HOW TO EMPOWER CURRENT EMPLOYEES TO ASSUME LEADERSHIP RESPONSIBILITIES IN THEIR ROLES IN THE RETAIL INDUSTRY

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ABSTRACT

The purpose of this research is to identify how to empower current employees to assume leadership responsibilities in their roles in the retail industry. Organizations can maximize productivity and efficiency, shape a positive culture and promote harmony in order to achieve organizational goals. Currently in Thailand, there are less organizations promote employees to be a leader. Therefore, in order to empower them to assume leadership; organizations need to support them in many ways. The theory of leadership development and several other potential factors were extracted from literatures and adopted as the assumptions for the study. Primary data was collected qualitatively, using open-ended interview questions divided into two focus groups. Nine interviewees were selected from a retail organization, which they work in both catering and sales departments. The findings reaffirmed most of the assumptions from the research's framework, as well as introducing several factors. Consequently, it yielded the recommendations of potential methods of how to empower current employees to assume leadership responsibilities in the retail industry and to support them. The limitations and contributions were also discussed in the paper.

KEY WORDS: Leadership Development/ Transformational Leadership/ Empowerment/ Attitude/ Communication

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CHAPTER I
INTRODUCTION

In today's business, many organizations operate differently. They may conduct business depending on organizational structure, culture, or even strategies. Some innovative companies may need innovative people who can be a leader among their colleagues to achieve the goal. Some need their employees to assume leadership responsibility, and some do no. However, in order to conduct the business effectively and efficiently, most organizations need individuals to invent new approaches to solve problems. In retail business, many retailers are related to real estate, which they need someone to control subordinates and manage people efficiently. Therefore, making leaders is very essential nowadays. Some people may be confused that why they need leadership. Basically, everyone or every organization needs a leader in order to guide their people into the direction they seek, which in the business world would be called "vision".

The scope of this study is to focus on "how to empower current employees to assume leadership responsibility in their roles in the retail industry" because every organization needs a leader to guide his followers and to be a role model to his people. Currently, there are few people assuming leadership responsibility among organizations, and there are unexpected circumstances occurring all the time. Therefore, in order to encourage people to solving problems and deal with it without having supervisors nearby, they need to be developed at least to have leadership skills to influence their followers and be a role model and to do effective work. Moreover, developing leaders will help in terms of company finances as well because if the company has leaders, it no longer needs to hire more employees. Knowledge and skills are needed in the company to make business decisions in what has become a much more competitive environment. Thus, there are many reasons to implement leadership development such as developing strategies giving business a competitive edge, having more effective management of the company's finances and growing profits, improving business' financial performance and implementing sales and marketing strategies that helps the company carve out of a niche in the marketplace.

CHAPTER II
LITERATURE REVIEW

To understand more about leadership development, literature review on related articles and journals were focused on leadership development and how to develop performance and competence effectively. Some information can be used from past studies in order to provide basic knowledge with examples.

2.1 What is a Role of Leader?

Before learning what leadership development is, people may wonder why there must be a role of leaders in any organizations, so firstly we will discuss what the role of leader is and why it is important to develop such a competency. One of studies about leadership development indicated that many people might be confused about leadership programs and what leaders did, which might lead failure. Thus, what leaders must have, basically what leaders must do was to create and reinforce values and purposes. Secondly, they needed to develop their vision and strategies in order to achieve the goal. Lastly, they needed to build the community that was necessary to implement the strategies and began to manage the changes to make sure the growth and survival (Robert, 2005). Also, the study suggested what good characteristic leaders could be; good leaders needed to behave in ways to achieve the roles that they were entrusted. Not only did leaders behave in ways to succeed their tasks, but also they needed to have characteristics such as character, creativity, compassion, core qualities to be effective leaders (Robert, 2005). Character was a foundation of ethical leadership behavior. It included dimensions of integrity, courage, honesty, and the willingness to do well. Some psychologists said that the character was a form as early training and disclosure to be good role models. Creativity was a source of capability to support further inspiring features, changes and new designed prototypes. The research mentioned about thinking laterally, expressing passion, initiating change and encouraging diversity of leaders

(Robert, 2005). Leaders were needed new challenges arose, because an organization needed people who could creatively build new approaches to solve new problems. Another trait was compassion. Compassion was the quality that many leaders needed to have in order to emphasize with followers. It also was discussed that the compassion could be taught to anyone in a leadership program or not. However, the leadership program had not attempted to put compassion as part of the program for students and to infuse them with emotional intelligence (Goleman et al, 2002).

2.2 Leadership Development

Leadership development is one of several ways to improve individuals to set an example for others. Not only does it train leaders to better engage with employees, it also trains individuals who want to develop leadership skills to gain knowledge of customer needs and wants. Leadership development will help employees to practice skills in order to increase their performance and working ability within groups. Leadership development is needed to conduct in business and also in a daily life in order to develop a deep understanding of issues affecting their organizations. In this paper, the hypothesis to empower employees to assume leadership responsibility in their roles will be discussed.

In the research article by Aoife (2011), the study examined about individual experiences of leadership development by using a theory to aspire and to develop leaders. Firstly, he addressed five themes that manifested a balance of leadership. Secondly, he examined what was the issue of leaders that they were facing, and finally, he examined the emotions in improving the development of leader's capability and behaviours. The study used the qualitative method to gain information from participants, which were divided into three groups such as the private, the public and voluntary sectors. The result of this study was to focus on each leader's development and showed out five themes. The first theme discussed about leaders could be made or born, supported by interplay between individual characteristics and experiences. His findings also supported the theory of development model of leadership. Also, the respondents described that most participants were influenced by circumstances from their childhood and early careers. In addition, critical incidents like individuals, key learning experiences, transformative experiences and random events were parts of developing leaders. The results also

mentioned developing personal strategies to attain balance. The result found that most respondents failed to attain balance. The leaders who attained balance could manage work-life boundaries and involved in exercise. Emotional intelligence was recognized and required for leaders to draw out the success of positive outcomes. Managing emotions was very significant for leader development, which respondents must learn to manage. A leader needed to recognize that they could not do it alone, so according to the result of this study, it showed that all leaders mentioned about working together to achieve a goal. The results also indicated that there was no best way to maintain the substance of leadership. However, being a leader must need to have the core vision and mobilization and context to achieve efficacy. The limitations of this study were the small number of interviewees, and subjective beliefs of the personal journeys of the leaders.

While, based upon research, the leadership development was mentioned from developed leaders that leaders could be made from early childhood and careers. Also, it came from critical incidents. However, there might be other criteria of being a leader that this study of Aoife (2015) did not mention.

