EFFECTIVE POTENTIALITY ENHANCEMENT FOR EMPLOYEES IN DUTY-FREE BUSINESS

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Abstract: This research aimed to 1) study the factors of effective potentiality enhancement for the employees in a duty-free business, and 2) create the model of effective potentiality enhancement for the employees. In data collection, the informants from the business were combined with 3 groups of people: 1) a group of 5 human resource administrators, who got an in-depth interview; 2) a group of 20 recognized employees, who gave feedback for further study about significant SE factors of effective potentiality enhancement; 3) a group of 5 supervisors, who was responsible for evaluation on the pattern of effective potentiality enhancement for the employees and approval of a model. All methods for information collection included a semi-structured in-depth interview, a questionnaire for feedback, and an evaluation form on effective potentiality enhancement for the employees. The overview reliability of the questionnaire for feedback was 0.96. The qualitative data were analysed by content analysis and content validity ratio (CVR). The quantitative data were analysed by statistically frequency, percentage, mean, and standard deviation.

The results have been revealed that there are 2 key factors with 5 sub-factors in the model of effective potentiality enhancement for the employees in the duty-free business. The first key factor, which is the most significant, is self-development. The following factor is human resources development. These factors must work with organizational supportiveness dimension. The self-development factor comprises 2 sub-factors with a high significance level which are 1) Education and 2) Training. The human resources development factor comprises 3 sub-factors with a high significance level too, which are 1) Skill Development, 2) Knowledge Development, and 3) Effective Personal Characteristic Development. The model eventually has been approved consensus by the group of advisors as a guideline to enhance effectively the potentiality of the employees at a high level.

Keywords: Potentiality Enhancement; Effectiveness; Duty-Free Business

Introduction: Human resources are human capital that is an important and valuable asset of an organization. Human resources are an important factor in driving and leading the organization to success .Human resource development is therefore an important task that organizations should support in order for employees to increase knowledge as well as work skills. The knowledge and competence within a person will help support that person to be able to work in the position they are responsible for)Spencer & Spencer, 1993 .(The organization must develop the potential of the employees to be of the highest quality in order to be able to drive organization to carry out the goals, policies and plans until achieving the goals which are in line with the expectations of every organizations.It is a requirement of employees to be knowledgeable and capable to perform work professionallyalso, work in accordance with the organization's mission that has defined knowledge and capabilities and the characteristics required by the organization, therefore is a tool that can be applied to check the competitiveness of the

organization and may be used as a way to increase the bottom line for the organizations)ChuchaiSamitkrai, 2013 .(Therefore, human resource development is vital in continuous implementation with the support of the organization especially, developing human resources to be ready for change is important for knowledge development, essential skills and characteristics that are the qualities of an effective person.Particularly, in the current situation in which human resources are recognized as the key to the country's success andthere is continuous importance down to the organization level through training and human resource development in the organization, which is an important process because it can help improve the work of employees .Improving the quality of human resources does not just require employees to be knowledgeable and the ability not only meets the needs of the organization but also gives the organization an employee that can increase productivity and benefit the organization in return for the organization)Weber, 2009 .(

Strategies for effective staff development should consider the potential of the staff as it isthe significant key for the organization whether it will be able to succeed. The important factor is having the potential personnel that have the capability and skills suitable for the performance of duties which methods will help personnel in the organization to have operational skills is the development of the employees' working potential in order to change the working behavior and improve the work results by allowing the employees to have specific skills which are important for development. Therefore, human resource development by focusing on the development of knowledge, capabilities and desirable characteristics that the organization needs as well as creating a positive attitude to the organization and also it may not be able to make the employees have the potential to work at full competence if employees lack of the desire to continually improve themselves to become skilled and able to actually do it accurate and quality development yourself to increase knowledge, competencies, skills necessary for work.The desirable characteristics that an organization needs in order to lead to changes in behavior in an appropriate direction that meets the needs of the organization. Moreover, education and training provided by the organization should respond to the self-development needs of the personnel as well. If education and training help the organization's personnel to perform better developing yourself to be a good person and good employees are not only receiving training to increase work knowledge from the organization, but they should continuously seek additional knowledge in order to create outstandingworkat the same time and organizations should provide support and encourage employees to see the importance of personal development as well. Employee self-development is an important part of driving an organization to achieve its goals, because self-development is to elevate your abilities. Any organizations that has employees has their own development continuously to increase knowledge,ability and has good structures the organization will have the ability to increase the quality of production or service that can meet the needs of customers, which will lead to an organization that has the potential to compete in business, therefore any organizations attribute importance to the self-development of their employees in order to be able to work efficiently. moreover, organization should not choose only one development, but should develop both knowledge essential skills and desirable characteristics that meet the needs of the organization in order to be able to perform efficiently (ArpornPhuWitthayaphan, 2014).

