CHAPTER 1
INTRODUCTION

1.0 Background and Significance

Among marketing academics and managers, there has been extensive curiosity about Frontline employees, because of the importance that these employees have on overall organization performance (Malhotra et al., 2013; McColl-Kennedy, Sparks, & Nguyen, 2011; Schwepker & Hartline, 2005). Frontline employees (FLEs) are an integral part of the service experience (Singh, 2000) and play a salient role in customers' satisfaction and perceptions of service quality. Service judgments are based primarily on the specialized skills, techniques, and experiences of the employee with whom a customer interacts (Paulin, Ferguson, & Payaud, 2000). For most organizations, the ability to adapt a service experience is the responsibility of frontline employees (Wilder, Collier, & Barnes, 2014).

In addition, FLEs represent the organization, the brand, and the marketer to customers (Zeithaml, Bitner, & Gremler, 2006). The notion that FLE’s behavior ultimately has a positive impact on financial performance has been well documented (Koys, 2001; Streukens & Andreassen, 2014). For some customers, FLEs are the only face of the organization they ever see (Hartline, Maxham, & McKee, 2000). From time to time, firms fail in service delivery, because they must rely upon front-line employees to both manufacture and deliver the service, often in real time with no time for inspection of quality prior to delivery (McColl-Kennedy et al., 2009; Pimpakorn & Patterson, 2010). Hence, it is being increasingly recognized that to consistently deliver excellent customer service, contact personnel must be both willing and able to perform a task or in other words, they should exhibit behaviors as per the requirement of
customer or situation. Robertson (1995) stressed, that frontline employees are employees who engage in interactions with individuals who are not constituents of the organization. These employees have three distinctive functions which single out them from other organizational employees. The three functions reported by previous researches are first, Frontline employees disseminate information coming from the external environment back to the organization (Rafaeli, Ziklik, & Doucet, 2008). Second, they represent the face of the organization to the customer (Gwinner et al., 2005; Karatepe & Kilic, 2007). Lastly, they must display organizationally desired behaviors during interactions with customers (Arnold & Barling, 2003), even if these behaviors are not a reflective of their true feelings (Adelmann, 1995). In addition, they also deliver value in ways that contribute to customer acquisition and customer loyalty making them an essential conduit between companies and their respective customer bases (Korschun, Bhattacharya, & Swain, 2014).

Frontline employees are perhaps, the most critical link in the provision of superior service to customers and their actions (Alexandrov, Babakus, & Yavas, 2007). However, they are caught in the middle between discerning customers’ service excellence demands and management’s productivity and performance requirements. While most managers acknowledge that the job performance of frontline employees is critical to business success, many still struggle to get the most out of their employees (Korschun et al., 2014) and Gallup (2013), reports that seventy percent of frontline workers are not reaching their full potential at work. Also, most often they need to participate in unscripted and challenging interactions with customers (Zablah et al., 2012). This leads to altering of behaviors in response to interactions with customers (Hartline & Ferrell, 1996). Different employees respond to such situations differently (Gwinner et al., 2005; Ployhart & Bliese, 2006). Hence, some employees may be good
at it, and some aren’t. Thus, adaptability of frontline employees attains a perennial dimension, as usually such behaviors being purposeful, in role and organizationally desired behaviors. Gwinner et al. (2005) explicates that, besides, adapting to customer interaction, there would be other factors which may lead to the Frontline Employee Adaptability. Karatepe et al. (2006), stressed the importance of frontline employee’s ability even as an individual performer. Hesketh, Allworth, and Considine (1996), proposed a concept adaptive performance in order to capture the individual ability to adapt to such dynamic work situations. Besides, employees demonstrate adaptive performance by adjusting their behaviors to the requirements of work situations and new events (Pulakos et al., 2000).