Shadi (2015) examined a new way to get closer to leadership skill development. The purpose of this study was to develop leadership skills. It indicated that in the past there were many researches about leadership development plans and programs, which were developing self-efficacy, developing awareness of style for motivating other people, and developing leadership-specific skills. Furthermore, in 1997 there was a case study that showed the top seven main concerns of leadership development in the organization which were honesty, communication, knowledge, trust, listening, motivating and supporting staff (Klagge, 1997). Also, the study indicated about social capital and developing interpersonal skills such as building network of trust are essential nowadays. Skills, abilities, work experience, education, knowledge and training were parts of human capital, which these were vital factors in improving the effectiveness and the competency of the organization. Participants in this research were people in a manager position from six private oil companies in Iran. The result of this study found inspiration and shared vision were the first variable for indicating a good fit model to measure inspiration of shared vision while the second variable was to develop the environment of trust. The third was developing motivation, the fourth was developing teamwork and the fifth was developing communication. The next was to develop creativity and problem, and

the final construct was developing empowerment in others. In addition, the study mentioned about knowledge sharing because the knowledge sharing could be a moderator in deliver and transfer these criteria. Knowledge sharing was significant for both individuals and organizational levels. For individual level, it was an opportunity for employees to develop their competencies and performance. These would be provided by knowledge management, and of course it benefited them when they work together, so that they could share their knowledge (Shadi, 2015). At organizational level, there were two important benefits from knowledge management. By having efficiency, productivity, quality, and innovation, the organizational level would be improved because of knowledge sharing. Knowledge sharing would build a significant environment where people could share their knowledge in group thinking, awarding rewards, and developing personal skills (Greengard, 1998). The creation came from knowledge sharing as well because it helped to develop teamwork, which affected better coordination amongst team members (Mathieu et al, 2000).

The study of Shadi (2015) demonstrated leaders needed to develop these theories such as servant, transactional and transformational leadership skills to improve the effectiveness of leaders and to increase satisfaction and performance of followers. The limitations of this study were that future research should be recommended to consider additional skills based on other leadership styles and theories. This study is different from the study above because he mentioned the way to approach leadership skill development, in the study of Aoife (2011) mentioned leaders could be made from past experiences.

In the research article by Wei (2015), the study examined leader identity development. He aimed to build a theory of leader identity using a grounded theory approach. The result founded that 13 participants out of 15, they believed they had strengthened themselves into leaders in their communities while two participants thought that they had enhanced toward leadership but had not combined the leadership in their minds. Most participants who believed that they had developed into leaders said they received the support from their mentors as leaders. However, their mentors did not see any leadership roles in the participants because they did not show the leadership role in any activity. It appeared that when discussing about leadership, participants intended to show more leadership skills. Also, the result found that the development of the leader

identity was not just only a process, but it needed to take time continuously, which several identity facets developed with participants who understood of leadership, which were expanding boundaries from irrelevant to relevant, recognizing interdependence from focusing only themselves to focusing on other people, and discerning purpose from just helping out to discerning leadership purposes. However, the study did not tell that these three facets were not only the whole process of leader identity development because they helped people to extend more understanding of leadership, his study also mentioned that it helped to understand about how leader identity evolved.

In conclusion, it appears that leadership development can be developed in several ways. Not only are leaders born, but also they can be made from past experiences from early childhood or early careers. Factors from human capital such as skills, capabilities, work experience, education, knowledge and training are very significant factors to improving effectiveness of individuals and organizations. However, without knowledge sharing, it would be difficult to mentor leaders within organizations. Leader needs to have inspiration and share their vision according to the study of Shadi (2015). Other research discovered that being a leader needs to have someone to support them, especially their mentors as leaders.
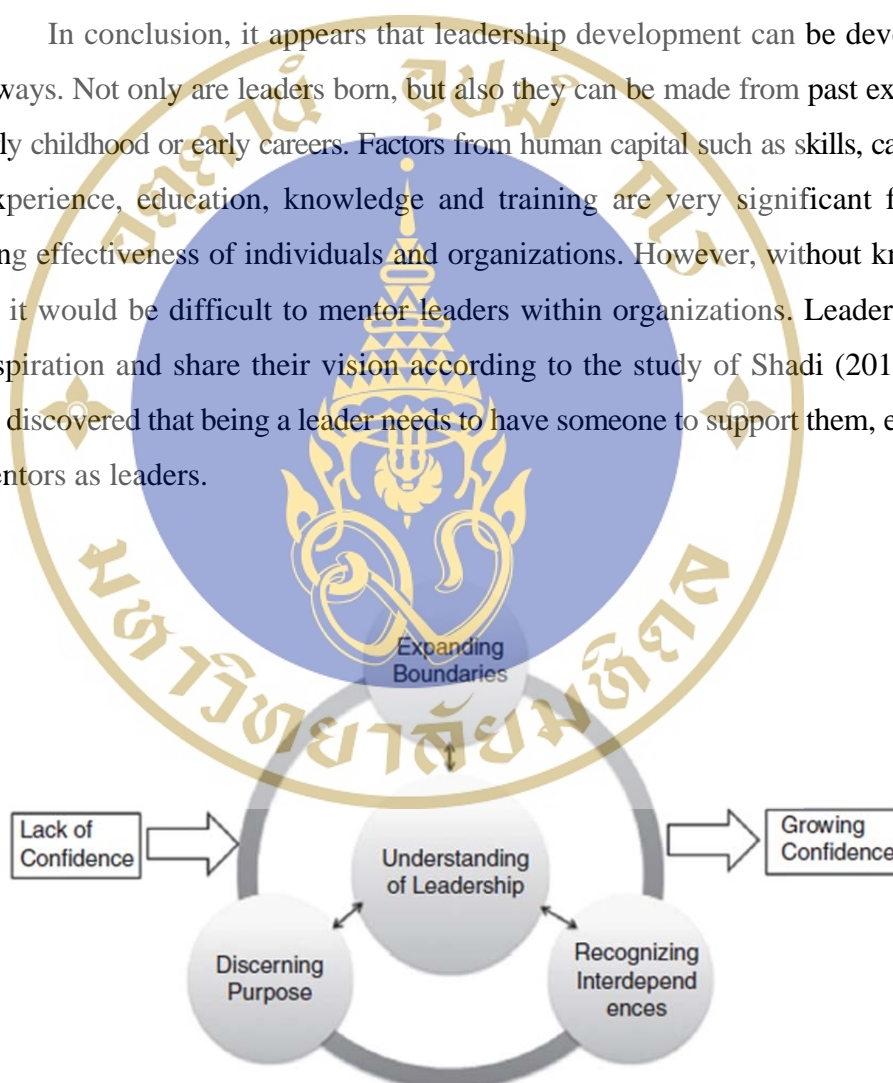
Figure 2.1 A multi-faceted model of leader identity development

