

THE IMPACT OF LEADERSHIP STYLES, WORKING ATMOSPHERE AND ORGANIZATION STRUCTURE FACTORS TOWARDS ORGANIZATIONAL EFFICIENCY IN CHINA-THAILAND CROSS-BORDER ELECTRONIC COMMERCE COMPANIES

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Abstract

This study investigates the factors influencing the organizational efficiency of cross-border e-commerce companies, focusing on leadership style, work atmosphere, and organizational structure as independent variables. Sub-variables of leadership include empowering, transactional, and visionary leadership. Effective leaders motivate employees and enhance performance, while visionary leadership fosters innovation. Empowering leadership boosts autonomy and productivity, whereas transactional leadership may improve efficiency but hinder creativity. Good working conditions correlate with productivity. Organizational structure includes centralization vs. decentralization and hierarchical vs. flat structures. Situational theory suggests effectiveness varies with internal and external factors. Centralized structures may hinder responsiveness in dynamic markets, while decentralized structures promote flexibility. Using quantitative methods, data were collected from 402 participants in China and Thailand via Google Forms and the China Questionnaire Star APP. Results confirmed that leadership style, work atmosphere, and organizational structure significantly impact organizational efficiency, aligning with existing literature on the importance of adaptive leadership and a positive work climate in enhancing e-commerce performance.

Keywords: Cross-border e-commerce, Leadership Style Organizational Structure, Work atmosphere, Organizational Structure

Introduction

This study examines the impact of leadership style, work atmosphere, and organizational structure on organizational efficiency in cross-border e-commerce companies. While the Chinese e-commerce market is mature, the industry in Thailand is still developing. Chinese entrepreneurs often apply their management practices in Thailand, but cultural differences can pose challenges. Wang and Zhang (2021) note that leadership effectiveness varies across cultural contexts, highlighting the need for adaptation. Chinese companies typically maintain a serious work atmosphere that emphasizes respect for hierarchy, which can enhance efficiency (Burns, 1978). However, unclear responsibilities in some companies can lead to management confusion and employee dissatisfaction, resulting in inefficiency and turnover (Chen et al., 2020). This study will analyze how these factors affect organizational efficiency, stressing the importance of adapting management practices to local conditions in cross-border e-commerce.

