 shows the major factors from the "high-level to high-level" perspective.

Table 5: Major factors from the perspective of "high-level to high-level"

Competency contents	Weight (w)
Management competency	0.603
Core competency	0.271
Professional competency	0.126

λ m a x = 2 . 0 0 0 C . I . = 0.000 R.I. = 0.00 C.R. = 0 . 0 0 0 < 0 . 1
λ m a x is the maximum eigenvalue; C.I. is consistency Index; R.I. is randomness Index; & C.R. is consistency ratio.

Sub-factors: ability content eigenvalue, in the second level of high level managers competency projects weights and importance sequence, the most important is sincerely and pragmatic in core competency project importance sequence, which takes the weight of 0.296, followed by organizational commitment (w =0.269), teamwork (w =0.182), positive actions (w =0.14), and service oriented(w =0.113). It shows that high-level managers think sincerely and pragmatic is the most important competency in the core competency project. In the professional competency project sequence, the most important is retail management (w =0.281), followed by franchise development (w =0.218), educational training management (w =0.182), case management (w =0.132),and engineering management (w =0.095). It reveals that high -level managers think retail management is the most important competency in the professional competency. In the management competency project sequence, the most important is target execution (w =0.281), followed by decision-making capacity (w =0.232), team motivation (w =0.206), staff cultivation (w =0.174), and work improving (w =0.107). It shows that high-level managers think target execution is the most important competency in management competency. Table 6 shows the sub-factors from the "high-level to high-level" perspective.

Table 6: Sub-factors from the perspective of "high-level to high-level"

Competency content	Ability content	Weight (w)
Core competency	Organizational commitment	0.269
	Teamwork	0.182
	Sincerely and pragmatic	0.296
	Service oriented	0.113
	Positivity actions	0.140
Professional competency	Retail management	0.311
	Franchises development	0.281
	Educational training management	0.182
	Case management	0.132
	Engineering management	0.095
Management competency	Target execution	0.281
	Team motivation	0.206
	Staff cultivation	0.174

Decision-making capacity	0.232
Work improving	0.107

(3) From the high-level manager's perspective to discuss the mid-level manager's competency (i.e.,high-level to mid-level)

Major factors: competency content eigenvalue, professional competency is the most important for middle level managers to high-level managers competency project weights and importance sequence, which takes the weight of 0.483, followed by core competency (w=0.34)and, management competency(w=0.177). This finding reveals that middle level managers think that professional competency is the most important competency for high-level managers. High-level managers supervised middle-level managers and, as a result, middle-level managers pay attention to high-level managers' professional competency. Table 7 shows the major factors from the"high-level to mid-level" perspective.

Table 7: The major factors from the perspective of "high-level to mid-level"

Competency contents	Weight (w)
Core competency	0.340
Management competency	0.177
Professional competency	0.483

$\lambda\,m\,a\,x\ =\ 2\,.\,0\,0\,0\,C\,.\,I\,.\ =\ 0.000\ R.I. =\ 0.00\ C.R. =\ 0\,.\,0\,0\,0\ <\ 0\,.\,1$

$\lambda\,m\,a\,x$ is the maximum eigenvalue; C.I. is consistency Index; R.I. is randomness Index; & C.R. is consistency ratio.

Sub-factors: ability content eigenvalue, in the second level of middle level managers to high-level managers competency projects weights and importance sequence, the most important is sincerely and pragmatic in the core competency project importance sequence, which takes the weight of 0.401, followed by organizational commitment (w=0.269), teamwork(w=0.153), positive actions(w=0.096), and service oriented (w=0.081). It shows that middle level managers think sincerely and pragmatic is the most important competency for high-level managers in the core competency project. In the professional competency project sequence, the most important is franchise development (w=0.483), followed by retail management (w=0.233), educational training management (w=0.135), case management (w=0.087), and engineering management (w=0.065). It reveals that middle level managers think retail management is the most important competency for high-level managers in professional competency. In management competency project important sequence, the most important is target execution (w=0.442), followed by team motivation (w=0.188), work improving (w=0.17), staff cultivation (w=0.124), decision-making capacity (w=0.076). It shows that middle level managers think target execution is the most important competency for high-level managers in

management competency. Table 8 shows the sub-factors from the "high-level to mid-level" perspective.

Table 8: Sub-factors from the perspective of "high-level to mid-level"

Competency content	Ability content	Weight (w)
Core competency	Organizational commitment	0.269
	Teamwork	0.153
	Sincerely and pragmatic	0.401
	Service oriented	0.081
	Positivity actions	0.096
Professional competency	Retail management	0.233
	Franchises development	0.483
	Educational training management	0.135
	Case management	0.087
	Engineering management	0.062
Management competency	Target execution	0.442
	Team motivation	0.188
	Staff cultivation	0.124
	Decision-making capacity	0.076
	Work improving	0.170

(4) From the mid-level manger's perspective to discuss the high-level manager's competency (mid-level to high-level)

Major factors: competency content eigenvalue, management competency is the most important for high-level managers to middle-level managers competency project weights and importance sequence, which takes the weight of 0.425, followed by professional competency(w=0.384)and, core competency(w=0.192). This finding reveals that high-level managers think that management competency is the most important competency for high-level managers, and. it reflects that high-level managers pay attention to middle-level managers' management competency. Table 9 shows the major factors from the "mid-level to high-level" perspective.