Source: Wei Zheng Douglas Muir (2015)

2.3 Definition of Transformational Leadership

In order to understand clearly about this research, leaders can develop themselves to be transformational leaders further, the definition of transformational leadership is significant. Transformational leadership is a method of leadership to change individual and social systems by using criteria such as intellectual stimulation, inspirational motivation, idealized influence and individualized consideration to create positive changes in people (Erkutlu, 2017). Some followers might want to identify with such leadership. For example, the study showed that intellectual stimulation was demonstrated when the leaders helped his followers to become more innovative and creative by delegating assignments as opportunities for growth (Erkutlu, 2017). According to the study, Shelley, Francis, Leanne and William mentioned that there were three factors, which were idealized influence or inspirational motivation, intellectual stimulation and individualized consideration (Bass and Avolio, 1994). They were all related to organizational goals and vision in order to affect employees to be leaders; these behaviors were connected to the idealized influence or inspirational motivation to let others associate with the leader, including followers. Basically, individualized consideration would be used to treat other followers as individuals but could be used as a group as well. That was why this theory would be adapted to part of a teamwork process to enhance the communication in team, to develop conflict management skills, and to promote team cohesion (Shelley, Francis, Leanne and William, 2004). In this theory, there are other factors people needed to understand to improve working as a team and leading the team in the same direction.

According to the study (Paul, 2006), he mentioned that there was the full range leadership model showing the entire range of leadership style from non-leadership to transformational styles such as Laissez-faire, management by exception, contingent reward, individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence.

2.3.1 Laissez-faire

Laissez-faire was for a non-leader. This type tended to be removed from the leadership theory model because it provided in terms of direction and support instead.

Thus, as a result of this type, followers were always in disagreement with each other in considering about roles and their responsibilities.

2.3.2 Management by Exception

For management by exception, it was divided into passive and active. For the passive, it referred to the method of paying attention to the exception more than the normal. Therefore, leaders were relatively more laissez-faire model under normal situations but they took action when there was a problem. For the active, leaders would pay close attention to various kinds of problems and monitored and controlled systems to provide pre-active warnings.

2.3.3 Contingent reward

Contingent reward was a model from transactional style, but in this case the researcher wanted to show it as an example if when it becomes a transformational leadership style. Basically, this style was for leaders to set obvious goals, clear objectives and specific targets, and it was clarified by using "rewards" for successful completion. The reward in this case meant the entire range of non-financial to be more tangible reward.

2.3.4 Individualized consideration

Individualized consideration was the first of the transformational leadership style. The leaders in this style would demonstrate concern of followers, treated them as individual and got to understand them.

2.3.5 Intellectual stimulation

Intellectual stimulation was the style that the leader would stimulate the followers in order to think through problems for themselves and to develop their capabilities.

2.3.6 Inspirational motivation

For inspirational motivation, the leader must have the competency to motivate people to better performance. Thus, the leader himself had to be clear in terms of manner or had a vision of the future that his people would accept and were willing to struggle.

2.3.7 Idealized influence

Finally, idealized influence was the final transformational leadership style referring to the leader that had been a role model for those people who were around them. Moreover, the leaders had to be a role model because they had to demonstrate certain personal characteristics or "charisma" in order to be seen as being high on morality, trust, integrity, honesty and purpose.
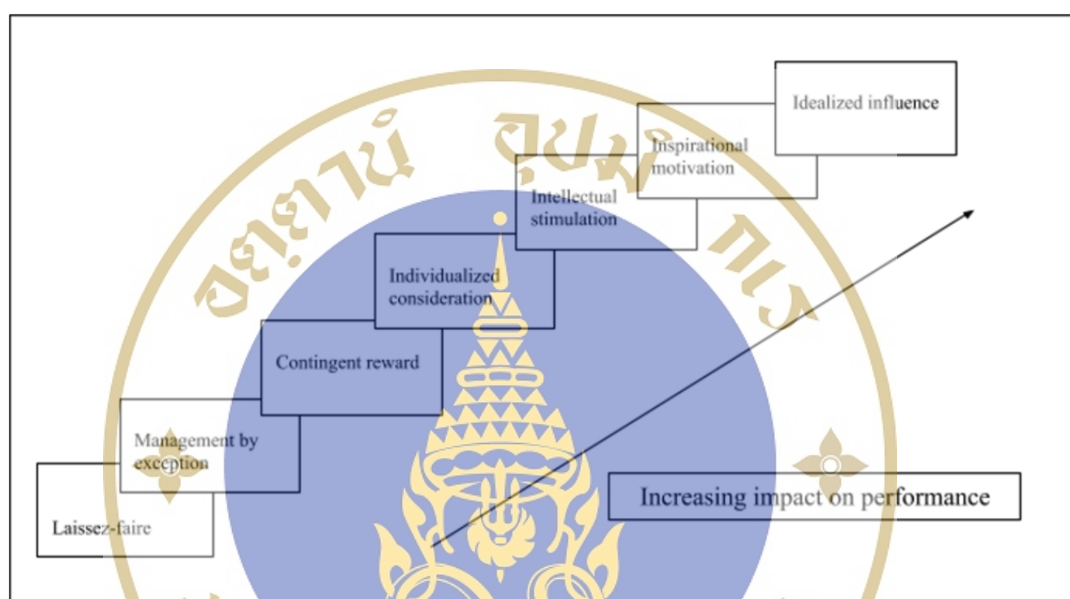
Figure 2.2   Full range leadership model
Source: Paul Kirkbridge (2006)

2.4 Team Performance

After knowing what transformational leadership is, one of important factors that can increase leadership individually in order to work as a team is team performance, to operate in business world. Teams were a consequence of the quality management process because in the 1980s by providing effective and proper training, teams could operate with increased production, morale, creativity and innovation (Shelley, Francis, Leanne and William, 2004). In the study (Shelley, Francis, Leanne and William, 2004), it stated that teams performance represented as the quality of interpersonal relationships and a teamwork process-based construct. Thus, specific dimensions of transformational leadership might produce key intermediate outcomes, which would create positive

improvements in team performance. Visioning, Modeling, Enabling, Challenging, and Rewarding is used to evaluate transformational leadership (Marai, 2015). The study examined transformational leadership in teams and sex, which the first one was transformational leadership. It said that Visioning did not apply effectively with a short term employees because it was not always the best solution. Also, Visioning might be something that develops with experience. Challenging would be used to encourage new methods and evaluate work from their perspective. For Enabling, it would let employees be involved in the work and divided the work equally in order to identify their performances effectively. The result was that Modeling & Rewarding has the highest mean while the lowest was challenging. Thus, this study showed that Challenging could not be used to motivate people all the time. However, transformational leadership theory only provided one way to understand team performance. Furthermore, the leadership effectiveness could be measured by the extent to which the leader's group or organization could perform, in order to succeed its task and achieve the goal (Erkutlu, 2017). Thus, team performance was needed when working in any organization. In order to develop transformational leadership used to improve employees, team performance was one of the factors of leadership amongst organization.