Duty free business is a business that is different from the other business in general. It requires special knowledge and skills in tax management for customers and communication skills. In addition, interaction with people of diverse cultures is something that people who work in the duty-free business must pay attention to. For duty-free business in order to impress customers, so that customers are willing to spend their money and to buy products, service providers must have the skills to present products in a pleasant way and able to persuade the customers. Personal characteristics are therefore an important component self-development is a process that can change behavior from various forms such as training, education to lead to effectiveness in their work.

When employees start to go into personnel development and aim to be a good employee this sort of development must be done by themselves, however, if it is a desirable of the organization, they should

also help stimulate development (Delrojo, 2016). In addition, continuous self-development of employees not only helps them to perform their work more professionally, but also prepares employees to be able to work for higher positions in the future.

Supporting and encourages employees to realize the importance of developing their own abilities and to focus on the development of the personnel of the organization to become talented in work resulting in the organization to have a better quality and improvement which makes organizationable to compete with other business. Therefore, it can be said that the efficiency of the organization's operations is related to the competence of the personnel. Hence, finding factors that promote the development of the potential of the effective employees is a way to support the organization to have quality personnel and it also benefits a use of budget in a proficiency way.

Research Objectives:
1. Study the factors that enhance the capacity of effectiveemployees in the duty-free business.
2. .To create a model for capacity enhancement of effective employees in the duty-free business.

Conceptual Framework of Research: From the study of the other documents, concepts, research theories related to employee development as well as personal development. After gathering relevant information, the researcher has therefore defined the conceptual framework of the research as a guideline for creating an effective employee empowerment model as shown in Figure 1.
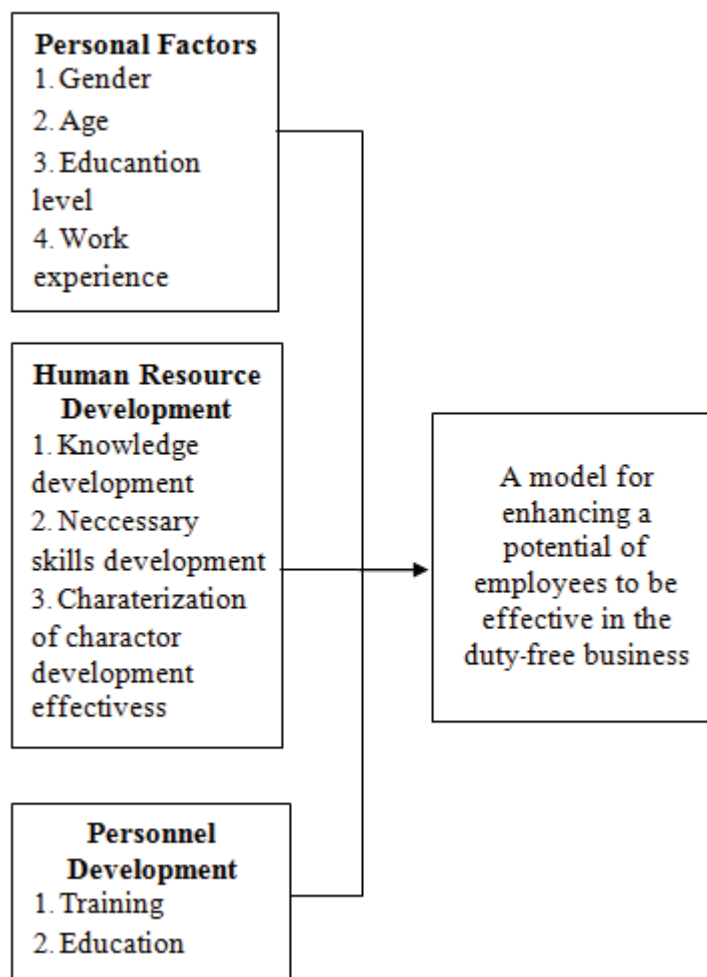

Figure 1: Conceptual Framework of Research

Research Method: This research is a combination of qualitative research and quantitative research (mixed methodology research).

