

# FACTORS AFFECTING THE INCREASE IN WORKING POTENTIAL OF DEPARTMENT STORE EMPLOYEES.

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## ABSTRACT

The research objectives of this study were 1) to study the supportiveness on employees' work 2) To study an increasing potential on employees' work and 3) to study factors affecting the potential of employees. The population of this research is the Department Store Employees, with the total of 200 people. This research conducted by using questionnaire to collect data with a simple random of 140 people. The data was analyzed and processed with statistical software, statistical methods used to analyze data were percentage, average, standard deviation, maximum, minimum, simple statistical correlation of Pearson, the VIF value, the Tolerance values and Statistical analysis of stepwise multiple regression. The level of statistical significance was at the level of 01.

The results showed that: 1) the department store employee of 140 people, mostly are female with the average age range is 26-30 years, graduated lower than bachelor's degree with the single status and period of working performance is between 2-5 years, 2) the supportiveness on employees' work, the overall result is at high level. When considering in each aspect, the knowledge skills is at the highest level. Followed by the technical skills /methods / communications skills and the supportiveness from management which shown at a high level, 3) an increasing potential on employees' work, an overall result is at the highest level. When considered each aspect, the result shown at the highest level in every aspect. The first one is the information technology aspect, followed by the training aspect /field trip study aspect / teamwork aspect and further educational aspect respectively. 4) the technical skills aspect/ methods / communications skills aspect and the supportiveness from management has influenced towards an increasing potential on employees' work with the relationship that is not over 0.80 5) variable factors that influencing an increasing in potential on employees' work is to increase the potential of employee's work =  $2.459 + (0.142 * \text{Supportive from management}) + (0.153 * \text{technical skills/ methods/ communication skills}) + (0.172 * \text{knowledge skills})$  which can be explained by an increased percentage of 76.4 percent and a standard deviation of prediction is at .227.

**Keywords:** Supportiveness / Increasing potential / Employees

## INTRODUCTION

Under the highly competitive globalization trend, the operations of today's organizations are faced with changes in both external and internal environments in which the current organizations are very interested in, is to developing potential to be competitive in order to survive and succeed in accordance with the vision and mission of the organization. Most organizations which are successful, are mainly because they have a good human resource management system which can be able to manage human resources within the organization to have a knowledgeable, ability and readiness to contribute to the organization in carrying out various mission to achieve its goals efficiently. The employees, therefore are

very important, especially the potential of the employees is an important factor that can lead the organization to achieve its goals as a qualified practitioner. Organizations are realizing that the most important thing, however, is not a database but "Human resources" which are essential in organization development to compete, allowing the organization to achieve its competitive goals. In order to develop the personnel of the organization, it is necessary to assess the ability of the organization's personnel in order to know what strengths they have to be promoted and which weaknesses need to be improved. (Wanwisa Yamket, 2015)[1]. Increasing personnel's potential is very important to human resource management, leading organization has implemented the potential system in their fundamental human resource management system respectively. In which, they could use the resource in the right direction and worth the investment. Moreover, it is also another way to add value to the employee in the organization (Association of Thai Trainers, 2009)[2].

The need to increase working potential of department store employees, is also very important, for example, sending personnel to a training for additional work, providing opportunities for further education at a higher level, teamwork and the use of information technology to help with their work, etc. Problems of increasing the potential of personnel or employees is linked to an overall organization development. If employees are not empowered to be able to work efficiently, to catch up with the changes in the era of globalization, that could lead to an ineffective organization. And to increase work potential of employees, we should the most consider the needs of the recipient as the benefit of increasing work potential, the employees must be able to use them to work and truly increase their knowledge and capabilities. If the organization can meet the requirements related to an increasing the potential of working and the various needs of the employees, that will surely benefit both the organization and the employees. Therefore, trying to find a way or method to meet those needs of employees in order to increase work potential for the organization and the employees themselves which will affect more potential within the organization.

From the above, the researcher is interested to study about factors affecting an increasing potential on department store employees by using concepts and theories as a guideline for studying which will lead the organization to be successful, including bringing benefits to employees regarding job security as well as more efficiently work and as a career advancement in the future.

## **OBJECTIVE**

1. To study the work potential of employees and the supportiveness on employees' work
2. To study factors that affect an increasing potential of employees.