2.5 Emotional Intelligence and Transformational Leadership in Retailing

Based upon research of Aoife (2011), one of the most important factors was emotional intelligence because in order to manage people, leaders needed to control their emotion and learn how to use their emotions effectively both with themselves and others. Transformational and transactional theories were often used to distinguish leadership theory and management in many studies, including organizations. Mostly, transformational leadership theory was developed to distinguish leaders establishing meaningful and motivating relationships with employees and subordinates in order to rely on transaction to generate results (Burn, 1978; Bass, 1990). Not only was transformational leadership theory used to develop subordinates to be the leadership in organizations, but also emotional intelligence (EQ) was defined as the capability to comprehend other people, what motivated them, and how they worked and how to cooperate(Gardner, 1983). If asked why Emotional intelligence and transformational leadership theory were linked to

each other, it was because a recent research shows that EQ was "sine qua non" meaning that it was absolutely needed in leadership, without emotional intelligence, even though people were best employees with decisive, analytical and creative, they still were not be a good leader (Goleman, 1988). Therefore, a person having a high emotional intelligence would have the ability to understand himself or herself and other people in order to adapt their behaviors to match with transformational leadership. Also, there was research mentioning about organizations that were characterized by EQ, intended to increase employee co-operation, motivation, productivity and profits (Bass, 1990). In the study, energy, stress, optimism, self-esteem, commitment to work, attention to details, change, courage, direction, assertiveness, tolerance, consideration and sociability were all emotional intelligence to illustrate EQ profile characteristics of both transformational and transactional leadership emphasizing mostly on transformational orientation, and it seemed that actual managers who took the test were likely to be below the idealized. The results of the study showed that relationship between EQ and transformational leadership in retailing was the differences between actual and idealized manager profile had a performance gap. In addition, the culture creating non-threatening environment tended to have higher creativity, risk-taking and entrepreneurial leaders. Therefore, EQ was needed not only in leadership, but also it needed to be applied to everyone to show the ability to understand themselves and other people around him/her to match with the leadership style.

2.6 Conclusion
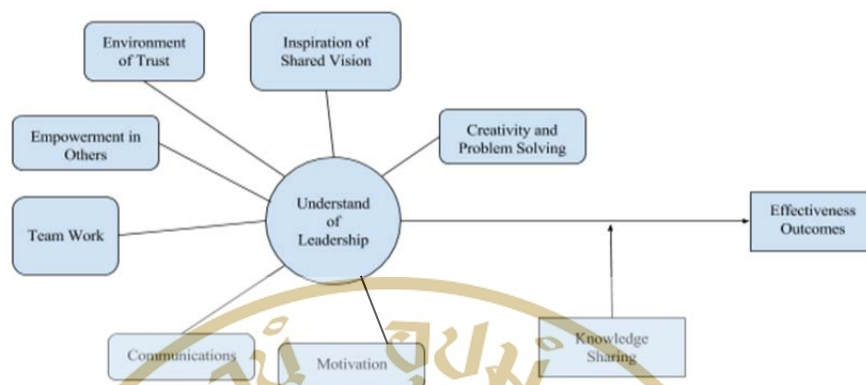
Figure 2.3 Conclusion

By using the leadership development theory to apply with employees in order to make them a good leader, I have read several articles to identify major factors. People cannot afford to motivate followers if they do not know how. Basically, every organization wants to develop its employees to be good leaders and to expose their potential affecting teams and organizations. Therefore, knowing how to develop followers properly will create motivations to influence them to be transformational leadership by using related factors within leadership style. Emotional intelligence is also significant as well in order to let employees perceive good leadership from their supervisors. Because people live in different cultures, Thai people have different aspects than other nationalities too. Some theories indicate that leaders are born with it while there are others that suggest that they can be made as well. Mostly, leaders will come from their experiences and bosses pushing forward their followers to become leaders. Also, in the literature of transformational leadership, it mentioned that females have more practice in transformational leadership than males with introverted, sensing, thinking, and perceiving in similar preferences. Higher EQ people tend to have the ability to understand other people, what motivates them, and how they work and how to work co-operatively, which can be used to apply with subordinates and colleagues. Not only can transformational leadership be used to develop supreme leadership, but also leadership development is used to tell how exactly to develop followers to become a leaders.

CHAPTER III
METHODOLOGY

3.1 Primary Data Collection Method

After using information applied in theories in the literature review, I collected and analyzed data to answer my research questions. With the addition of real life experiences in the retail industry, this allowed the analysis and answers from research questions to become more tangible, which a qualitative research is one of the research methods used to analyze and gain more understanding of underlying reasons, opinions and motivations amongst organizations from current employees working in the retail industry. The method of collecting data will be in-depth interviews in order to question employee's intentions individually, which will provide open-ended questions to encourage a meaningful answer by using their own knowledge or feelings to give answers about how to advise and improve current employees to be transformational leaders in a practical way.

3.2 Interview Method

The primary data in this research paper will come from two focus groups to collect in-depth data from using open-ended questions.

3.2.1 Sample Selection

After knowing the method the author wants to use to interview selected interviewees, firstly the author has to select employees in retail organizations, which in this research, there will be nine interviewees, selected in this sample and will be divided into two focus groups. First focus group is three participants from sales department. Second focus group is six participants from catering department. The research will focus on selected interviewees, which they are employees in the retail organization because most

of the time in the organization, they tend to be followers rather than leaders. Firstly, three staff will be in managerial level, and the second group will be in operational level.

Table 3.1 Interviewee List

Code	Position	Workplace	Experience	Gender	Area	Focus Group
A	Sales Manager	Bangkok	10	female	Finding events in promotional areas	1
B	Banquet Manager	Bangkok	10	male	Planning which area should use how many catering staff and ordering responsibilities	2
C	Assistant' sales Staff	Bangkok	80	female	Creating documents for events and coordinating with other departments	1
D	PR Staff	Bangkok	1	female	Doing social media advertising and creating posters for upcoming events	1
E	Catering Staff	Bangkok	9	female	Catering equipment for events	2
F	Catering Staff	Bangkok	9	male	Catering equipment for events	2
G	Catering Staff	Bangkok	10	male	Catering equipment for events	2
H	Catering Staff	Bangkok	4	male	Catering equipment for events	2
I	Catering Staff	Bangkok	8	male	Catering equipment for events	2

3.2.2 Develop open-ended questions

To find out how to apply transformational leadership in the retail organization, the author will use open-ended questions to interview selected interviewees to know what problems they are facing in order to solve and guide them into the correct directions. With open-ended questions, they are comfortable to answer questions related to their

aspects and experience, which the open-ended questions will be listed in steps linking to the 8 steps of transformational leadership and probing questions to continue asking them as show below in table 3.1 and 3.2.