Though others have highlighted the importance of a variety of adaptive behaviors (Allworth & Hesketh, 1999; Hesketh et al., 1996; Hollenbeck, Lepine, & Ilgen, 1996; London & Mone, 1999), Pulakos et al. (2000), were the first to propose a global model of adaptive performance. They reviewed research on individual performance and adaptability to changes. Then they analysed 1,000 critical incidents involving 24 jobs in the army. Ultimately, they proposed eight dimensions of adaptive performance, including: dealing with uncertain or unpredictable work situations; handling emergencies or crisis situations; solving problems creatively; handling work stress; learning new tasks, technologies and procedures; demonstrating interpersonal adaptability; demonstrating cultural adaptability; and demonstrating physically oriented adaptability. Thus, for the first time a multidimensional model of adaptive performance was proposed by Pulakos et al. (2000). A vital reflection from their study is that each of the eight dimensions is dependent on the type of job being considered (Gwinner et al., 2005). Besides, another factor, to ponder over, is the disagreement on the number of dimensions. Johnson (2003) criticized that four out of eight dimensions can be viewed
as a single dimension. They argued that dealing effectively, with unpredictable and changing work situations and learning new tasks, technologies, and procedures uniquely reflects adaptive performance, as opposed to task performance or citizenship behaviors. This model was more parsimonious and predicted adaptive performance. However, when Pulakos et al. (2002), asked supervisors to rate employees’ adaptive performance using similar items, they found that a single factor best fit the data (Shoss, Witt, and Vera (2012)). Subsequently, researchers have conceptualized adaptive performance as a one-dimensional construct, but one that encompasses adaptation to changes occurring at the task, team, and organizational levels (Griffin, Parker, and Mason (2010); Griffin, Neal, and Parker (2007)).

Studies by Charbonnier-Voirin and Roussel (2012) viewed employee adaptability as a multidimensional construct with five dimensions and reported significant differences in a non military as proposed by Pulakos et al. (2000) & (2002). This proves that the generalized model of Pulakos et al. (2000) & (2002) needs further confirmation of its applicability in a business context like assessing adaptability of frontline service employees. Despite the importance of FLEs, research pertaining to these employees' work environments and service behaviors is lacking (Elmadag, Ellinger, & Franke, 2008; Wallace & De Chernatony, 2009). However, there is growing interest in the services literature to identify the factors that influence the attitudes and behaviors of FLEs (Di Mascio, 2010; Whiting, Donthu, & Baker, 2011). Penney, David, and Witt (2011), recommend expanding the performance research domain to include internal and external service-oriented behavior as well as adaptive performance. As the literature on adaptability stands divided (Stokes, Schneider, & Lyons, 2010), on the setting (laboratory vs field), construct dimensionality (uni- vs multidimensional), assessment format (objective task scores vs subjective ratings), and sample (military vs
non military setting) and hence the research on adaptability often differ, consistently along this divide. Thus, the previous research on adaptability cannot be generalized on the adaptability spectrum of Frontline Employees warranting a revisiting on exploring the attributes of adaptability. Another potential aspect to consider is most studies on FLE adaptability is conducted on Western, Educated, Industrialized, Rich, and Democratic (WEIRD) societies. Henrich, Heine, and Norenzayan (2010) stressed the importance of use of non western samples especially when the interest of study is of human nature. This study is conducted in India which is a non western society (Viswanathan, Rosa, & Ruth, 2010). Another point of view, which underpins the appropriateness of topic, is the dearth of literature exploring the dimensions of frontline employee adaptability and to the best of our knowledge, there has been no scale developed to measure FLE adaptability. An attempt is made through this study to conceptualize, develop and validate an instrument to measure Frontline Employee Adaptability. Identifying the factors contributing to adaptability among FLE is the need of the hour for the organizations. This study intends to extend this research trend and proposes to fulfill the research gap on what constitutes adaptability among FLE’s, how to measure adaptability among FLE’s and lastly, investigate the antecedents and consequences.

1.1 Statement of the Problem

FLE’s are an important part of the service experience and play a salient role in customer’s satisfaction and perceptions of service quality. Service judgments are based primarily on the specialized skills, techniques and experiences of the employee with whom, a customer interacts. Most often, the frontline employees need to participate in an unscripted and challenging interaction with customers (Zablah et al., 2012). These calls for altering of behaviors in response to interactions with customers (Hartline &
Ferrell, 1996) or environment (Babin & Boles, 1998) or new situation (Stokes et al., 2010). Different employees respond to such situations differently (Gwinner et al., 2005; Ployhart & Bliese, 2006). Some employees may be good at it and some aren’t. As a result, there is an urgent need to understand the different factors within the employees that contribute to the adaptability of frontline employees. Another point to consider, is different organizations exert different demands on the employees. Organizations differ along the policies, values, structures, support systems, etc. (Daft, 2006; Jensen, 1983). This warrants the frontline employees to adapt along these dimensions. At times, the Frontline Employees are caught in the conflicting goal between the organization and customers. Yavas, Babakus, and Karatepe (2013), suggested that sometimes a Frontline Employee is caught in the middle between discerning customers service excellence demands along with management’s productivity-performance requirements. Frontline employee burn out occurs due to the duality in strategic demands (Babakus, Yavas, & Ashill, 2009).