## **RESEARCH HYPOTHESIS**

The supportiveness factors affecting the increase in working potential of employees

## **RESEARCH CONCEPT & THEORIES**

This research, the researcher has studied the concepts and theories that can be used to explain the factors affecting the increase in working potential of employees, which consists of 1) an increasing of employees' work potential. (Maslow, 1954, cited from Phitchaya Watthanangsan, 2015[3], Herzberg, 1959, Alderfer, 1969, cited from Nattawat Pengwanplook, 2017)[4] 2) the supportiveness on employees' work (Allen & Meyer, 1990, referenced from Nittaya Ban Ko, 2015[5], Buchanan, 1974, refer to Thitima Lakthong,

2014[6], Malinee Onwiset, 2011[7], Wiwatani Wongsasayo, 2015)[7] which can be explained as follows:

1. Employee empowerment means a process organized to increase knowledge, ability, and appropriate skills in performing their duties. As a result, operations are improved. Maslow (1954, referenced from Phitchaya Watthanangsan, 2015) [3] stated that human needs are: 1) Physiological needs 2) Safety needs 3) Social needs 4) Self-esteem and 5) Self-actualization. Herzberg, (1959), (referred from Natawat Pengwanplook, 2017)[4] said that, two factors that were related to job satisfaction and dissatisfaction were motivation factors and maintenance factors. Motivation factors are directly related to work performed as well as is an incentive for personnel to job satisfaction. Supporting elements are the elements that help prevent the performance of personnel's work which may cause dislike or degrading in performance. Claton Elderfer (1969, quoted in Natawat Pengwanplook, 2017)[4] has revealed the ERG Theory which consists of 1) Existence Needs 2) Relatedness Needs and 3) Growth Needs. The researcher has reviewed the concepts and theories on various issues and in accordance with the organization's context, then the researchers has chosen to study the increasing of employee's potential in 4 areas which also uses as a variable factor in this research which consisting of

1.1 Training / Field trips study means a process that is designed to reduce errors and hazards that may occur during work. Ability to develop knowledge, create expertise in work, ability to apply knowledge in working which enable modern knowledge and in line with the changing condition and be able to transfer knowledge or give an advice accordingly.

1.2 Further Education means being encouraged in job advancement according to their ability. Various learning for self-development, further education for career advancement, the ability to increase knowledge according to their work. Employee participation in education, consultation and funding for further studies.

1.3 Teamwork means two or more people do some activities or work together. Create relationship together, exchange their knowledge, opinions, experiences with each other, consulting for problem solving together as well as cooperate in working to achieve the same direction or same goals.

1.4 Information technology means information, information technology in various activities. Telecommunication technology networking is what creates modern technology equipment. Implementation of telecommunication technology within the organization for the purpose of convenient and speed as well as the use of information technology networking can be easily accessed and be able to search for various information as needed.

2. The supportiveness on employees means that the organizations have realized the importance of participation. There is a promotion of job advancement with assistance and attention by supporting work in various areas through the policies and representatives of the organization. Buchanan (Buchanan, 1974, referred from Thitima Lakthong, 2014) [6] said that the supportiveness on employees are as follows: 1) Unity 2) Participation and 3) Loyalty. Malinee Onwiset, (2011)[7], said that from an employee's point of view, supportiveness on employee must be supported by supervisors. Employees are often concerned about the value received from the entire organization and supervisor in which the supervisor is the representative of the organization that will affect the employees in the assessment and control. Premjitra klaipe's (2005, referenced from Natchaphon Ngamthamachart, 2016) [8] said that the supportiveness from the organization on employee is something that the organization must strengthen employee, including 1) the compensation and welfare supportiveness. 2) the knowledge and job advancement supportiveness 3) the job security supportiveness 4) the mental and emotional supportiveness and 5) job performing supportiveness. Wiwatani Wongsasayo, 2015[9] said that the supportiveness from the organization is important for organizational development to achieve its goals. The

organization must take steps to enable employees to recognize that the organizations have realized the value of work sacrificed while also providing assistance and support to basic human needs. From the review of concepts and theories on various issues and in accordance with the organization's context, the researcher has chosen the supportiveness on employee's work in 3 aspects as a variable in the study, which consisting of