Table 3.2 Open-ended questions for Sales Department

Topic	Interview Questions
Teamwork, Communications	(1) In your opinion, when working as a team, are there any advantages or disadvantages? (2) Do you prefer to work alone or with a team? Why?
Team's Characteristics	(3) In your opinion, what are potential characteristics of your ideal teammate?
Definition of Leader	(4) Can you explain the word "leader" in your opinion?
Creativity	(5) What is the unique point of this position in your opinion?
Team's Conflict	(6) Because your team project requires a lot of team oriented working style, are there any team conflict experiences and how to deal with it?
Team Performance	(7) In your opinion, what would you like to do to improve your team performance?
Creativity	(8) Do you have any ideas to improve benefit to the position?
Creativity	(9) Based on your experience, do you think what activities can improve leadership in organization?
Creativity	(10) Who is the role model leader of you and why? What do they do?
Motivation	(11) What is motivating you? Are you challenged in your current role? Do you have aspiration for a new role?
Motivation	(12) Why do you wait for orders to take action?
Motivation	(13) Why are you interested in developing your leadership skills?
Empowerment	(14) What stop you from taking leadership role?
Empowerment, Motivation	(15) Are you willing to do the leadership role if the circumstance is needed?

Table 3.2 Open-ended questions for Sales Department (cont.)

Topic	Interview Questions
Creativity, Motivation	(16) What leadership competencies (skills, knowledge, attribute) are important to your organization, for your current role, and/or for the role you aspire to? Why?
Empowerment, Communication	(17) What are current problems in leadership in organization?
Creativity, knowledge sharing	(18) What advice would you give someone going into a leadership position for the first time?
Inspiration of shared vision	(19) When taking orders from supervisors, do you realize why you have to do? Why?
Motivation	(20) Why do you want to be a follower?

Table 3.3 Open-ended questions for Catering Department

Topic	Interview Questions
Teamwork, Communications	(1) In your opinion, when working as a team, are there any advantages or disadvantages? (2) Do you prefer to work alone or with a team? Why?
Team's Characteristics	(3) In your opinion, what are potential characteristics of your ideal teammate?
Definition of Leader	(4) Can you explain the word "leader" in your opinion?
Creativity	(5) What is the unique point of this position in your opinion?
Team's Conflict	(6) Because your team project requires a lot of team oriented working style, are there any team conflict experiences and how to deal with it?
Team Performance	(7) In your opinion, what would you like to do to improve your team performance?
Creativity	(8) Do you have any ideas to improve benefit to the position?

Table 3.3 Open-ended questions for Catering Department (cont.)

Topic	Interview Questions
Creativity	(9) Based on your experience, do you think what activities can improve leadership in organization?
Creativity	(10) Who is the role model leader of you and why? What do they do?
Motivation	(11) What is motivating you? Are you challenged in your current role? Do you have aspiration for a new role?
Motivation	(12) Why do you wait for orders to take action?
Motivation	(13) Why are you interested in developing your leadership skills?
Empowerment	(14) What stop you from taking leadership role?
Empowerment, Motivation	(15) Are you willing to do the leadership role if the circumstance is needed?
Creativity, Motivation	(16) What leadership competencies (skills, knowledge, attribute) are important to your organization, for your current role, and/or for the role you aspire to? Why?
Empowerment, Communication	(17) What are current problems in leadership in organization?
Creativity, knowledge sharing	(18) What advice would you give someone going into a leadership position for the first time?
Inspiration of shared vision	(19) When taking orders from supervisors, do you realize why you have to do? Why?
Motivation	(20) Why do you want to be a follower?

### 3.2.3 Develop probing techniques

Probing techniques can be used to explore in-depth information in order to ensure validity from interviewees. The interview will be conducted by using two ways communication from face-to-face interview between interviewer and interviewees. After preparing the questions, interviewer can ask for further information and experiences.

3.2.4 Conduct the interview

In the research, the interview sessions are conducted by face-to-face communication. The interview will be provided into two groups for two departments in retail organization since the author wants to conduct different positions. The venue of the interview will be a meeting room with quiet and formal atmosphere helping the interview run smoothly and emphasizes interviewees to express in-depth information about their experience as much as possible. Each interview session will take approximately 30 minutes including introduction, questions, and probing. The final stage is to summarize information to analyze the data based on the research factors.

3.3 Research Framework

The information from both literature review and in-depth interview as primary data will be used as a combination to conduct final conclusion and recommendation based on the relationship in figure 3.1. The figure below is used to probe the answers of "How to develop current employees to be leaders in retail business?"
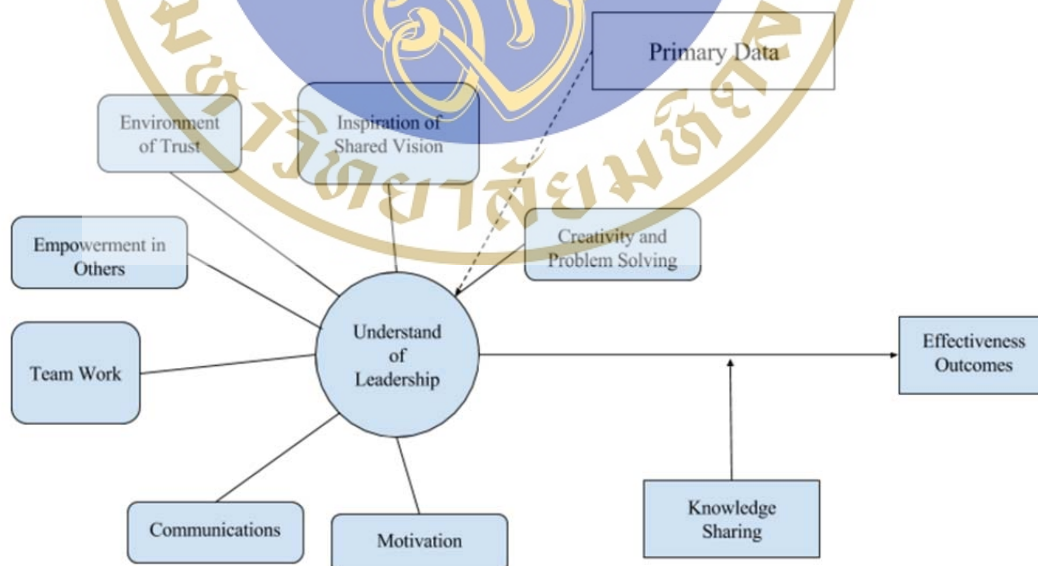
Figure 3.1 Research Framework

CHAPTER IV
DATA ANALYSIS

After conducting the qualitative research, the summary of data findings from sample interviewees are analyzed into several factors based on literature review chapters.