Service is not an isolated activity from the society. Depending upon the importance of service to the society, the FLE has to keep an orientation towards the society. In addition, the FLE has to consider the organizational goals and policies. Thus, the FLE has to dynamically balance the social and organizational needs. FLE is the first interface between stakeholders and organization. Therefore, the FLE has to balance their conflicting demands. A service is seldom an isolated act. For a service encounter to be successful, it demands for working with teams internal as well as external to the organization. Organization exists within the political system of the country. Depending upon the importance of service to the society, there would be a degree of interference from the political system. The frontline employee being the boundary spanners has to deal with such interference. Sometimes the frontline
employees have to deal with physically unsafe or inconvenient conditions or procedures. Frontline employee’s adaptability behavior is purposeful, in role, organizationally desired and contextual behaviors. In addition, the FLE’s has to deal with sector specific problems. An FLE who does not adapt to such challenges, may not be contented with the job or there may be dip in their performance. While most managers acknowledge that the job performance of Frontline Employees is critical to business success and many still struggle to get the most out of their frontline employees (Korschun et al., 2014). Gallup (2013), further reported that seventy percent of frontline workers are not reaching their full potential at work. These warrants a need for understanding further the aspect and mechanism of Frontline Employee Adaptability.

1.1.1 Purpose of Study

The present study, aims to make substantial contribution to the research on Frontline Employee Adaptability, by addressing research needs as noted above. The primary purpose of the study is to explore what constitutes adaptability among frontline employees. Hence, this study proposes to first explore the dimensions and meaning of adaptability among frontline employees, secondly, it is intended to design a scale to measure adaptability. Lastly, it is intended to unearth the antecedents and consequences of adaptability. Service firm are dependent on the front-line service employee to perform the task. These boundary-spanning positions are particularly critical to the firm because from the customers' perspective, these employees are the firm (Bitner, Booms, & Tetreault, 1990). The findings of the present study will help the organizations in recruitment, training, performance appraisal and management etc., of the frontline employees.
1.1.2 Research Focus and Research Question

The formulation of research questions is considered critical in the process of refining the thesis topic (Sarantakos, 1993). This dissertation focuses on exploring the adaptability mechanism in the frontline context. Specially, this dissertation emphasizes the “deliberate” aspect of Frontline Employee Adaptability in which frontline employees engage in their daily performance consciously and mindfully.

![Diagram of Adaptability Process](image_url)

**Figure 1.1:** Focus of Study

The research focuses, on frontline employee’s perceived ability, to handle demands of other constituents, events or new situations. In addition, the FLE has to consider the interests of the organization. The diagrammatic depiction of the process of adaptability is shown in figure 1.1. Frontline employee’s adaptability is envisaged as a deliberate, cognitive, in role engagement as compared to passive, unconscious and extra role behavior. The study is intended to understand adaptability of frontline employees
from their perception. It is designed on the premises that, an employee is with himself for 24 hours in a day. Adaptability is a Meta-competency. Hence, the FLE will be the best person to judge whether, FLE is adaptable at the job being performed. With these premises, it is proposed, to study adaptability of frontline employee as, a lived in experience to unearth its dimensions. In this context, the following primary research questions were put forward.

a) What are the dimensions and meaning of Frontline Employee Adaptability?
b) How to measure the Frontline Employee Adaptability?
c) What are the antecedents and consequences of Frontline Employee Adaptability?

1.1.3 Research Objectives

Based on the research questions, the broad objectives have been framed to understand the aspect and mechanism of the phenomenon of Frontline Employee Adaptability. In addition, to enlarge the body of knowledge of this proposed construct a process model of frontline employee adaptability along with its antecedents and consequences will also be studied. Therefore the following objectives are put forward,

i. To identify the meaning and dimensions along which a frontline employee adapts.

ii. To develop the scale in order to measure the frontline employee adaptability.

iii. To identify the antecedents and consequences of frontline employee adaptability.

iv. To test the process model of frontline employee adaptability.