Population and Sample:
1. The group of important quality informants come from a semi-structural in-depth interview, consisting of 5 human resource executives from duty-freebusiness.
2. The quantitative group of important informants consists of
    2.1 The groups that provide feedback on the factors to enhance the potential of employees with efficiency, consisting of 20 employees with outstanding performance in the duty-free business .
    2.2 The group assessing the potential employee model in the duty-free business, consisting of 5 supervisors.

Step for Conducting Research:
Step 1 :Study of documents, textbooks, research, concepts, theories related to human resource development in the organization and the development needs of personnel in the duty-free business in order to gathering data to create an in-depth interview structure.

Step 2 :Creating semi-structural in-depth interviews to interview executives of human resources from duty-free business.

Step 3: Creating a feedback questionnaire that extracts data from in-depth interviews to collect data with feedback groups. The content validity was tested. Check the quality of the equipment by using the consistency index (Index of Item Objective Congruence: IOC) from 3 experts and revised according to the recommendations of experts. The consistency index of each question from 0.68 and above will be used as a questionnaire for data collection and conduct a confidence check (Reliability) of the feedback questionnaires by Cronbach's Alpha Coefficients method which gave the overall reliability of the whole questionnaire 0.96.

Step 4 :Questionnaire collection, feedback, personnel development and personal development to verify the completeness and perform statistical analysis

Step 5 :Creating)draft (an efficient employee capacity building model

Step 6: Assessing the appropriateness and the potential for effective staff development and use the suggestion to develop an efficient employee enhancement model

Research Tools:
1. Qualitative tools, including semi-structural in-depth interviews and recording the interview
2. Quantitative tools consisting of
2.1 (Questionnaire for feedback about human resource development and personal development divided into 3 sections as follows;

Part 1: Personal information of respondents, feedback is a check list question, i.e .gender, age, education level and work experience.

Part 2: Information of personnel development related to knowledge development, skills development and the characteristics of the traits of the effective people.Self-development information related to training and education is a question of rating scale 5 levels)Rating Scales.(

Part 3 :Open-ended suggestions to allow respondents to express opinions related to human resource development and personal development.

2.2 (Assessment form for efficient staff capacity building

The questionnaire with feedback data is a rating scale of 5 levels) Likert Scale(by specifying scores and interpreting scores as follows;

Most important	5 points
Very important	4 points
Medium importance	3 points
Low importance	2 points
Least important	1 point

Priority measurement criteria from calculating the average the importance level can be divided according to the ranking of the points divided into 5 levels)ThaninSilpaJaru, 2014 (as follows;

>4.50 - 5.00   means the most important
>
>3.50 -4.49   means very important
>
>2.50 -3.49   means moderate importance
>
>1.50 -2.49   means less important
>
>1.00 -1.49   means the least important

Data Collection:
1. Distribute questionnaires to the group of 20 outstanding employees in duty-free business and all 20 questionnaires were returned)equal to 100 .(%
2. Screening the completeness of collected questionnaire before further analyzing the statistical results.

Data Analysis:
1. Data analysis from in-depth interviews content extraction from data using content analysis method.
2. Analysis of data from feedback data questionnaire use statistics of frequency distribution, percentage, mean and standard deviation.
3. Evaluation of the capacity building model for effective staff use the average analysis criteria for assessing content validity)Content Validity Ratio :CVR (and approval methods.