4.1 Teamwork

4.1.1 Attitude

According to all participants, attitude is the most important factor in work together and assuming leadership responsibilities in their role, because a leader needs to have a similar attitude with members and fit with the vision of the organization. They do not want to work with someone who has a negative attitude and does not fit with the team. Competencies can be taught to a new member, but it is difficult to change the way people think and feel on someone or even for something way of thinking and feeling about someone or something. The attitude in the team needs to be positive towards work and colleagues because a leader needs to have others choose to follow them, which, attitude is a main factor for whom wants to develop to assume leadership responsibility. Therefore, having a positive attitude can attract followers in the team who think similarly. Additionally, a person who assumes leadership responsibility in his role must encourage, proactive and think about the future of the organization. Sometimes different attitudes and opinions can occur in the workplace, in which all participants want other team members to accept their opinions, and disagreement can be discussed amongst team members to solve problems. For example, as two participants expressed:

"I want people to accept each opinion in order to coordinate and work together towards the same direction (interviewee E)."

"When having different attitudes amongst the team, it is difficult to coordinate work (interviewee H)."

Therefore, there are three participants that think the same way that the attitude is very important in becoming a team leader because different people have different opinions, and it is important to put in the effort to understand each other. On the other hand, it is quite interesting that one participant mentioned that if team members have different opinions or attitudes, it is still acceptable. What is unacceptable is that sometimes when disagreement occurs, hurting each other personally makes them not want to work together. Here is an example from a participant:

"Different opinions create alternative methods to solve problems, but sometimes we hurt each other's feelings instead (interviewee A)."

Based on this interview data, feeling relates to the attitude. Different attitudes causes a conflict amongst team members. Therefore, it is unavoidable to create conflict. However, a person who has a positive attitude will create a positive atmosphere, positive energy and positive productivity within the team that will cause a huge part of the energy to inject into the team and the organization. At this moment, all participants have similar attitude with their teams, so in order to empower them, the organization needs to support and let them work together even though they have different attitudes because in reality people cannot choose to work with a person they like all the time. Also, if a person who wants to assume leadership responsibilities in his role, focusing on attitude will create actions to change the team.

4.1.2 Communication

According to the interview, in any organizations, communication is the best tool to cooperate both in teams and across departments. Better communication indicates that it is easier to work together with the same objective. Not only do they have to be a good communicator, but also they need to be a good listener. Additionally, arguments can be shown via discussion, which is a form of communication. Thus, communication will show how they convey a message to others. If other people can understand the first time, it means that they have an ability to deliver the message. All participants mentioned that even though they have conflict within their team, the best solution is to communicate and find a solution for the particular problem. Not everyone tries to find solutions, but those who are, are dedicated to the work, he or she is trying express leadership. Sometimes there is a misunderstanding within the team, which causes work to be delayed. In order

to scope what customers want and narrow down what details are, a meeting is needed. When communicating, it is good to consult each other about the work in order to plan to solve problems and achieve a given project. However, for participants who are lower ranked in the organization, they lack communication because most of the time, only supervisors will suggest any ideas in the meetings. They are already good at listening, but still lack of courage to speak in the conference. If they still lack the courage, it will be difficult to empower more responsibilities to assume leadership in their roles because having an authority means having the courage to show that they are willing to learn more. In addition, when working as a team, it is not needed to communicate all the time because they already know what to do next. However, when there is a new recruit in the team, it is very significant to teach via communication, which the communication is a tool to decentralize the responsibility. For example, two participants expressed:

"When there is a mistake from communication, the best way is to fix via talking, coordinating, and transferring document on time and scope the work clearly (interviewee A)."

"Every work will be more effective if we communicate clearly the first time (interviewee D)."

Thus, communication from participants' perspective is quite similar because most of the time in the organization even for misunderstanding or understanding comes from communication. If they have good communication in the first place, mistakes will be reduced. On the other hand, there are two participants indicating that they should have a meeting every time before decentralizing the responsibilities or work, which they have shown a way to represent as a leader in the team. One participant expressed:

"Before doing any big projects in the organization, we should have a serious meeting and narrow down what customers really want (interviewee A)."

Based on this interview data, it seems that only managerial level tries to be a good communicator by concerning the work and following up their responsibilities, which indicates that they are trying to be a leader amongst their teams even though the organization does not support empowerment.

4.2 Empowerment

According to what most participants mentioned, they mentioned about decentralizing responsibility into each department, including catering and sales departments because in order to work effectively in needed circumstances, they need to have authority to make a decision. However, only two managers from different departments recommended that there should be decentralization because sometimes they cannot wait for immediate orders from their supervisors, so in order to know what customers really want, the organization should give least the authority to decide important decisions. It seems participants are afraid of mistakes because they cannot decide by themselves even though they do not have the authority. Also, they need to secure responsibilities that they are given only. It demonstrates that they do not spread empowerment amongst colleagues because most of the time their bosses will decide important decisions, which it does not make the participants realize that they can assume leadership responsibility in their roles. Three participants expressed:

"We need to see what customers want, and then we decentralize our work (interviewee B)."

"I need to have empowerment to decentralize the work to my colleagues to help the work flow (interviewee E)."

"Actually, I have authority but sometimes I cannot be the only one to make decisions because I have to let my boss know first (interviewee C)."

However, there are three participants willing to show their courage; if the circumstance is needed, they are willing to do it as a leader even though they do not have the authority to decide at the moment. This shows that although they do not have power to make decisions, but if the situation forces them to lead, they are willing to take the responsibility that will come after. Sometimes the organization does not know who has the willingness to lead as a leader, so if the circumstance can make them show their true potential, it is better to realize that there are at least some employees trying to assume leadership responsibility, and if the organization does support those who has the willingness to assume leadership responsibilities, eventually supervisors will have confidence in those who are willing to lead as a leader. While there are three participants who want to demonstrate their leadership responsibilities in their roles, there are still six participants do not want to be a leader as well according to several factors such as

more responsibilities, mistakes, and rejections. And here are some examples from participants"

"I'm not willing to do because I'm afraid of mistakes and have to be responsible for particular work (interviewee I)."