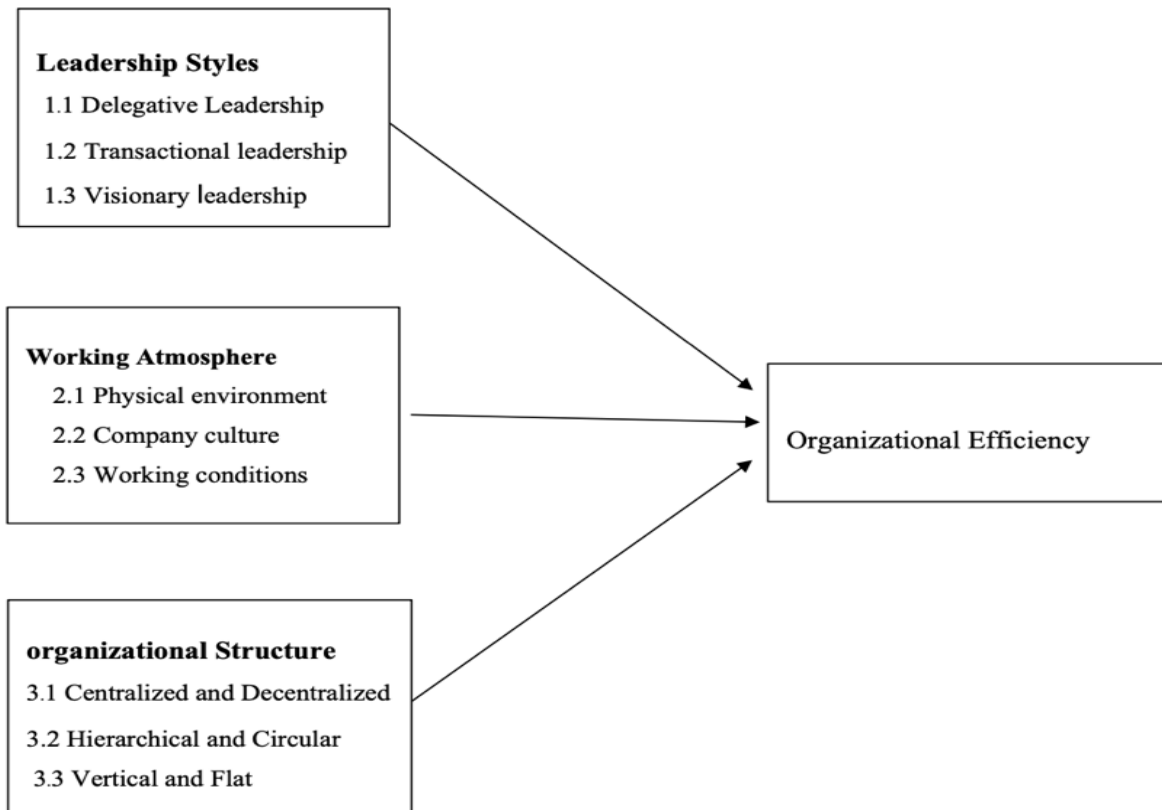
Objective of the study

1. To study the impact of leadership styles factor (delegative leadership listening & trust and respect) on organizational efficiency.

2. To study the impact of atmosphere factor (physical environment, company culture and working conditions) on organizational efficiency.
3. To study the impact of organizational structure factor (centralized vs. decentralized hierarchical vs. circular and vertical vs. flat) on organizational efficiency.

Scope of the study

Conceptual Framework



Hypotheses Test

1. H1 is the impact of the leadership styles factor (delegative leadership, transactional leadership, and visionary leadership) on organizational efficiency.
2. H2 is the impact of working atmosphere factor (physical environment, company culture and working conditions) on organizational efficiency.
3. H3 is the impact of organizational structure factors (centralized vs. decentralized, hierarchical vs. circular and vertical vs. flat) on organizational efficiency.

Literature Review

Item no.	Authors (Year)	Finding	Variables
1	Brown (1997, p. 175)	To enhance organizational efficiency, the company has focused on improving internal performance through its management system, organizational structure, corporate culture, and overall productivity. Research indicates that effective organizational efficiency can lead to significant improvements in corporate performance, impacting areas such as management effectiveness, productivity levels, quality of output, and profitability.	organizational efficiency
2	AIHR, (2023)	"In a startup or small company, delegative leadership can enhance employee motivation by giving employees decision-making power, which increases their drive to complete tasks. It also fosters creativity, enabling team members to innovate and improve their problem-solving skills.	Delegative leadership
3	Bhargavi & Yaseen, (2016)	leadership is a significant force in enhancing firm performance.	Leadership
4	Zeng, Wang, Chi, & Xia, (2016)	Leadership styles, through incentives and other means, influence both external task achievement and internal innovation performance by fostering a creative environment.	Leadership
5	Yusuf, Wahyuddin, Thoyib, Ilham, & Sinta, (2022)	The working environment significantly influences employee performance, as it affects both their emotional state and their ability to work under optimal conditions. Work environment and performance are mediated by employee motivation, which plays a crucial role in overall productivity	Work environment
6	Taheri, Miah, & Kamaruzzaman, (2020)	In today's business world, the working environment is increasingly regarded as a major factor influencing employee productivity and performance. Employers need to regularly update their company's working environment to ensure it supports these goals.	Work environment

Methodology

Population and Sample

The population is all leaders and employees of cross-border e-commerce companies from China to Thailand. Based on Yamane's table for sample size, selecting over 100,000 populations with 400 sample sizes is required to be collected with a precision level of $\pm 5\%$ for reliability.

Type of Research and Tool

The data collection tool for this study is a questionnaire using close-ended questions. The questionnaire is divided into five sections: demographic data (9 questions), leadership style factors (9 questions), working atmosphere factors (8 questions), organizational structure factors (8 questions), and organizational efficiency (7 questions). Approximately 40 questionnaires will be distributed for the survey.

Validity Test

The online questionnaire was checked for validity and approved by the advisor Assoc. Prof. Dr. Suthinan Pomsuwan.