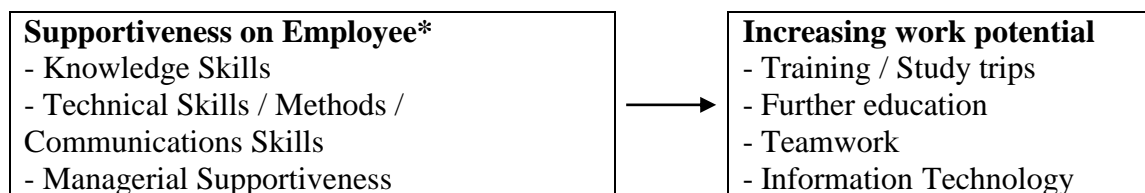
2.1 Knowledge skills aspect means knowledge, understanding of work systems, work processes. The accumulation of experience, memories to help improve the work. Including things accumulated from education and by providing training to enhance knowledge in a career.

2.2 Technical Skills / Methods / Communication Skills aspect means the process of transferring and supporting people in the organization to understand and learn through actions, through policies or regulations. Including, having a mentor in coaching or transferring work, rotating jobs for tasks learning in various ways. As well as the use of techniques, learning methods through activities, exchanging knowledge, learning, dialoguing, meeting, commenting, suggestions.

2.3 Managerial supportiveness aspect means the managerial control which enable and support the changing in employee's behavior that could expressed with the supportiveness of tools and equipment, an improvement of recreational area, sharing and caring for a happy work place, promoting the creativity ideas as well as a sponsorship.

## **RESEARCH FRAMEWORK**

From the study of related documents and research, the researcher has used them as a guideline in formulating the research framework as follows:



*Picture 1: Research framework*

*Remarks: The tests were grouped according to the variable aspects, increasing the potential of only one variable.*

## **RESEARCH METHODOLOGY**

### **Population and sample**

The population used in this research is 200 department store employees in Bangkok (Human resource Department, 2019). The researcher calculated the sample size by using the formula of Taro Yamane, 1970[10] with the discrepancy level at 0.05 and using the probability sampling (Probability Sampling) by using a simple random sampling (Simple Random Sampling) with a sample of 134 people.

## **RESEARCH TOOLS**

The researcher uses questionnaire as a tool and divided this questionnaire into 3 parts, as following: Part 1: Information about demographic characteristics such as gender, age, education level, status and year of working with a total of 5 questions. Part 2: Supportiveness on employee's work with a total of 15 questions which consisting of 3 components that are

knowledge skills, Technical skills / Methods / Communication skills and Managerial Supportiveness. Part 3: Increasing work potential consists of 20 questions, and including 4 components which are Training / Field trips study, Further educational program, Teamwork and Information technology. The questionnaire on part 2 and 3, the researcher used the Likert's Scale questionnaires with 5 levels of assessment as following, 5 = the highest level, 4 = high level, 3 = moderate level. 2 = low level 1 = the lowest level.

### **TOOL CHECKING**

The quality check of the research tool consists of the content validity (Content Validity) of the measuring instruments by using the IOC (Index of Item- Objective Congruence) technique, which has considered by 3 experts with consistency index of the question at 0.0.5 and up. This is considered that the questions are in consistent with the research objectives and can be used in queries. Furthermore, the researcher evaluated the reliability (Reliability) and tested the questionnaire (Try-Out) with a group of 30 people that is similar to the population on and find the reliability (Reliability) by using the Cronbach's Alpha Coefficient formula and got the outcome reliability of the questionnaire at 0.847.

### **DATA ANALYSIS AND STATISTICS USED**

The researcher checked the completeness of all questionnaires and analyzed statistically by using a computer for statistical calculations with statistical software packages as the following steps

1. The distribution of samples according to demographic characteristics, the researcher using Frequency Statistics and Percentage, including analysis of supportiveness on employee's work and increasing employee's potential. The researcher analyzed the data by using Mean and Standard Deviation.

2. Examining the correlations between all independent variables according to the conditions laid down in the initial agreement of linear regression analysis, the researcher using correlation coefficient of Pearson's Product Moment Correlation Coefficient approach which is based on relationships not more than 0.80 level (Stevens, 1996, referenced from Cholpassorn Sitthiwarongchai, 2017) to find the relationship between quantitative variable of 4 aspects, which are, knowledge skills Technical Skills / Methods / Communication skills and the support from the management towards increasing work potential.