"I do not want to be a leader because there are too many responsibilities and pressure from colleagues (interviewee C)."

Based on the interview, it seems that there are participants who want to lead as a leader and those who do not want to lead. For those who are willing to lead when the circumstance is needed, it means that they have the potential to be responsible for a bigger task, which they will have more opportunities to get empowerment from the organization rather than those who are not willing to lead. The reason they do not have the authority in the first place is because they may not know how to assumedly perform as a leader to make the organization realize that it needs a leader to control people and to be responsible for important tasks.

4.3 Motivation

In the workplace of the organization, after interviewing nine participants, the result is that there are four participants who have low motivation. They are only in belongingness level because according to what they said, they are already satisfied what they have now. It seems that they do not have intrinsic motivation because firstly, even though they have a role model leader, it is not enough to change them to improve to be a role model themselves. This maybe happens because not everyone will have self-actualization. They think that they have lots of responsibilities to handle, which it is enough for them. This demonstrates that even though the organization is willing to give empowerment to these participants, it seems that they do not want to assume leadership responsibilities. Perhaps they are not ready to handle such an important task, which is not enough to motivate them to develop. Also, extrinsic seems to have no effect at all as well because they are happy with what they are responsible for and do not need to grow in the working field. Here are examples:

"Everything now is already good because there is no need to grow at this moment because I have a lot of responsibilities (interviewee D)."

"I have no ambition and no motivation because I'm satisfied what I'm working for (interviewee C)."

Therefore, there are similarities in four participants that they do not have intrinsic and extrinsic motivation. Even though salary is one of extrinsic motivation, it seems to have the effect of only short term. In order to motivate them, they need to have intrinsic motivation by themselves before giving more opportunities to them to assume leadership responsibility in their roles. On the other hand, there are five participants who have high motivation, which is good for the organization because they already have intrinsic motivation to grow more in the future. One participant mentioned that he wanted to become a manager of housekeeper because he thought that he had enough potential. This demonstrates that he has high intrinsic motivation to be a leader. Additionally, what we have mentioned is that he wanted to change a working field from catering to housekeeping, which means that he wants to challenge himself to a better task or a different duty. This also shows he has a willingness to do more than he already has, and it is good to learn more as well. While the other three participants only mentioned that they want to increase their knowledge, skills and experiences, they do not know how. They already have intrinsic motivation, but lack of extrinsic motivation from the organization. If the organization supports them by policy, it will increase their motivation to more and assume leadership responsibilities in their fields. Based on the interview, it seems that not everyone has a strong motivation to become a leader because some are satisfied what they have. Currently, from what interviewees said, there is no challenging work to motivate them to show their potential.

4.4 Creativity

Most of the participants in the organization mentioned creative ways to improve and develop their organization in several ways, in which some of them recommend a business strategy to gain more revenue. It is interesting that when we interviewed them, they tended to show their leadership style and creative ways to improve what their supervisors might not see. The result seems to activate them to show that they have an authority to make decisions, which in reality they do not have the empowerment yet. This is why the organization needs to support them to think creatively. When they

have a design thinking, it means that they need to provide a strategy how to do what they claim that they are creative. What can describe them about creativity is that not every participant has creativity, but there are still some participants showing that they can really help the organization to create a promotion for catering position. Additionally, sales department mentioned that if they do market research, the organization will understand more about the market they are working on, and they do not need to hire a third company to do it for them because they already have experience from doing market research and willingness to help the company. The reason they think that way is because they are employees who engage with their customers rather than supervisors. These participants show their intention about detailed information that need to be improved. Therefore, in order to give them empowerment to assume leadership responsibilities, the participants need to show and discuss to their supervisor about what they think to make the company realize they are not only followers who take only orders, but they are willing to demonstrate a way to gain more customer engagement and more profits. These are some participants expressed:

"What we can improve is the benefit from parking lots, because if we provide a convenience to customers, they will be more satisfied, and we will gain loyalty from them to our company (interviewee H)."

"We need to study and do a research outside the company to learn and use information to adapt our organization to what we really need to change (interviewee C)."

On the other hand, there is one participant that wants the organization to support the employees because some of them may have good ideas, but they cannot give a suggestion due to discouragement. From what he said, he wanted the organization to limit the limitations of employees and create a policy to support an ability to make decisions. Because if they have the authority, they can make decisions faster and better, which in the future will make them rethink about the business models and come up with creative ideas to change the enterprise because being a leader means being open-minded. Therefore, based on the interview, most participants have good ideas to develop the enterprise, which is good. However, they lack confidence to discuss them in the conference. In addition, this makes them realize that they do not have empowerment to make decisions, which is not true. Even though the organization does not directly state that they have the authority, they need to show and perform on real situations to earn it.

4.5 Knowledge sharing

After interviewing nine participants, they mentioned about knowledge sharing. They mentioned a difference between boss and leader. Boss from what they understand is someone who has a high rank position, and he can order their subordinates without understanding and empathizing while leader can be the one who understands subordinates and colleagues and is a role model for everyone. Additionally, knowledge will be shared via leaders among their colleagues, which it indicates that participants understand what leaders are and can do. Therefore, knowledge sharing is one attribute that leaders must have, and then they empower others to be innovative and proactive. Here are some participants expressed:

"I will give advice to be a role model to subordinates and discuss more in team (interviewee E)."

"A leader needs to see more work outside the organization, so when he comes back, he can share what he has been through (interviewee C)."

What some participants show while interviewing, it seems they already know when becoming a leader, they need to share what they understand and have been through to their colleagues. However, based on the collected information, participants do not have this knowledge sharing among colleagues and subordinates. This shows that even though they realize they do not have empowerment to assume leadership responsibility in their roles, they still lack this attribute to gain trust from colleagues and the organization.

In conclusion, participants need to understand themselves first and understand teamwork, empowerment, communication, motivation, creativity and knowledge sharing. If they want to develop to assume leadership responsibilities, they need to have all the attributes as mentioned above. However, leadership cannot be developed without support from the enterprise. Currently, it has shown that some participants want to develop to assume leadership responsibility and some do not want to. Therefore, in order to empower them, the support from the enterprise is needed, and participants need to have encouragement to show their potential to their supervisors to make them realize that they are outstanding.

CHAPTER V
RECOMMENDATION AND CONCLUSION

5.1 Conclusion

By adapting and utilizing both information from the literature review and primary data from qualitative research, which is focus group, we could identify what characteristics and identity exist in the retail organization. Therefore, we know what the problems in the organizations are, and we are able to recommend how to develop them to assume leadership responsibility.

