

Performance examination of the operations of a bank teller

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Abstract

To increase banking efficiency, this study presents a convenient and efficient index to evaluate a bank teller's performance. This work presents a teller performance analysis chart by adopting the similar methodology of Vännman (1999) and Chen et al. (2001) to compare the operation performance of bank tellers. The proposed approach enables bankers to assess individual teller performance objectively from the chart to improve both teller performance and overall quality of service.

Keywords : Teller performance, performance index, multi-teller performance analysis chart.

1. Introduction

Many studies have demonstrated that the service sector accounts for an increasing proportion of gross domestic product (GDP) and employs a growing percentage of the workforce compared to the manufacturing sector in post-industrial regions, such as Europe, Japan and the United States. Newly industrialized nations like Korea and Taiwan also exhibit a similar phenomenon. The service sector has become the most important sector in many countries. Customer satisfaction in this sector is improved by providing fast, efficient, and high-quality service.

Dickson (1966) found that high quality and reliable delivery are essential for components' suppliers. Weber et al. (1991) obtained the same findings in a similar investigation 25 years later. Those two studies demonstrate that high quality and timely delivery are of priority concern to manufacturing customers. High quality and timely delivery can also attract customers in general service sectors.

Numerous scholars have examined quality characteristics in the service sector to develop efficient quality management methods in order to satisfy customer requirements and ensure satisfaction. Such studies include Takeuchi and Quelch (1983), Parasuraman et al. (1985), Parasuraman et al. (1991), Cronin et al. (1992), Cronin et al. (1994), and Chen and Yang (2000). All of these studies examine satisfaction with service quality, as well as discuss service structures and concepts.

Liang et al. (2000) and Chen et al. (2001) examine the performance of a bank and an administrative organization, respectively, by using service time as an indicator of quality. The two studies assume that service time X is a Smaller-the-Better quality characteristic. However,