3. Verify the suitability of the model by using a VIF (Variance Inflation Factor) which is not greater than 5. Tolerance rate is not less than 0.2 and the Eigen value is not more than 10.0 so that all independent variables do not have any relationship and there are no multiple relationships between factors. (Multicollinearity) (Cholpassorn Sitthiwarongchai, 2017)[11]

4. Analyze the model by using Stepwise Multiple Regression Analysis by analyzing and forecast each variable in the model one by one.

5. Create a model for all independent factors that can increase the potential of employees' work by using the equation  $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + e$

a	=	The constant of the forecasting equation.
$b_1 b_2 b_3$	=	The regression coefficient of forecasting variables
$x_1 x_2 x_3 x_4$	=	The forecasting variables
e	=	Tolerance

## RESEARCH RESULTS AND CONCLUSION

### Research result

The results of the demographic analysis of 140 department store employees shown that most them are women aged between 26 - 30 years; their education is lower than a bachelor's degree, with a single status and working experience is in between 2 - 5 years.

**The analysis result of the supportiveness on employees' work**, in general the researcher found that it was at a high level and when considered by order, knowledge skills, the result was at the highest level, followed by technical skills / methods / communication skills and managerial supportiveness was at high level respectively as shown in Table 1.

**Table 1:**  
**Average and standard deviation: Supportiveness on employee's work in each aspect and overall aspect.**

Employee support	level		
	$\bar{x}$	S.D.	Result
1. Knowledge skills	4.36	.436	The Highest
2. Technical skill / Methods / Communication skills	4.19	.541	High
3. Management support	3.88	.488	High
Overall	4.14	.332	High

**The analysis results of the overall increasing in work potential**, the researcher found that the overall result was at the highest level and when considering in each aspect, all aspects were ranked at the highest level. The first ranking is in Information Technology, followed by training / field trips study/ teamwork and further education respectively, as shown in Table 2.

**Table 2**  
**Average and standard deviation: Increasing in work potential in each aspect and overall aspect**

Increasing in work potential	Level		
	$\bar{x}$	S.D.	Results
1. Training / field trips study	4.42	.367	The Highest
2. Further educational program	4.29	.566	The Highest
3. Teamwork	4.36	.362	The Highest
4. Information technology	4.56	.300	The Highest
Overall	4.41	.271	The Highest

The analysis results of the correlation coefficient analysis between the factors that affecting the increasing in work potential of department store employee, the researcher found that there is a relationship of no more than 0.80 (Stevens, 1996, cited from Cholpassorn Sitthiwarongchai,2017)[11], causing no multiple relationships(Multicollinearity) between factors with all independent variables in this research. Therefore, researcher can use all independent variables in the Stepwise Multiple Regression Analysis, which the variables were taken to forecast in the model one by one as shown in Table 3.

**Table 3**  
**The correlation coefficient between factors that affecting the increasing in work potential of department store employee**

Factors	Z	x <sub>1</sub>	x <sub>2</sub>	x <sub>3</sub>
1. Z	1.000			
2. x <sub>1</sub>	.319**	1.000		
3. x <sub>2</sub>	.382**	-.075	1.000	
4. x <sub>3</sub>	.442**	.254**	.380**	1.000

\*\* Statistical significance at the level of .01

Z	represents	increasing in work potential
x <sub>1</sub>	represents	knowledge skills
x <sub>2</sub>	represents	technical skills / methods / communication skills
x <sub>3</sub>	represents	managerial support

The analysis results of the model of factors that affecting the increasing in work potential of department store employees shown that the model of factors affecting the increasing in work potential is to increase work potential = 2.459 + (0.142 \* Executive support) (x<sub>3</sub>) + (0.153 \* Technical skills/ Methods / Communication skills) ( x<sub>2</sub>) + (0.172 \* Knowledge skills) (x<sub>1</sub>), which can explain an increasing in work potential at 76.4% and a standard deviation of ± .227 as shown in Table 4.