Finally, it has been found that employees in the retail industry do have attributes of assuming leadership responsibilities in their roles, which the primary data is consistent with the literature review. It is similar in the way that leaders are not born but can be made. The findings of data analysis show that they do not have a leadership characteristic at the first; it comes from their past experience until they are they are today. It can infer that findings in the data analysis and in the literature review are similar such as motivation, teamwork, communication, creativity and knowledge sharing. From what we found, it is quite the same criteria as the literature review, there are relevant in a way that motivation has intrinsic and extrinsic from participants, which most of them do not have intrinsic motivation while in the literature review, variables for indicating a good fit model for leaders are motivation, teamwork, communication, empowerment and knowledge sharing. These criteria can be confirmed from participants that they are relevant in terms of attributes of being a leader. However, the findings of the research are not mentioned from participants such as EQ, core vision, shared vision and support from their mentors, which they are different from the literature review. Because they did not discuss that they received the support from their supervisors in terms of coaching, it means that their supervisors do not empower subordinates, so it is difficult to assume leadership responsibilities the in employees' roles. Also, even if it is difficult to gain empowerment from the enterprise, it is possible to develop to assume leadership responsibilities in their roles in terms of confidence, competencies and motivation to be able to assume leadership in their particular positions.

5.2 Recommendation

Based on the conclusion that we derive from the research, we can conclude that by understanding and adapting to these factors and what kind of problems employees face, we can help them to improve leadership skills. Because when knowing what the problems are, the retail organization is able to support the right method to provide best solutions to create an environment to match with the attributes they have.

5.2.1 Recruitment

After collecting information from participants, it was found that there are some participants who want to assume leadership responsibilities, while others do not want to develop to be a leader. Since it is quite difficult to change people's mind and behavior, it is better to recruit the right people with leadership skills who are willing to lead and show their potential. The reasons to choose are divided into two factors, which are professionalism and result-oriented. Firstly, when recruiting new employees into the organization, if there are different people with different motivation, for those who want to assume leadership responsibility, they need to be professional because it indicates that they always do the basics well such as showing up on time, they can mentor others and support subordinates, and they also take pride in their work and appearance. These factors show that if the organization wants to empower and to have people who have a right mind set, the organization should begin to recruit the right people who are professional to the company and set a strong example to the team. Secondly, it is good when the organization has a leader who seeks results. Because result-oriented leaders will use a methodical and strategic way to reach their objectives, and focus on the highest value tasks first, and they also encourage their subordinates and colleagues to do the same, which is a good example. When the organization recruits the right people into the organization, at least it will have the best impact on the business and also demonstrate to other people in the organization to assume leadership roles as well.

5.2.2 Create decentralization

Since there are problems occurring in the organization, employees cannot potentially show their competencies because they have to ask permission first. The company has to decentralize responsibilities and work down to each department in

order to let them realize that they have an authority to perform a task. Even though they realize that they want to develop themselves to be a leader by learning as much as possible, they still do not have empowerment to do. Therefore, the way to help motivate them and develop them, it needs a help from the organization as well in order to support employees. Currently, almost every employee has to wait for permission before making a decision, which sometimes wastes time. Also, it does not help any employee to improve skills at all because every decision comes from the supervisors.

According to the primary research, the participants said that they really want to deal with the problems if the circumstance is needed. It means that they have a potential to be improved and be developed if the organization supports them. The way to support them is to change the policy of the organization. Even though supervisors try to let employees deal with the problems sometimes, it may be confusing for some employees due to the culture of the organization. Thus, the organization should slowly change the policy to support all employees to let them feel that they have an authority to make a decision by themselves without asking the boss. However, making a decision in this case has to have limitations too. At any rate, it depends on the organizational policy to support them. If decentralization seems good, the employees will have the empowerment in others, both themselves and other colleagues to perform good tasks.

5.2.3 Expressing ideas

For both catering and sales departments, the participants always have ideas to discuss with the boss. However, some do not want to and some are afraid. This happens because of the culture of the organization as well. The solution is to provide a space to let them feel comfortable to express their ideas in the public meeting or a conference. Expressing ideas is a way to motivate each person with creativity and problem solving at the same time because when there are problems, the organization should let employees to discuss and purpose the ideas first rather than let the bosses discuss among themselves. According to the collected data, some participants have ideas to develop his department, but they do not know where to suggest the ideas. This is the main problem in the organization because sometimes some people are better than the supervisors, but there is no motivation to motivate them to show and express their idea into the public.

5.2.4 Provide knowledge sharing class

According to the literature review, the study mentions that leaders can be made. This is a true story because most of them are made from experiences and their leaders. Therefore, the organization should support them by providing knowledge sharing class both within department and across department. It is very vital factor to improve themselves by listening and sharing stories, especially a field that they are not familiar with. For those who are interested in knowledge sharing, it means that they have enough motivation to develop themselves to be a leader. We derived that answer for some participants that the most crucial tool is communication. We agree that communication is important in both internal and external organizations to operate the business. However, many participants do not realize that knowledge sharing is also very crucial. By proving knowledge sharing class will let everyone in the class tell what they have been through and what their mistakes are. This will increase acceptance between employees and also create the environment of trust in order to motivate each other.

To sum up, by providing three recommendations such as creating decentralization, expressing ideas, and providing knowledge sharing activity. These will help to support their thoughts about leadership development. Because nowadays employees do not have an opportunity to demonstrate their competencies to the supervisors, they also do not have empowerment giving tasks to subordinates as well. Creating decentralization and expressing ideas will improve their potential to be a leader. According to the literature review, the study mentioned about experience. If they have empowerment and decentralize the work into each department, it may be guaranteed that they are willing to do and to be responsible for any kind of work. In addition, communication is the best way to deal with problems, so expressing ideas solve the problems and trying to participate will develop self-actualization for each person to become a leader. Furthermore, after they develop themselves to become leaders. They can improve themselves to be transactional leadership and transformational leadership in the future. However, this study has a limitation because the samples were chosen from two departments since in the retail organization there are more than ten departments, so there is not the best leadership development for all organizations, and future research should be done to illustrate whether the proposed model can be generalized with other samples of different situations and cultures.

5.3 Limitations and Future Research

Although the research was carefully prepared and reached its aims, there were some limitations. First, the time limit, the research was conducted only on a small size of population in one particular organization, and had only three months of time to prepare, so the research should involve more participants in different organizations. Second, because of the culture, since we are Thai, there might be different cultures and different understandings in terms of developing leadership skills. Therefore, different culture and different industries might affect the results of the research. Future research is critical and recommended to consider additional skills based on leadership development used to develop leadership skills. The future research should consider different industries and cultures to examine the way to develop leadership skills for each industry and culture.

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