Research Result:
1.Qualitative data analysis results from in-depth interviews with human resourcemanagers

Table 1 summarizes the results of the analysis of effective employee potential data from in-depth executive interviews   n =5

List	Interviewee (number)
1. Seeing yourself in the future	1,3
2. Job progress	2
3. Job success	4
4. Beinga specialist	2, 4
5. Beinga manager	2, 3
6. Promotion	2
7. Salary promotion	1
8. Changing	4,
9. Learning new things	1, 5
10. Knowledge neccessary for work	1-5
11. Basics of programming language	2
12. Customer response skills	1, 4
13. Computer techniques	1, 3
14. Interpersonal communication	3
15. Researching	1
16. Initative skills	2, 5
17. Time management	3
18. Work plan	2
19. Assertiveness	1
20. Use of language and understanding multiculturalism	1
21. How to look at people	1
22. Understanding people's differences	1
23. Speaking skills	3
24. Attitude training course	1,4
25. Study other companies work	3
26. Motion, After Effect course	1
27. External courses	1

28. Specialized courses	5
29. Support from organization	1-5
30. Budget	1-5
31. Timing	2, 4
32. Responsibility	3, 5
33. Setting development goals	1, 3, 4

1.1.Factors Grouping Results from Table 1 Are As Follows;

Human resource development factors consist of 1) Knowledge necessary for work 2) The basics of programming language 3) Customer response skills 4) computer techniques 5) Interpersonal communication 6) Researching 7) Initiative skills 8) Time management 9)Work planning 10) Assertiveness 11) Use of language and understanding multiculturalism 12) How to look at people 13) Understanding people's differences 14) Learning new things and 15) Speaking skills.

Self-development factors include 1 (Seeing yourself in the future 2 (Job progress 3 (Job success 4 (Being aspecialist 5 (Being a manager 6 (Job promotion 7 (Salary promotion 8 (Changing 9 (Attitude training course, 10 (Study other companies work 11 (Motion, after effect course, 12 (External course and 13 (Specialized course.

The supporting factors of the organization are 1 (The support from theorganization 2 (Budget 3 (Timing 4 (Responsibility and 5 (Setting development goals.

2. Results Of Feedback Analysis For Human Resource Development And Personal Development.

Table 2 shows the average value standard deviation of levelimportance of human resource development and personal development   n =20

Message	$\bar{x}$	S.D	Degree of important
Human Resource Development .1			
Knowledge development 1.1	3.87	0.57	Very Important
Neccessary skills development 1.2	3.92	0.62	Very Important
Charaterization of charactor 1.3 development effectivess	3.86	0.69	Very Important
Average Total	3.88	0.62	Very Important
development-Self .2			
Training 2.1	3.83	0.69	Very Important
Education 2.2	4.19	0.74	Very Important
Total Average	4.01	0.71	Very Important

From Table 2, it is found that, in general, employees with outstanding performance give importance to self-development at a high level. Followed by human resource development when considering each aspect of each factor, it was found that education has a high level of importance followed by the development of necessary skills and knowledge development.

3. The Result of The Formulation of A Capacity Building for Effective Staff:

The researcher used the factors obtained to create a model for the potential of the employees which consisted of 1) human resource development factors consisting of 3 sub-factors which were 1.1) knowledge development 1.2) necessary skills development and 1.3) development characteristics of effective people 2) self-development factors consist of 2 sub-factors which are 2.1) training and 2.2) education for evaluation the next step.

4. Evaluation Results of The Capacity Enhancement Model for Effective Employees: The researcher brought the model of the empowering effective employees to 5 supervisors to assess content validity (CVR). Assessment results are shown in Table 3.

Table 3 Evaluation results of the capacity building model for effective staff n=5

Assessor	Guidlines for effective employee development	
	Agree	**Disagree**
st supervisor1	√	
nd supervisor2	√	
rd supervisor3	√	
th supervisor4	√	
th supervisor5	√	
Mean of content accuracy	1.00	

From Table 3, it is found that all 5 supervisor level assessors agree that the effective capacity building model is appropriate to the guidelines for effective employee development. With an average of content validity (CVR) at 1.00, with a minimum acceptable CVR threshold of 0.99.