Reliability Test

30 samples, the data from the questionnaires were analyzed by using Cronbach's Alpha in the statistical software, with total reliability of 0.955. The required value to be accepted is 0.7-1.00.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Result

Demographic Data

The most significant number are aged 21 to 30 years, making up 42.9% of the total. Most respondents are male (60.3%), while females account for 23.5%. Regarding the origin of the companies' products, most are sourced from China (94.5%), with the remainder coming from the rest of Asia (3.7%). Additionally, a large majority of the respondents are married (81.5%). In terms of education, most participants have completed high school (62.1%) and are employed in various roles (95.3%). When it comes to income, the majority earn between 30,001 and 60,000 baht (56.4%). A notable number of respondents have worked in their current company for 1 to 3 years (74.3%). Most participants reported being proficient in two or more languages, with the majority able to speak English and Chinese (53.6%). Other language combinations include Chinese (16.2%), English/Chinese/Thai (15.2%), English/Chinese/other languages (0.7%), and Chinese/Thai (6.0%).

Mean and Standard Deviation

- Leadership style: (\bar{x} = 3.25, SD = 1.15), SATISFIED
- Work atmosphere: (\bar{x} = 3.22, SD = 1.09), SATISFIED
- Organizational structure: (\bar{x} = 3.24, SD = 1.09), SATISFIED
- Organizational efficiency: (\bar{x} = 3.24, SD = 1.17), SATISFIED

Multiple linear regression

Leadership style: Accepted with Adjusted R-square = 0.834, $F = 663.343$, $*P \leq 0.05$ (teamwork = .000, significance, knowledge sharing = .000, significance, and organizational cohesion = .000, significance)

Work atmosphere: Rejected with Adjusted R-square = 0.848, $F = 736.010$, $*P \leq 0.05$ (Flexible Physical environment = .000, significance, corporate culture = .000, significance, and Working conditions = .000, significance)

Organizational structure: Accepted with Adjusted R-square = 0.83, $F = 644.567$,

* $P \leq 0.05$ (Corporate level = .000, significance, Personal level = .000, significance, and Manager level = .000, significance)

Conclusion

Demographic Data

The most of respondents in this study were aged between 26 and 41 years, with a significant proportion being female. Most of the participants were Chinese nationals, and a large number were married. In terms of education, the majority had completed high school, and many were employed in various positions, earning between 30,001 and 60,000 baht. A considerable portion of respondents had been working in their respective companies for 1 to 3 years.

Attitudes towards variables

Independent Variable 1: leadership styles, The most respondents agree that delegate leadership, transactional leadership, and visionary leadership have an impact on work efficiency.

Independent Variable 2: working atmosphere, The most respondents agree that company culture, followed by physical environment and working conditions, in general, respondents agree that work atmosphere has an impact on work efficiency.

Independent Variable 3: organizational structure, The most respondents strongly agree that Personal, followed by Corporate and Manager level factors, in general, most respondents agree that organizational structure factory.

Hypotheses

- H1: Leadership style (delegative leadership, transactional leadership, visionary leadership) has a significant impact on organizational efficiency.
- H2: Work atmosphere (physical environment, corporate culture and working conditions) has a significant impact on organizational efficiency.
- H3: Organizational structure (corporate level is different, personal level and manager level) has a significant impact on organizational efficiency.

Recommendation

Cross-border e-commerce is still an emerging business model in Thailand, and this study aims to provide insights for business managers regarding employee management and organizational efficiency to better allocate resources and talent. Focusing on companies operating between China and Thailand, the research reflects the actual experiences of both Chinese and Thai employees.

Data were collected from over 400 employees in cross-border e-commerce companies, utilizing surveys and processed with SPSS software. Statistical methods, including descriptive statistics, Pearson correlation analysis, and regression analysis, were employed to explore the relationships among key variables. A snowball sampling method was used for participant selection; however, this raises concerns about the authenticity of respondents' answers. Future research is encouraged to consider alternative sampling techniques, such as convenience sampling, to enhance data reliability.

The findings indicated that 80% of respondents believed that a positive working environment, a relaxed atmosphere, and comprehensive welfare benefits significantly boost employee enthusiasm. Leadership style was identified as a critical factor, influencing both the work atmosphere and team efficiency. Additionally, a clearly defined organizational structure is essential for enterprise growth and overall work efficiency. The remaining 20% of respondents, who were leaders, largely agreed with these views, highlighting the importance of the identified factors on employee motivation and organizational effectiveness.



Given the potential concerns regarding the sampling method, future studies should explore different sampling approaches to improve reliability. As the cross-border e-commerce field is rapidly evolving and currently lacks extensive literature, further research focusing specifically on the China-Thailand cross-border e-commerce sector could address existing gaps and offer additional academic and practical insights (Wang & Zhang, 2021; Chen et al., 2020).

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