Specific hypotheses related to the research questions and objectives are presented in Chapter 4.
1.2 Research Setting – Power Sector

The research is carried out on frontline employees in India, which is a developing country. Power sector is legislated by the Government as essential services. This sector was chosen as being an essential service it calls for minimum operational requirements to contribute to the bare minimum satisfaction level of customers. Essential service providers like electricity, plays an important role in the economic and social development of the region. Being a developing country with ever increasing living standards and a changeover from cosseted economy to liberalized economy, Indian consumers are exerting demands on utility firms to provide high quality services (Srivastava & Kathuria, 2014). A utility company’s quality-of-service applies to the delivery of services to the end user. The primary objective is to ensure that quality of core services does not deteriorate. ‘‘Delivery’’ in this context includes activities proceeding and following service delivery and the network components (hardware and software) through which those services (electrical power) is provided.

The quality concerns related to customer pertaining to power sector are technical issues, for example timely installations of connections, prompt responses to customer complaints, efficient billing practices, safeguarding of customer accounts, accuracy of customer information, network reliability, quality of power supply etc. (Holt, 2005). While deciding on the desired quality level for an essential service, the power utility is in dilemma due to competing objectives. Such as expanding the basic services to geographic areas to meet universal service objectives versus improving services to customers already served. Therefore, the optimal level of quality becomes a political decision, as India being a welfare state and the power sector being in the concurrent list of the Indian constitution. India's recent spectacular power failure stretched over two days (Tang, Bu, & Yi, 2012) which blanketed large swathes of the
country. The power sector in India is considered a disaster, plagued by underinvestment, political mismanagement, petty corruption and theft (Kale & Mukherji, 2013). Even for those fortunate to be on the grid, power cuts are ubiquitous and unpredictable, imposing severe costs to both citizens and businesses (Min, 2011). India currently suffers from a major shortage of electricity generation capacity, even though it is the world's fourth largest energy consumer after United States, China and Russia. According to the World Bank, roughly 40 percent of residences in India are without electricity. In addition, blackouts are a common occurrence throughout the country's main cities and villages. Further compounding the situation is that, total demand for electricity in the country continues to rise and is outpacing increases in capacity. In 2007, peak national demand for electricity outstripped supply by 15%, not even taking into consideration the latent demand from the 600 million Indians who lack a household electrical connection (Min, 2011). Additional capacity has failed to materialize in India in light of market regulations, insufficient investment in the sector, difficulty in obtaining environmental approval and lack of funding for new projects. In addition, coal shortages are further straining power generation capabilities. In order to address this shortfall, the Indian government continues to work towards adding capacity ("The US Energy Information Administration report", 2013). In order to meet the power shortages, this calls for strategies like load shedding, that too even on domestic consumers to meet the demand in order to prevent National Power grid collapse. In addition, technologically poor equipments and financial constraints, impedes the power utility to offer even the basic service.

This result in customer dissatisfaction and also this dissatisfaction is leading to many protests against load shedding, inefficiency etc against power department in India. Electricity, being an essential service, it caters the basic needs of customers.
Hence, there is a narrow zone of tolerance for the customers, as the expectation of desired service is high. Frontline employees play an important role, being the first interface between the Power utility and customers. They have to bear the brunt of the customer and other stakeholders, due to the inherent inability of the power sector to meet needs of the customers. Hence the front line employees in addition to actually offering the technical service like attending complaints etc, the FLE has to exhibit an in role, organizationally desired behavioral requirement, wherein they need to change their behavior in response of customer outrage or dissatisfaction, political interference, capacity constraints etc.