5. Suggestions for The Development of an Effective Capacity Building Model for Employees: All 5 assessors suggest that support factors are the dimensions of the organization in development planning and clear personnel goals as shown in picture 2
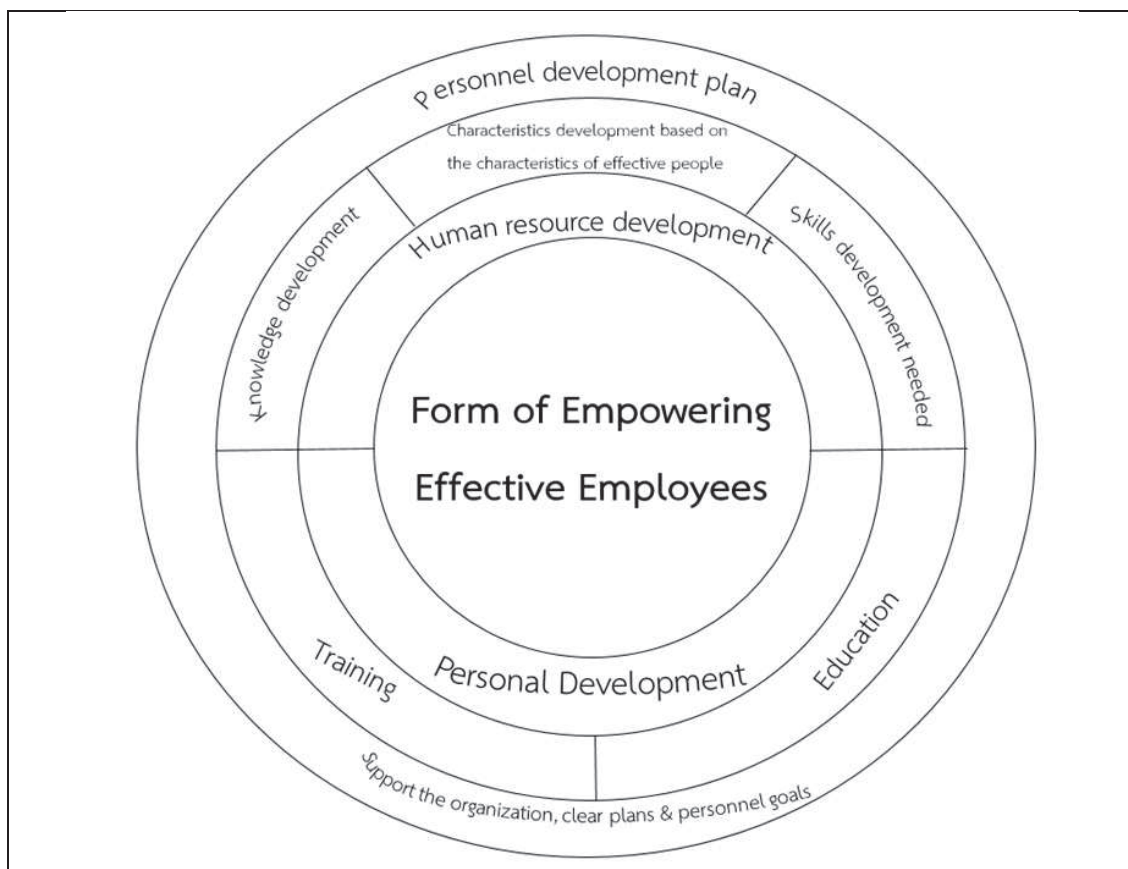
Picture 2 :The form of empowering effective employees

Discussion:

1. In the overall picture of the capacity building model for effective employees, consisting of 2 main factors and 5 sub-factors and the organizational dimension in terms of organizational support that is important to human development in order to be potential employeesthat will meet organization expectations.The employees in this business require knowledge,necessary skills and the characteristics of an effective employees in order to be able to understand the needs of customers and be able to respond within a short time due to customers have limited time and cannot return repeatedly. Which is absolutely necessary for employees to continuously develop necessary skills, especially negotiation skills and to be able to close the sales and make customers satisfy as well. In addition, employees are also aware that in order to be an effective and recognized by the organization, it is essential for employees to continually improve themselves in accordance with the personnel development plan stipulated by the organization. Both in terms of knowledge and essential skills and having the desired characteristics that the organization needs in order to change their behaviors to be able to perform the job more efficiently.Moreover, employees have toexaltation their capabilities to be ready to work in a higher position in the future, which is consistent with the research of SoinsinKaewnu(2011) found that the self-development of support staff is important in high level in all 3 areas such as knowledge of work,operational skills and the desirable and suitable characteristics of the operations specified in the organization's personnel development plan. However, even the organization has human resource development plan, at the same time, employees should develop themselves through training activities and education in order to be qualified employees that meet the needs of the organization in line with the idea that self-development is a process that changes behavior by using learning processes in various forms such as training or educationto lead to work efficiency, which is a process that must be stimulatedand encourage employees to develop as well (Delrojo, 2016) through a support from organization and there is a plan for development and clear goals.