**Table 4**  
**Appropriate model analysis of the increasing in work potential of department store employee**

Increasing in work potential of department store employees	First Model	Second Model	Third Model
Constant value	3.451	3.130	2.459
Executive support (x <sub>3</sub> )	.246	.193	.142
Technical skills / Methods / Communication skills (x <sub>2</sub> )		.126	.153
Knowledge Skills (x <sub>1</sub> )			.172
R <sup>2</sup>	.196	.250	.318
S.E.	.244	.237	.227
F	33.600**	22.775**	21.186**
p-value of F	.000	.000	.000

\* Statistical significance at the level of .01

## DISCUSSIONS

From the findings of the research the researcher has raised an important issues to discuss as the following details

1. In supportiveness of employee's work, the overall results shown that the Knowledge skills, Technical skills / Methods / Communication Skills and the support from the management were at high level. This can be interpreted that employees are responsible for a variety of assigned tasks. Moreover, they can apply knowledge and their expertise at the fullest capacity for the benefits of work independently. Furthermore, the organization has techniques, methods and communication that enable employee's learning and be able to understand their work to perform their work, in order to achieving the specified goals as well as, has received continuous support from executives and organizations. This is in consistent with the concept of Premchit Khlaipet (2005, referenced from Natchaphon Ngamthamachart, 2016)[8], said that supporting the work of the employees is something that the organization must help strengthen the employees within 5 areas, including 1) The compensation and welfare supportiveness from the organization. 2) The knowledge and job advancement supportiveness from the organization 3) The job security supportiveness from the organization 4) The mental and emotional supportiveness and 5) Job performing supportiveness. The concept of Wiwatani Wongsachayo (2015)[9], said that, to help and support the basic needs of human beings is supporting or providing work equipment in order to work successfully. The organization atmosphere that is conducive to work, providing opportunities for career advancement and opportunities to develop one-self.

2. The increasing in work potential increasing, the overall results and in each of 4 aspects which consisting of Training / Field trips study/ Further education / Teamwork and Information technology were ranked at the highest level in all aspects which shown that employees receive knowledge from Training / Field trips study and use effectively in their work which resulting in good work skills. The knowledge gained from studies is used in the assignments. Having a good working relationship with colleagues and be able to work as a team to meet the organization's goals accordingly. Moreover, with the use of technology, employee can utilize technology in working more conveniently and quickly for the benefit of the organization. This is in consistent with the research of Bussabong Wongpantha (2017)[12] who has conducting a study of the guidelines for the development of Ban Somdet Chaopraya Rajabhat University's personnel, and found that the overall guideline result is at a high level, with the highest level of personnel development operations. Followed by the training and field trips study was shown at a moderate level. The results is contradicts with the research of Panida Ninaroon and Kanyanant Ananmana (2017)[13], the study on Team Characteristics Affecting to Team Performance. It was found that the factors affecting team characteristics which could be predicted by team performance at 62.23% included similarity, cohesion, familiarity and coordination at a significance level of .05. Finally, the results suggest that the characteristics of a sales team can improve team performance.

3. From the hypothesis test, a model of factors that affecting the increasing in work potential is to increase work potential. This can be explained that an increasing in work potential was at 76.4% and a standard deviation was shown at  $\pm 22.27$ , which represented that the factors that affecting in increasing in work potential has statistical significance at the level of 0.01 and is in consistent with Herzberg's Theory (Herzberg, 1959, referenced from Nattawat Pengwanplook, 2017) who said that an incentives motivation element is attracted employee to satisfy their job and affects their work. In order to work effectively, you must receive ongoing support from the organization and the sustained composition of Herzburg is an element that helps prevent the personnel's performance in satisfy and unsatisfied with their job which could lead to or lower work efficiency. This is in line with the concepts of



Abraham and others (Abraham and Other, 1958, cited in Natchaphon Ngamthammachart, 2016)[8] said that whether good or bad performance, employees must be responsive to both internal and external needs and when they received a responsive from management that means they could working efficiently.

## RESEARCH RECOMMENDATION

### 1. Recommendation obtained from the research findings

1.1 According to the research, it is found that supporting the work of employees was at a high level. Therefore, should focus on supporting employees continuously.

1.2 The organization should pay attention and promote about the increasing in work potential by considering the suitability regarding work characteristics to enhance efficient work.

### 2. Recommendation for further research

2.1 There should be other factors that have an effect on the increasing of employees' potential in addition to this research, such as work motivation.

2.2 There should be a comparison study on the increasing on employees' working potential with the organization's Human resources development policies.

2.3 This research is only surveys research on factors that affecting in increasing work potential of department store employees by using questionnaires as a tool. Therefore, to study the work potential of the staff in depth, there should also use an interviews or surveys to get in-depth information respectively.

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