Frontline employees working in power sector must be prompt, positive, polite, perceptive, and personal to deal effectively with multiple and conflicting customer demands. Take a case of decision making in power sector at the frontline jobs, is neither a merely rational thought nor a prepackaged one-size-fits-all action. The customer demands for uninterrupted power supply are changing. A moment of power interruption which was tolerable in the 1980’s has become a source of intolerance in the modern era (Jordan & Troth, 2004). With changing life styles, the human comfort has become a function of modern gadgets. From the air conditioners, that keep the human body cool to the refrigerators which keep the food from putrefying, all these gadgets are powered by electricity. Failure of electricity renders these gadgets useless and thus compounding the woes of human dissatisfaction. Another point worth considering is the quality of power supply e.g. the voltage, the frequency, harmonic distortion etc. To cite an example a drop in voltage by 10-15% or a reduction in frequency of the system by few hertz may lead to from stalling of motors to flickering of lights causing dissatisfaction to all categories of consumers (Anderson & Fouad, 2008).
The needs of customers are different for different customer segments in power sector. To cite an instance, a power interruption can cause a huge loss to an industrial consumer (Kariuki & Allan, 1996), then, for a domestic consumer. A frontline employee dealing with industrial consumer should exhibit different set of strategies than the ones used on domestic consumers. Besides with in a category of customers, also there is variation. For example, a three phase customer and single phase customer their needs are different. During a brown out condition, sometimes a single phase is faulty and other two phases are healthy, thus a three phase consumer will have partial electricity supply, where as a single phase customer will be subjected to total black out. Hence, frontline employee cannot use the same strategies to solve problems even within the categories or segment. Even within micro segments also, the needs of customers are different. Because some customers use electricity as a single user and other customers use electricity along with other inmates. Depending upon the inmates demographic and socio economic status of consumers their needs would vary. For example a consumer who has small children or the elderly will have different needs than the youngsters. Such variations found in the need structure of consumers warrant frontline employee to exhibit different strategies to deal with the customer. Electricity services businesses are in a unique position to customize the service experience. Many utilities are able to adapt both the service offering and the service delivery to meet consumers' individual expectations. In electricity services, the hard and soft elements come together to produce the service. The hard elements include the distribution lines, transmission network, transformer, capacitors, inductors, service connection etc. Depending upon customer needs the power utility can customize these elements as per customer needs for instance customer can avail electricity supply at various voltage
levels say Low tension, High tension, and Extra High tension etc. Besides, they can avail the benefit of a dedicated line or common line.

The hard elements are also customized based on the power needs of the customer e.g. power requirement. Whereas the soft elements include power tariff strategies or plans, incentive mechanisms for power factor improvement, time of the day tariff, demand management incentives etc. Electricity, produced and delivered to customers through generation, transmission and distribution systems constitutes one of the largest consumer markets in the world. Reliable electrical power system serve customer loads without interruptions. For this to happen the generating system should generate enough power, the transmission system must transport bulk power without overheating or jeopardizing the system stability and the distribution system must deliver electricity to each consumer’s entrance (Brown, 2008). This is a dynamic system which has characteristics of run-repair–run nature. This run-repair–run mechanism introduces an element, where in there is a scope for the FLE and customer interaction for repair and maintenance services. Besides, electricity is supplied by the utility for a consideration, thus, offers a further scope for associated techno-commercial mechanism. Such a dynamics introduces an element where in the FLE and the consumer or other stakeholders have a high interpersonal contact. It may be for commercial or technical reason. For technical reason, for example it could be due faults like no power supply, fuse blown, brown out, low voltage, neutral disconnection, meter jumping etc. For commercial reasons, customer interaction is for a new connection, change of consumers name due to change in owner ship, transfer of consumers name to legal heir, load reduction or increment, change of category, shifting of meter or line, complaints on billing, non-payment of dues, request for reconnection, consumers wanting up to date bill etc., This interpersonal contact is either direct or indirect.
wherein the onus lies on the FLE’s to mitigate the customer needs for electricity. Such an activity results into simultaneous production-consumption aspect of service with little time for inspection of service depending upon the needs of the customers or other stake holders. Such high levels of interpersonal contact between employee and customer allows for the sharing of information regarding customer expectations and provider capabilities (Siehl, Bowen, & Pearson, 1992).

This "real-time" information gathering capability provides front-line employees with insight into service customization opportunities. To perform effectively the complex day-to-day work demands, frontline employees must decide and act on-the-spot. For example even while attending a trivial or routine fault, like a faulty service connection wire a frontline employee has to deal with unexpected situations, thus warranting a frontline employee to decide on the spot with no time take a ratiocinated decision (Sony & Nandakumar, 2012a). The electricity plays a major role in development and upliftment of a region. Electricity also plays a major role in the society. Whether it is community/street lighting or the increase in consumption of electricity supply during festivals or other major social events, the role of electricity service in the society is multidimensional. Such a phenomenon warrants an FLE to change their behavior as per the needs of the society. Whether it is being very swift and responsive during such social events or taking interests about forming various strategies so that major social events pass on smoothly without any interruption, it calls for FLE to exhibiting various strategies in response to social needs.