2. Personnel development both in knowledge, essential skills and the characteristics of effective people from the research the organization attaches importance to the development of personnel development plans in all 3 areas, which are in line with the research of Soi Sin Kaew Nu (2011) found that the self-development of support staff is important at a high level in all 3 areas such as , knowledge of work, operational skills and the desirable and suitable characteristics of the operations specified in the organization's personnel development plan and research by PatanaThanakritphutthimeth(2010) found that knowledge, work skills and attitude is a desirable feature that needed by the organization. In addition, the results obtained in this study also show that the development of knowledge related to work is most important and critical thinking skills are essential skills in the employees' work that is a high level of importance. Since work is very important for employees to think carefully before taking action, such as when encountering problems that occur while working, information should be searched. Knowledge from the field of work gather reasons to assess the situation of damage that may occur if a wrong decision is made, which will help correct the problem correctly and does not affect the department, which reflects the quality of the employees very well.

3. Self-development obtained from this research, it consists of training and education, employees give important opinions about the support from the management in the development of human resources in the organization, such as budget, time to give employees sufficient training. Planning for the implementation of training courses suitable for employees. Setting clear employee development goals should arise from the cooperation of employees and together with organizations when the organization provides training or opportunities for employees to develop themselves in various ways. The needs of employees to increase their capacity will be a support for the development of personnel moreefficiently. In the area of human resource development, there should be an analysis of the necessary knowledge of the organization and the incentives to motivate the employees to increase the knowledge. The combination of these two factors will result in the development of employee potential, efficiency and benefits for both parties. In addition, self-development should avoid choosing to develop only one area but shouldconsider allaspects ofdevelopment, including knowledge, skills required in the job and the

characteristics of effective employees. The ability of the staff, even though they have much experience, still needs training and ongoing studies to reduce mistakes while on the job, in which the self-development personnel in order to be ready for competition. At the same time, any organization that has its own personnel with regular development will lead to work efficiency and can be used to predict the success of the organization in the field of business operations, which is in line with the research of RatanapornBunnuch(2012) found that training is related to work efficiency in terms of quality, quantity, and working time. In accordance with the concept of Hall&Hord(2010) training is important to prepare employees before going out to perform duties and after some time should to attend the training to review and update new knowledge because of ongoing training consistently will enable employee to do a professional work.

Summary of research, to findings are the form of empowering employees with efficiency, both 2 main factors (self-development and human resource development) and 5 sub-factors (training, education, knowledge development, necessary skills developmentand the development of characteristics according to the characteristics of the effectiveness) and supporting from the organization. In human resource development plan the findings found are interrelated and can be aninstruction for the development of potential employees with efficiency to increase production quality and the services to the needs of customers, which will lead to an organization with business competitiveness.

Suggestions for Research:
Suggestion for Using Research Findings: A model for effective staffing capability that can be applied to train and develop employees in the organization for career advancement.
1. The organization should executives can use the model of capacity building that is effective as one of the factors for success in the development of employees to strengthen the organization.
2. The human resource department as efficient capacity building model can be used as aninstruction for preparation of training and development courses to enhance the potential of employees with outstanding performance.
3. The employees can be used as a framework for self-development in each area so that they will meet the needs of the department .It is also used to prepare oneself to have appropriate qualifications for future career advancement .

Suggestion for Further Research:
1. This research should to competencies of employees in order to determine the position of employees in the duty-free business.
2. This research should to develop training courses to enhance the capability of the duty-free business entrepreneurs.

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