Table 9: Major factors from the perspective of "mid-level to high-level"

Competency contents	Weight (w)
Core competency	0.192
Management competency	0.425
Professional competency	0.384

$\lambda max = 2.000$ C.I. = 0.000 R.I. = 0.00 C.R. = 0.000 < 0.1

λmax is the maximum eigenvalue; C.I. is consistency Index; R.I. is randomness Index; C.R. is consistency ratio.

Sub-factors: ability content eigenvalue, in the second level of high-level managers to middle-level managers competency projects weights and importances sequence, the most important is sincerely and pragmatic in core competency project importance sequence, which takes the weight of 0.296, followed by organizational commitment (w=0.269), teamwork (w=0.182), positive actions (w=0.14),and service oriented (w=0.113). This finding means that high-level managers think that sincerity and pragmatism is the most important competency for middle level managers in the core competency project. In professional competency project sequence, the most important is retail management (w=0.311), followed by franchise development (w=0.281), educational training management (w=0.182), case management (w=0.132), and engineering management (w=0.095). It reveals that high-level managers think retail management is the most important competency for middle-level managers in professional competency. In the management competency project sequence, the most important is target execution (w=0.281), followed by decision-making capacity (w=0.232), team motivation (w=0.206), staff cultivation (w=0.174), andwork improving (w=10.7). It shows that high-level managers think target execution is the most important competency for middle-level managers in management competency. Table 10 shows the sub-factors from the"mid-level to high-level" perspective.

Table 10: The sub-factors from the perspective of "mid-level to high-level"

Competency content	Ability content	Weight (w)
Core competency	Organizational commitment	0.269
	Teamwork	0.182
	Sincerely and pragmatic	0.296
	Service oriented	0.113
	Positivity actions	0.140
Professional competency	Retail management	0.311
	Franchise development	0.281
	Educational training management	0.182
	Case management	0.132
	Engineering management	0.095
Management competency	Target execution	0.281
	Team motivation	0.206
	Staff cultivation	0.174
	Decision-making capacity	0.232
	Work improving	0.107

5   Conclusions and Suggestions

This study shows that the mid-level managers and high-level managers both consider "core competency" in the second level of competency model is the most

important factor for mid-level managers and "management competency" plays the most important role for high-level managers. This reflects that the mid-level manager's core competency focuses more on the execution, whereas the high-level manager focuses on supervising. In the third level of competency analysis, mid-level managers see organization commitment, branch development and target execution as the most important , whereas high-level managers see integrity, branch management and target execution to be the key qualities for a mid-level manager. This result indicates that the mid-level manager thinks they should focus more on the execution stage, whereas high-level manager thinks a mid-level manager should also be responsible for partial management responsibilities.

   This study concludes that the core competency of the right to have the highest weight of 0.509 in the first level-competency content analysis. The study shows that middle level managers think that core competency is the most important project of the three. In the second level-ability content project, core competency has weighted 0.351 in organizational commitment. Franchises are the most important in professional competency,which weighted 0.518. Target execution weighted 0.439 in management competency. High-level managers have weighted 0.603 in management competency ,which reveals that they think management competency is the most important project of the three. In the second level-ability content project, organization commitment reached a weight of 0.286 . Retail management is the most important in professional competency projects which weighted 0.419. Team motivation weighted 0.288 in management competency projects.

      Middle-levels managers weighted 0.483 in management competence and is the highest in the first level, which shows that middle-level managers think that high-level managers' management competency is the most important of the three. On the second level-ability content, sincerely and pragmatic weighted 0.401 in core management. Franchise is the most important in professional competency projects which weighted 0.483. Target execution in management competency project weighted 0.442 weighted. High-level managers to middle-level managers think management competency is the most important of the three because core competency weighted 0.425 which is the highest. On the second level-ability content, sincerely and pragmatic weighted 0.296. Franchise is the most important in professional competency projects which weighted 0.311. Object management weighted 0.281 in management competency project. This study conducted a rigorous literature review and analysis, and was as objective as possible in the process. As a result, suggestions are provided for those who are interested conducting further studies..
1. There is no comprehensive interview because the objects of our research are units who are certified as excellent according to their franchise headquarters. The sample may be under representative because the respondents were located in central Taiwan, which may not represent the current situation as a whole.For further studies, a search of the company's subjects that are

analogous to other industries that have restrictive functions could be conducted.

2. This study only discusses the weights of competency. Continuing studies may include other factors and a more in-depth discussion.

3. Cases involving the company's confidentiality and competitive advantage, may include considerable information, and will not be a complete presentation of research-based restrictions.

This study develops the competency model and introduces the importance of the management in line with the chain business in the service industry to enhance the company's overall competitiveness. From the viewpoint of individual managers, it is important to put the right person in the right position to help employee development of personal career planning and self-realization. From the viewpoint of enterprises, the establishment of the competency model can be used in different aspects in human resources management such as recruiting, training, appointment, performance management; evaluating the difference between high/low performing employees, and using it as an indicator of employees' competency. This study aims to help the chain business to establish a standard of talent competency/management and use this standard as a reference for future talent development.

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