Frontline employees are often caught-in-the-middle trying to serve effectively customers and also trying to comply with inefficient work procedures. As reiterated earlier the inefficiency of power utilities are common in India due to various reasons. Hence, the work procedures or practices are bound to be static, not dynamic due to poor
management strategies. However the customer needs are dynamic & ever increasing for instance at one end there is a demand for more power and on the other side there is a demand for quality too. Some utilities lack a proper mechanism for mitigating such power quality issues. Often the FLE’s are caught in the middle between trying to serve the customer and also trying to deal with inefficient work procedures. For instance poor quality power with harmonics may cause lot of problems for a pharmaceutical or IT consumer. Similarly frequent interruption of power may cause huge loss to ferro-melting industries. Frontline employees in power sector must conform, to rigid rules to ensure transaction accuracy. The Joint electricity regulatory commission norms like reduction in billing mistakes to 1% or reduction in metering defects to 3% or timely restoration of power supply (Sehtawat, 2010) set service standards. They also need discretion in decision making to build relationships and meet demanding customers to improve their customer base, as with the passage of The Indian Electricity Act, 2005 new private players are entering into the markets, thus increasing the fair competition.

In practice in power sector, the frontline jobs are stressful and emotionally demanding. Attaining an excellent performance, requires FLE’s harmonizing their technical skills, cognitive abilities, and psychological dispositions (Boyatzis, McKee, & Goleman, 2002). This warrants an investigation into what constitutes FLE adaptability and what are its dimensions.

1.3 Expected Contributions

This dissertation intends to make contributions to service marketing research and practice. The study is expected to offer insights into an area of Frontline Employee Adaptability that has been theorized to be decisive for service success, yet has received scarce attention in prior research. This study intends to contribute to services research by taking a truly interdisciplinary approach in the research on Front-line Employee
Adaptability. Conceptualizing the meaning and the dimensions of Frontline Employee Adaptability would define the base of this new construct. This dissertation intends to develop a scale to measure the same and the tool may be used by academia and industry. At last, this dissertation is expected to identify what are the antecedents and consequences of FLE adaptability. Besides academic contributions, this study is expected to offer some insights for practitioners, as the study would be offering some insights for the design and management of service organizations, as well as providing insights into drivers of frontline employee adaptability. Implications drawn based on the study results may aid in recruitment, training, and operational aspects of service organizations.

1.4 Research Road Map

The initial research agenda, in the preliminary phase was to review literatures in the domain of adaptability, frontline employees, power sector management to know the current state of knowledge in the domain of Frontline Employee Adaptability.

In phase one of the research, the qualitative study was conducted to explore the dimensions of frontline employee adaptability. In the present study 120 frontline employees, working in three power utilities in Western India, participated. Three techniques of data collection were used interviews, open ended questionnaire and focus group discussion. The data were collected and analyzed in line with the Grounded Theory Methodology proposed by Corbin and Strauss (2008). The results of phase one led to conceptualization of Frontline Employee Adaptability as a multi-dimensional construct; hence phase two of the research consisted of developing an instrument to measure the multidimensional aspect of Frontline Employee Adaptability. A self reported 41 item measure was developed and psychometrically tested and validated in line with the extant literatures of the Scale development. A total of 212 frontline
employees working in power utility in Goa participated in phase 2 of the study. Data were analyzed using software SPSS 18.0 and AMOS 18.0

Phase three of the study investigated the antecedents and consequences of Frontline Employee Adaptability, by using the extant literatures in the area of service marketing management and practice, psychology, organizational behavior, power sector management etc. In addition, the qualitative research of phase one, was used as a guidepost for the further exploration and development of conceptual model with hypothesis. Almost, 517 employees working in a Power Utility in Western India participated in the research which led to testing the various hypothesis of antecedents and consequences of Frontline Employee Adaptability using Structural Equation Modeling. The results were subsequently shown to the Power sector Managers (Experts) for the possible explanation and literature support were also considered for explanation in this phase.

1.5 Disposition of the Thesis

This first chapter has described the research questions being explored and briefly introduced the constructs of adaptability and expected research contributions. Chapter Two presents a more thorough discussion on the literature used in the development of the frontline employee adaptability conceptual framework. Chapter Three explicates the detailed methodology used to conduct the research. Chapter four presents the qualitative study to explore the dimensions and meaning of frontline employee adaptability. The conceptual model for antecedents and consequences of frontline employee adaptability and the relationships among constructs are formally hypothesized.
The **Chapter five** is devoted to development process of FLEADAPT scale. Here the entire scale development activity is comprehensively explained. Next in **Chapter six** the conceptual elucidated in chapter 4 is empirically tested using Structural Equation Modeling. The entire hypothesis proposed in chapter 4 is tested and validated. **Chapter seven** is devoted for the results and discussions of this research study i.e. Qualitative study, Scale development process and the results of the empirical investigation. This Chapter also discuss the implications of the findings, limitations of the study, and directions for future research.